

# AURORA COLLEGE TRANSFORMATION

# Quarterly Report



**January 2021**

Aurora College is transforming into a polytechnic university to increase opportunities for the residents of the Northwest Territories -- opportunities for education and training in certificate, diploma, and degree programs, as well as trades; opportunities at a polytechnic university that will support employment in the territory's labour market; and opportunities for research that serves the interests of Northern residents and industry. The institution will continue to meet students where they are in their educational journey and offer upgrading, as well as literacy and essential skills. The polytechnic university is for every NWT resident and will have a presence in every NWT community.

The transformation is a multi-year process involving changes to every aspect of the institution and we feel it is important to keep you informed of our progress.

Transformation activities have been broken down into five key areas: Academic Program Management, Accountability, Governance, Operations, and recruitment and Retention of Students. We measure our progress using milestones, each of which marks the completion of a significant task along the transformational journey.

Inside this document you will see the five key areas, each with a short description of what their focus is at this point in time, the total number of milestones currently planned including the years that the milestones span and a few highlights.

You can track further details about the milestones and our progress at these links:

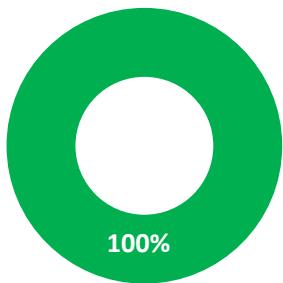
Aurora College Transformation [website](#):

- [Timeline:](http://www.ece.gov.nt.ca/aurora-transformation/en/Timeline) [www.ece.gov.nt.ca/aurora-transformation/en/Timeline](http://www.ece.gov.nt.ca/aurora-transformation/en/Timeline)
- [Progress Tracker:](http://www.ece.gov.nt.ca/aurora-transformation/en/transformation-progress-tracker) [www.ece.gov.nt.ca/aurora-transformation/en/transformation-progress-tracker](http://www.ece.gov.nt.ca/aurora-transformation/en/transformation-progress-tracker)
- [Benefits \(in all Official NWT languages\) of a Polytechnic](http://www.ece.gov.nt.ca/aurora-transformation/en/)  
[www.ece.gov.nt.ca/aurora-transformation/en/](http://www.ece.gov.nt.ca/aurora-transformation/en/) (bottom left of page)
- [Transformation Implementation Plan:](http://www.ece.gov.nt.ca/aurora-transformation/en/aurora-college-transformation-implementation-plan)  
[www.ece.gov.nt.ca/aurora-transformation/en/aurora-college-transformation-implementation-plan](http://www.ece.gov.nt.ca/aurora-transformation/en/aurora-college-transformation-implementation-plan)
- [Additional Documents:](http://www.ece.gov.nt.ca/aurora-transformation/en/resources) [www.ece.gov.nt.ca/aurora-transformation/en/resources](http://www.ece.gov.nt.ca/aurora-transformation/en/resources)

# Aurora College Transformation - to January 2021

## ACADEMIC PROGRAM MANAGEMENT

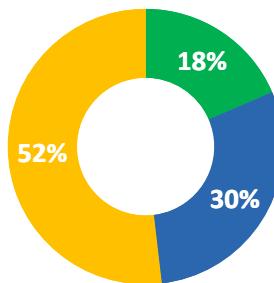
The Academic Program Management working group and project teams at Aurora College are focused on academic excellence and have made significant progress on developing the first three-year Academic Plan for the institution. The Academic Plan is a critical milestone and will ensure that planning and resources support the overall success of the institution. Additional work is underway to create clear and transparent policies around the creation, suspension and termination of programs.



### 2020 MILESTONES

#### 5 Planned

- 5 Completed
- 0 In progress
- 0 Not yet started



### 2018-2026 MILESTONES

#### 27 Currently Planned

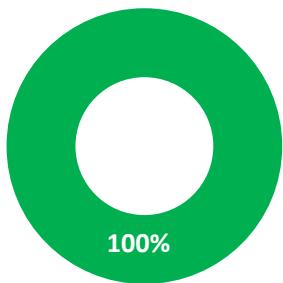
- 5 Completed
- 8 In progress
- 14 Not yet started

## HIGHLIGHTS

- ✓ Initial Areas of Teaching and Research Specialization for the polytechnic university have been released and will inform a wide range of changes that will help define what success means to the institution.
- ✓ A project plan is in place and term of reference has been drafted for the development of the first Aurora College Academic Plan.
- ✓ Following the completion of a new Aurora College Program Development and Review Policy, individual policies pertaining to programming have been reviewed and changes are being planned to ensure consistency around why, how and when programs are created, suspended and terminated.

## ACCOUNTABILITY

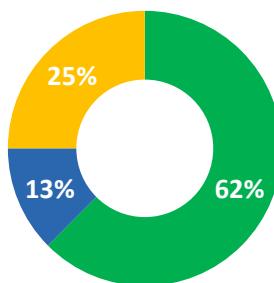
The Accountability working group and project teams at Aurora College are building systems to maintain and build transparency and accountability across the institution. Currently they are focused on developing a set of measures to track success. A 'balanced scorecard' approach is being taken as highlighted in the 2020-2021 Corporate Plan.



