



Ontario College Quality Assurance Service

Service de l'assurance de la qualité des  
collèges de l'Ontario

## COLLEGE QUALITY ASSURANCE AUDIT PROCESS (CQAAP)

### CURRENT STATE OF QUALITY ASSURANCE ACTIVITIES REPORT for: Follow-up (18-month)

**ST-LAWRENCE COLLEGE**

**DATE SINCE LAST UPDATE TO OCQAS: June 1, 2017**

**DATE OF PREPARATION OF REPORT: December 12, 2018**

**REPORT PREPARED BY: Elaine Armstrong, Dean, Faculty of Arts, St. Lawrence College**



This report aims to provide updated information regarding the quality assurance activities that the college is implementing to address the identified gaps (affirmations, recommendations and other) since the college's last submitted report to the OCQAS.

**1. Provide the continuous improvement plan (action/ implementation plan) and results to date.**

\* *The college must provide (at the very least) the affirmations made by the college and the recommendations made by the audit panel at the time of the last audit. These stipulations (affirmations and recommendations) should be listed, verbatim as they appear in the audit report.*

## 8 Recommendations—

<b>Recommendation 1</b> * What has been identified as needing to be done? (stipulations)	<b>RECOMMENDATION #1</b> (Requirement 1.3) <b>We recommend that student course feedback become a standard element that is consistently included in the annual program review process.</b>
What deliverables are associated with addressing the stipulations?	<ul style="list-style-type: none"> <li>• May 2018: Using our current software, HR created a pilot roll-up for 3 Faculty of Arts Schools, with program level information from Student Course Feedback. The information was forwarded to the Associate Deans of each school for consideration in year-end meetings.</li> <li>• Investigating a new course software (CourseEval) which could address this recommendation specifically, as well as provide options for other features we would like to add i.e. formative feedback direct to faculty; customization of questions.</li> </ul>
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> <li>1. Explore features of new course feedback software CourseEval with Human Resources, Student Information System, and Strategic Corporate planning to gauge effectiveness and feasibility.</li> <li>2. Submit budget request to the College Executive Team for approval.</li> <li>3. Create implementation plan including: consultations on Student Course Feedback (purpose, use etc.); confirmation of questions; communication; training; technical set-up;</li> <li>4. Technical pilot for Winter 2019;</li> <li>5. Full implementation of new software and process for Fall 2019</li> </ol>
Who is responsible for the specific deliverable/ task?	Dean, Faculty of Arts (PQA) Associate Dean, School of Contemporary Teaching and Learning Academic Managers (Compliance)



<p><b>When is the completion deadline of the specific deliverable/ task?</b></p>	<p>Budget request Spring 2018 successful Software customization/set-up/training Fall 2018 &amp; early Winter 2019 Pilot Winter 2019 Full implementation Fall 2019</p>
<p><b>What is the current status of each specific deliverable/ task? (include a completion percentage)</b></p>	<ol style="list-style-type: none"> <li>1. New software exploration completed in Winter 2018 &amp; Spring 2018</li> <li>2. Software purchased with license start in January 2019</li> <li>3. Implementation plan in development for rollout of a technical pilot Winter 2019. One year administrative position approved to facilitate the implementation (reporting Associate Dean, SCTL). Working committee/advisory group formed in Fall 2018 to including representation from PQA, Corporate Services, Academic and HR.</li> <li>4. Pilot programs chosen. Planning for technical pilot test underway Fall 2018 targeted pilot run Winter 2019.</li> <li>5. Full implementation target Fall 2019</li> </ol>

[Click here to enter text.](#)

<p><b>Recommendation 2</b> * What has been identified as needing to be done? (stipulations)</p>	<p><b>RECOMMENDATION #2 (Requirement 2.1)</b> <b>We recommend that the process for ensuring measurability of the learning outcomes be more clearly articulated with who has that responsibility and how that responsibility is measured.</b></p>
<p><b>What deliverables are associated with addressing the stipulations?</b></p>	<ol style="list-style-type: none"> <li>1. Create additional resources to bolster faculty training initiatives related to curriculum alignment, assessment mapping, and Learning Plans. These initiatives will help faculty select more appropriate measures of learning outcomes by selecting specific assessments.</li> <li>2. Implementation of the new Learning Plan template requires assessments to align with learning outcomes. This will assist the Academic Managers when they review and sign learning plans to ensure that all outcomes are articulated as measurable outcomes and assessed appropriately.</li> </ol>
<p><b>What tasks are associated with addressing the deliverable?</b></p>	<ul style="list-style-type: none"> <li>• Research strategies to enhance faculty PD</li> <li>• Create a Learning Plan Guide document for use with all faculty and courses</li> <li>• Select exemplar Learning Plans for broader distribution</li> <li>• Create Assessment Mapping resources within Curriculum Mapping process</li> <li>• Provide information sessions to Deans Council on use of the new Learning Plan format and to review the necessary checks for sign-off.</li> </ul>
<p><b>Who is responsible for the specific deliverable/ task?</b></p>	<ul style="list-style-type: none"> <li>• Associate Dean, School of Contemporary Teaching and Learning</li> <li>• Manager, Curriculum Development</li> <li>• Deans' Council</li> </ul>



<p><b>When is the completion deadline of the specific deliverable/ task?</b></p>	<ul style="list-style-type: none"> <li>• Research strategies to enhance faculty PD – Winter 2018</li> <li>• Create a Learning Plan Guide document – Spring 2018</li> <li>• Select exemplar Learning Plans – Spring 2018</li> <li>• Create Assessment Mapping resources within Curriculum Mapping process – Fall 2018</li> </ul>
<p><b>What is the current status of each specific deliverable/ task? (include a completion percentage)</b></p>	<ul style="list-style-type: none"> <li>• Research strategies to enhance faculty PD – 100% complete</li> <li>• Create a Learning Plan Guide document – 100% complete</li> <li>• Select exemplar Learning Plans – 100% complete</li> <li>• Create Assessment Mapping resources within Curriculum Mapping process – 75% complete</li> <li>• Learning Plan Guide has been created and presented to Dean’s Council F18</li> </ul>
<p><b>Recommendation 3</b> * What has been identified as needing to be done? (stipulations)</p>	<p><b>RECOMMENDATION #3</b> (Requirement 2.3) <b>We recommend that a process be put in place to ensure the internalization of program vocational learning outcomes occurs to the degree that they are being operationalized in the day-to-day work by program faculty.</b></p>
<p><b>What deliverables are associated with addressing the stipulations?</b></p>	<p>Create more faculty resources on assessment mapping, rubrics, assessments, and provide additional training on Learning Plan document.</p>
<p><b>What tasks are associated with addressing the deliverable?</b></p>	<ul style="list-style-type: none"> <li>• Review the Learning Plan submission process and identify gaps</li> <li>• Create a Learning Plan Guide document</li> <li>• Select exemplar Learning Plans</li> <li>• Create resources materials on assessment mapping and rubrics (alignment to VLOs)</li> <li>• Create Assessment Mapping resources within Curriculum Mapping process</li> </ul>
<p><b>Who is responsible for the specific deliverable/ task?</b></p>	<ul style="list-style-type: none"> <li>• Associate Dean, School of Contemporary Teaching and Learning</li> <li>• Manager, Curriculum Development</li> <li>• Deans’ Council</li> </ul>
<p><b>When is the completion deadline of the specific deliverable/ task?</b></p>	<ul style="list-style-type: none"> <li>• Review the Learning Plan submission process and identify gaps – Winter 2018</li> <li>• Create a Learning Plan Guide document – Spring 2018</li> <li>• Select exemplar Learning Plans – Spring 2018</li> <li>• Create resources materials on assessment mapping and rubrics (alignment to VLOs) – Spring 18</li> <li>• Create Assessment Mapping resources within Curriculum Mapping process – Fall 2018</li> </ul>



