



Ontario College Quality Assurance Service

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

UPDATE PROVIDED TO OCQAS October 29, 2020

COLLEGE QUALITY ASSURANCE AUDIT PROCESS (CQAAP)

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

NORTHERN COLLEGE

UPDATE PROVIDED TO OCQAS October 29, 2020

DATE SINCE LAST UPDATE TO OCQAS: November 11, 2018

DATE OF PREPARATION OF REPORT: July 31, 2020

REPORT PREPARED BY: Dr. Audrey J. Penner, President & CEO (formerly Vice President Academic & Student Success)



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.*

| | Original Submission Recommendations & Affirmations Submitted August 31, 2020 | Update |
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| * What has been identified as needing to be done? (stipulations) | RECOMMENDATION 1: Ensure that the results of the experimentations of teaching and learning are shared throughout Northern College (R4.2) | |
| What deliverables are associated with addressing the stipulations? | Creation of "lunch and Learns" Establishment of communities of practice amongst faculty i.e. Communication. Additional dedicated resources for Learning Innovation & Technology Department (LIT) including full-time faculty assignment | A key element to achieving this deliverable was to create a permanent resource in the form of dedicated staff for the Learning Innovation department. This Job Posting is called: Professor, Educational Development and Quality Assurance. The position was filled August 2020. The creation of lunch and learns and communities of practice will now become operational activities within the academic semester, planned and coordinated through the Professor, Educational Development and Quality Assurance. |
| What tasks are associated with addressing the deliverable? | Setting agendas, dates and times; for the 'lunch and learns' Set subject specific meetings for communities of practice | This is now an ongoing process within the LIT department. In addition, to the full time dedicated staff, two faculty have had additional time on their |



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| | Hiring process for full-time assignments established in August 2020 | SWF for coordinating activities and supporting the other campuses. |
| Who is responsible for the specific deliverable/ task? | Lunch and Learns – LIT department Subject specific meetings – faculty and deans share joint engagement on this Director of LIT for hiring full-time faculty | |
| When is the completion deadline of the specific deliverable/ task? | This is ongoing, and to be incorporated into our academic cycle | The hiring has now been completed and the additional activities are now incorporated to our operational plans |
| What is the current status of each specific deliverable/ task? (include a completion percentage) | Both initiatives are established – 100% Complete | There is evidence to show that this process has been established. Since the process is ongoing, we should leave as open ended completion. |



| | Original Submission Recommendations & Affirmations Submitted August 31, 2020 | Update |
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| * What has been identified as needing to be done? (stipulations) | RECOMMENDATION 2: Increase the opportunities for imminent graduates to demonstrate achievement of program vocational learning outcomes and incorporate additional experiential learning opportunities throughout the College's programs. (R4.4) | |
| What deliverables are associated with addressing the stipulations? | Gap analysis to determine which programs are in need Place Work-Integrated Learning (WIL) experiences where applicable to fill gaps Create capstone experiences where WIL is not an option | |
| What tasks are associated with addressing the deliverable? | Review all programs for WIL Review all program maps for learning outcomes mapping Create WIL for those programs that have an identified gap Create a vocationally specific capstone project where WIL is not available for programs with the identifiable gap | All programs were reviewed for WIL experiences. This was coordinated through two staff appointments charged with WIL for various programming. These two staff appointments are also dedicated to the scheduling and coordination of student placements. While the final analysis is not yet complete, we are 90%. COVID-19 delayed completion in the spring. This will be completed by March 2021. All program maps have been reviewed for learning outcomes mapping. 100% complete. 90% complete: Creating WIL for those programs that have an identified gap will be done, once the final analysis of where gaps are has occurred. This delay is also attributable to COVID-19. We are examining the WIL simulation program from Lambton, to evaluate how this could address necessary |



