



ANNUAL MANAGEMENT PLAN

2021-2022

Approved by the Board of Governors on September 23, 2021

PREAMBLE

Many challenges remain as Dawson enters its second year dealing with the pandemic and its effect on the learning and teaching environment. This year, the challenges included the return to on-campus activities for the first time in 17 months.

In preparation, Dawson committed to developing strategies and action plans, and providing resources for a safe return for all students, faculty and staff, to delivering an enriching educational experience to students, and to offering support to teaching and non-teaching staff.

This annual management plan presents the main actions the College proposes to take in response to the pressing issues it will face during this academic year, consistent with Dawson's mission, values and strategic plan.

BILL 96 AND ITS IMPACT

In May 2021, the Quebec government tabled Bill 96, its proposed revision of the Charter of the French Language. The changes, if adopted into law, would have far-reaching implications for the right of all Quebec students to choose freely when it comes to their post-secondary education.

The Director General, in collaboration with the director generals of the English colleges, will actively defend the interests of the College and its students and participate in the preparation of the brief to be presented at the parliamentary commission.

Under the proposed law, the College may be required to give priority to students who have a right to instruction in English. This requirement could change the admissions process and the profile of the students the College has been admitting.

The Academic Dean, with the support of the Dean of Academic Systems, will review and, if required by Bill 96, implement changes to the Admissions Policy and procedures.

CONTINUOUS IMPROVEMENT

As part of the second cycle of the quality assurance process mandated by the Commission d'évaluation de l'enseignement collégial (CEEC), the College must complete its self-evaluation report by June 2022. This audit examines the College's quality assurance mechanisms, their effectiveness and their contribution to ongoing improvement in four areas: programs of study, the evaluation of student achievement, strategic planning and student success planning.

The Director General, with the support of the Coordinator of Quality Assurance and Planning, will oversee the writing of the CEEC-mandated self-evaluation report and the preparation of an action plan.

The hallmark of Dawson's educational offerings are quality programs that are student-centred and seek to engage students in rich and meaningful ways. The College has developed considerable experience in designing competency-based DEC and AEC programs that are aligned with the aims of college education and the College's educational mission and vision, and comply with ministerial requirements.

To ensure consistency in the application of these processes and the documentation of the outcomes, the College is ready to codify a framework for designing programs that will define the principles for quality program design, specify the roles and responsibilities of stakeholders in program design, validation and approval, and define the key actions in program design.

In collaboration with the other deans, the Dean of Academic Development will lead the development and adoption of a policy on the design of programs of study.

INFRASTRUCTURE

The recovery of the space deficit remains of paramount importance for the College, both in providing students and employees a more adequate environment in which to study and work and considering the level of capital investment required. The submission of the *dossier d'opportunité* has been delayed, but is expected to be approved by the Conseil des ministres in the fall. In the coming year, the *dossier d'affaires*, which includes the architectural and engineering plans will be developed.

In collaboration with the Director of Facilities Management, the Academic Dean, the Director of Finance and the Director of Corporate Affairs, the Director General will continue to oversee the development of the construction project and ensure that the best interests of the College are taken into consideration.

STUDENT SUCCESS

Online Learning

The College's experience delivering instruction online during the pandemic has allowed faculty and students to gain a much deeper understanding and appreciation of what is involved in online teaching and learning.

In collaboration with the Deans and the Faculty Hub team, the Academic Dean will oversee the identification of best practices from the past year so that they can inform the delivery of online instruction that is most beneficial for students.

In collaboration with the Deans, the Academic Dean will lead the development and adoption of a policy for online teaching and learning.

In collaboration with the Academic Dean, the Director of Information Systems & Technology will review and assess tools and resources required to support distance learning.

Policy on Accessibility Services for Students

In order to provide appropriate services to students with disabilities (learning disabilities, physical disabilities and sensory disabilities), Dawson must develop a policy that outlines the services that are offered as well as the responsibilities and legal obligations required of the College and its employees.

The Director of Student Services, in consultation with the Academic Dean, will develop a policy on accessibility services for students.

SUPPORT SERVICES KEY INITIATIVES

Work-from-Home Policy

The College aims to develop a Work-from-Home Policy following its experience with remote work during the 17 months of the pandemic when on-campus activities were suspended.

In consultation with internal stakeholders, the Director of Human Resources will develop a comprehensive Work-from-Home Policy that manages expectations and creates channels and infrastructure that will permit optimal conditions for remote work.

Digital Transformation

The pandemic accelerated the need for increased efficiency and effectiveness of Dawson's information systems, leading to the design and implementation of a digital transformation in its technological infrastructure.

The Director of Information Systems & Technology will continue the deployment of a number of solutions such as electronic signatures and ensure that the office environment is ready for new requirements of mobility and videoconferencing.

With the support of the Director of Information Systems & Technology, the Director of Finance will launch the Finance department's digital transformation project. A multiyear project plan will be elaborated. Implementation of electronic funds transfer payments for all Canadian suppliers and the Clara expense report module will be the focus for 2021-22.

Cybersecurity

Since February 2021, as part of a major initiative to prevent cyberattacks at public institutions across Québec, CEGEPs are required to have a cyber-action plan that identifies preventative measures to protect infrastructure and its computer applications. It also requires the introduction of employee training.

The Director of Information Systems & Technology will introduce a number of preventative tools and implement measures to further reduce the risk of cyberattacks.

Diane Gauvin
September 23, 2021