	<ul style="list-style-type: none"> <li>Plan for training and support to be delivered in Learning Connections 2019 and on-request by Faculties/Schools Winter 2019 and Spring 2019</li> <li>Provide training and support for use of new Learning Plan materials Spring 2019</li> </ul>
What is the current status of each specific deliverable/ task? (include a completion percentage)	<ul style="list-style-type: none"> <li>Review the Learning Plan submission process and identify gaps – 100% complete</li> <li>Create a Learning Plan Guide document – 100% complete</li> <li>Select exemplar Learning Plans – 100% complete</li> <li>Create resource materials on assessment mapping and rubrics (alignment to Vocational Learning Outcomes) – 75%</li> <li>Create Assessment Mapping resources within Curriculum Mapping process – 75% complete</li> </ul>
<b>Recommendation 4</b> * What has been identified as needing to be done? (stipulations)	<b>RECOMMENDATION #4</b> (Requirement 3.5) <b>We recommend an effort to be more consistent in communicating provincial program standards.</b>
What deliverables are associated with addressing the stipulations?	Create Revised 'Communication of Provincial Standards' process document
What tasks are associated with addressing the deliverable?	Revise, communicate and post chart clarifying the process on Intranet
Who is responsible for the specific deliverable/ task?	Office of the Senior Vice President Academic
When is the completion deadline of the specific deliverable/ task?	<b>Communication of Provincial Standards</b> document was revised to clarify the process. Presented to Deans' Council on Oct. 17, 2017 and posted to the PQA Intranet site.
What is the current status of each specific deliverable/ task? (include a completion percentage)	100% Complete



<p><b>Recommendation 5</b> * What has been identified as needing to be done? (stipulations)</p>	<p><b>RECOMMENDATION #5</b> (Requirement 4.2) <b>We recommend that the college improve its tracking of the incorporation of new teaching methods.</b></p>
<p>What deliverables are associated with addressing the stipulations?</p>	<ol style="list-style-type: none"> <li>1. Revise question on annual Self Audit forms for program-level data collection.</li> <li>2. Questions to Partial Load/Part-Time reflection forms (Spring 2018)</li> <li>3. Annual roll-up summary of information on new teaching methods provided to Deans' Council.</li> </ol>
<p>What tasks are associated with addressing the deliverable?</p>	<ol style="list-style-type: none"> <li>1. We have made the following addition to the self-audit form (<b>bold</b> text new wording)  <i><b>Excellence in Teaching:</b> As part of our commitment to meeting the College Quality Assurance Audit Process standards, please consider the work being done in your program and provide a description of a best practice; great teaching strategy, assignment, classroom activity, teaching tool, etc. <b>In particular, note the incorporation of any new teaching or assessment methods.</b> Sharing these best practices will create an open teaching and learning resource, which will be available to all faculty at St. Lawrence</i></li> <li>2. Create Office 365 Form for Part-Time &amp; Partial Load Faculty Reflections.</li> <li>3. Roll up information from #1 and #2 to prepare an annual report to Deans' Council and the Centre for Contemporary Teaching and Learning.</li> </ol>
<p>Who is responsible for the specific deliverable/ task?</p>	<p>PQA office Academic Managers (Deans' Council)</p>
<p>When is the completion deadline of the specific deliverable/ task?</p>	<ol style="list-style-type: none"> <li>1. Question was included in the May 2018 self-audits</li> <li>2. Part-Time/Partial Load Faculty Reflection Form was created in May 2018 and distributed as a template to all academic managers. (Question: Did you try any new teaching methods, activities or assessment strategies this semester? Please describe briefly below what it was and how it went.)</li> <li>3. First roll-up of information from Self-audits and PT/PL reflection forms will be compiled during Spring 2018 and presented to Deans' Council Fall 2018 (after which it will be an annual cycle).</li> <li>4. Incorporate question into revision of Faculty Reflection Forms.</li> <li>5. Determine how information will be compiled and used.</li> </ol>
<p>What is the current status of each specific deliverable/ task? (include a completion percentage)</p>	<ol style="list-style-type: none"> <li>1. 100% complete</li> <li>2. 100% complete</li> <li>3. In progress</li> </ol>



	<ol style="list-style-type: none"> <li>4. Faculty Reflection Forms currently under revision—working group identified—targeted for completion by Spring 2019. See action item #7 in Recommendation #6 below.</li> <li>5. In progress—targeted to align with completion of #4 above.</li> </ol>
<p><b>Recommendation 6</b> * What has been identified as needing to be done? (stipulations)</p>	<p><b>RECOMMENDATION #6</b> (Requirement 6.1) <b>We recommend that the communication be more consistent, clear and fulsome to faculty in the expectation of engagement on reflective practices of the faculty review process and participation in professional development activities.</b></p>
<p>What deliverables are associated with addressing the stipulations?</p>	<ol style="list-style-type: none"> <li>1. Develop template letters for use on all campuses: one for Full-Time and one for Part-Time/Partial Load stating expectations for reflective practice.</li> <li>2. Develop a new reflection form for Part-Time/Partial Load faculty.</li> <li>3. Revise Professional Development Policy</li> <li>4. Communication of Professional Development policy and Tuition Assistance Funding</li> <li>5. Profile the professional development and academic credential achievement of St. Lawrence College Employees at the Learning Connections Conference.</li> <li>6. Promote opportunities for funding available to St. Lawrence College Faculty and Staff with infographic posters.</li> <li>7. Develop Faculty Guide for Academic Self-Reflection and In-classroom Assessment Process.</li> </ol>
<p>What tasks are associated with addressing the deliverable?</p>	<p>Create Template letters of expectations Create Template tracking sheets for Associate Dean/Campus Dean review, observation and feedback Develop Professional Development Policy</p>
<p>Who is responsible for the specific deliverable/ task?</p>	<ol style="list-style-type: none"> <li>1. PQA office developed template letters</li> <li>2. PQA office developed Part-Time/Partial Load reflection forms (distributed by Associate Deans/Campus Deans), HR has Full-Time Faculty Performance Planning and Development forms.</li> <li>3. Human Resources &amp; Organizational Development (HROD) developed Professional Development Policy</li> <li>4. HROD administers funds for external PD and tuition assistance</li> <li>5. HROD</li> <li>6. HROD</li> <li>7. HROD will work with School of Contemporary Teaching and Learning and selected advisory committee members to develop a Faculty Guide for Academic Self-Reflection and In-classroom Assessment Process.</li> </ol>
<p>When is the completion deadline of the specific deliverable/ task?</p>	<ol style="list-style-type: none"> <li>1. Complete Spring 2018</li> <li>2. Complete Spring 2018</li> <li>3. Complete Spring 2018</li> </ol>



	<ol style="list-style-type: none"> <li>4. Complete September 2017</li> <li>5. May 29-30, 2018</li> <li>6. May 2018</li> <li>7. Fall 2018</li> </ol>
What is the current status of each specific deliverable/ task? (include a completion percentage)	<p>1-6 – 100% completed. Ongoing promotional efforts will continue.</p> <p>7. To begin in mid-Fall 2018 with the formation of a representative Faculty-Associate Dean/Dean Advisory Committee. November, 2018 working group was named.</p>