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| | | capstone projects. Examination of the platform has just begun, and will be finalized by March 2021 |
| Who is responsible for the specific deliverable/ task? | Deans/VPA | <p>One of our staff coordinating this project is developing the following WIL projects:</p> <ul style="list-style-type: none"> • Tour of Lower Sturgeon GS for Mechanical Eng. Technology students • Tour of Ontario Power Generation (OPG) Wawaitin Generating Station for Electrical Eng. 2 & 3 year • Tour of North East Control Centre (NECC) for Electrical Eng. Technology students • Electrical Panel Interview (like last year) • Tour of Automotive Shops for first year Automotive Service Technician students • Automotive Service Technician Placement • Millwright Placement • EACOM Timber Lunch and Learn - February 20, 2020 • Construction Eng. Placement Host Search • Mock Interviews - Trades Students • Heavy Equipment Technician placement (creating it) |
| When is the completion deadline of the specific deliverable/ task? | June 2020 | Delayed to March 2021 (COVID-19) |
| What is the current status of each specific deliverable/ task? (include a completion percentage) | <p>Review all programs for WIL – 100% Complete Review all programs maps for learning outcomes mapping – 100% Complete Create WIL for those programs with a gap – 90% Complete –not possible for all programs Create a vocationally specific capstone project – 60% Complete</p> | <p>The results of the review of all programs can now be tracked within our COMMs system to assure we have an ongoing record. See notes in previous section (Tasks associated with deliverables) for updates on deliverables There may be some programs in which WIL is not a viable option, these will be noted within our COMMs system. This work continues to be at the Deans level, supervised and maintained through the VPA office. All activity should be completed by March 2021</p> |



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| * What has been identified as needing to be done? (stipulations) | RECOMMENDATION 3: Develop a mechanism to evaluate potential partners and articulation agreements and increase the promotion of agreements. (R.5.4) | |
| What deliverables are associated with addressing the stipulations? | A risk management approach to creation of agreements Marketing campaign for existing agreements A Return on Investment (ROI) framework to be established to evaluate existing partnerships and articulation agreements | These three tasks have all been developed and completed during the past 20 months. |
| What tasks are associated with addressing the deliverable? | Checklist for partnership assessment Evaluation of partnership based upon checklist Internal promotional approaches to marketing specific agreements Exploration of ROI framework in conjunction with Finance department Faculty and student mini/program specific current agreements promo emails/ blackboard posts bimonthly to enrolled students Printed promotional material/guide (either added to view book or standalone) Social media spotlight promo timeline and content Re-development of Pathways Presentations to currently enrolled classes | |
| Who is responsible for the specific deliverable/task? | Deans/VPA/Marketing/ | |



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| | Finance Department, in particular risk assessment specialist | |
| When is the completion deadline of the specific deliverable/ task? | June 2019 – checklist of partnership assessment established October 2020 – ROI framework established | |
| What is the current status of each specific deliverable/ task? (include a completion percentage) | A risk management approach to creation of agreements – 100% Complete Marketing campaign for existing agreements – 90% Complete A Return on Investment (ROI) framework to be established to evaluate existing partnerships and articulation agreements – 50% Complete | The Risk Management Framework has been developed within the Finance department. There is a Risk Management Committee in place. The specific checklist still needs to be developed. This will be available in December 2020 Web Services is developing a website to highlight all articulation agreements. Will be available by December 2020 Return on Investment (ROI) Framework has been developed by Finance department, and data is being input now with anticipated completion by November 2020. This will be presented to the Board of Governors in November. 90% Complete |



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| * What has been identified as needing to be done? (stipulations) | RECOMMENDATION 4: Ensure expectations of professional development and performance evaluations are consistent, clear, and followed. (R6.1) | |
| What deliverables are associated with addressing the stipulations? | Creation of a performance objectives template Integration of performance objectives with professional development Streamlined performance assessment process by moving to an online forum for data gathering and completion | The Performance Objective Template was created in 2019 and further refined in Spring of 2020. For full-time (FT) and part-time (PT) faculty, a performance review process has moved online, for initial trial in the Fall of 2020. |
| What tasks are associated with addressing the deliverable? | Faculty evaluations Administrator evaluations Clear objective writing Database development for online assessment tracking | Online FT and PT performance review system is online as of October 2020 Clear objective writing – managers work with employees is a continuous improvement process, and now part of operational activities. |
| Who is responsible for the specific deliverable/ task? | VPA/Deans/VP Corporate services Director Learning Innovation & Technology (LIT) | |
| When is the completion deadline of the specific deliverable/ task? | September 2020 | |
| What is the current status of each specific deliverable/ task? (include a completion percentage) | Creation of a performance objectives template – 100% Complete | This has been completed for Admin staff. And an online Performance review system has been built and deployed for FT and PT faculty |



