

5.6.2019 AV-M



**ANNUAL ACADEMIC ACTION PLAN
2019-2022**

Table of Contents

SUMMARY OF ACADEMIC PLAN FOR 2019-2020	3
Introduction	4
I. Growing the University	6
A. <i>Addressing Academic Policy Deficits</i>	6
B. <i>Student Recruitment</i>	7
C. <i>Strategy for Indigenous Education</i>	8
D. <i>Internationalization</i>	9
E. <i>Data Monitoring Dashboards</i>	11
II. Engagement in Scholarship	12
A. <i>Research</i>	12
B. <i>Teaching</i>	14
C. <i>Library</i>	15
III. Programme Sustainability	17
A. <i>Faculty Renewal</i>	17
B. <i>New Programme Development</i>	19
C. <i>Quality Assurance</i>	21
D. <i>SMA III Preparation</i>	22
IV. Academic Planning 2019-2022	24
V. Budget implications 2019-2020	25
Appendix A Academic Plan 2017-2022	28
Appendix B Annual Academic Planning Template (to be used in 2019)	31
A. <i>PLANNING TEMPLATE FOR ACADEMIC UNITS</i>	31
B. <i>PLANNING TEMPLATE FOR NON- ACADEMIC UNITS</i>	37

SUMMARY OF ACADEMIC PLAN FOR 2019-2020

I Growing the University

A **Addressing Academic Policy Deficits**

1. Re-organize Senate Policies
2. Revision of Senate Policies

B **Student Recruitment**

1. Create a SEM Plan

C **Strategy for Indigenous Education**

1. University-wide Plan for Indigenization
2. Development of Indigenous Studies

D **Internationalization**

1. Internationalization Strategy
2. Internal response to international recruitment
3. External response to international recruitment
4. Review International Exchanges Agreement processes
5. Outbound Student Mobility

E **Data Monitoring Dashboards**

1. Dashboards for monitoring

II Engagement in Scholarship

A **Research**

1. Strategic Research Plan
2. Equity, Diversity and Inclusion
3. Canada Research Chairs
4. Research Communication Plan

B **Teaching**

1. Dean of Teaching
2. Teaching Hub

3. Teaching Chairs

4. Strategic Plan for Teaching

C **Library**

1. Expand and strengthen Information Literacy Instruction Program
2. Assess learning outcomes of IL instruction sessions
3. Information Literacy Course

III Programme Sustainability

A **Faculty Renewal**

1. Tenure Track Faculty Positions
2. Sabbaticals
3. Teaching releases: Administrative
4. Teaching releases: Research
5. Non-Faculty Positions

B **New Programme Development**

1. New Programme Development Fund
2. New Programme Marketing Initiative
3. Strategic Plan for Graduate Studies
4. Degree architecture

C **Quality Assurance**

1. NU-IQAP roll-out
2. New Programme Proposals
3. Cyclical Reviews

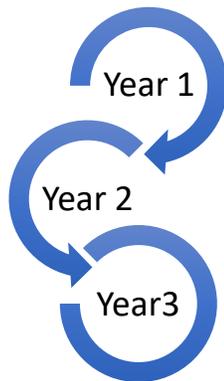
D. **SMA III Preparation**

1. Establish SMA III Working Group
2. Establish Priorities for Differentiation
3. Defining Institution Specific Metrics and Targets

Introduction

This is the first Academic Plan of its kind at Nipissing University. It is based on the submissions of (most) units delivering academic programmes, as well as submissions from the Deans, the Registrar, the Harris Learning Library, the Office of Institutional Planning, Office of Indigenous Initiatives, and Student Services. It carries on the same themes established in an earlier plan that is provided for information in Appendix A.

The Academic Plan is an actionable engagement with our strategic directions, and assigns responsibility for outcomes to the various units in order to accomplish the plan. The focus of the plan is on the first year but subsequent years are sometimes referred to based on current information, and assumptions that can be made at this time.



- ▶ 1st year is based on a pre-existing framework, i.e. the most immediate year has largely been planned for previously, and now is tweaked where necessary.
- ▶ 2nd year is the current year for planning, i.e. most of the focus is on this year, assumptions are tested, policy directions are introduced etc
- ▶ 3rd year is prospecting a framework, i.e. you articulate assumptions about what will change and pieces that you know to exist.

In June 2018 departments were asked to submit plans using a template in Appendix C, and to frame these plans with both Universities Canada Universities Canada Principles on Indigenous education (<https://www.univcan.ca/media-room/media-releases/universities-canada-principles-on-indigenous-education/>) and on Equity, diversity, and inclusion (<https://www.univcan.ca/media-room/media-releases/universities-canada-principles-equity-diversity-inclusion/>), and with Nipissing's Mission, Vision and Values.

Mission, Vision, and Values

VISION Nipissing University will provide an exceptional and personalized student experience within a collegial and diverse learning community. We will focus on excellence, innovation, and creativity in scholarship and teaching. Graduates will embrace lifelong learning and will make a difference locally, nationally, and internationally.

MISSION Nipissing University will exemplify the highest standards in scholarship, teaching, and research. In addition, Nipissing University will encourage students, faculty and staff to realize their full intellectual and personal potential to the benefit of our local, national, and international communities. Nipissing University will recognize our particular role in supporting northern communities, and Aboriginal, first generation, and international learners.

VALUES Nipissing University students, faculty, and staff exemplify a values-based culture in their pursuit of excellence. As reflected in our Coat of Arms, we believe that Integritas, defined as principled, honest, and sincere, is a motto upon which all else is built. We are committed to collegiality, respect, and transparency in working together and with our community partners. We embrace academic freedom.

Strategic statements

THE STUDENT EXPERIENCE Situated in a beautiful natural environment, with outstanding spaces in which to live and learn, we have created a unique Nipissing Experience. We will maintain our reputation as a leader in student satisfaction, attributable largely to our excellence in teaching, and to the connections students make with faculty, staff, and peers.

ACADEMIC AND RESEARCH EXCELLENCE We are dedicated to nurturing and supporting scholarship and research for the benefit of all. We believe in integrating intellectual, social, and personal development into the Nipissing Experience.

COMMUNITY ENGAGEMENT Connections between Nipissing University and the communities we serve are vital. Our campuses each have strong connections locally, as well as to Aboriginal communities and communities of interest. We are committed to advancing regional economic, social, and cultural development while also appreciating our role as global citizens.