<p><b>Recommendation 7</b></p> <p>* What has been identified as needing to be done? (stipulations)</p>	<p><b>RECOMMENDATION #7</b> (Requirement 6.3)</p> <p><b>We recommend that the college identify a more consistent process to ensure that the Deans are able to ensure the appropriate faculty and staff base is in place to carry out classroom and non-classroom support roles at the operational level.</b></p>
What deliverables are associated with addressing the stipulations?	<ol style="list-style-type: none"> <li>1. Improve the Enrollment Authorization Planning process to include: inclusion of International numbers in year 2 planning; identification of programs targeted for International.</li> <li>2. Early advance intake for May semester for Computer Networking and Technical Support and Business International.</li> <li>3. Beacon software for early identification of at risk (will help with retention predictability).</li> <li>4. Academic inventory to create a pool of possible candidates on short notice.</li> <li>5. Strategic Enrolment Management committee exploring issues around class size, space availability, domestic/international balance; optimal enrolment.</li> <li>6. Partial Load Faculty Registry.</li> <li>7. Collect and annually review data on timing of hiring i.e. how many faculty are hired three months out, one month out, last minute to class start-up.</li> <li>8. Information Technology Services initiated idea to determine if Computer Programmer Analyst students, under faculty supervision, might be able to move forward with revisions to data base system that would improve the use of the tool for prediction</li> </ol>
What tasks are associated with addressing the deliverable?	Included with deliverables above.





<b>Who is responsible for the specific deliverable/ task?</b>	<ol style="list-style-type: none"><li>1. Registrar</li><li>2. Associate Dean, International Department</li><li>3. Director, Student Services</li><li>4. Director, Human Resources</li><li>5. Director, Strategic Corporate Planning</li><li>6. Director, Human Resources</li><li>7. Director, Human Resources</li><li>8. Director, Innovation and Business Engagement &amp; Chief Information Technology Officer</li></ol>
<b>When is the completion deadline of the specific deliverable/ task?</b>	<ol style="list-style-type: none"><li>1. Targeted for completion in Nov. 2018, more detailed information and data is being provided by program</li><li>2. This information is now being provided by the International department for all May intake programs.</li><li>3. Fall 2018</li><li>4. Summer 2019 target date</li><li>5. Summer 2018 committee underway</li><li>6. Fall 2018</li><li>7. Winter 2019</li><li>8. Early stage discussion, date to be determined</li></ol>
<b>What is the current status of each specific deliverable/ task? (include a completion percentage)</b>	<ol style="list-style-type: none"><li>1. 100% complete Model and Process changes being implemented for preparation of enrolment plan</li><li>2. 100% complete</li><li>3. In Progress—shell in place; waiting for data population; Student Success Facilitators starting to explore use; Information Technology migrating data; November decision point for piloting in Jan 2019</li><li>4. In Progress</li><li>5. Committee now active</li><li>6. Complete Fall 2018</li><li>7. Fall 2018 early discussion phase</li><li>8. Fall 2018 early discussion phase</li></ol>



<p><b>Recommendation 8</b> * What has been identified as needing to be done? (stipulations)</p>	<p><b>RECOMMENDATION #8</b> (Requirement 6.5) <b>We recommend the pattern regarding the progressive efforts for counselling using technology to reach other locations be continued and evolved for as many other support services as possible.</b></p>
<p>What deliverables are associated with addressing the stipulations?</p>	<p>Review of Student Services from a UDL/AODA lens to work towards accessible, equitable, and timely access to services for all students.</p>
<p>What tasks are associated with addressing the deliverable?</p>	<ol style="list-style-type: none"> <li>1. Update Counselling &amp; AccessAbility Services (CAAS) website to provide information in variety of formats</li> <li>2. Implement use of technology to support students remotely through the Academic Appeal process</li> <li>3. Research best practices for use of technology for services such as Tutoring, Student Success Facilitators</li> <li>4. Investigate opportunities for Library Reference Services and instruction via Skype and online learning modules</li> </ol>
<p>Who is responsible for the specific deliverable/ task?</p>	<ol style="list-style-type: none"> <li>1. Counselling &amp; AccessAbility Services, Marketing</li> <li>2. Student Rights and Responsibilities Officer, Information Technology</li> <li>3. Associate Director of Libraries and Student Success</li> <li>4. Associate Director of Libraries and Student Success</li> </ol>
<p>When is the completion deadline of the specific deliverable/ task?</p>	<ol style="list-style-type: none"> <li>1. Video to introduce services created, content revisions complete, main page restructured Spring 2018</li> <li>2. Fall 2018</li> <li>3. Spring 2019</li> <li>4. Spring 2019</li> </ol>
<p>What is the current status of each specific deliverable/ task? (include a completion percentage)</p>	<ol style="list-style-type: none"> <li>1. 100% Complete</li> <li>2. In Progress</li> <li>3. In Progress</li> <li>4. In Progress</li> </ol>



## 24 Affirmations—

<b>Affirmation1</b> * What has been identified as needing to be done? (stipulations)	<b>Requirement 1.1: Add Apprenticeship programs to five-year cycle.</b>
What deliverables are associated with addressing the stipulations?	In consultation with the Deans, apprenticeship programs will be added to the Formal Program Review roster, in alignment with diploma when applicable.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> <li>1. Review the roster and determine the academic year for each apprenticeship program.</li> <li>2. Communicate updated roster to Deans' Council and post on Intranet</li> </ol>
Who is responsible for the specific deliverable/ task?	<ol style="list-style-type: none"> <li>1. Associate and Campus Deans</li> <li>2. PQA Office</li> </ol>
When is the completion deadline of the specific deliverable/ task?	Spring 2017
What is the current status of each specific deliverable/ task?	<ol style="list-style-type: none"> <li>1. 100% complete</li> <li>2. 100% complete</li> </ol>
<b>Affirmation 2</b> * What has been identified as needing to be done? (stipulations)	<b>Requirement 1.1: Academic Support Services follow-up process improvement (from the Formal Program Review)</b>
What deliverables are associated with addressing the stipulations?	This is in regard to the Non-Academic Manager reports that are generated by program reviews. Modify the process to increase efficiency among impacted managers.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> <li>1. Front-end departmental information sessions at the Formal Program Review Orientation Sessions (to reduce the number of recommendations/questions going to the departments after the reviews)</li> <li>2. Meet with new managers (Marketing/Communications/Recruitment/Research/Student Services) to explain the process and PQA system.</li> </ol>



<p><b>Who is responsible for the specific deliverable/ task?</b></p>	<ol style="list-style-type: none"> <li>3. Schedule information items for College Leadership Team (CLT) updates.</li> </ol> <ol style="list-style-type: none"> <li>1. PQA Office will incorporate Departmental Information pieces into the orientation workshops.</li> <li>2. PQA Office will conduct briefing meetings as new hires are brought on board.</li> <li>3. Include PQA information piece in every CLT agenda.</li> </ol>
<p><b>When is the completion deadline of the specific deliverable/ task?</b></p>	<ol style="list-style-type: none"> <li>1. This plan was temporarily postponed due to St. Lawrence College's reorganization of Marketing/Communications/Recruitment/Research departments. Plan to be back on track for Spring 2019 sessions.</li> <li>2. Ongoing</li> <li>3. Starting Fall 2018</li> </ol>
<p><b>What is the current status of each specific deliverable/ task?</b></p>	<p>75% complete</p>