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| | <p>Integration of performance objectives with professional development – 75% Complete</p> <p>Streamlined performance assessment process by moving to an online forum for data gathering and completion – 70% Complete</p> | <p>This is now part of the FT and PT faculty Performance review system. System went live in October 2020. This is now 100% complete</p> <p>Likewise the online data gathering is now online and this is now 100% complete</p> |
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| | Original Submission Recommendations & Affirmations Submitted August 31, 2020 | Update |
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| * What has been identified as needing to be done? (stipulations) | RECOMMENDATION 5: Ensure performance reviews of support staff are followed on a regular basis according to the provisions of the Collective Agreement. (R6.5) | |
| What deliverables are associated with addressing the stipulations? | Creation of a performance review chart by manager Built into performance objectives for managers of support staff | |
| What tasks are associated with addressing the deliverable? | Identify the staff who require a performance review Set a schedule for the review process Assure the review process has been followed | |
| Who is responsible for the specific deliverable/ task? | Administrators (all) | |
| When is the completion deadline of the specific deliverable/ task? | June 2020 | |
| What is the current status of each specific deliverable/ task? (include a completion percentage) | Creation of a performance review chart by manager – 80% Complete Built into performance objectives for managers of support staff, on an as needed basis by department – 100% Complete | The HR department has this activity as part of their operational plan for this year. This is to be completed by March 31 2021. |



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| * What has been identified as needing to be done? (stipulations) | AFFIRMATION 1: The Board of Governors should approve a program cancellation and suspension process after consultation within the College. (R1.1) | |
| What deliverables are associated with addressing the stipulations? | Process for program cancellation and suspension process is established through the program viability framework | The Program Viability Framework was launched in the Winter of 2018 and the 3 rd iteration has now been published. |
| What tasks are associated with addressing the deliverable? | Identify the steps in the process Formalize the process Create a program viability framework | The process has a complete narrative of definitions, actions and follow up. This narrative is now being implemented dependent upon the 3 rd round of results. |
| Who is responsible for the specific deliverable/ task? | VPA/VP Corporate Services | |
| When is the completion deadline of the specific deliverable/ task? | September 2019 | |
| What is the current status of each specific deliverable/ task? (include a completion percentage) | Process for program cancellation and suspension process was established through the program viability framework – 100% Complete | This is completed as an action and is now in full implementation |



| | Original Submission Recommendations & Affirmations Submitted August 31, 2020 | Update |
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| * What has been identified as needing to be done? (stipulations) | AFFIRMATION 2: Design a more structured process for program development (procedures, support, templates, maps) (R1.2) | |
| What deliverables are associated with addressing the stipulations? | Detailed procedure and process map for program development | |
| What tasks are associated with addressing the deliverable? | Revision of program/course development procedures | |
| Who is responsible for the specific deliverable/ task? | VPA Office, QA branch | |
| When is the completion deadline of the specific deliverable/ task? | November 2020 | |
| What is the current status of each specific deliverable/ task? (include a completion percentage) | Detailed procedure and process map for program development – 75% Complete | A detailed map has been completed, procedure document to be created by March 2021: this work is now supported through the dedicated position in Learning Innovation. This establishes administrative oversight coupled with curriculum and program development expertise for the 2020/21 year. |



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| * What has been identified as needing to be done? (stipulations) | AFFIRMATION 3: Data gathering from constituents should be enhanced (R1.3) | All post secondary courses are assessed each term rather than a select sampling. |
| What deliverables are associated with addressing the stipulations? | Establish more data gathering formats specific to graduates and employers | |
| What tasks are associated with addressing the deliverable? | Survey development Focus group enlargement | Established of task force linked to strategic planning development which include broad community outreach. This contact with communities and industry has broadened our knowledge of how Northern College is perceived. In addition, a community engagement survey will be launched in Spring of 2021, as part of a cycle of community information and connection. |
| Who is responsible for the specific deliverable/ task? | Deans | |
| When is the completion deadline of the specific deliverable/ task? | June 2020 | |
| What is the current status of each specific deliverable/ task? (include a completion percentage) | Survey development Focus group engagement – 80% Complete – no additional surveying or focus groups have been done due to COVID-19 | Delayed due to COVID-19. Will re engage on this in May 2021 Survey done for the new strategic plan development (500+ responses) |



