



ANNUAL MANAGEMENT PLAN

Academic Year 2020-21

Approved by the Board of Governors September 23, 2020

It should be a surprise to no one: the 2020-21 academic year will be nothing, but exceptional. As far as we can see, the COVID-19 crisis is not near to disappearing. This year we are unfolding under conditions that are far from normal. It will likely be the new normality for a certain period and that support services to students will have to keep adapting and redefining themselves in order to cope with the challenges it brings.

From a managerial standpoint, this will require a great deal of creativity, agility, transparency and flexibility. The situation induced by the COVID-19 leaves us with very little we are familiar with and our usual ways of doing things are unsettled, if not shattered. The challenges we face are two-fold: responding to immediate needs with appropriate solutions that ensure a high quality education for our students while anticipating what post COVID-19 may look like. In short, being responsive to the most pressing needs while starting to prepare for a future that might look like nothing we have yet imagined. These are surely challenging times that will leave its mark on how we address what is forthcoming. More than ever, we have to be judicious and deliberate in our decisions, proposing a vision that is clear and cohesive while fostering a collaborative problem solving approach based on teamwork, trust and effective communications. Challenging indeed!

These are the concerns reflected in the 2020-21 annual objectives that the Board of Governors approved earlier in June, for both the Academic Dean and the Director General.

For the Director General:

The unexpected situation we find ourselves in since the Covid-19 pandemic started to unfold and the uncertainties about the conditions under which we will be able to operate the academic year 2020-21 are two main factors worth of consideration while setting up the road map for the upcoming year.

(...)

Many challenges arise from this situation. Some are organizational while others are financial. Overall, the key challenge will remain the core of our mission: doing whatever possible to offer our students a college experience that is meaningful, enticing and enriching.

Ensure the proper leadership to address the various challenges arising from the exceptional situation created by the Covid-19 in the unfolding of the Fall Semester by implementing conditions that will offer our students a meaningful college experience, will foster their success while ensuring financial stability of the College.

For the Academic Dean:

The sudden increase in volume of IT resources has prompted rapid changes in our infrastructure. In 2020-21, the IST Department will:

- *Review our strategy for computing devices in offices and laboratories, with an emphasis on remote access and videoconferencing needs. It will also review our master network plan to better support these needs and the trend to move to cloud services.*

The deployment of online se

- *Work closely with other directors to understand the shifting needs and priorities of Academic, Student Services as well as all support services through assessment of the cost of meeting shifting priorities and identi*