<p><b>Affirmation 3</b> * What has been identified as needing to be done? (stipulations)</p>	<p><b>Requirement 1.3: Gap analysis between SLC formal program review process and requirements for specific external bodies.</b></p>
<p><b>What deliverables are associated with addressing the stipulations?</b></p>	<p>Programs that undergo external reviews will complete a gap analysis to determine components of formal program review that are not covered during external review.</p>
<p><b>What tasks are associated with addressing the deliverable?</b></p>	<ol style="list-style-type: none"> <li>1. Create a template to identify elements of Formal Program Review addressed in the external review process.</li> <li>2. Identify lead for programs that undergo external review.</li> <li>3. Complete gap analysis, and submit to manager and PQA office.</li> <li>4. Collate findings and identify programs recommended to complete Formal Program Review.</li> <li>5. Add programs to Formal Program Review roster.</li> <li>6. Communicate updated roster to Deans' Council and post on Intranet.</li> </ol>
<p><b>Who is responsible for the specific deliverable/ task?</b></p>	<ol style="list-style-type: none"> <li>1. PQA Office</li> <li>2. Associate and Campus Deans</li> <li>3. Program lead</li> <li>4. PQA Office</li> <li>5. PQA Office</li> <li>6. PQA Office</li> </ol>
<p><b>When is the completion deadline of the specific deliverable/ task?</b></p>	<p>Winter 2017</p>



<b>What is the current status of each specific deliverable/ task?</b>	All 100% complete (Completed after self-study submission and before site visit)
<b>Affirmation 4</b> <b>*What has been identified as needing to be done? (stipulations)</b>	<b>Requirement 1.3: Implementation of new KPI response policy</b>  Since the completion of the self-audit, the Ministry has mandated the establishment of targets for pre-determined performance metrics in the Strategic Mandate Agreement 2 (SMA2). The majority of these metrics are Key Performance Indicators (KPIs) from the student/graduate/employer satisfaction surveys. The College has revised its approach based on the new Ministry requirements and therefore, the Implementation of new KPI response policy is inactive.
<b>What deliverables are associated with addressing the stipulations?</b>	Establish targets, action items and reporting mechanisms for pre-determined metrics in SMA2 in the areas of: <ul style="list-style-type: none"> <li>• Student Experience</li> <li>• Innovation in Teaching and Learning Excellence</li> <li>• Access and Equity</li> <li>• Applied Research Excellence and Impact</li> <li>• Innovation, Economic Development and Community Engagement.</li> </ul>
<b>What tasks are associated with addressing the deliverable?</b>	Targets were established by the College and approved by the Ministry. Targets are to be achieved by the end of the SMA term which is March 31, 2020. For each metric, a lead has been determined to oversee the achievement of the target. On an annual basis, results are to be reported to the Board of Governors and reported to the Ministry.
<b>Who is responsible for the specific deliverable/ task?</b>	Janet Greer, Director of Strategic Corporate Planning facilitates the process and reporting.
<b>When is the completion deadline of the specific deliverable/ task?</b>	Annual reporting to the Board of Governors will occur in June. The Ministry has not yet determined reporting format or timelines.
<b>What is the current status of each specific deliverable/ task?</b>	1 year of the 3 year SMA term has concluded (April 1, 2017 – March 31, 2020)



<b>Affirmation 5</b> *What has been identified as needing to be done? (stipulations)	<b>Requirement 2.3: Implementation of Learning Plan to replace appendix A in course outlines</b>
What deliverables are associated with addressing the stipulations?	<ul style="list-style-type: none"> <li>• Creation of new Learning Plan (LP) template &amp; guide</li> <li>• Implement the new "Learning Plan" document in all courses</li> </ul>
What tasks are associated with addressing the deliverable?	<ul style="list-style-type: none"> <li>• Train faculty on using the "Learning Plan" document</li> <li>• Create "Learning Plan Guide" and resource documents</li> <li>• Removing the "Appendix A" for Fall 2018</li> </ul>
Who is responsible for the specific deliverable/ task?	<ul style="list-style-type: none"> <li>• Creation of LP materials: Associate Dean of School of Contemporary Teaching and Learning</li> <li>• Training of Faculty: Centre for Contemporary Teaching and Learning team members</li> <li>• Implementation of LP: Deans' Council (academic managers)</li> </ul>
When is the completion deadline of the specific deliverable/ task?	<ul style="list-style-type: none"> <li>• Creation of LP materials and training – end of Spring 2018 term</li> <li>• Implement new LP in all courses – start of Fall 2018</li> </ul>
What is the current status of each specific deliverable/ task?	<ul style="list-style-type: none"> <li>• Creation of LP materials and training – 100% complete (with ongoing support for new training)</li> <li>• Implement new LP in all courses – in progress for Fall 2018</li> </ul>

<b>Affirmation 6</b> *What has been identified as needing to be done? (stipulations)	<b>Requirement 2.3: Incorporation of Curriculum mapping with new COMMS software</b> <b>The College has made a decision to not move forward with COMMs; discussions on an alternative platform are pending.</b>
What deliverables are associated with addressing the stipulations?	<ul style="list-style-type: none"> <li>• Review Information Technology Services' (ITS) requirements for PeopleSoft and curriculum software integration</li> <li>• Pilot integration, review data, and train staff</li> <li>• Implement curriculum software in academic schools</li> </ul>
What tasks are associated with addressing the deliverable?	<ul style="list-style-type: none"> <li>• St. Lawrence College (SLC) ITS teams must review tech requirements</li> <li>• SLC ITS team must test integration and review data for accuracy</li> <li>• Centre for Contemporary Teaching and Learning (CCTL) team will create training materials and conduct one-on-one support for implementation</li> <li>• Academic schools will launch curriculum software</li> </ul>



<b>Who is responsible for the specific deliverable/ task?</b>	<ul style="list-style-type: none"> <li>• Technical requirements, setup, and support – SLC ITS</li> <li>• Training of user interface – CCTL team members</li> <li>• Pilot curriculum software in academic schools for implementation – CCTL &amp; academic schools</li> </ul>
<b>When is the completion deadline of the specific deliverable/ task?</b>	<ul style="list-style-type: none"> <li>• Technical requirements and setup – end of Spring 2018</li> <li>• Training of user interface – Fall 2018 term</li> <li>• Pilot curriculum software for implementation – Winter 2019</li> </ul>
<b>What is the current status of each specific deliverable/ task?</b>	<p><b>Delayed:</b>            Technical requirements and setup we underway, but due to IT challenges experienced with the integration of the initial software, SLC is currently looking to implement a different curriculum software solution</p> <ul style="list-style-type: none"> <li>• Training of user interface – 50% (training materials completed but waiting on confirmation of setup to move forward)</li> </ul>

<b>Affirmation 7</b> *What has been identified as needing to be done? (stipulations)	<b>Requirement 3.3: Implement new standard PAC templates for agendas and minutes.</b>
<b>What deliverables are associated with addressing the stipulations?</b>	Two new templates were developed, Program Advisory Committee (PAC) Agenda Template and PAC Minutes Template distributed to Deans' Council and placed on the Intranet for use in April 2017
<b>What is the current status of each specific deliverable/ task? (include a completion percentage)</b>	100% Complete: Templates are now in use.