I. Growing the University

It is generally agreed that Nipissing University has capacity to grow: we have space in programmes and in classrooms. The conventional wisdom seems to be that the capacity of the University is around 6500 students. The ultimate goal of this Annual Academic Plan is to contribute to that goal.

A. Addressing Academic Policy Deficits

Senate Policies serve to promote the mission, vision and values of Nipissing University by supporting academic and research excellence, student experience and success.

Initiative IA1	Re-organize Senate Policies
Goal	To present the Senate Policies in a logical format
Description	The current document is organized in seven parts, not necessarily named to reflect the content of each part. The parts, or the policies within, are not in a logical order, making it difficult to navigate. For example, all policies in the document are Nipissing policies however, only Part II is called Nipissing University Policies.
Responsibility	Office of the Registrar
Success Measures	A revised format for the “Senate “ document is presented to Senate.
Timeline	December 2019

Initiative IA2	Revision of Senate Policies
Goal	To incorporate a timeline and assign units for policy review within the Senate policies.
Description	Each policy and/or section will be assigned a timeline for next review and if a policy requires revision AQAPC with PVPAR will assign that task to appropriate units.
Responsibility	AQAPC
Success Measures	A timeline and units responsible for each policy and/or section will be identified in the Senate Policy document.
Timeline	December 2019

B. Student Recruitment

The number of students enrolled at a university is perhaps one of the simpler measures of whether the institution is functioning at its capacity. It is generally accepted that Nipissing's current (2018 academic year) enrolment of 4150 FTE is not reflective of our capacity.

Strategic enrolment management (SEM) planning is essential to ensuring institutional stability and improving student success. The university must develop a strategic and tactical enrolment plan that is effective in recruiting, admitting and retaining students.

Initiative IB1	Create a SEM plan
Goal	Create a SEM committee and develop a 3 year SEM plan that includes application, conversion and retention targets by program.
Description	Using admission, demographic, recruitment, funding and retention data, identify trends and establish targets.
Responsibility	Office of the Registrar & Institutional Research and Planning
Success Measures	<ul style="list-style-type: none">• A SEM committee• A 3 year SEM plan that includes application, conversion and retention targets by program.
Timeline	<ul style="list-style-type: none">• Historical analysis to be completed by July 2019• SEM plan to senior executive August 31st, 2019• Applicant & Student Life Cycle Dashboards is to be created in Fall 2019.

C. Strategy for Indigenous Education

Nipissing University partners with Indigenous communities in community-based delivery of academic programs, faculty research in collaboration with Indigenous communities, and in initiatives and events held in our region. The University’s commitment to fostering reciprocal relationships with Indigenous communities can be found in the priorities of our strategic plan 2015-2020 as well as the previous Academic Plan (“Strengthening the Indigenous Mandate”) approved by the Academic Senate in 2017.

Initiative IC1 Strategic Plan for Indigenization	
Goal	The development of a Strategic Plan for Indigenization to inform future academic planning.
Description	The development of a Strategic Plan for Indigenization will be led by the Indigenization Steering Committee. A consultative process with students, staff, faculty, and community in the areas of: 1) Governance, Vision Statements and Strategic Plans, 2) Indigenous Student Success, 3) Teaching and Learning, 4) Human Resources, and 5) Research and Community Engagement will allow the steering committee to develop a report and recommendations.
Responsibility	Indigenization Steering Committee
Success Measures	Strategy is available to inform planning for 2021 and beyond
Timeline	<p>Stage I Indigenization Steering Committee/Roundtable Facilitators to finalize plans for implementing Roundtable discussions. September 2019: Roundtable recruitment and press release.</p> <p>Stage II Hold Roundtable discussions, gather information and develop recommendations.</p> <p>Stage III Development of summary of roundtable reports and development of the Final Report.</p> <p>Stage IV Indigenization Steering Committee to review and approve the Final Report.</p> <p>Stage V Official launch of Nipissing University’s Indigenization Strategy.</p>

Initiative IC2 Development of Indigenous Studies	
Goal	To revitalize Native Studies as Indigenous Studies that offers appropriate curriculum for Nipissing’s indigenous, and non-indigenous students
Description	Curriculum development by consultant in consultation with stakeholders
Responsibility	PVPAR
Success Measures	New programme is approved by Senate
Timeline	By April 2020

D. Internationalization

Nipissing University has currently the lowest level of international students (less than 1 %) enrolled in degree programmes. In order to develop as an institution where a diverse students, including international students, experience as supportive of their academic aspirations, we need to identify areas that contribute to this goal. This will mean building a strategy that includes recruitment, admissions, advising, student supports, curricula among other things.

Nipissing also plays a role externally in supporting North Bay’s aspirations to become a welcoming community to new comers.

Initiative ID1 Internationalization strategy	
Goal	Develop a multi-year strategy for internationalization of Nipissing, including services and curricula
Description	Through the establishment of a committee of interested parties and institution-wide consultation, a strategic framework for internationalization at Nipissing is developed
Responsibility	PVPAR
Success Measures	Strategy is available to inform planning for 2020-2021 and beyond
Timeline	By June 2020

Initiative ID2 Internal response to international recruitment	
Goal	To ensure that front-line staff have received training in cross-cultural communication skills
Description	Training opportunities are identified, both on-line and face-to-face to prepare staff to support students whose cultural background is not the same as their own
Responsibility	Registrar and AVP Students
Success Measures	Front-line staff have received training in how to serve a diverse clientele. Faculty have had opportunities to engage with diversity in classrooms
Timeline	By June 2020

Initiative ID3 External response to international recruitment	
Goal	Role in “welcoming community”
Description	Continue strategic conversations with municipal and regional partners on the role of Nipissing University vis a vis new comers in the community and on campus
Responsibility	PVPAR, AVP Students, Registrar
Success Measures	Local partners that will support growth of international student population are identified. NU’s role in supporting new comers to North Bay and region is articulated.
Timeline	By June 2020

Initiative ID4 Review International Exchange Agreement processes	
Goal	To develop an updated and formalized process for the creation of new International Exchange Agreements for student mobility
Description	Current process needs to be streamlined and presented in a fashion in which the specific steps and responsibilities are clearly articulated for all stakeholders.
Responsibility	Student Development and Services & Deans
Success Measures	A revised process for the development of new International Exchange Partners is presented to the President.
Timeline	To be completed by December 2019