### 2020 MILESTONES

#### 4 Planned

- 4 Completed
- 0 In progress
- 0 Not yet started



### 2018-2026 MILESTONES

#### 8 Currently Planned

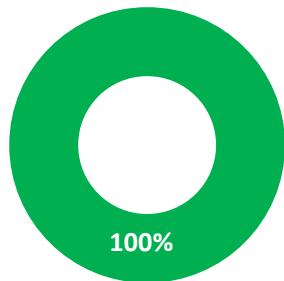
- 5 Completed
- 1 In progress
- 2 Not yet started

## HIGHLIGHTS

- ✓ After much engagement a new 3-Year Aurora College Strategic Plan has been released with a new vision, mission and values.
- ✓ The 2020-2021 Aurora College Corporate Plan includes a new approach to performance measures.
- ✓ The 2019-2020 Annual Report uses a new approach bringing it closer to that of a polytechnic university.
- ✓ A balanced score card is being developed that will keep the institution on track, linking its activities to its goals in a way that shows which have been successful and which need more work.

## GOVERNANCE

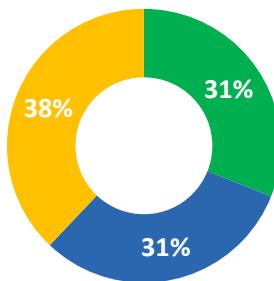
A dedicated team within the Department of Education, Culture and Employment coordinates and supports the transformation process including key changes to Legislation and government policies. The current focus is on ensuring the institution can meet the quality assurance requirements of a post-secondary university as defined in the NWT Post-Secondary Education Act, prior to becoming a university. Current planning is also underway to ensure a return to board governance in 2022.



### 2020 MILESTONES

#### 5 Planned

- 5 Completed
- 0 In progress
- 0 Not yet started



### 2018-2026 MILESTONES

#### 29 Currently Planned

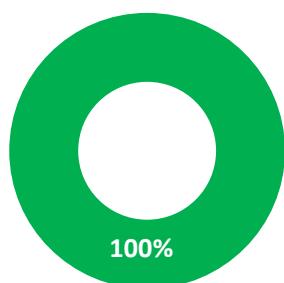
- 9 Completed
- 9 In progress
- 11 Not yet started

## HIGHLIGHTS

- ✓ Aurora College Transformation Implementation Plan was released along with a website and this Quarterly Report, which allow the public to track progress and follow us on our journey to a polytechnic university.
- ✓ New positions are being developed within the institution to help build research capacity in the North including the establishment three new research chair positions.
- ✓ A Centre of Teaching and Learning Excellence pilot has been established that will support professional development and play a key role in supporting a learning-centred environment for students.
- ✓ Objectives of Quality Assurance have been identified and requirements are being integrated into project planning for all areas.
- ✓ Work is underway to strengthen policies and implement new supports for the Board of Governors.

## OPERATIONS

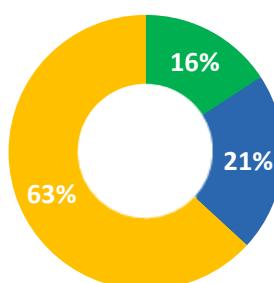
The Operations working group and project teams at Aurora College are focused on ensuring that current policies and operations reflect best practices and post-secondary institution industry standards. In addition, ensuring that the institution has the right tools that it needs to make informed decisions about operations, facilities and recruitment has been a priority.



### 2020 MILESTONES

#### 2 Planned

- 2 Completed
- 0 In progress
- 0 Not yet started



### 2018-2026 MILESTONES

#### 19 Currently Planned

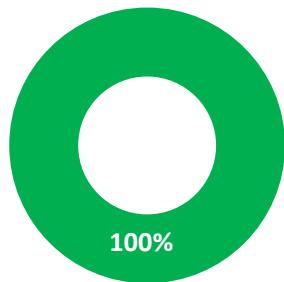
- 3 Completed
- 4 In progress
- 12 Not yet started

## HIGHLIGHTS

- ✓ Introduced a new student information system that allows the institution to gather information it needs to make decisions and track students throughout their educational journey. In addition, students can use the system to manage their own account online including viewing their marks and registering for courses.
- ✓ A gap analysis of what current policies exist and what policies are required is underway.
- ✓ Safety of students and staff is a priority of Aurora College and a survey is being conducted to identify existing safety processes, which will be followed by action to address any safety deficiencies.

# RECRUITMENT AND RETENTION OF STUDENTS

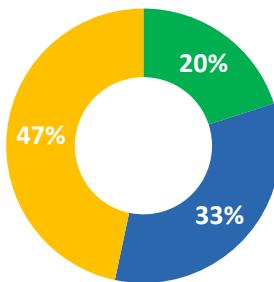
The Recruitment and Retention of Students working group and project teams at Aurora College are focused on developing a plan that improves the student experience both in and out of the classroom, from the first time they contact the College until they become alumni after graduation. Much of this work will be captured in the Strategic Enrolment Management Plan that is currently in development and which will lay the foundation for the polytechnic university to focus on student success.



## 2020 MILESTONES

### 1 Planned

- 1 Completed
- 0 In progress
- 0 Not yet started



## 2018-2026 MILESTONES

### 15 Currently Planned

- 3 Completed
- 5 In progress
- 7 Not yet started

## HIGHLIGHTS

- ✓ Service desk hours at each campus have been expanded to better align with class hours and increase support to students
- ✓ A Strategic Enrolment Management (SEM) plan is in development and will guide the institution on how to support students from the very first time they contact the institution until they have graduated and are alumni.
- ✓ SEM is a new concept for many institutions across the country and members of the working group were able to take advantage of a professional development opportunity when the National SEM Forum went online in 2020 due to COVID-19.

# PHASE 1 CRITICAL MILESTONES

## Phase 1 - Strengthening the Foundation and Planning for Change

The transformation has three phases and currently we are in Phase 1 as we continue to strengthen the foundation and plan for additional change.

To learn about all three phases or for more information about the transformation, please visit our website at:

[www.ece.gov.nt.ca/ACTransformation](http://www.ece.gov.nt.ca/ACTransformation)