<b>Affirmation 8</b> *What has been identified as needing to be done? (stipulations)	<b>Requirement 4.1: Expanded quality assurance framework for third-party and off-shore partners.</b>
<b>What deliverables are associated with addressing the stipulations?</b>	<ol style="list-style-type: none"> <li>1. Program Quality Assurance Process for Canadian and Offshore partner programs which aligns with the PQMS</li> <li>2. Hire an International PQA Assistant to implement the above process (24 hr Part-Time position)</li> </ol>



<p><b>What tasks are associated with addressing the deliverable?</b></p>	<ol style="list-style-type: none"> <li>1. Self-audits and program reviews (Canadian partners)</li> <li>2. Joint program handbook (Chinese partners)</li> <li>3. Site visits and class observations (all)</li> <li>4. Academic meetings (all)</li> <li>5. Faculty meetings and training (all)</li> <li>6. Course portfolio reviews (all)</li> <li>7. Student feedback (KPI for Canadian partners and on-site annual student survey for off-shore partners)</li> <li>8. PQA reports (all)</li> <li>9. Participate in PAC or lead manager meetings (all)</li> </ol>
<p><b>Who is responsible for the specific deliverable/ task?</b></p>	<p>International Office - Ining Chao, Associate Dean, International and Julie Hao, International QA Assistant Academic lead at each partner institution</p>
<p><b>When is the completion deadline of the specific deliverable/ task?</b></p>	<ol style="list-style-type: none"> <li>1. Completed in January 2017.</li> <li>2. Started in January 2018.</li> </ol> <p>Tasks 1 to 9: conducted every term based on the status of the collaboration and needs of the partners and programs.</p>
<p><b>What is the current status of each specific deliverable/ task? (include a completion percentage)</b></p>	<p>Deliverable 1: Program Quality Assurance Process for Canadian and Offshore partner programs which aligns with the PQMS (100%) Deliverable 2: Hire an International PQA Assistant to implement the above process (100%) Task 1: 80% and ongoing Task 2: 100% and annual review/updates Task 3: 100% and ongoing Task 4: 100% and ongoing Task 5: 75% and ongoing Task 6: 50% and ongoing Task 7: 100% and ongoing Task 8: 100% and ongoing. Task 9: 75% and ongoing</p>
<p><b>Affirmation 9</b> * What has been identified as needing to be done? (stipulations)</p>	<p><b>Requirement 4.1: Roll out of Quality Matters rubric with online courses</b> NB: a decision has been made to develop a rubric for this purpose and the specific "Quality Matters" rubric will not be used. Work listed below is ongoing, with removal of reference to the specific "Quality Matters" rubric.</p>





<p><b>What deliverables are associated with addressing the stipulations?</b></p>	<ul style="list-style-type: none"> <li>• Create new PQA policy for online courses that requires the use of a formal rubric</li> </ul>
<p><b>What tasks are associated with addressing the deliverable?</b></p>	<ul style="list-style-type: none"> <li>• Research the QM rubric and assess its merit for SLC online courses</li> <li>• Create PQA policy for online courses</li> <li>• Update PQA procedure for online courses</li> <li>• Review PQA policy for OntarioLearn online courses</li> <li>• Implement new policy for online course development</li> </ul>
<p><b>Who is responsible for the specific deliverable/ task?</b></p>	<ul style="list-style-type: none"> <li>• Research/Assess QM rubric – Associate Dean School of Contemporary Teaching and Learning (SCTL)</li> <li>• Create PQA policy for online courses – Associate Dean SCTL</li> <li>• Update PQA procedure for online courses – Manager, Multimedia Design</li> <li>• Review PQA policy for OntarioLearn online courses – Associate Dean SCTL</li> <li>• Implement new policy for online course development – School for Contemporary Teaching and Learning &amp; Deans’ Council</li> </ul>
<p><b>When is the completion deadline of the specific deliverable/ task?</b></p>	<ul style="list-style-type: none"> <li>• Research/Assess QM rubric – Winter 2018 term</li> <li>• Create PQA policy for online courses – Fall 2018 term</li> <li>• Update PQA procedure for online courses – Fall 2018 term</li> <li>• Review PQA policy for OntarioLearn online courses – Fall 2018 term</li> <li>• Implement new policy for online course development – Winter 2018</li> </ul>
<p><b>What is the current status of each specific deliverable/ task? (include a completion percentage)</b></p>	<ul style="list-style-type: none"> <li>• Research/Assess QM rubric – 75% complete</li> <li>• Create PQA policy for online courses – 50% (in progress)</li> <li>• Update PQA procedure for online courses – 50% (in progress)</li> <li>• Review PQA policy for OntarioLearn online courses – 100% complete</li> <li>• Implement new policy for online course development – 0% (pending approval of policy)</li> </ul>

<p><b>Affirmation 10</b> * What has been identified as needing to be done? (stipulations)</p>	<p><b>Requirement 4.3: Ongoing Assessment mapping during curriculum mapping.</b></p>
<p><b>What deliverables are associated with addressing the stipulations</b></p>	<p>Create a “signature assessment” process for identifying appropriate assessment strategies for specific vocational learning outcomes within curriculum mapping projects.</p>



<p><b>What tasks are associated with addressing the deliverable?</b></p>	<ul style="list-style-type: none"> <li>• Add exemplar assessment question in Annual Self-Audit</li> <li>• Create data collection process for collating information from Annual Self-Audits</li> <li>• Create resource materials on assessment mapping and rubrics (alignment to VLOs)</li> <li>• Create Assessment Mapping resources within Curriculum Mapping process</li> </ul>
<p><b>Who is responsible for the specific deliverable/ task?</b></p>	<ul style="list-style-type: none"> <li>• Program Quality Assurance Office</li> <li>• Associate Dean, School of Contemporary Teaching and Learning</li> <li>• Manager, Curriculum Development</li> </ul>
<p><b>When is the completion deadline of the specific deliverable/ task?</b></p>	<ul style="list-style-type: none"> <li>• Create data collection process for collating information from Annual Self-Audits – Spring 2018</li> <li>• Create resources materials on assessment mapping and rubrics (alignment to VLOs) – Spring 2018</li> <li>• Create Assessment Mapping resources within Curriculum Mapping process – Fall 2018</li> </ul>
<p><b>What is the current status of each specific deliverable/ task? (include a completion percentage)</b></p>	<ul style="list-style-type: none"> <li>• Create data collection process for collating information from Annual Self-Audits – 50%</li> <li>• Create resources materials on assessment mapping and rubrics (alignment to VLOs) – 75% complete</li> <li>• Create Assessment Mapping resources within Curriculum Mapping process – 75% complete</li> </ul>

<p><b>Affirmation 11</b> *What has been identified as needing to be done? (stipulations)</p>	<p><b>Requirement 5.3: Tracking appeal resolutions and Sharing best practices</b></p>
<p><b>What deliverables are associated with addressing the stipulations?</b></p>	<ol style="list-style-type: none"> <li>1. Hiring a new Student Rights and Responsibilities Officer (SRRO) to be the primary tri-campus resource regarding the Academic Appeal process and procedures</li> <li>2. Continue to track and share appeal data with the academic programs</li> </ol>
<p><b>What tasks are associated with addressing the deliverable?</b></p>	<ol style="list-style-type: none"> <li>1. Conduct candidate search process – incumbent started Jun 2018</li> <li>2. Monitor data collect and present to relevant academic stakeholders in consistent and timely manner - Appeal data from Winter/Spring 2018 to be presented to Deans' Council in Fall 2018</li> <li>3. Facilitate transition of responsibilities from Counselling &amp; AccessAbility Services (CAAS) to SRRO             <ul style="list-style-type: none"> <li>o SRRO &amp; Associate Director of CAAS discussed transition (Jun 25, Aug 13, 2018)</li> <li>o SRRO met w/ current Appeal Advisors (Counsellors) to discuss process/procedures (Jun 27, 2018)</li> <li>o SRRO met w/ various Associate Deans &amp; Campus Deans (Jul/Aug 2018)</li> <li>o Shadowed Counsellors through current appeal process to gain experience as Appeal Advisor (Jul/Aug 2018)</li> </ul> </li> </ol>



