2019

Programs and Quality Enhancement

DISCUSSION PAPER
ACADEMIC COUNCIL

PREPARED BY: Centre for Institutional Quality Enhancement (CIQE)

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This report provides an overview of Ontario Tech University programs. It offers a glimpse of opportunities for their growth and enhancement while addressing current trends and future opportunities in: Academic Programs & Curriculum, Pathways, Continuing Education and Program Reviews

1. ACADEMIC PROGRAMS & CURRICULUM

Ontario Tech has grown at an impressive rate in a relatively short time; however, enrolment has remained relatively steady over the past five years as per the strategic enrolment plan (~150 FTE growth). **Appendices A** and **B** show historical patterns in the **intake** numbers of Ontario Tech programs, at the Undergraduate and Graduate levels, respectively.

The focus of program development has been on ensuring the right program mix, overall quality, and alignment with strategic priorities. **Table 1** shows new, significantly redesigned and closed programs over the last five years.

Table 1: Program Development, Transformation, and Closure at UOIT

Year	New Programs[1]	New Minors	New Specializations /Fields	Merged/Significantly Restructured programs[2]	Closed specializations	Closed programs
14-15	3	1	1	1	2	0
15-16	4	0	3	3	3	1
16-17	2	3	3	3	0	0
17-18	4	2	2	3	0	0
18-19	3	1	0	1	0	1
Total	**16**	**7**	**9**	**11**	**5**	**2**

In 2018-19 as part of the revised program approval process, all Faculties submit Notices of Intent (NOIs) for new programs which are posted for comments. Changes continue to be made to this process to look more closely at alignment with the SMA and other academic planning documents. A new Expression of Interest (EOI) process was implemented this year for all Major Program Modifications, including new minors, specializations, and fields to allow for strategic planning in these areas on an annual basis and greater consultation university-wide.

Table 2: Notices of Intent submitted by 30 April 2019

Bachelor of Science in Computer and Mathematical Science	FSC
Bachelor of Health Administration	FHSC
Bachelor of Business Administration	FBIT
Bachelor of Engineering in Energy Systems Engineering	FESNS
Graduate Diploma in Nuclear Technology Management	FESNS
Major in Operations Management	FBIT
Master of Business Analytics/AI	FBIT
Master of Computational Finance	FBIT
Master of Science and PhD in Business	FBIT

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[1] For 2017-2018 BA Liberal Studies, BTech in Sustainable Energy, MSc Nursing, PhD Health Sciences are included, but currently in approval stages. For 2018-2019 BSc Integrative Neuroscience, BA/BSc Psychology are included, but currently in approval stages.

[2] Examples include altering the length of a graduate program and nomenclature changes.

Curriculum Management Tools : As the university has grown and become more complex our processes for managing curriculum have become less efficient, unnecessarily paper-driven, overly complex and time-intensive. Curriculog software system is the university's solution for reducing many of the inefficiencies and inconsistencies in our former processes. Implementation of the web-based curriculum management system involves three phases.
Phase 1 spanned over 2017, which involved building and testing of the system. Phase 2 commenced summer 2018 and concludes as we close out the current academic year. This key phase involved training faculty contacts in the system by having them input their curricular changes for tracking and approval as they moved through the governance process. Training was offered in two mandatory parts with a total of six sessions. Feedback from the first year of use has been positive with most end users noting the value in using Curriculog for record keeping. September 2019 will mark the beginning of the final phase of implementation where we are proposing to make Curriculog publicly available to expand its use campus wide. Creating, editing and commenting on proposals will still be restricted to trained, authenticated users, but public access will allow for greater transparency and ease of use at the committees associated with our governance process.

Indigenization of Curriculum: The Truth and Reconciliation Commission's Call for Action inspired the University's report led by Professors Rachel Ariss and Thomas McMorrow, leading to the creation of the President's Indigenous Reconciliation Taskforce. Over the last year, one of the focuses of the Taskforce has been to examine Indigenization of the curriculum. This resulted in the development of an Indigenous Education Advisory Circle Consultation and Communication Protocol between the Task Force (with guidance from the Advisory Circle) and the Centre for Institutional Quality Enhancement (CIQE) to ensure that new curriculum (whether it is a new program or course) involves consultation with the Advisory Circle. This protocol includes how to consult with the Advisory Circle in a Good Way, and ensuring that the Advisory Circle has an opportunity to engage with those developing curriculum related to indigenization. The protocol also outlines how Indigenous content in academic and continuing education courses/programs will be defined at Ontario Tech. Three standardized guiding questions will be added to CIQE new program and curricular change templates to ensure Faculty awareness and participation in the Protocol.