Initiative ID5 Outbound Student Mobility	
Goal	To develop a multi year recruitment strategy for increasing Domestic Student mobility.
Description	Working with Faculty, Specific Departments and External Relations to create a formalized recruitment strategy for increasing Domestic Student Mobility. Including multi-year focus from time of application to encourage international mobility.
Responsibility	Student Development and Services
Success Measures	A multi-year recruitment strategy is published
Timeline	To be completed by December 2019

E. Data Monitoring Dashboards

Initiative IE1 Dashboards for monitoring	
Goal	Establish a variety of real-time reporting tools (through Tableau) that Deans/Administrators can access in an effort to make informed decisions supported by institutional data.
Description	<ul style="list-style-type: none"> • Needs assessment completed by the IR team for each Dean/Director • Roll out based on priority areas
Responsibility	Director, Institutional Research and Planning & Director of Finance
Success Measures	Increased use of data in evidence based planning.
Timeline	<p>Lots of work needed to be done “behind the scenes” in preparation for this</p> <ul style="list-style-type: none"> • e.g., none of the data is accessible in Tableau yet (need to be extracted and related tables connected) • Institutional hierarchy needs to be fixed across all depts..

II. Engagement in Scholarship

A. Research

Initiative IIA1	Strategic Research Plan
Goal	To mobilize and utilize in a multi-dimensional way the recently approved Strategic Research Plan that will guide decision making, celebrate existing efforts and represent measures of success.
Description	The Strategic Research Plan will provide the framework for research from 2019-2024. The document was recommended by the Research Council and accepted by the Senate. Currently the document is static, the Office of Graduate Studies and Research would like to dynamically embed the document into a new designed research website in order to accomplish the mentioned goals. This will be done by making a living document interactive in order to leverage all research accomplishments and areas of focus.
Responsibility	PVPAR and Office of Graduate Studies and Research
Success Measures	Once on site, we can measure visits and usability of plan. Plan has success measures outlined within document. Website analytics will be a key performance indicator.
Timeline	September 2020

Initiative IIA2	Equity, Diversity and Inclusion
Goal	Develop a university wide Equity, Diversity and Inclusion policy or guideline
Description	Develop an EDI policy/guideline, for all hiring at the university, but especially for Canada Research Chairs. The guideline/policy will serve to collect data from the employees and establish the baseline for access to the underrepresented groups.
Responsibility	PVPAR, Human Resources, and Deans
Success Measures	Meet or exceed the EDI target set by the Chair's Secretariat and by the university overall.
Timeline	As soon as possible.

Initiative IIA3	Canada Research Chairs
Goal	Develop a guideline, for the effective administration of the Canada Research Chairs.
Description	Develop a guideline to administer the renewal, nomination and phasing out of the Canada Research Chairs. The guidelines to include specific timelines for CRC review, renewal and nomination for a vacant CRC position. The guidelines must be in tandem with the EDI guidelines.
Responsibility	PVPAR and Deans
Success Measures	Renewal and nomination of CRCs; approval by the Chairs Secretariat.
Timeline	<ul style="list-style-type: none"> • Renewals – Review of existing CRC by June, 2019 and the renewal applications to the Secretariat by October, 2019. • New – Advertisement, recruitment completed by end of May, 2019 and the nomination and complete application no later than July or August, 2019. <p>Advertisement for nomination of the outgoing CRC allocation by March, 2020 and the nominations to replace outgoing CRC by July, 2020.</p>

Initiative IIA4	Research Communication Plan
Goal	Develop Strategic Communications Plan
Description	Effectively manage the communication practices of the Office of Graduate Studies and Research in order to inform both internal and external stakeholders of policy, process, celebration and pertinent information.
Responsibility	The communication plan will encompass strategy to not only articulate the existing processes and practices carried out by the office but also leverage new partnership opportunities and community relationships.
Success Measures	Annual assessment of key performance indicators established by the Office of Graduate Studies and Research. Include but not limited to website analytics (visits, clickables, page durations) and number of partnerships established, funding numbers, attendees per event.
Timeline	Implementation September, 2019, year long review (June-July)

B. Teaching

Initiative II B.1 Dean of Teaching	
Goal	To fill the role of the Dean of Teaching with appropriate supports in place
Description	Reporting directly to the Provost and Vice-President, Academic & Research, the Dean of Teaching will provide academic and administrative leadership to the creation and fostering of overall excellence in teaching, and a commitment to student-centred education to enhance the learning environment and student learning experiences for faculty and students, both undergraduate and graduate, in order to contribute to recruitment and retention at Nipissing University.
Responsibility	PVPAR
Success Measures	Dean of Teaching appointed by September 2019
Timeline	By September 2019

Initiative II B 2 Teaching Hub	
Goal	Build and programme the Teaching Hub
Description	Development of a space that supports peer learning in pedagogy and related areas. Programming of that area
Responsibility	Infrastructure – Facilities, Programming – Dean of Teaching
Success Measures	Opening of the Teaching Hub
Timeline	September 2019

Initiative II B 3 Teaching Chairs	
Goal	Develop a strong peer support culture around the Teaching Chairs
Description	Nipissing will have four teaching Chairs in 2019 covering experiential learning, interdisciplinary learning, diversity in higher education, and motivation in STEMM areas
Responsibility	Dean of Teaching
Success Measures	Active programming that supports sharing of best practices in pedagogy
Timeline	Throughout 2019-2020

Initiative IIB 4	Strategic Plan for Teaching
Goal	To identify key areas for strategic support of teaching and learning at Nipissing University
Description	The Dean of Teaching will work in collaboration and consultation with stakeholders to develop a longer term plan for strengthening teaching and learning
Responsibility	Dean of Teaching
Success Measures	Plan submitted to Senate for approval
Timeline	June 2020

C. Library

Initiative IIC1	Expand and strengthen Information Literacy Instruction Program
Goal	Students are currently receiving instruction sessions; primarily at the introductory level and sometimes at intermediate and advanced levels. Our goal is to ensure that all students are receiving sessions and that such sessions are mandatory. We would like to expand/strengthen the program to provide introductory, intermediate and advanced sessions that meet the needs of students (undergrad/grad) during their academic career. That every first year student participates in at least one Information Literacy session – face to face and/or online. After that initial introductory session given to first year students, that all students participate in at least 2 introductory sessions, at least 2 intermediate sessions and at least 2 advanced sessions.
Description	Students cannot learn everything about Information Literacy in just one introductory session taken in first year, but need ongoing instruction tailored to the discipline and demands of higher academic level(s)
Responsibility	Shared responsibility with library staff, faculty, Coordinator of FY, Dean of Teaching to collaborate and implement. Collaborate with faculty, Coordinator of Foundation Year, Dean of Teaching to embed instruction session(s) into introductory first course(s). Librarians (support staff assist with introductory sessions, but Librarians should be conducting advanced sessions). Collaboration with faculty, Dean of Teaching, possibly Dean of Graduate and Research Studies
Success Measures	Development and implementation of sessions; student participation of recommended number of sessions; successful collaboration with faculty, and Deans to ensure student participation.

