



Department	Program	Category	April 1, 2015				November 24, 2015				June 30, 2016							
			Progress	deferred	under review	significant progress complete/operationalized	Progress	deferred	under review	significant progress complete/operationalized	Progress	deferred	under review	significant progress complete/operationalized				
Extension	Business & Economic Development	Unsustainable	• Securing external funding for an Innovation and Incubation Centre at StFX which will support community, business and institutional partnerships across Atlantic Canada that foster social enterprise, encourage applied research and develop leadership capacity, as well as enrich and link to StFX teaching and learning. •Expect that strategic plan will provide direction for future organizational alignment with university and its many community outreach initiatives.	1				• Extension has secured three years of funding from the provincial government to support the initial work of developing an Innovation and Incubation Centre at StFX. This funding is being leveraged to support a major funding proposal for Social Enterprise (SE), which is currently under development. Consultation is underway to explore how the proposed SE project can support Extension's close connection with the teaching, research and outreach missions of the university. Extension will be consulting broadly with faculty, staff and members of the community to identify potential areas for collaboration and partnership.	1					•Fieldwork activities have stable demand and continue to be financially sustainable. • Fieldwork partnered with several areas of the university to facilitate strategic planning. •Extension has increased its involvement with StFX students including facilitating the Wallace Family Internships; partnering with School of Business to offer "Start up" weekends; and serving as a community partner to service learning students. •A proposal to expand the Centre (regionally in Social Enterprise) has been developed. •Consultation continues with faculty, staff and administration to explore how to support and expand Extension's connection to the teaching and research mission of StFX.	1			
	Field Work	Unsustainable		1					1							1		
Facilities Management	Custodial	Priority to Enhance	• Reviewing work practices to support improved service levels.	1				•Additional staff, including a supervisor, have been hired. •Conference Services is developing a plan for the operation of custodial services over summers.			1			•Added an additional supervisor, for an increase of two, as well as additional cleaning staff.				
	Safety and Security Services	Revise	• Emergency notification system, similar to systems used in other universities, to be rolled out in next few months.		1			•Staff training on a new emergency notification system has started. Testing to begin in November. •Active shooter protocols are being investigated. •Fire drills are being rolled out.			1			•Emergency notification system has been released and an active shooter protocol is being rolled out.				1
	Projects	Revise	• Staffing levels have been reviewed to ensure alignment with anticipated demand. •Demand is increasing in the short term with proposed Nicholson Hall renovation and energy management project.			1		•Complete at previous update.				1		•Complete at previous update.				1
Human Rights & Equity	Human Rights & Equity	Unsustainable	• Office has been moved into HR. • Exploring opportunities to align the position more closely with HR work focusing on respectful workplace and organizational culture.			1		• Review of office is ongoing. •HR&E policy to be reviewed and updated. •Deans, AVP and HR are prioritizing initiatives to enable a respectful workplace and organizational culture.	1				• The program is in a period of transition as the position is being revised •The advisory committee is being reactivated. •An implementation plan for the recommendations of the Equity Summit is in development.				1	
Library	Research Services	Enhance	• Library review underway with target completion date of June 30/15.			1		• Self-study and external review complete. •The Senate Library Committee has received the review.			1		•Senate has reviewed the library self-study and external reviews and has completed its report. •The new University Librarian will lead the implementation of Senate's recommendations, including creating a library strategic plan and an acquisitions plan.				1	
	Archives	Revise				1					1						1	
	Collections Services	Revise				1					1						1	
	Office of the University Librarian: Senior Management & Planning	Revise				1					1						1	
Office of the President & Vice Chancellor	Executive Management & Administration: President and Vice Chancellor Office	Revise	• Priority focus on increasing enrolment through broad consultation and planning. • Term of Discovery was implemented and completed. • University-wide strategic planning is underway.			1		•Strategic planning process is evolving with a target completion date of June 2016. • Position of Executive Director Government Relations has been re-established.			1		•The new StFX Strategic Plan 2017-22 was approved by the Board of Governors in June. The plan is closely aligned with the recommendations of the President's Task Force Report. •Preparation for implementation is underway.				1	
Recruitment & Admissions	Recruitment	Revise	• Implemented aggressive tracking and communications with applicants to increase applications and confirmations.			1		• Customer relationship management software (Salesforce) has been successfully implemented. The software has resulted in more systematic and strategic relationship management and in higher numbers of confirmed students. • A contract recruitment position has been added in China. This initiative will be monitored for success.			1		•The program is using data analytics and planning to extend the scope of relationship with students through year 1 to support improved continuity and to •Target markets are being refined, leading to a five-year strategic recruitment plan.				1	
	Scholarships	Revise	• Scholarship ad hoc task group formed. •Revised scholarships and initiated IB student scholarships.			1		•Fluidreview software is being used for scholarship management. The software brings together terms of reference for all the scholarships and bursaries with potential for student self-service. The project is in the data consolidation phase. • Opportunities for closer alignment between Financial Aid and Scholarships are being considered.			1		• Scholarship Office is being restructured to integrate effort with other concurrent functions. • Fluidreview software is in implementation phase and will go live in August 2016. •Opportunities for closer alignment between Scholarships and Financial Aid are continuing to be explored.				1	
	Admissions	Revise	• Increase in staffing since September/14 has improved turnaround time and confirmations to date.			1		• Some staff have been designated to deal specifically with international admissions.			1		•Process review has resulted in distribution of effort across several team members to maximize productivity. •Introduction of key performance indicators to address service level requirements is underway.				1	