2. PATHWAYS

At Ontario Tech a *pathway* is defined as any formal program that allows a student to apply a specified set of credits or a credential earned at one institution towards a credential at Ontario Tech. **Appendix C** shows pathways intake numbers by Faculty and Program for the last 7 academic years. Students may enter defined pathways from institutions with or without formal articulation agreements. In 2017, a strategic decision was made to separate partner institutions into tiers based on the strength of the partnership related to student movement and program fit. The top 5 Ontario College of Applied Arts and Technology (CAAT) feeder schools were identified and the articulation renewal process began with those institutions along with one institution with a unique relationship to Ontario Tech. In 2018, Ontario Tech signed four articulation agreement renewals, including a robust renewal with our campus partner Durham College, and one new agreement with Northern College.

An **Undergraduate Alternate Pathways Policy** was developed to allow seamless transfers to occur between CAATs and the University without binding the institution to any specific financial or personnel obligations. **Appendix D** outlines institutions covered by articulation agreements or the Undergraduate Alternative Pathways Policy. It should be noted that Ontario Tech may enter into an articulation agreement with any CAAT if there is a strategic reason to do so and that such an agreement will supersede the Undergraduate Alternative Pathways Policy.

3. CONTINUING EDUCATION PROGRAMS

The Continuing Education Committee has approved the following new non-degree programs in 2018-19:

- ● Foundations of Religious, Spiritual, and Creed Literacy In Public Schools - Certificate Program
- ● CANDU Decommissioning - Certificate Course

Between those same dates, six units at Ontario Tech offered 18 non-academic continuing education programs in areas such as Professional Communication, Not-for-Profit Management, Digital Marketing & Social Media Management, and Brilliant Incubator. More than 850 participants attended these programs during this time period (**Appendix E**).

Ontario Tech's decentralized continuing education units are transitioning to a centralized lifelong learning unit. The new hybrid structure offers Faculty-driven offerings with a central administrative hub to provide support. For many years we have had entities and programs including the Management Development Centre in the Faculty of Business and Information Technology, Advanced Operations Overview for Managers (AOOM) through our Faculty of Energy Systems and Nuclear Science, Additional Qualifications courses through our Faculty of Education and many others. While these professional development units that existed within Faculties will continue to develop course and program offerings, there will now be central coordination of registration, payment, logistics, and marketing. Credit to faculty involvement will be made under the umbrella identity. The proposed name of this new unit is *Continuous Learning*.

4. PROGRAM REVIEW - TRENDS

Between May 2018 and April 2019, CIQE facilitated site visits for the following programs under review:

- ● Master of Education/ Master of Arts in Education/ Graduate Diploma in Digital Technologies
- ● Master of Applied Science in Nuclear Engineering/ Doctorate of Philosophy in Nuclear Engineering
- ● Bachelor of Science in Chemistry
- ● Master of Engineering in Nuclear Engineering/ Graduate diplomas in Nuclear Technology
- ● Bachelor of Arts in Political Science

As part of the new two-year program review cycle (initiated in 2017), programs under review are required to participate in a three part program learning outcome enhancement workshop series which includes a degree-level expectation mapping workshop. These workshops ensure that we our working towards meeting our commitment of 'achieving 100% program level learning outcomes mapped to courses as outlined in SMA2.

As of April 2019, 22 unique workshops have been held as part of this series. These workshops include the topics of enhancing program learning outcomes, mapping to degree level expectations and mapping of courses with learning activities. Additionally, CIQE prepared Final Assessment Reports for 4 programs and tracked the progress of action plans through 18-Month Follow-Up Reports for an additional 5 programs. It was noted that the overall trends outlined in the 2018 Annual Report remain relatively consistent and are outlined in **Appendix F**.