	1) Be able to demonstrate/provide evidence that every student has participated; 2) students successfully meet learning outcomes and expectations of the session(s) – see assessment tools below.
Timeline	Realistically target dates will have to be spread over the next 1-3 years, beginning with introductory and adding the intermediate and advanced sessions. Target start dates Fall of 2019 (ideally, but realistically, January 2020 or by fall of 2020); with intermediate and advanced sessions to be added by fall of 2021 with the ultimate completion goal of fall 2022.

Initiative IIC2 Assess learning outcomes of IL instruction sessions	
Goal	Develop and use tools to effectively assess the success of sessions
Description	Measures (grounded in ACRL Framework for Information Literacy for Higher Education principles) will give us, and students, the tools to determine if students are successfully learning and applying effective strategies for finding and evaluating information within the context of dynamic information ecosystems and using information appropriately; such strategies are instrumental in developing critical and analytic thinking skills and also contribute to academic success. Incorporate assessment tools into instruction sessions; Possibly incorporate assessment(s) into course grading.
Responsibility	Library staff who provide/develop instruction sessions and in some instances in collaboration with faculty
Success Measures	Completion and implementation of a set of tools used by library staff who provide sessions. Also supports above initiative
Timeline	Fall 2019

Initiative IIC3 Information Literacy Course	
Goal	Develop a course for credit or as a pass/fail
Description	Collaborate with Dean of Teaching, Foundation Year Coordinator, and faculty to develop an Information Literacy Course required of all first year students. Students cannot learn effective information seeking skills in just one instruction session. A course would give students an excellent opportunity to learn about all aspects of information: seeking, creation, management, sharing, critical evaluation, ethical use of information, information policy. Such a course would provide a strong foundation for students and would contribute effectively to academic success. Other institutions have implemented such a course – we have literature and models to draw on.
Responsibility	Librarians in collaboration with Dean, faculty and Coordinator

Success Measures	Successful implementation of course, student participation, strong assessment tools that demonstrate learning outcomes.
Timeline	Fall of 2022

III. Programme Sustainability

A. Faculty Renewal

Initiative III.A.1. Tenure Track Faculty Positions	
Goal	To accomplish strategic faculty renewal
Description	While budget realities remain challenging there is a recognition that faculty positions have been lost over the last decade resulting in programmes that now face sustainability issues, and that renewal of curricula and programs require new faculty. In order to address needs broadly, and to support principles such as indigenization of the academy, it is proposed that the first set of hires is done through a cluster hire focused on hiring indigenous scholars. In the initial years of faculty renewal decisions will be informed by considerations that related to: workload equity, accreditation needs, and possibility of cross-appointments -
Responsibility	PVPAR and Deans of A&S and EPS
Success Measures	<p>Ensuring programme sustainability</p> <p>Proposed hires for 2019-2020 pending budget approval: 1 Lab-instructor (5 months) 8 Lab-instructors (10 month) 5 LTA (10 month) 12 LTA (12 month)</p> <p>Proposed hires for consideration for 2020-2022: Tenure-track positions in 13 areas, mostly cross appointments. In 2019-2020 we will run a cluster hire directed at indigenous scholars for most of the positions. Remaining positions will be re-advertised the following year to all. All positions will be pending budget approval.</p> <p>Proposed hires for consideration for 2022-2025: 5 Tenure-track positions in fields where further articulation is needed, and curricula developments in other areas. For example, should we decide to move on the Environmental Engineering degree, this will increase pressure to hire in related field.</p>
Timeline	2020-2025

Initiative III.A.2. Sabbaticals	
Goal	To better understand the need for part-time contracts as sabbatical replacements
Description	Deans to provide Provost with the list of potential sabbaticants with indication of necessity to replace
Responsibility	Deans with Chairs
Success Measures	Report to Provost on how many sabbatical replacements are required by 1 st April 2019
Timeline	Annually as per CA

Initiative III.A.3. Teaching releases: Administrative	
Goal	Develop Guidelines to administer teaching releases.
Description	Develop tracking system to monitor and plan for teaching releases associated with administrative positions (e.g., Chairs, Directors, and Coordinators). Faculty Deans coordinate with Dean of GSR and Dean of Teaching to administer releases. Consider one set of guidelines to include administrative and research releases.
Responsibility	Deans
Success Measures	Tracking system in place to advise workload and advises budget process. Report to Provost on teaching releases granted for administrative purposes by 1 st April 2019
Timeline	Draft completed Fall 2018. Implementation F/W 2019

Initiative III.A.3. Teaching releases: Research	
Goal	Develop Guidelines to administer research releases.
Description	Develop tracking system to monitor and plan for teaching releases associated with research grants and chair positions (e.g., tri-agency, other major grants, CRC, NU Teaching Chairs, Indigenous Education, and Schulich). Faculty Deans coordinate with Dean of GSR and Dean of Teaching to administer releases. Consider one set of guidelines to include administrative and research releases
Responsibility	Deans
Success Measures	Tracking system in place to advise workload and advises budget process. Report to Provost on teaching releases granted for research purposes by 1 st April 2019
Timeline	Draft completed Fall 2018. Implementation F/W 2019

Initiative III.A.4. Non-Faculty Positions	
Goal	Non-faculty positions are created and maintained to support the academic mission of the University
Description	Budget holders will put forward proposals as part of the Academic Planning process
Responsibility	Budget holders
Success Measures	Ability to attain strategic goals of the institution, as well as goals articulated or referred to in this document
Timeline	Annual

B. New Programme Development

Initiative III.B.1. New Programme Development Fund	
Goal	To support development of new programmes
Description	A limited fund that can be used to carry out market surveys and other basic research to support programme proposal development
Responsibility	PVPAR
Success Measures	Successful programme proposals
Timeline	Ongoing

Initiative III.B.2. New Programme Marketing Initiative	
Goal	To support marketing of new programmes
Description	A limited fund to create marketing collateral for newly approved programmes
Responsibility	PVPAR
Success Measures	Enrollment in new programmes
Timeline	Ongoing