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| * What has been identified as needing to be done? (stipulations) | AFFIRMATION 4: Review all program recommendations from the past five (5) years, summarize how recommendations are best achieved, and what processes were followed when recommendations were not achieved (R1.5). | |
| What deliverables are associated with addressing the stipulations? | A complete review of previous program recommendations and an update on their status | |
| What tasks are associated with addressing the deliverable? | Compiling the recommendations Establishing the status of each recommendation | |
| Who is responsible for the specific deliverable/ task? | VPA Office | |
| When is the completion deadline of the specific deliverable/ task? | June 2019 | |
| What is the current status of each specific deliverable/ task? (include a completion percentage) | A complete review of previous program recommendations and an update on their status – 100% Complete | All recommendations for the past 5 years were compiled by program. The VPA reviewed each recommendation with the appropriate Dean for that program area. This resulted in recommendations being updated as to their relevance and completion rate. Recommendations which were no longer relevant were removed, and incomplete recommendations were moved in the operational plan for 2020/21 reviews and further updates will be provided. This review is centrally located and to be utilized within program reviews for continuity. |



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| * What has been identified as needing to be done? (stipulations) | AFFIRMATION 5: Generate more opportunities for Prior Learning Assessment and Recognition (PLAR) (R2.3) | |
| What deliverables are associated with addressing the stipulations? | Generate more accessible PLAR opportunities and processes for distribution with LBS and Academic upgrading students Creation of a dedicated resources to flexible delivery options | |
| What tasks are associated with addressing the deliverable? | Defining areas of potential PLAR by skills Assign project to Chair of Flexible and Alternate Learning | |
| Who is responsible for the specific deliverable/ task? | Learning Innovation department in conjunction with the Deans and faculty, Chair of Alternate and Flexible Learning | |
| When is the completion deadline of the specific deliverable/ task? | September 2020 | |
| What is the current status of each specific deliverable/ task? (include a completion percentage) | Establishing more flexible options for delivery is ongoing. Having the dedicated resource in place to develop this work is in place – 100% Complete | A Chair of Alternate and Flexible Learning position was established (July 2020). PLAR promotion and flexibility rests with this position. Administration and recording of PLAR is the responsibility of the Registrar’s Office, and this is ongoing. However, increasing the awareness of PLAR and encouraging its application is the intent of this affirmation, hence the creation of dedicated resources to it. |



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| * What has been identified as needing to be done? (stipulations) | AFFIRMATION 6: Identify and develop additional procedures so that Northern College continues to ensure programs meet or exceeds the credential framework expectations. (R3.2) | |
| What deliverables are associated with addressing the stipulations? | Procedures are defined Program review reflects program measure in relation to the credential framework Board of Governors (BoG) submission for CVS approval includes statement on credential alignment with the credential framework | |
| What tasks are associated with addressing the deliverable? | An inventory of activities to date needs to be compiled Comparison of what is being done to identify gaps The procedure needs to be developed | |
| Who is responsible for the specific deliverable/ task? | VPA Office/Quality Assurance Committee (QAC) | |
| When is the completion deadline of the specific deliverable/ task? | November 2020 – completion of this has been postponed due to delays incurred by COVID-19. | |
| What is the current status of each specific deliverable/ task? (include a completion percentage) | Inventory has been compiled, procedure needs to be developed – 75% Complete | This activity is now at 90% completion all that is left is the procedural document. QAC website has a work plan. Programs that need to be reviewed are found here. Site is updated each month. The procedure document or process map to be developed by March 2021 |



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| * What has been identified as needing to be done? (stipulations) | AFFIRMATION 7: Develop more General Education Course choices for students (R3.2) | |
| What deliverables are associated with addressing the stipulations? | More Gen Ed courses are available for students | |
| What tasks are associated with addressing the deliverable? | Establishing the Gen Ed courses Providing a rotation of offerings | Several Gen Ed courses were acquired from Algonquin College in the Fall of 2018. These have been integrated into the Northern College offerings. Offerings are rotated by semester. |
| Who is responsible for the specific deliverable/ task? | LIT Department, however, this task will be moved to the new Chair of Alternate and Flexible Learning position | The new Chair of Alternate and Flexible Learning will coordinate the updating and scheduling of this on an ongoing basis. |
| When is the completion deadline of the specific deliverable/ task? | June 2020 | |
| What is the current status of each specific deliverable/ task? (include a completion percentage) | More Gen Ed courses are available for students – 100% Complete | Four (4) fully online electives are being offered in Fall 2020 with over 300 enrolments. The Gen Ed list is published on NorAction, the internal intranet for Northern College. |