Appendix A: Program Intake, Undergraduate

Undergraduate	2014/15	2015/16	2016/17	2017/18	2018/19	Trend	Yr/Yr Trend
Business & Information Tech	**576**	**572**	**561**	**516**	**542**		↑
Accounting	16	18	141	97	75		↓
Business	311	320	22	25	40		↑
Embedded Program	2	4					
Business Bridging Program	43	38	36	52	54		↔
Entrepreneurship			1	8	11		↑
Finance	2	1	59	75	54		↓
Game Dev & Entrepreneurship		87	94	88	89		↔
Game Development	95						
Information Technology Bridge	13	8	10	14	10		↓
Marketing	5	6	74	32	38		↑
Networking & IT Security	87	81	91	93	99		↑
Org Beh & Human Resources Mngt	2	9	33	31	35		↑
Technology Management BIT				1	20		↑
Technology Managment BCOMM				1	17		↑
Education	**251**	**160**	**150**	**174**	**167**		↓
Desig Adlt Learn for Digtl Age				1	2		↔
Educ Studies & Digital Tech	25	40	33	56	62		↑
Education (Consecutive) - Intermediate/Senior	75	31	18	43	49		↑
Education (Consecutive) - Primary/Junior	151	89	99	74	54		↓
Energy Systems & Nuclear Sci	**75**	**66**	**83**	**74**	**71**		↓
Energy Systems Engineering							
Health Physics & Radiation Sci	8	8	8	6	8		↔
Nuclear Engineering	67	58	75	68	63		↓
Nuclear Power Bridge Program							
Engineering & Applied Science	**560**	**524**	**570**	**495**	**516**		↑
Automotive Engineering	83	63	72	71	76		↑
Electrical Engineering	146	127	112	110	82		↓
Manufacturing Engineering	39	15	24	12	13		↔
Mechanical Engineering	222	237	188	127	161		↑
Mechatronics Engineering			110	90	72		↓
Software Engineering	70	82	64	85	112		↑
Health Sciences	**524**	**545**	**581**	**514**	**595**		↑
Allied Health Sciences	42	40	35	43	39		↓
Health Sciences	99	127	142	95	92		↓
Kinesiology	128	124	133	105	141		↑
Kinesiology-Adv. Standing Opt.	17	15	21	20	22		↔
Medical Laboratory Science	40	38	43	42	40		↔
Nursing (Collaborative)	106	105	105	108	155		↑
Nursing (Post-PN)	54	52	58	57	64		↑
Nursing (Post-PN) Georgian	38	44	44	44	42		↔

Science	351	321	324	336	388		⬆
Applied and Industrial Math	9	8	13	15	7		⬇
Biological Science	141	102	112	100	132		⬆
Chemistry	65	48	44	33	45		⬆
Computer Science	59	72	81	114	121		⬆
Forensic Science	58	56	44	59	65		⬆
Physical Science							
Physics	19	35	25	15	18		⬆
Science			5				
Social Science and Humanities	557	507	513	527	447		⬇
Comm & Digital Media Std Brdge				15			
Comm Dev & Policy Std Bridge		3	3				
Commun & Digital Media Stdies		3	50	36	54		⬆
Communication	36	34					
Communications Bridge Program	5	9	18	3			
Community Dev & Policy Studies	16	10	15				
Crim & Justice Bridge Program	123	100	105	102			
Criminology and Justice	183	143	140	154	165		⬆
Forensic Psychology	93	96	80	66	155		⬆
Forensic Psychology Bridge	38	47	52	60			
Legal Studies	34	28	21	30	50		⬆
Legal Studies-Bridge Program	29	34	27	25			
Political Science			2	30	23		⬇
Political Science Bridge				6			
Undeclared	44	70	131	128	169		⬆
Embedded Program	34	51	98	92	125		⬆
Not Applicable	10	19	33	36	44		⬆
Grand Total	**2938**	**2765**	**2913**	**2764**	**2895**		⬆