Initiative III.B.3. Strategic Plan for Graduate Studies	
Goal	To create three to five new graduate level programmes
Description	As per the Strategic Mandate Agreement (2017-20), the goal is to create five new graduate level programmes. The focus would be on creating programmes that fit under the themes of the Strategic Research Plan. Examples of potential programmes within these themes include: Master of Social Work, Master of Arts/PhD in Interdisciplinary Studies, Master of Public Health, Master of Arts in International Affairs, Master of Arts in Indigenous Studies, Masters of Management, Masters of Science in Nursing, etc.
Responsibility	Individual faculties, Office of Graduate Studies and Research
Success Measures	<ol style="list-style-type: none"> 1. The creation, implementation, and execution of three to five new programmes. 2. Ministry approval of the new graduate programmes. 3. Increase in graduate student admissions as a result of new programmes. 4. Increase in graduate student funding as a result of new programmes. (Tri-Agency, OGS, Internal Funds)
Timeline	2019 to 2024 (SMA 3 and 4)

Initiative III.B.4. Degree Architecture	
Goal	To ensure consistency throughout our degree structure
Description	Currently certificates require 15-48 credits, some are internal to degrees others are external. This project seeks to establish consistency in credentials offered by Nipissing.
Responsibility	Registrar
Success Measures	Institutional clarity on the structure of, and the role played by certificates and diplomas, within and outside degrees
Timeline	June 2020

C. Quality Assurance

Initiative III.C. 1. NU-IQAP roll-out	
Goal	To inform Nipissing University of the new NU-IQAP after its ratification
Description	To ensure that NU-IQAP is easily accessible on-line and that opportunities are created to learn how to use it
Responsibility	PVPAR, Dean of Teaching, Director of Institutional Research and Planning
Success Measures	Compliance with Quality Assurance Framework of Ontario
Timeline	Ongoing

Initiative III.C. 2. New Programme Proposals	
Goal	To generate 1-2 new degree programme ideas per year with at least one going to external approval within three years
Description	New programmes should normally be tested as minors before attempting to offer a major or an honours degree. Minors should be monitored to see if there is potential for further development.
Responsibility	PVPAR, Registrar, Deans
Success Measures	New proposals are successfully put forward
Timeline	Ongoing

Current initiatives under development include at least the following:

- 1) Environmental Engineering
- 2) Certificates: Digital Classics, Human Rights, Gender and Sexuality Studies, Critical Socio-Legal Studies, Interdisciplinary studies, State Violence, Peace and Violence Prevention Studies
- 3) Interdisciplinary studies including GESJ, Child and Family Studies, Social Development, Social Welfare
- 4) New degrees: Data Science

Initiative III.C.3. Cyclical Reviews	
Goal	To carry out required IQAP reviews <ul style="list-style-type: none"> • Provide real-time tracking mechanisms for Deans and department chairs to monitor the performance of their programs (from admissions through to degree conferral)
Description	During this year the following program is under review: English Studies
Responsibility	PVPAR
Success Measures	Office of Institutional Planning and Research Student Life Cycle Dashboard is to be created in Spring 2020.
Timeline	By June 2020

There are no accreditation processes scheduled for 2019-2020.

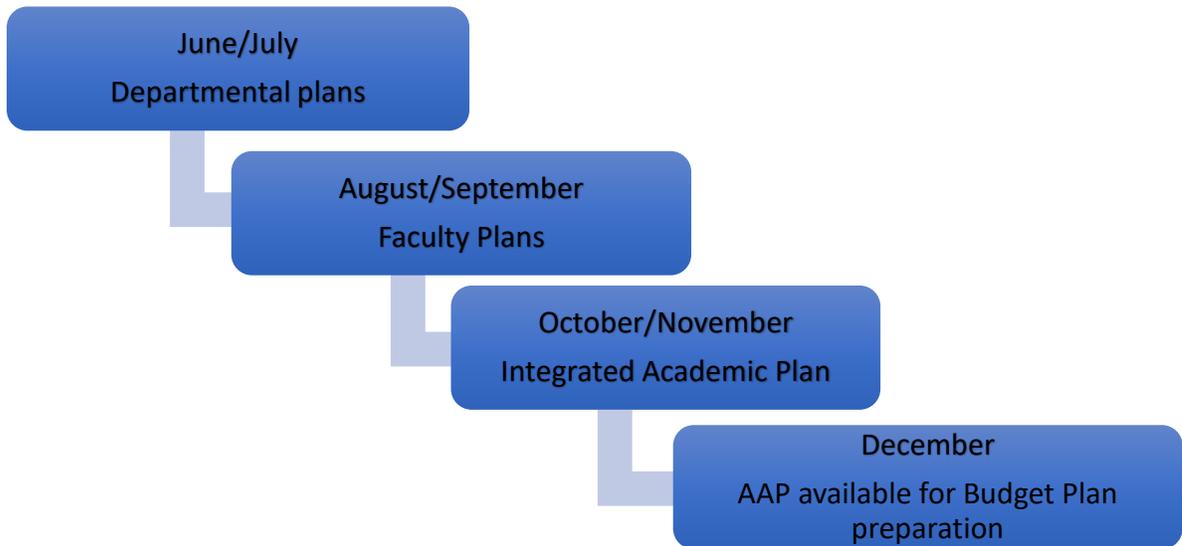
D. SMA III Preparation

Initiative III.D.1 Establish SMA III Working Group	
Goal	Committee struck by August 2019
Description	A working group is created that synthesizes <ul style="list-style-type: none"> • the short and long term enrolment plans based on the SEM; • institutional priorities
Responsibility	VPs, Registrar, Directors (IR, OII, External Relations, UTS), Deans
Success Measures	Submission of a successful SMA 3
Timeline	April 2020

Initiative III.D.2. Establishing Priorities for Differentiation	
Goal	Priorities are developed which are reflective of our Academic and Strategic Plans
Description	<p>Funding is provided in 3 envelopes:</p> <ul style="list-style-type: none"> • Core Operating (Enrolment Based); • Differentiation (Institutions choose areas of differentiation based on priority areas and areas of strength) <ul style="list-style-type: none"> ○ Portions of this funding is at risk • Special Purpose (Restricted use funding) <p>Since differentiation funding is at risk, we need to ensure we focus on achievable outcomes that have a positive impact on the student experience.</p>
Responsibility	SMA III Working Group
Success Measures	SMA 3 can proceed based on this step.
Timeline	November 2019

Initiative III.D.3 Defining Institution Specific Metrics and Targets (by Category)	
Goal	Metrics that are measurable and reflective of our Academic and Strategic Plans
Description	<p>Every SMA requires us to report on System Wide and Institution Specific metrics. Based on our SEM and other plans and reports we need to create metrics that will help us demonstrate our performance. The previous SMA focused on:</p> <ul style="list-style-type: none"> • Student Experience • Innovation in Teaching and Learning Excellence • Access and Equity • Applied Research and Excellence Impact • Innovation, Economic Development and Community Engagement <p>The current government is defining the new metrics for SMA3.</p>
Responsibility	SMA III Working Group
Success Measures	SMA 3 can proceed based on this step.
Timeline	November 2019

IV. Academic Planning 2019-2022



Step 1. Access to pre-filled planning templates will be provided to Chairs and Directors by early June.