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| * What has been identified as needing to be done? (stipulations) | AFFIRMATION 8: Review the Terms of Reference (TOR) for Program Advisory Committees (PACs) to address recommendations from the PAC review, for inclusion of recent graduates in the membership. (R3.3) | |
| What deliverables are associated with addressing the stipulations? | Recent graduates become members of the various PACs – recent defined as having graduated within the last five (5) years | The criteria was established and moved into the TOR for PACs |
| What tasks are associated with addressing the deliverable? | Review current membership and identify where recent graduates need to be included | The Deans reviewed their PAC committees for any gaps in graduate participation. |
| Who is responsible for the specific deliverable/ task? | Deans/Alumni office | |
| When is the completion deadline of the specific deliverable/ task? | June 2020 | |
| What is the current status of each specific deliverable/ task? (include a completion percentage) | Review current membership and identify where recent graduates need to be included – 100% Complete | Evidence of this is the PAC committees agendas and minutes which are posted online |



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| * What has been identified as needing to be done? (stipulations) | AFFIRMATION 9: Review of where and how additional experiential learning can be expanded across programs. (R4.4) | |
| What deliverables are associated with addressing the stipulations? | Establish existing experiential learning practices Identify areas of expansion | |
| What tasks are associated with addressing the deliverable? | Program synopsis review comparing current synopsis to existing synopsis (5) years previously | |
| Who is responsible for the specific deliverable/ task? | Deans | |
| When is the completion deadline of the specific deliverable/ task? | June 2020 | |
| What is the current status of each specific deliverable/ task? (include a completion percentage) | Program synopsis review – 100% Complete - identified changes of 25% or higher were put through the CVS/MCU application process | A Board of Governors (BoG) report (Sept 13 th) shows reports this completed affirmation. Within COMMS there is an experiential learning module tracking that can now be utilized. Faculty and Deans will be trained in its utilization. Deans need to use this tool each year, to maintain this information. |



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| * What has been identified as needing to be done? (stipulations) | AFFIRMATION 10: Increased efforts need to be developed to manage and promote the increased volume of articulation agreements (R5.4) | |
| What deliverables are associated with addressing the stipulations? | Articulation Agreement/Transfer Credit Online Guide build Faculty and student mini/program specific current agreements promo emails/blackboard posts bimonthly to enrolled students Printed promotional material/guide (either added to view book or standalone) Mail out to currently enrolled students Re-development of Pathways Presentations to currently enrolled classes Social media spotlight promo timeline and content | This is a concerted effort between the Registrar's Office and the academic departments. In addition, marketing has begun more advanced promotion of these. In this case COVID-19 was an asset, as we were able to promote a study at home initiative, raising awareness of how one year at Northern could be carried forward into university (away from home). 2+2's were also promoted within this approach. |
| What tasks are associated with addressing the deliverable? | Database developed and updated IT links front face with database | |
| Who is responsible for the specific deliverable/ task? | Registrar/LIT Department | |
| When is the completion deadline of the specific deliverable/ task? | June 2020 | This awareness campaign has been completed. Operationally, this has been integrated into the Registrar's roster of critical path activity. |



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| What is the current status of each specific deliverable/ task? (include a completion percentage) | Database developed and update – 100% Complete IT links front face with database – 100% Complete | The data base and IT links will be published December 2020 |
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| | Original Submission Recommendations & Affirmations Submitted August 31, 2020 | Update |
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| * What has been identified as needing to be done? (stipulations) | AFFIRMATION 11: Improve public awareness of the schedule of policy review to encourage broad participation in policy development. (R5.7) | |
| What deliverables are associated with addressing the stipulations? | Publish the policies for review to all college employees Recruit participation for policy review | |
| What tasks are associated with addressing the deliverable? | Assure a schedule of policy due dates is posted to Quality Assurance (QA) web page Reminder of policy review sent to all College employees from VPA office Outline the policies for review at the annual College-Wide Welcome Back Faculty Meeting held in August (yearly) Remind employees of this process at faculty and administrative meetings | |
| Who is responsible for the specific deliverable/ task? | VPA Office | |
| When is the completion deadline of the specific deliverable/ task? | September 2019 | |
| What is the current status of each specific deliverable/ task? (include a completion percentage) | Publish the policies for review to all college employees – 100% Complete Recruit participation for policy review – 100% Complete | Quality Assurance (QA) website shows the policies and review dates. |