Appendix B: Program Intake, Graduate

Graduate	2014/15	2015/16	2016/17	2017/18	2018/19	Trend	Yr/Yr Trend
Business & Information Tech	27	25	18	20	25		↑
MBA	10	2	1				
Business Administration	10	2	1				
MBAMIT	2	1	1		1		
Business Admin/Information Tec	2	1	1		1		
MITS	15	22	16	20	24		↑
Information Tech Security	15	22	16	20	24		↑
Education	122	161	132	146	152		↑
DIPL	2	4	9	13	14		↔
Educ & Digital Technologies		4	9	13	14		↔
Educ Technology & Informatics	2						
MA	16	23	16	8	11		↑
Education	16	23	16	8	11		↑
MED	104	134	107	125	127		↔
Education	104	134	107	125	127		↔
Energy Systems & Nuclear Sci	102	111	175	216	157		↓
DIPL	40	48	112	156	91		↓
Fuel, Materials and Chemistry	2						
Health Physics	1	1	1				
Nuclear Design Engineering	34	24	36	30	9		↓
Operation and Maintenance		20	73	123	79		↓
Radiological Applications					1		
Reactor Systems	2	1	1	1	1		↔
Safety, Licensing & Reg. Affa.	1	2	1	2	1		↔
MASC	21	20	17	19	23		↑
Nuclear Engineering	21	20	17	19	23		↑
MENG	19	21	26	20	21		↔
Nuclear Engineering	18	19	23	19	20		↔
Nuclear Engineering -UNENE	1	2	3	1	1		↔
PHD	22	22	20	21	22		↔
Nuclear Engineering	22	22	20	21	22		↔
Engineering & Applied Science	203	204	185	207	209		↔
DIPL		1	1				
Engineering Management		1	1				
MASC	90	87	61	73	90		↑
Automotive Engineering	9	11	10	10	10		↔
Electrical and Computer Eng.	48	49	19	29	36		↑
Mechanical Engineering	33	27	32	34	44		↑
MENG	27	30	28	39	28		↓
Automotive Engineering	2	9	8	10	9		↔
Electrical and Computer Engr.	16	11	10	20	14		↓
Mechanical Engineering	9	10	10	9	5		↓
MENGM	14	12	17	21	16		↓
Engineering Management	14	12	17	21	16		↓

PHD	**72**	**74**	**78**	**74**	**75**		
Electrical and Computer Eng.	32	33	44	39	33		
Mechanical Engineering	40	41	34	35	42		
Health Sciences	67	73	75	70	86		
DIPL					5		
Work Disability Prevention					5		
MHSC	**67**	**73**	**75**	**70**	**81**		
Health Sciences	67	73	75	70	81		
Science	118	116	117	128	125		
MSC	**73**	**72**	**74**	**78**	**73**		
Applied Bioscience	18	16	13	14	10		
Computer Science	38	36	37	37	38		
Materials Science	5	4	6	11	12		
Modelling & Computational Sci	12	16	18	16	13		
PHD	**45**	**44**	**43**	**50**	**52**		
Applied Bioscience	13	15	14	16	18		
Computer Science	24	22	23	26	22		
Materials Science	5	4	2	1	3		
Modelling & Computational Sci	3	3	4	7	9		
Social Science and Humanities	24	32	46	51	54		
MA	**24**	**25**	**30**	**30**	**24**		
Criminology	24	25	30	30	24		
MSC		**4**	**7**	**7**	**10**		
Forensic Psychology		4	7	7	10		
PHD		**3**	**9**	**14**	**20**		
Criminology and Social Justice				5	6		
Forensic Psychology		3	9	9	14		
Undeclared		1	1	3	4		
000000		**1**	**1**	**3**	**4**		
Exchange Student		1	1	3	3		
Letter of Permission					1		
Grand Total	**663**	**723**	**749**	**841**	**812**		

APPENDIX C: Pathways Intake by Faculty and Program (Ontario Colleges of Applied Arts and Technology)

	2012	2013	2014	2015	2016	2017	2018	Trend
Business & Information Tech	**90**	**58**	**78**	**80**	**75**	**95**	**123**	
Accounting	15	14	16	14	11	11	6	
Business	2	2		2	2	5	4	
Business (ACTU)	7		2	4				
Business Bridging Program	42	19	33	37	36	51	78	
Finance	2		2	1				
Information Technology	6							
Information Technology Bridge	7	9	11	7	9	13	13	
Marketing	5	7	5	2	1	3	9	
Networking & IT Security		5	7	6	10	4	1	
Org Beh & Human Resources Mngt	4	2	2	7	6	8	11	
Technology Management BIT							1	
Education	**19**	**15**	**24**	**37**	**29**	**53**	**62**	
Educ Studies & Digital Tech	19	15	24	37	29	53	62	
Energy Systems & Nuclear Sci	**7**	**4**						
Nuclear Power Bridge Program	7	4						
Health Sciences	**96**	**119**	**144**	**147**	**158**	**164**	**169**	
Allied Health Sciences	23	22	39	39	32	38	39	
Health Sciences						1	1	
Kinesiology-Adv. Standing Opt.		14	16	15	21	20	22	
Medical Laboratory Science				4	4	4	2	
Nursing (Collaborative)							2	
Nursing (Post-PN)	43	48	52	46	57	57	62	
Nursing (Post-PN) Georgian	30	35	37	43	44	44	41	
Science	**4**		**8**	**7**	**11**	**11**	**14**	
Biological Science			8	3	5	4	3	
Biology Bridge Program	4							
Computer Science					1	7	11	
Computing Science				4				
Science					5			
Social Science and Humanities	**194**	**187**	**178**	**189**	**203**	**209**	**191**	
Comm & Digital Media Std Brdge						15		
Comm Dev & Policy Std Bridge				3	3			
Commun & Digital Media Stdies							22	
Communications Bridge Program	14	1	4	9	18	3		
Crim & Justice Bridge Program	152	160	109	98	103	100		
Criminology and Justice							66	
Forensic Psychology						1	77	
Forensic Psychology Bridge			37	47	52	59		
Legal Studies							24	
Legal Studies-Bridge Program	28	26	28	32	27	25		
Political Science							2	
Political Science Bridge						6		
Undeclared	**15**	**43**	**34**	**51**	**97**	**92**	**1**	
Business (ACTU)	15	43	34	51				
Embedded Program					97	92	1	
Grand Total	**425**	**426**	**466**	**511**	**573**	**624**	**560**	