Step 2. Through a collaborative/consultative process, the budget holder will lead their unit through the planning process. The units that participated last year will use their 2019-2022 plans as the basis for new plans, i.e. it is assumed that in most cases some changes have occurred in the way the unit is run, but many pieces have stayed the same. Access to previously submitted plans will be provided.

Step 3. Avoid position requests that are not firmly based on evidence of need. If you are making a position request, please, use the template provided.

V. Budget implications 2019-2020

No	Initiative	Lead	Budget implication
IA1	Re-organize Senate Policies	PVPAR	n/a
IA2	Revision of Senate Policies	PVPAR	n/a
IB1	Create a SEM plan	Registrar & Director of Institutional Research and Planning	Meeting costs
IC1	University-wide Plan for Indigenization	Indigenization Committee	Meeting costs + consultancy support
IC2	Development of Native Studies	PVPAR	Consultancy fee
ID1	Internationalization strategy	PVPAR	n/a
ID2	Internal response to international recruitment	PVPAR	n/a
ID3	External response to international recruitment	PVPAR	n/a
ID4	Review International Exchanges Agreement processes	AVP Students	n/a
ID5	Outbound Student Mobility	AVP Students	n/a
IE1	Dashboards for monitoring	Director of Institutional Research and Planning	
IIA1	Strategic Research Plan	Dean of Research	
IIA2	Equity, Diversity and Inclusion		n/a
IIA3	Canada Research Chairs	Dean of Research	Possibility of an external hire
IIA4	Research Communication Plan	Dean of Research	
IIB1	Dean of Teaching	PVPAR	Replaces an existing Dean's position
IIB2	Teaching Hub	Dean of Teaching	Schulich Funds
IIB3	Teaching Chairs	Dean of Teaching	Schulich Funds
IIB4	Strategic Plan for Teaching	Dean of Teaching	n/a
IIC1	Expand and strengthen Information Literacy Instruction Program	Executive Director of Library Services	n/a

IIC2	Assess learning outcomes of IL instruction sessions	Executive Director of Library Services	n/a
IIC3	Information Literacy Course	Executive Director of Library Services	n/a
IIIA1	Tenure Track Faculty Positions	PVPAR	Advertising in 2019-20 for hire in July 2020
IIIA2	Sabbaticals	PVPAR	Annually 0-3 replacements
IIIA3	Teaching releases: Administrative	Deans	
IIIA4	Teaching releases: Research	Deans	
IIIA4	Non-Faculty Positions	PVPAR	
IIIB1	New Programme Development Fund	PVPAR	Fund to support initiative
IIIB2	New Programme Marketing Initiative	PVPAR	
IIIB3	Strategic Plan for Graduate Studies	Dean of Graduate Studies	n/a
IIIB4	Degree architecture	PVPAR & Registrar	n/a
IIIC1	NU-IQAP roll-out	PVPAR	n/a
IIIC2	New Programme Proposals	PVPAR	Cost of external reviews
IIIC3	Cyclical Reviews	PVPAR	Cost of external reviews
IIID1	Establish SMA III Working Group	VPs, Registrar, Deans, Directors	Meeting costs
IIID2	Establishing Priorities for Differentiation	SMA III Working Group	n/a
IIID3	Defining Institution Specific Metrics and Targets (by Category)	SMA III Working Group	n/a

2020-2021 Notes

Expectation is that 3-4 tenure track hires will start July 2021, with another 2-3 being advertised for a start in July 2022.

This will be dependent on current trends of enrolment growth continuing, an understanding that new programme proposals will contribute positively to enrolment trends, and that government funding stabilizes.

There is an expectation that the Faculty of Arts and Science will restructure itself to address the large number of Chairs currently appointed in that faculty thus reducing the need to hire part-time instructors to fill administrative teaching releases.

The accredited professional programmes will continue to have faculty hiring needs based on their accreditation processes, especially in Nursing and Social Work.

Nipissing will be able to develop the framework for a proposal for Environmental Engineering, but will require substantial external financing to implement such a programme.

Appendix A Academic Plan 2017-2022

Approved by Senate on May 12, 2017

MISSION, VISION AND VALUES

MISSION – WHO WE ARE

Nipissing University will provide an exceptional and personalized student experience by:

- exemplifying the highest standards in scholarship, teaching, and research;
- encouraging students, faculty and staff to realize their full intellectual and personal potential to the benefit of our local, national, and international communities;
- recognizing our particular role in supporting northern communities, and Aboriginal, first generation, and international learners.

VISION – WHAT WE ASPIRE TO BE

Nipissing University will provide an exceptional and personalized student experience within a collegial and diverse learning community. We will focus on excellence, innovation, and creativity in scholarship and teaching. Graduates will embrace lifelong learning and will make a difference locally, nationally, and internationally.

VALUES – WHAT INSPIRES US

Nipissing University students, faculty, and staff exemplify a values-based culture in their pursuit of excellence. As reflected in our Coat of Arms, we believe that *Integritas*, defined as principled, honest, and sincere, is a motto upon which all else is built.

We are committed to collegiality, respect, and transparency in working together and with our community partners.

We embrace academic freedom.