	<ul style="list-style-type: none"> <li>○ Plan for SRRO to take over appeal process as of Sept 1, 2018 – CAAS staff available for consultation/support as needed</li> <li>4. Ensure consistency of procedures across all campuses and academic programs – SRRO currently reviewing all information sources regarding appeal processes and procedures to ensure consistency in language (Aug 2018)</li> <li>5. Review policy and revise as needed to reflect current best practices</li> </ul>
<b>Who is responsible for the specific deliverable/ task?</b>	<ol style="list-style-type: none"> <li>1. Director of Student Services</li> <li>2. Initially Associate Director of CAAS &amp; SRRO, with plan to transition to SRRO</li> <li>3. Associate Director of CAAS &amp; SRRO</li> <li>4. SRRO</li> <li>5. SRRO to lead in consultation with committee of relevant stakeholders</li> </ol>
<b>When is the completion deadline of the specific deliverable/ task?</b>	<ol style="list-style-type: none"> <li>1. Complete – incumbent started June 2018</li> <li>2. Ongoing – data to be presented by semester</li> <li>3. Dec 21, 2018</li> <li>4. Sept 1, 2018</li> <li>5. Apr 1, 2019</li> </ol>
<b>What is the current status of each specific deliverable/ task? (include a completion percentage)</b>	<ol style="list-style-type: none"> <li>1. Complete</li> <li>2. Ongoing</li> <li>3. In progress</li> <li>4. In progress</li> <li>5. In progress</li> </ol>

<b>Affirmation 12</b> * What has been identified as needing to be done? (stipulations)	<b>Requirement 5.3: Implement the re-assessment subsection of the Academic Policy Manual.</b>
<b>What deliverables are associated with addressing the stipulations?</b>	Academic Policy Manual amended as required. <b>8.2.2 Student Reassessment</b> [dev. 2016-2017]



	<p>Students are expected to meet the originally scheduled course requirements for writing tests and examinations as scheduled and submitting assignments by the due date. Opportunity for reassessment is not a right and in many cases is not possible.</p> <p>Course appendix/learning plans, which are provided to students at the beginning of the term, will indicate if reassessment is a normal option for that course.</p> <p>Reassessment, due to exceptional circumstances, will be reviewed on a case-by-case basis and is at the discretion of the professor.</p>
<b>What is the current status of each specific deliverable/ task? (include a completion percentage)</b>	100% COMPLETE

<b>Affirmation 13</b> *What has been identified as needing to be done? (stipulations)	<b>Requirement 6.1: Expanding the content in the New Full-Time Faculty Development program</b>
<b>What deliverables are associated with addressing the stipulations?</b>	Update the current Faculty Development program for Full-Time hires with new content focusing on contemporary classrooms and implement content within part-time faculty development initiatives (workshops, evening webinars, etc.)
<b>What tasks are associated with addressing the deliverable?</b>	<ul style="list-style-type: none"> <li>• Review the curriculum in the Faculty Development Program</li> <li>• Research new content additions and draft new structure</li> <li>• Implement new program and collect feedback</li> <li>• Use new content to enhance part-time faculty development initiatives</li> </ul>
<b>Who is responsible for the specific deliverable/ task?</b>	<ul style="list-style-type: none"> <li>• Associate Dean, School of Contemporary Teaching and Learning</li> <li>• School of Contemporary Teaching and Learning team members</li> </ul>
<b>When is the completion deadline of the specific deliverable/ task?</b>	<ul style="list-style-type: none"> <li>• Review the curriculum in the Faculty Development Program – Winter 2018</li> <li>• Research new content additions and draft new structure – Spring 2018</li> <li>• Implement new program and collect feedback – Fall 2018</li> <li>• Use new content to enhance part-time faculty development initiatives – Fall 2018/Winter 2019/Spring 2019 (ongoing)</li> </ul>
<b>What is the current status of each specific deliverable/ task? (include a completion percentage)</b>	<ul style="list-style-type: none"> <li>• Review the curriculum in the Faculty Development Program – 100% complete</li> <li>• Research new content additions and draft new structure – 100% complete</li> <li>• Implement new program and collect feedback – in-progress</li> </ul>



- Use new content to enhance part-time faculty development initiatives – in-progress

<b>Affirmation 14</b> * What has been identified as needing to be done? (stipulations)	<b>Requirement 6.1: Explore more effective methods for collecting student course feedback</b>  <b>Please see Recommendation #1</b>
<b>Affirmation 15</b> *What has been identified as needing to be done? (stipulations)	<b>Requirement 6.2: Expand real-world learning environments</b>
<b>What deliverables are associated with addressing the stipulations?</b>	Enhance the number of Real World Learning (i.e., Experiential Learning) opportunities for students in all academic programs.
<b>What tasks are associated with addressing the deliverable?</b>	<ol style="list-style-type: none"> <li>1. Incorporate question on RWL in annual Self Audits</li> <li>2. Create an inventory of programs/RWL</li> <li>3. Create new RWL/Experiential Learning resources for faculty</li> </ol>
<b>Who is responsible for the specific deliverable/ task?</b>	<ol style="list-style-type: none"> <li>1. Program Quality Assurance Lead (Dean, Faculty of Arts)</li> <li>2. Associate Dean, School of Contemporary Teaching and Learning (SCTL)</li> <li>3. Associate Dean, SCTL</li> </ol>
<b>When is the completion deadline of the specific deliverable/ task?</b>	<ol style="list-style-type: none"> <li>1. Incorporate question on RWL in annual Self Audits</li> <li>2. Create an inventory of programs/RWL – Winter 2018</li> <li>3. Create new RWL/Experiential Learning resources for faculty – Fall 2018/Winter 2019</li> </ol>
<b>What is the current status of each specific deliverable/ task?</b>	<ol style="list-style-type: none"> <li>1. Incorporate question on RWL in annual Self Audits – 100% complete</li> <li>2. Create an inventory of programs/RWL – 100% complete</li> <li>3. Create new RWL/Experiential Learning resources for faculty – in-progress</li> </ol>



<b>Affirmation 16</b> * What has been identified as needing to be done? (stipulations)	<b>Requirement 6.3: Development of succession plans for critical positions in Service Areas</b>
What deliverables are associated with addressing the stipulations?	The College has 32 distinct operational units (departments, schools, and service areas). Human Resources and Organizational Development (HROD) maintains up-to-date organizational charts and identifies individuals eligible for retirement within a five-year time period. Meetings are held annually with each of the 32 operational unit managers to review organizational chart accuracy and identify staffing risks, gaps and future needs. In addition, managers identify existing staff who are candidates to fill staffing risks, gaps and future needs.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> <li>1. Meet with managers of each of the 32 organizational units to review organizational charts and ensure accuracy.</li> <li>2. Identify staff for potential succession development opportunities.</li> <li>3. Consult with identified staff to design appropriate succession planning developmental plans and opportunities.</li> </ol>
Who is responsible for the specific deliverable/ task?	Assoc. Director, HROD, Brian Benn
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none"> <li>1. Succession planning meetings begin in the Spring of each year.</li> <li>2. Staff identified for succession planning developmental opportunities meet with managers to prepare an action plan in Fall of each year.</li> <li>3. Note: Staff identified for succession planning are provided with opportunities for development, but must compete for available staffing opportunities.</li> </ol>
What is the current status of each specific deliverable/ task? (include a completion percentage)	<ul style="list-style-type: none"> <li>• Succession Planning Process was completed for the first time in 2017-18.</li> <li>• Initiation of the Succession Planning Process for 2018-19 has been delayed until the late Fall of 2018 due to recent announcements of retirements of two Sr. Vice-Presidents. Succession planning has been placed on hold until these two senior positions have been recruited.</li> </ul>