APPENDIX D: Ontario CAATs Articulation Agreement and Policy

College	Location	Prior Agreement	Expiry Date	Current Status	Expiry Date
DURHAM	Oshawa	Yes	2017	Renewed	2023
CENTENNIAL	Toronto	Yes	2017	Under Renewal	Pending
SENECA	Toronto	Yes	2017	Renewed	2023
GEORGIAN	Barrie/Orillia	Yes	2017	Under Renewal	Pending
FLEMING	Peterborough	Yes	2017	Renewed	2023
NORTHERN	Timmins	No		New	2023
LOYALIST	Belleville	Yes	2018	Renewed	2023
SHERIDAN	Oakville	Yes	2017	Policy	
ST LAWRENCE	Kingston	Yes	2018	Policy	
ALGONQUIN	Ottawa	Yes	2018	Policy	
CAMBRIAN	Sudbury	Yes	2017	Policy	
CANADORE	North Bay	Yes	2018	Policy	
CONFEDERATION	Thunder Bay	Yes	2017	Policy	
SAULT	Sault Ste. Marie	Yes	2019	Policy	
HUMBER	Toronto	No		Policy	
GEORGE BROWN	Toronto	No		Policy	
FANSHAWE	London	No		Policy	
NIAGARA	Niagara-On-the Lake	No		Policy	
CONESTOGA	Kitchener	No		Policy	
MOHAWK	Hamilton	No		Policy	
ST CLAIR	Windsor	No		Policy	
LAMBTON	Sarnia	No		Policy	
COLLEGE BOREAL	Sudbury	No		Policy	
LA CITE	Ottawa	No		Policy	

APPENDIX E: Continuing Education

Summary of Continuing Education activities for the 2018/19 academic year. Only activities that grant an official certificate or letter of completion have been included.

Faculty or Non-academic Unit	Brief Description of Offering	Number of Hours or Length of Offering	Number of Attendees
Student Learning Centre	Stride is a learning skills program to help students develop learning strategies and study skills. Students may attend as little or as many workshops as they would like. Various topics are offered to help them reach their full potential. A LinkedIn recommendation will be given to students after attending five workshops.	1 hour	440
Office of Research Services - Brilliant Catalyst	The Brilliant Summer Incubator is a 4 month intensive program that runs during the Spring/Summer semesters (April to August). Startups that are accepted into the incubator will develop both their business idea and their skill sets as an entrepreneur.	52 Hours	30
Office of Research Services - Brilliant Catalyst	Brilliant Idea is a free three-day boot camp where UOIT students from any faculty and year of study will be able to learn ideation, customer validation and pitching skills. Participants will be guided by experienced advisors and provided with tools to develop, validate and pitch their startup idea to a panel of expert judges.	16 Hours	23
Office of Research Services - Brilliant Catalyst	The Brilliant Winter Incubator is a 4 month intensive program that runs during the Winter semester. Startups that are accepted into the incubator will develop both their business idea and their skill sets as an entrepreneur.	23 Hours	4
School of Graduate and Postdoctoral Studies	Professional Communication is offered to all graduate students and postdoctoral fellows interested in developing their professional communication skills. In order to be eligible for the certificate	14 Hours	6