The five key goals for the Academic Plan 2017-2022 are:

1. Increase Student Enrolment

- a. develop an international recruitment strategy based on areas of institutional strengths;
- b. continue to develop partnerships with other education providers to increase the numbers of upper-year transfers to the University;

- c. identify a limited number of new professional and non-professional undergraduate programs to increase opportunities for students;
- d. strengthen and enhance recruiting and marketing activities for Aboriginal students;
- e. enhance financial aid for students;
- f. review student recruitment strategies and encourage increased faculty involvement;
- g. explore, develop and support new or innovative educational offerings
- h. develop capacity strategy for limited enrolment programs

2. Improve Student Retention, Engagement, Student Success and Degree Completion

- a. enhance the student experience (inside and outside classroom), using high impact practices, as measured by NSSE;
- b. develop and implement a space plan for the University to create departmental space and more student space;
- c. review the structure of academic programs to ensure they provide flexibility for students;
- d. review and enhance all facets of academic advising to students;
- e. work collaboratively with NUSU to ensure students have an enriching student experience;
- f. ensure that student support services are adequate to respond to student need;
- g. ensure that library resources are adequate to respond to student and faculty need;
- h. improve post-degree support and links to employment;
- i. implement or enhance specific interventions in the areas of induction, active learning and co-curricular activities;
- j. implement an international student program;
- k. increase experiential learning opportunities

3. Strengthen the University's Indigenous Mandate

- a. increase the number of educational experiences, courses and programs which have a focus in whole or in part on Indigenous issues;
- b. increase the number of Indigenous professors;
- c. review and enhance the Aboriginal Advantage program; link to all programs on campus, especially professional programs;

- d. increase partnerships with local Aboriginal communities;
- e. continue to collaborate at the national and international level on Indigenous educational initiatives;
- f. increase the amount of collaborative Indigenous focused research

4. **Strengthen the University's Research Culture**

- a. continue to support applications and increase research funding, particularly Tri-Agency funding;
- b. enhance existing graduate programs;
- c. introduce a limited number of new graduate programs in areas of demonstrated research strengths;
- d. ensure adequate planning, support and funding for research at the University;
- e. enhance faculty training and support;
- f. build mentoring program for new researchers;
- g. develop select number of new research centers and chairs, in partnership with industry or external bodies;
- h. increase student involvement in the research process;
- i. connect research to the community at large.

5. **Build a Culture of Teaching Excellence, Pedagogic Research and Inquiry**

- a. establish a University center for teaching and learning;
- b. foster the development of research and evidenced-informed teaching practices to enhance student learning;
- c. support instructors to use technologies effectively to enhance student learning;
- d. enhance flexible learning spaces on campus;
- e. facilitate instructors' inquiry and research to understand and improve student learning through the scholarship of teaching and learning (SoTL);
- f. develop teaching awards and provide grants for SoTL;
- g. Incorporate the use of a 'teaching dossier' to improve professional practice;
- h. organize and host teaching and learning conferences;
- i. build communities of learnership across campus to improve student learning.

Appendix B Annual Academic Planning Template (to be used in 2019)

A. PLANNING TEMPLATE FOR ACADEMIC UNITS

DEPARTMENT: [DEPARTMENT]
CHAIR: [DEPARTMENT CHAIR]

PROGRAMS

[Program Title]

[Program Title]

[Program Title]

Academic Planning at Nipissing University is explicitly informed and framed by commitment to the following:

Universities Canada Principles on
Indigenous education
Equity, diversity, and inclusion

Nipissing Universities Vision, Mission, and Values

Vision: Nipissing University will provide an exceptional and personalized student experience within a collegial and diverse learning community. We will focus on excellence, innovation, and creativity in scholarship and teaching. Graduates will embrace lifelong learning and will make a difference locally, nationally, and internationally.

Mission: Nipissing University will exemplify the highest standards in scholarship, teaching, and research. In addition, Nipissing University will encourage students, faculty and staff to realize their full intellectual and personal potential to the benefit of our local, national, and international communities. Nipissing University will recognize our particular role in supporting northern communities, and Aboriginal, first generation, and international learners.

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The **strategic statement** of Nipissing identifies 3 main areas of engagement:

Student experience

Academic and research excellence, and

Community engagement

*Information provided by the Institutional Planning and Research Office is indicated with ***

EDUCATIONAL OBJECTIVES

What are 2-3 strategic priorities that your department identifies for the University for the next five years? Provide a brief rationale.

As a planning unit, describe 1-3 actionable objectives that you would hope to achieve in 2019-2020. Provide a brief rationale, and articulate your success indicators.

Articulate 3-5 learning outcomes for each program in the department

SWOT analysis (what strengths/weaknesses does a program have, what opportunities exist for its development).

STRENGTHS	WEAKNESSES
OPPORTUNITIES	THREATS

Recommendations for change(s) in programme (adding new/deleting old content, changes/aspirations in pedagogy, connections to other programmes, potential interdisciplinary programmes)

DEPARTMENT ENROLMENTS (PREVIOUS YEAR)**

DEPARTMENT	NEW ADMISSIONS IN DEPARTMENT	INSTITUTIONAL ADMISSIONS	% OF NEW ADMITS FROM DEPARTMENT
[Department]	[Admission Headcount for Department]	[Admission Headcount for Institution]	[%]

ENROLMENTS BY PROGRAM AND DEGREE OPTION**

PROGRAM: *[A copy of this chart will be provided for each program within the department]*

YEAR	3 YEAR GENERAL	4 YEAR GENERAL	4 YEAR HONORS	TOTAL
2018/19				
2017/18				
2016/17				

CERTIFICATES/STREAMS/DIPLOMAS

[List the certificates, streams and diplomas offered]

COURSES

ENROLMENT HEADCOUNT IN COURSES BY SUBJECT (MAJORS vs. NON-MAJORS)**

COURSE	2018/19	2017/18	2016/17	2015/16	2014/15
[Course 1]					
[Course 2]					

PROPOSED OFFERINGS AND COURSE CAPS FOR 2020/21

COURSE TO OFFER	# SECTIONS	SECTION CAP	LAST TERM OFFERED	REASON FOR DIVERGING FROM CAP

LEVEL	GENERAL	WRITING INTENSIVE	LANGUAGE ACQUISITION	SEMINAR	LABS (OFTEN SPACE DETERMINED)
1000	250	20-30	20-30		12-32
2000	250	40-60	20-30	20	12-32
3000	250	40-60	20-30	20	12-32
4000				15-20	12-32

FACULTY

FACULTY COMPLEMENT (2019/20)**

NAME	RANK	WORKLOAD IF DIFFERENT FROM 3/2	MAIN AREAS OF EXPERTISE

COURSE ROTATION BY FULL-TIME, TENURE-TRACK FACULTY

NAME	2019/20	2020/21	2021/22
	[Insert course list]	[Insert course list]	[Insert course list]

REQUIRED FACULTY COMPLEMENT

[Which areas/courses need to be covered but are not currently covered by full-time, sessional, and/or part-time instructors? Justify stated requirements in terms of the department's programs]

PENDING FACULTY CHANGES (OTHER THAN LEAVES) OVER THE NEXT 3 YEARS

[Assumed retirements, etc.]