Registrar	Academic Advising	Priority to Enhance	• Deferred until next phase.	1				• Reporting structure changed with Advising now reporting to the Registrar • The Advising staff has been increased by one full time position • An administrative support position was temporarily added on a contract basis • Review is ongoing to explore ways this area can maximize its role in supporting student retention.			1		•The program continues to explore options for adapting the advising model to maximize the advisors role in supporting student retention.				1	
	Institutional Analysis	Priority to Enhance	• Since Fall 2014, working with data ad hoc task group to streamline data reporting.			1		•A proposal has been submitted to the Budget Committee for a position with the technical skills to support both timetabling & scheduling and to assist Institutional Analysis with data reporting • The data ad hoc committee met and from that process created a consistent framework for reporting undergraduate admissions and enrolment headcounts at the degree level.			1		•To date, the proposed position has not been approved. •The program is currently exploring options to align more closely with IT services. Now working with IT on new data analytics tools that will enhance capacity.				1	
	Student Financial Aid	Revise	• Under review to identify opportunities to link more closely with related functions such as Scholarships.			1		•The relationship between Scholarships and Financial Aid has been reviewed with a view to linking the functions more closely. It was decided that under the current structure and with current resources there are significant barriers. •The programs are continuing to explore opportunities for shared services between the Registrar and Admissions.			1		•Opportunity to align more closely with Scholarships is being actively discussed, but remains under review.				1	
	Courses and Scheduling	Priority to Enhance	• Introducing technology for more student focused exam scheduling for 2015-16. •Exploring options for introducing student-focused time table for 2016-17.			1		•New software for exam scheduling was tested in May/June and implemented for the December 2015 exam schedule with significant success (no conflicts & no students writing more than 2 exams in 25 hours). •The same software is currently being reviewed for potential use to create a new course timetable. The technical aspects of the software will be tested with a mockup of the 2016/17 schedule created in parallel with the current system. • Consultation and discussions about options for a new version of the timetable will begin during 2015-16.			1		•Exam software has been fully implemented. It was used to generate the December and April 2015/16 exam schedules. Desired results were achieved but moving forward will continue to review and refine the implementation. A Timetable Review is currently under way with consultation phased planned for Fall 2016 and final report to APP expected in December 2016. Implementation of software to assist with scheduling is currently underway. PTF Recommendations Operationalized				1	
Research Services Group	Associate Vice-President Research & Graduate Studies: Executive Management & Administration	Enhance	•New Associate VP Research and Graduate Studies in place since January/15. •Committee on Graduate Studies reactivated in November 2014 and actively updating policies and reviewing programs to improve graduate student success. •Research Advisory Committee reactivated since February 15. •Strategic planning for Research and Graduate Studies being initiated. •Training to maximize use of Romeo being initiated.			1		• Internal steps to strengthen internal research investment in progress. • Initial discussion document for a revised Strategic Research Plan completed and discussed with the Research Advisory Committee. •New Guide for Graduate Studies completed and discussed with Committee on Graduate Studies. •The Research Services Group is working together to identify shared goals to produce greatest impact, which will be the basis of new individual work plans. •Initial review of the Research Operations function has been carried out. •Significant training has been done on improving staff comfort level with the ROMEO database and thus maximizing its potential. This is resulting in significant efficiencies.			1		•Review of research administration is complete. Four priority areas have been identified. •The administrative role of the AVPRG in relation to Graduate Studies has been clarified •Strategic program planning support for graduate studies remains a need.				1	
	Research Grants Office	Revise				1					1		•Internal cross-training and restructuring workload and internal coordination, including with Finance, REB, Communications, has been enhanced. •New protocols to properly maximize the use of ROMEO at StFX are being developed.				1	
	Research Operations	Revise				1					1						1	
	Industry Liaison	Revise				1					1		•Review of ILO functions relative to other RSG programs clarified. •New linkages between ILO and other outreach groups (e.g., Extension, Service Learning, Co-op) under development.				1	

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Student Life	Aboriginal Advisor	Revise	• Search for new Director of Student Life underway, and administration of the student advisors will return to student services once that person is in place. • Accessible advising and lounge space has been identified in the SUB and offices are moving together to new location. • Oversight of all internationalization activities on campus is being centralized.			1				1													
	Black Student Advisor	Revise				1				1													
	International Advisor	Enhance				1				1													
	Chaplaincy	Revise	•Deferred until next phase.	1						1													
	Counseling	Revise	• A new director of Health, Counseling & Accessible Learning began in January 2015. •Review of operations and implementations of the recent external review has begun and will be complete by summer 2015. • The Health Centre applied for and received funding from the province for a physician for one extra day per week. • Added nurse practitioner one day per week. • Now able to offer evening appointments for students.		1					1													
	Health	Enhance				1				1													
Technology Support Group	Management Information Systems	Priority to Enhance	•Proposal to add MIS position reviewed during 2015-16 budget process.				1					1											
	Telecommunication Services	Revise	• Improvements have been made to telephone services to improve user functionality.				1					1											
Writing Centre	APEX	Revise	•Deferred until next phase.	1						1													
	Campus Services	Revise		1						1													
	eXcel	Unsustainable		1						1													
	LEAP	Unsustainable		1						1													
<b>Totals</b>				<b>11</b>	<b>19</b>	<b>25</b>	<b>3</b>	<b>Totals</b>				<b>0</b>	<b>18</b>	<b>34</b>	<b>6</b>	<b>Totals</b>				<b>0</b>	<b>3</b>	<b>22</b>	<b>33</b>