<b>Affirmation 17</b> *What has been identified as needing to be done? (stipulations)	<b>Requirement 6.3: Implementation actions from Service Review</b>
What deliverables are associated with addressing the stipulations?	There is a two year Implementation Plan that tracks the recommendations to be achieved. As items are completed or options have been investigated and finalized, the Implementation Plan is updated. In addition, the Service Review program is currently implementing a process for an annual Self Audit to continually understand student needs and



	identify recommendations for enhancement of the Services. In these cases, the Service Manager and Facilitator are responsible for working towards the completion of these recommendations. As new Services are added to the College throughout the year, these are added to the Service Inventory list and tracked in the same manner as existing Services.
<b>What tasks are associated with addressing the deliverable?</b>	A Self Audit will be conducted by each service team on an annual basis. The tasks of the Service Review are outlined in the Implementation Plan for each service.
<b>Who is responsible for the specific deliverable/ task?</b>	Each task within the Implementation Plan has been assigned to the appropriate service team or facilitator. For the majority of tasks, it is the service team that is accountable for exploring the feasibility of improvement ideas noted in the Implementation Plan. Risk Manager, Kelly Treptow, will facilitate the Service Review and improvements will be implemented by each Service Team.
<b>When is the completion deadline of the specific deliverable/ task?</b>	The Service Review has multi-year deliverables. The Service review is an ongoing process, continuously evolving. The Service Review Implementation Plan was originally planned over a two year period, concluding March 31, 2019. However, due to the recovery efforts from the labour strike, the Implementation plan has been extended until March 2020.
<b>What is the current status of each specific deliverable/ task? (include a completion percentage)</b>	The College continues to focus on the Service Review Implementation Plan. In the initial assessment it was determined that the College offers 219 services to be monitored in the Service Review. Of these 219 services, it was determined that 84 of the services should further explore opportunities or enhance service offerings. For year 1, the Service Teams agreed to explore 162 implementation action items with regards to creating opportunities or enhancing service offerings. 40% of these implementation action items have been completed, 53% are still in progress and 7% were determined to be no longer relevant as a result of changes in the organization or have been postponed to a later date. This year, departments will review their services to update existing service reviews or add new ones as applicable. They will continue to complete the implementation items that are in progress and continue to engage their teams to produce further improvements as appropriate.

<b>Affirmation 18</b> <b>*What has been identified as needing to be done? (stipulations)</b>	<b>Requirement 6.4: Review of Student Success Facilitators</b>
<b>What deliverables are associated with addressing the stipulations?</b>	Provide Student Success Facilitators (SSF) support for online students and increase capacity to align with increased enrolment due to International student expansion.
<b>What tasks are associated with addressing the deliverable?</b>	The Student Success Facilitators for all three campuses were re-positioned to report to the Associate Director, Libraries and Student Success. The repositioning connects the SSFs more directly to Student Services and its range of supports and



	<p>allows the positions to be more clearly defined so as to work in harmony with, rather than overlap or compete with other services such as First Gen, Indigenous Services, and Math and Writing Centre.</p> <p>This was in response to the Service Review Report – Review the model to enhance services to support online and international students; Explore the role and services provided by SSFs and First Generation to find synergies and opportunities for maximum collaboration; Explore the feasibility and associated risks of centralizing the SSF service; Explore the risks and benefits of the SSFs reporting to Counselling Services.</p> <p>Additional SSFs were hired to support the increased enrolment due to International admissions (two on Kingston Campus, one on Cornwall Campus), and one of the Kingston SSF's portfolios will be specifically designated to assist online/distance learners.</p> <p>The SSF role and service delivery model will continue to develop through the implementation of the early alert system software.</p>
Who is responsible for the specific deliverable/ task?	<p>Leigh Cunningham, Associate Director, Libraries and Student Success</p> <p>SSFs – Kingston transferred from Dean, Faculty of Arts to Assoc. Director, Libraries and Student Success in January 2018          SSFs – Brockville transferred to Assoc. Director, Libraries and Student Success in January 2018.          SSFs – Cornwall transferred to Assoc. Director, Libraries and Student Success in May 2018.</p>
When is the completion deadline of the specific deliverable/ task?	<p>Set-up and implementation of the Early Alert Software implementation is underway for Fall 2018.</p>
What is the current status of each specific deliverable/ task?	<p>Transfer of all SSFs to the supervision of Associate Director, Libraries and Student Success 100 % complete. SSF role and delivery model is evolving and will continue to do so throughout the 2018-2019 academic year</p>

<p><b>Affirmation 19</b>          * What has been identified as needing to be done? (stipulations)</p>	<p><b>Requirement 6.4: Continue action on the Literacy, Numeracy and Digital Fluency strategic Initiative</b></p>
<p>What deliverables are associated with addressing the stipulations?</p>	<ul style="list-style-type: none"> <li>• Ontario college math test pilot</li> <li>• COMM 110 implementation across programs</li> <li>• Creation of Digital Fluency EES framework</li> </ul>
<p>What tasks are associated with addressing the deliverable?</p>	<ul style="list-style-type: none"> <li>• Implement math test in a range of programs in Applied Science &amp; Computing</li> </ul>





	<ul style="list-style-type: none"> <li>Survey COMM 110 professors after F18 iteration to assess effectiveness of learning outcomes and focus of new course</li> <li>Research and create a Digital Fluency competency profile for SLC students. Implement competencies within regular teaching/learning processes (e.g., curriculum mapping process, learning plan, etc.).</li> </ul>
Who is responsible for the specific deliverable/ task?	<ul style="list-style-type: none"> <li>Ontario College Math Test: Shannon Claggett, Associate Dean, Applied Science and Computing</li> <li>COMM 110 feedback: Les Casson, Associate Dean, Justice Studies and Applied Arts</li> <li>Digital Fluency: Andre Leger, Associate Dean, School of Contemporary Teaching and Learning</li> </ul>
When is the completion deadline of the specific deliverable/ task?	<ul style="list-style-type: none"> <li>Outcomes of Math Test Pilot should be available Winter 2018</li> <li>Review of COMM 110 will be complete by end of Winter 2018 semester</li> <li>Create Digital Fluency framework — End of Winter 2018 semester / Implement Digital Fluency framework – Start of Fall 2018 mapping (includes ongoing revisions and collecting feedback)</li> </ul>
What is the current status of each specific deliverable/ task? (include a completion percentage)	<ul style="list-style-type: none"> <li>OCMT: Implementation delayed due to Fall 2017 work stoppage and scheduling issues. New target date for pilot group Fall 2019. Committee for review has been formed and results of data review will determine the go-forward.</li> <li>COMM 110: course is complete and implemented in a variety of programs. Review process slightly delayed due to Fall 2017 work stoppage. Fall 2018 delivery professors will be surveyed in Winter 2019.</li> <li>Digital Fluency: 75% - ready for deployment in curriculum mapping for Fall 2018</li> </ul>