SABBATICALS/LEAVES

[Assumed, reflects neither commitment to apply, or the granting of one]

Place a **6** or **12** in the appropriate year to indicate the duration of the planned sabbatical/leave.

NAME	2019/20	2020/21	2021/22

BUDGET PLANNING

Provide an estimate of costs associated with the running of the department/program and extra-curricular activities for the next year, and projected costs for the following two years. These should be costs associated with items not included in the Salary Budget. Examples: cost of special equipment for classroom use, non-capital laboratory equipment, videos, visiting speakers, etc. Indicate upcoming potential replacement costs of research equipment etc.

This is not a shopping list, nor does it indicate budget approval

NON-CAPITAL BUDGET ITEMS

ITEM	2019/20	2020/21	2021/22

CAPITAL BUDGET ITEMS

ITEM	2019/20	2020/21	2021/22

CYCLICAL PROGRAM REVIEW STATUS

PROGRAM	MOST RECENT IQAP APPROVAL	NEXT IQAP REVIEW
[Program]	[Insert Date]	[Insert Date]

Please comment on current status of cyclical review for the program in the department.

In the case that your review is upcoming (within two year), please discuss your preparatory plans. In the case that your review was completed within the last six years, please describe your accomplishments as it relates to the implementation plan and the primary focus for the upcoming year.

REQUEST FOR A NEW TENURE TRACK POSITION OR REPLACEMENT APPOINTMENT

Requests must be submitted with information organized as follows:

POSITION DESCRIPTION

Include area of expertise, area of competency, proposed rank, and whether a new or replacement position

POSITION RESPONSIBILITIES

Include specific courses and/or range of courses to be taught, and any other necessary responsibilities.

PROGRAMME NEEDS

Explain the current staffing of faculty positions and teaching areas within the department, how the new/replacement position relates to the programme needs of the department, and if the position request is in response to recommendations made from the most recent IQAP departmental review.

PROGRAMME DIFFERENTIATION

Where appropriate, indicate the ways the proposed position contributes to the differentiation in academic programmes between Nipissing and other institutions offering similar programmes.

INSTITUTIONAL ALIGNMENT AND BENEFITS

For example:

Alignment with Nipissing Strategic Plan and Academic Plan;

Alignment with the needs and learning interests and building on the knowledge and perspectives of women, aboriginal peoples, persons with disabilities, members of visible minorities, and other marginalized people and students from diverse ethnic and cultural backgrounds; and

Relational benefits for other departments, programs, projects, and initiatives

SUPPORTING INFORMATION

Chairs should request this information from the Institutional Planning and Research Office and present it in the form of tables.

For example:

Last 5 years of department course enrolments, indicating the breakdown between the enrolment of students from the home unit, and students from other units.

Last 5 years of programme enrolments, indicating retention rates by year within the discipline.

Last 5 years of discipline graduating numbers.

If the proposed appointment is in a new area with new courses, indicate and justify expected enrolments, and whether the relevant courses have received or will require USC and/or AQAPC approval.

PROPOSED POSITION ADVERTISEMENT

See Dean's Office for template

B. PLANNING TEMPLATE FOR NON- ACADEMIC UNITS

DEPARTMENT: [DEPARTMENT]
HEAD OF DEPARTMENT: [DIRECTOR, ETC.]

AREAS OF RESPONSIBILITY

[Program Title]

[Program Title]

[Program Title]

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Universities Canada Principles on
[Indigenous education](#)
[Equity, diversity, and inclusion](#)

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The **strategic statement** of Nipissing identifies 3 main areas of engagement:

Student experience

Academic and research excellence, and

Community engagement

*Information provided by the Institutional Planning and Research Office is indicated with ***

OBJECTIVES

What are 2-3 strategic priorities that your department identifies for the University for the next five years? Provide a brief rationale.

As a planning unit, describe 1-3 actionable objectives that you would hope to achieve in 2019-2020. Provide a brief rationale, and articulate your success indicators.

SWOT analysis (what strengths/weaknesses does the department have, what opportunities exist for its development).

STRENGTHS	WEAKNESSES
OPPORTUNITIES	THREATS

Recommendations for change(s) in department

2. STAFFING COMPLEMENT

STAFFING COMPLEMENT (2019/20)**

NAME	TITLE	WAGE GRADE & STEP

PENDING STAFFING CHANGES OVER THE NEXT 3 YEARS

3. BUDGET PLANNING

Provide an estimate of costs associated with the running of the department/program and extra-curricular activities for the next year, and projected costs for the following two years. These should be costs associated with items not included in the Salary Budget. Examples: cost of special equipment for classroom use, non-capital laboratory equipment, videos, visiting speakers, etc. Indicate upcoming potential replacement costs of research equipment etc.

This is not a shopping list, nor does it indicate budget approval

NON-CAPITAL BUDGET ITEMS

ITEM	2018/19	2019/20	2020/21

CAPITAL BUDGET ITEMS

ITEM	2018/19	2019/20	2020/21

REQUEST FOR A NEW (OR REPLACEMENT SUPPORT STAFF / ADMINISTRATION POSITION)

Requests must include the following information:

POSITION DESCRIPTION & RESPONSIBILITIES

Include area of expertise, areas of competency, and whether the request is for a new or replacement position. Include specific tasks and/or range of tasks, and any other necessary responsibilities.

(Attach updated position description)

DEPARTMENT NEEDS

Explain the current staffing of the department and how the new/replacement position relates to the needs of the department and/or the institution at large. Please, explain the risk resulting from not hiring.

INSTITUTIONAL ALIGNMENT AND BENEFITS

For example:

- Alignment with Nipissing Strategic Plan and Academic Plan;
- Alignment with the needs and learning interests and building on the knowledge and perspectives of women, aboriginal peoples, persons with disabilities, members of visible minorities, and other marginalized people and students from diverse ethnic and cultural backgrounds;
- Relational benefits for other departments, programs, projects, and initiatives; and
- Relational benefits in terms of revenue generation

BUDGET CONSIDERATIONS

- Annual wage grade or salary level of position after consultation with HR
- Proposed annual salary costs for remainder of this budget year
- Proposed contract length
- Classification
- Funding information
- Cost centre
- Budgeted salary for this position in the 2019/20 budget