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| | | <p>VPA Office publishes Policy/Procedure Historical Tracking Sheet on NorAction and in All Campus shared folder S:\All Campus\Archived Policies This is now promoted at departmental meetings and the college-wide All Faculty meetings held in August/September each year.</p> |
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| | Original Submission Recommendations & Affirmations Submitted August 31, 2020 | Update |
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| * What has been identified as needing to be done? (stipulations) | AFFIRMATION 12: Professional development activities and performance reviews for part-time employees should be increased. (R6.1) | |
| What deliverables are associated with addressing the stipulations? | Dedicated resources to monitor part-time faculty | |
| What tasks are associated with addressing the deliverable? | Establish resources Establish schedule of performance reviews for part-time faculty Implement performance review Utilize part-time faculty performance review template | |
| Who is responsible for the specific deliverable/ task? | Chair of Alternate and Flexible Learning | |
| When is the completion deadline of the specific deliverable/ task? | July 2020 | |
| What is the current status of each specific deliverable/ task? (include a completion percentage) | Chair position established. July 2020 – 100% Complete Evaluation established July 2020 – 100% Complete Schedule defined July 2020 – 100% Complete Schedule of reviews implemented in Fall 2020 – 75% Complete | Chair of Alternate and Flexible Learning has been filled with dedicated support to part time faculty. PT faculty evaluation system is live and automated payroll efficiencies have been integrated. PD and training for PT has increased and PT faculty are paid to participate. |



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| * What has been identified as needing to be done? (stipulations) | AFFIRMATION 13: The links among performance appraisal, professional development, and professional development funding should be reviewed and articulated (R6.1) | |
| What deliverables are associated with addressing the stipulations? | Determination of amount of PD funds accessed for faculty professional development with a target set for overall utilization | This has been impacted by COVID-19 and the work to assess the need and map to utilization is ongoing. |
| What tasks are associated with addressing the deliverable? | Review funds accessed by faculty Review professional development needs submitted through faculty performance evaluations | A review has been held, however, funds were underutilized in the last academic year, largely due to COVID-19 delays. |
| Who is responsible for the specific deliverable/ task? | Deans/VPA Office | |
| When is the completion deadline of the specific deliverable/ task? | June 2020 for this year's faculty performance reviews Ongoing for each year, as 1/3 of faculty are reviewed yearly | |
| What is the current status of each specific deliverable/ task? (include a completion percentage) | Due to COVID-19, not all faculty performance assessments were completed this year. Therefore, this affirmation is at 50% completion. | Due to COVID-19, not all faculty performance reviews were completed. The Deans are catching up on overdue performance reviews now, and will use the new online system for 2020 reviews. The established Digital Competency Framework and follow up on this skill set still needs to be tied together. However, with the rapid movement to online learning, this process has become a priority with faculty. |



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| | | A next step is to have student feedback comment on the status of digital competency within their courses. We have an established Academic Policy #A28 related to how the Learning Management System (LMS) needs to be utilized for optimum student experience. |
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| * What has been identified as needing to be done? (stipulations) | AFFIRMATION 14: Succession planning should be continued and incorporated into performance evaluation. (R6.1 and R6.5) | |
| What deliverables are associated with addressing the stipulations? | A 3-5 year projection succession needs for faculty is established | This was done by each Dean, outlining the current compliment of faculty, anticipated retirements and anticipated needs. This was first used in Spring of 2019 and was updated Spring of 2020. Redeployment of faculty positions (from under performing programs to programs with higher enrolment) was utilized for staffing up for Fall of 2019. |
| What tasks are associated with addressing the deliverable? | Review of faculty status by department | |
| Who is responsible for the specific deliverable/ task? | Deans who submit yearly to the VPA | |
| When is the completion deadline of the specific deliverable/ task? | June 2019 | |
| What is the current status of each specific deliverable/ task? (include a completion percentage) | A succession planning document is available to the VPA Office for the purposes of recommending hiring and redeployment of faculty – 100% Complete | 2019-2024 Faculty Succession Planning Tool <ul style="list-style-type: none"> - the tool is confidential; therefore, not for circulation outside of the VPA Office - tool estimates possible retirement dates which will assist in determining if positions need to be replaced/redeployed - tool is reviewed annually by the VPA and Deans |



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| | | <ul style="list-style-type: none">- summary of review is provided to Senior Management Team- this tool has not been provided to the Union as it 'estimates' retirements prior to any discussion with faculty. |
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Add (copy and paste from above) additional tables as required to complete the exercise.

2. Provide additional comments (if applicable).

While Northern College was on track for completion of all recommendations and affirmations, the impact of COVID-19 in March of 2020 caused a cessation of some activity. Therefore, not all recommendations were at 100% completion. However, their completion is built into operational activities for Fall 2020.