<b>Affirmation 20</b> *What has been identified as needing to be done? (stipulations)	<b>Requirement 6.4: Expand use of At-risk Blackboard Hub to all campuses.</b>
What deliverables are associated with addressing the stipulations?	The specifics of this action were put on hold for two reasons. 1. Work was suspended during the Fall 2017 strike period, and 2. With the arrival of a new Director of Student Services, and a new Assoc. Director of Libraries and Student Success, exploration of a new software package “Early Alert” was undertaken. The College has decided to invest in the Early Alert software. Details on deliverables, tasks and project status are given below.
What tasks are associated with addressing the deliverable?	A pilot of the “Early Alert” system is planned for the 2018/2019 academic year. During the pilot stage the existing Blackboard Hub will be maintained but not expanded. The intent is for the “Early Alert” system to be fully implemented by Fall 2019 and its functionality will replace the At-risk Blackboard Hub.
Who is responsible for the specific deliverable/ task?	System implementation of software into College Information Technology infrastructure Summer 2019. Pilot programs will be identified in various schools across all three campus – designated pilot programs will utilize Early Alert software during the 2018/2019 academic year. Any required implementation adjustments of the Early Alert system will be identified by Spring 2019.



	Full implementation of the Early Alert system targeted for Fall 2019.
When is the completion deadline of the specific deliverable/ task?	Rick Anderson, Director, Student Services and Leigh Cunningham, Associate Director, Libraries and Student Success
What is the current status of each specific deliverable/ task?	Pilot phase of "Early Alert" system complete by August 2019 and full implementation planned for Fall 2019.

<b>Affirmation 21</b> * What has been identified as needing to be done? (stipulations)	<b>Requirement 6.5: Evidence based review of all athletic and student life activities.</b>
What deliverables are associated with addressing the stipulations?	<ul style="list-style-type: none"> <li>• Collect data from student engagement app</li> <li>• Consolidation of varsity athletic membership</li> </ul>
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> <li>1. Document &amp; analyze student attendance at student engagement activities</li> <li>2. Collect feedback from students on events and services</li> <li>3. Track and visual inspection of students using open gym time (peak times, preferred activities)</li> <li>4. Track utilization of engagement app</li> <li>5. Organize data of students utilizing fitness centers</li> </ol>
Who is responsible for the specific deliverable/ task?	Kevin Biggs, Manager, Athletics & Student Engagement
When is the completion deadline of the specific deliverable/ task?	Analyze and interpret data – Summer 2019 Adjust and plan athletics & student engagement activities based on data – Summer 2019
What is the current status of each specific deliverable/ task?	Will begin Fall 2018, continue through 2018-19 school year

<b>Affirmation 22</b> * What has been identified as needing to be done? (stipulations)	<b>Requirement 6.5: Investigate best practices to meet the needs of distance students requiring counselling</b> Please see Rec. #8
---	---



<p><b>Affirmation 23</b> * What has been identified as needing to be done? (stipulations)</p>	<p><b>Requirement 6.6: Enhance support of faculty</b></p>
<p>What deliverables are associated with addressing the stipulations?</p>	<p>Review existing service model for SCTL and identify areas for expansion to enhance faculty support (e.g., creation of “Manager of Curriculum Development” position). [Please note: former Centre for Contemporary Teaching and Learning (CCTL) has been changed to School of Contemporary Teaching and Learning SCTL]</p>
<p>What tasks are associated with addressing the deliverable?</p>	<ul style="list-style-type: none"> <li>• Review current service model and identify service enhancements</li> <li>• Create new positions &amp; hire new team members to meet new service requirements:             <ul style="list-style-type: none"> <li>○ Manager of Curriculum Development</li> <li>○ Curriculum Specialist</li> <li>○ Faculty Coach (TriCampus &amp; Kingston Faculty of Science)</li> <li>○ Multimedia Specialist</li> <li>○ Program Developer</li> <li>○ Inclusivity &amp; Intercultural Specialist</li> </ul> </li> <li>• Collect feedback on CCTL services</li> <li>• Collate feedback into SCTL Annual Report 2018-19</li> </ul>
<p>Who is responsible for the specific deliverable/ task?</p>	<ul style="list-style-type: none"> <li>• Associate Dean, SCTL</li> </ul>
<p>When is the completion deadline of the specific deliverable/ task?</p>	<ul style="list-style-type: none"> <li>• Review current service model and identify service enhancements – Winter 2018</li> <li>• Create new positions &amp; hire new team members to meet new service requirements – Fall 2018 to Spring 2019             <ul style="list-style-type: none"> <li>○ Manager of Curriculum Development</li> <li>○ Curriculum Specialist</li> <li>○ Faculty Coach (TriCampus &amp; Kingston Faculty of Science)</li> <li>○ Multimedia Specialist</li> <li>○ Program Developer</li> <li>○ Inclusivity &amp; Intercultural Specialist</li> </ul> </li> <li>• Collect feedback on SCTL services – Fall 2018/Winter 2019/Spring 2019</li> <li>• Collate feedback into SCTL Annual Report 2018-19 – Spring 2019</li> </ul>
<p>What is the current status of each specific deliverable/ task? (include a completion percentage)</p>	<ul style="list-style-type: none"> <li>• Review current service model and identify service enhancements – 100% complete</li> <li>• Create new positions &amp; hire new team members to meet new service requirements – 100% complete as of end of Spring 2018</li> </ul>



	<ul style="list-style-type: none"> <li>○ Manager of Curriculum Development</li> <li>○ Curriculum Specialist</li> <li>○ Faculty Coach (TriCampus &amp; Kingston Faculty of Science)</li> <li>○ Multimedia Specialist</li> <li>○ Program Developer</li> <li>○ Inclusivity &amp; Intercultural Specialist</li> <li>● Collect feedback on SCTL services – in-progress</li> <li>● Collate feedback into SCTL Annual Report 2018-19 – pending</li> </ul>
--	--

<b>Affirmation 24</b> * What has been identified as needing to be done? (stipulations)	<b>Requirement 6.6: Build a digital resource toolbox for faculty</b>
What deliverables are associated with addressing the stipulations?	Create a new multimedia service that includes various digital tools that can be used to create engaging content for faculty.
What tasks are associated with addressing the deliverable?	<ul style="list-style-type: none"> <li>● Research digital resources</li> <li>● Conduct focus groups with faculty</li> <li>● Create service model and resources</li> <li>● Collect feedback</li> </ul>
Who is responsible for the specific deliverable/ task?	<ul style="list-style-type: none"> <li>● Associate Dean, School of Contemporary Teaching and Learning</li> <li>● Manager, Multimedia Design</li> <li>● Multimedia Specialist</li> </ul>
When is the completion deadline of the specific deliverable/ task?	<ul style="list-style-type: none"> <li>● Research digital resources – Winter 2018</li> <li>● Conduct groups with faculty – Winter 2018</li> <li>● Create service model and resources – Spring 2018</li> <li>● Collect feedback from faculty – Fall 2018/Winter 2019</li> </ul>
What is the current status of each specific deliverable/ task? (include a completion percentage)	<ul style="list-style-type: none"> <li>● Research digital resources – 100% complete</li> <li>● Conduct groups with faculty – 100% complete</li> <li>● Create service model and resources – 100% complete</li> <li>● Collect feedback from faculty – in-progress (collected feedback ahead of schedule from certain projects)</li> </ul>