	students/postdocs must complete a total of 7 workshops (5 required, 2 elective).		
Management Development Centre/Continuous Learning	The Professional Management Certificate Program consists of five (5) courses designed to enhance the managerial effectiveness and leadership abilities of today's business professionals.	30 Hours	62
Management Development Centre/Continuous Learning	Professional Communications Certificate: This specialized Ontario Tech University five-day (5) certificate program concentrates on the written, verbal and leadership skills required by managers, supervisors, and professionals. This program expands on the Professional Management Certificate by concentrating on the immediate skills necessary for every day performance.	30 Hours	20
Management Development Centre/Continuous Learning	The Not-for-Profit Leadership Certificate Program has been designed to meet the unique challenges faced by managers in an environment where the focus is on helping others. Each day is facilitated by an experienced professional who has the knowledge and expertise expected in a university program. With their unique experiences and perspectives each facilitator will provide a relevant and dynamic day of learning and sharing with other NFP professionals.	30 Hours	32
Management Development Centre/Continuous Learning	"Digital Marketing & Social Media Management Certificate Program". This three-day program is designed for you to take action and launch a Social Media strategy you will implement right away so that you can obtain a successful ROI for your organization. By taking a methodical approach to social media - learn, apply, measure, report - you will be confident that you are using the right messages, using the right channels and eliminate feeling overwhelmed.	18 Hours	10
Management Development Centre/Continuous Learning	This one-day hands-on course is designed for those with a basic knowledge of Excel, who need to use key Excel features to manage, customize and automate workbooks. Participants will gain knowledge and skills to increase productivity and discover timesaving techniques, shortcuts and tips.	6 Hours	18

Management Development Centre/Continuous Learning	Customized Program for: Durham Regional Police Services (DRPS): The course introduces police officers to the nature and structure of Leadership within the Police organization. It also discusses the important aspects of the behaviour of individuals and groups within Police organizations.	9 Hours plus online	18
Management Development Centre/Continuous Learning	Customized Program for: Northumberland Hills Hospital: Training by 3 one day courses based on the principle of adult learning. The three days are split into three modules: Module 1: Fundamentals of Leadership Module 2: Change Management Module 3: Coaching and Mentoring	18 Hours	18
Management Development Centre/Continuous Learning	Customized Program for: Peterborough Regional Health	30 Hours	50
Management Development Centre/Continuous Learning	Customized Program for: Durham Region: Cert. In Leadership Excellence	72 Hours	14
Management Development Centre/Continuous Learning	Master's Certificate in Public Sector Management:	90 Hours	56
Management Development Centre/Continuous Learning	The Professional Management Certificate Program consists of five (5) courses designed to enhance the managerial effectiveness and leadership abilities of today's business professionals.	12 Hours	18
Management Development Centre/Continuous Learning	Coaching for Performance and Mentorship: The objective of this Ontario Tech University certificate program is to build your professional confidence in-order to provide guidance and "mentorship" to those who are establishing or growing in their career. This program is specifically beneficial to all executives, supervisors and managers to encourage staff performance. HR professionals or business owners will also learn to build a successful in-house mentorship program.	6 Hours plus online modules	6

Appendix F – Program Reviews 2018-19

In the 2018/2019 academic year, CIQE has developed a tracking system to track all action items resulting from program reviews and the status of all action items at the time of the required eighteen-month follow up report. Below are some key numbers:

Final Action Reports (FARs)

- Number of FARs submitted: 4
- Total number of action items listed in the FARs: 33
- Total number of action items classified as "Curricular": 20
- Total number of action items classified as "Financial": 1
- Total number of action items classified as "Marketing/Recruitment": 1
- Total number of action items classified as "Research": 1
- Total number of action items classified as "Technology": 4
- Total number of action items classified as "Administration": 15

Eighteen-Month Follow Up Reports

- Number of eighteen-month follow up reports submitted: 5
- Total number of action items listed in the follow up reports: 34
- Total number of action items marked "Complete": 20
- Total number of action items marked "In Progress" or "Ongoing": 14
- Total number of action items classified as "Curricular": 21 (17/21 Complete or Ongoing)
- Total number of action items classified as "Financial": 5 (5/5 Complete or Ongoing)
- Total number of action items classified as "Marketing/Recruitment": 5 (2/5 Complete or Ongoing)
- Total number of action items classified as "Research": 3 (2/3 Complete or Ongoing)
- Total number of action items classified as "Technology": 1 (1/1 Complete)
- Total number of action items classified as "Administration": 10 (5/10 Complete or Ongoing)

As in previous years, it was noted that most programs made a fair amount of progress towards meeting their action plan timelines. Curricular changes had the highest completion rate, as they are typically reliant on the Program area or Faculty, while items requiring consultation outside the Faculty and increased financial resources (i.e. Marketing & Recruitment) were less frequently completed.

A full listing of all action items and their status can be provided upon request.