



## Academic Unit Planning

Recommendations of the external stakeholder committee

<b><i>Recommendations</i></b>	<b><i>Action Item/Comments</i></b>	<b><i>Action Taken</i></b>	<b><i>Person Assigned</i></b>	<b><i>Timeline</i></b>
<b>General Recommendations</b>				
A. For subsequent AUP sessions at the Marine Institute provide for the AUP panel to have consultations with students and a broader selection of faculty.	Timing is important here.	Advise SOT of the importance of the timing of the external review to students and other stakeholders	Catherine Dutton	
B. For subsequent AUP sessions at the Marine Institute determine the questions in Appendix B 'Format for the AUP report' that are most important for the school in order to have the panel focus its effort.	This is a good point. Makes sense, as all questions are not of equal importance to each school	Advise SOT – while they are working on their AUP	Catherine Dutton	
C. The AUP report's table of contents should have specified the title contents of the annexes.	Agreed	Advise SOT regarding their report	Catherine Dutton	
<b>Section 2 - Strategic Objectives Recommendations</b>				
A. SMS must review its objectives and clearly link them with the Marine Institute's strategic goals	This will be discussed at a future school meeting and a group identified to work on this for the annual planning session in 2018.	Set this as an agenda item for the Spring 2018 SMS Planning Session	Catherine Dutton or alternate	SMS Annual Planning Session April 2018
B. SMS should draft KPI's that are measurable	This will be part of the discussion with the school.	Set this as an agenda item for the Spring 2018 SMS Planning Session	Catherine Dutton or alternate	SMS Annual Planning Session April 2018
<b>Section 3 - Undergraduate Programs (Diploma and Baccalaureate) Recommendations</b>				
A. Obtain student satisfaction metrics for BMS program.	We do get individual instructor reports, but these are not summarized.	Request this through CIAP	Catherine Dutton or alternate	Discuss with CIAP on how to gather overall data.– February 2018

B. Develop a process to measure student hours actually 'worked' in the program including studying time. The panel suggests a student survey to determine how many hours they work to pass certain courses and then compare this number to other schools to gauge rigor.	We can do this internally, but not sure how to compare to other marine schools in Canada.	Ask ASA to develop a survey to ask students for their input.	Angie Clarke	Ask Angie to develop a survey to be circulated during the Winter 2018 semester.
C. SMS to continue the development of TCMSS approved courses.	This is an ongoing activity for SMS.	Development will be assigned to instructors on an ongoing basis.	Fabian Lambert	Fabian to provide an annual update/status. Based on what is completed and what is scheduled to be developed. This can be presented at the annual school planning session.
D. SMS ascertain its ranking on grading norms against its IAMU members.	Investigate which information is available through IAMU.	Maybe prepare a survey for IAMU membership.	Catherine Dutton	
E. SMS to undertake a thorough review of its current CA with a view of proposing changes that will allow for SMS's strategic goals and objectives to be achieved.	This needs clarification, as there is nothing in the CA that would prevent this.	Strategic goals and objectives will be part of ongoing work for SMS – tied to 2A and 2B above.	Catherine Dutton or alternate	The Strategic goals and objectives will be discussed at the SMS planning session in April 2018. There is no need to review the CA as it does not prevent the school from meeting it's goals and objectives.
F. SMS to conduct a comparative study to determine how it ranks on class sizes nationwide with institutes delivering similar courses and programs.	This should be available through the CAMTI members.	Request this through the CAMTI membership.	Catherine Dutton	CDutton to request this information from the CAMTI members in January 2018
G. SMS to investigate why enrollment numbers are consistently low for its NA and MSD programs and determine strategies to reverse the trend.	This is being discussed with the recruitment group.	Discussion topic with the Program Advisory Committees for each program.	Catherine Dutton or alternate	This will be part of the discussion with the Program Advisory Committee (PAC) meeting to be held in January 2018. There will also be follow-up discussion with recruitment.
H. SMS to investigate a process to integrate the two naval architecture programs.	This topic will be discussed with the instructors involved and also brought forward to the Program Advisory Committees for each program.	We are also looking to convert these diplomas to degrees, which will address some of this issue.	Catherine Dutton	This has been discussed and the plan will be to move to a degree with a common first couple of semesters. Timeline – draft new program by January 2018 for new program offering in September 2019.
I. SMS to investigate a process to integrate the two University Naval Architecture programs.	If this is referring to the NARC program at MI and the OENA program at FEAS then there	Follow-up discussion with Engineering.	Catherine Dutton	As these are different programs and with a plan to move the NARC/MESD to a degree program then there will be

	are two different programs. We can look at a path for bridging from the diploma to the degree.			discussion with Engineering to ensure their understating of what SMS proposing. – February 2018 once the draft plan is available.
J. SMS to ascertain why facilities at MUN are not being made available to NA, MSD and Marine Engineering programs and develop strategies to resolve this block for the School to progress forward.	This was part of the discussion with the Dean and Associated Dean of Engineering. There seems to be no problems with this subject to identifying which facilities and scheduling.	Follow-up discussion with Engineering.	Catherine Dutton	Part of February 2018 discussion.
K. For subsequent AUP sessions for the Marine Institute the panel should be provided with evidence to support that the unit is fulfilling its service responsibilities to other units of the University.	Need clarification on what would be the service responsibilities to other units of the University.	Follow-up through CIAP on what is expected.	Robert Shea to clarify – through discussion at AWG	Winter 2018
<b>Section 4 – Graduate Programs Recommendations</b>				
A. Develop consistency and rigour in the MMM program through regular monitoring and quality controls.	This is a relatively new program and we need to bring together a group of instructors who feel they “own” the program.	Establish an internal group to be a program group for the MMM, and task them to address the issues identified here.	Academic Director for the MMM or	April 2018
B. Grow the MMM program by increasing intake and marketing to a wider range of students.	As the scope of the program is marine, the potential intake is somewhat limited.	This will be part of the work of the program group that will be formed.	Academic Director for the MMM or alternate	Discussion underway – Look at a plan by Fall 2018
C. Begin developing faculty research capacity with the aim of moving towards a research Master’s degree.	This is part of our plan for the MMM.	Looking to bring in additional faculty who can help move the program in this direction.	Academic Director for the MMM or alternate	Fall 2018 – tied to 4B
D. Develop partnerships with institutions in the field that could aid research/supervision capacity for a research Master’s degree.	We do have a number of connections nationally and internationally now.	As we grow the program group, we will look to expand our reach.	Academic Director for the MMM or alternate	Winter 2019 – Tied to 4C
<b>Section 5 - Faculty/Centre Research and Scholarship Recommendations</b>				
A. Identify faculty who want to conduct research and provide supports to grow a research base.	There are a number of faculty who wish to take on projects	Identify one or two areas where we can showcase our expertise	Catherine Dutton or alternate	This in ongoing in a few areas – autonomous shipping, use of VR in ship

	(research). At the present time we are somewhat limited by resources (financial).	and develop a research project around it.		design. Seek funding opportunities. March 2018
B. Identify research goals for SMS.	This can be part of redefining our strategic objectives.	Set this as an agenda item for the Spring 2018 SMS Planning Session, as part of the review of SMS Strategic Goals and Strategies	Catherine Dutton or alternate	SMS Annual Planning Session April 2018
C. Create mechanisms to develop a research culture that enables research capacity and productivity such as professional development on publishing or grant writing.	As there are a number of instructors who are interested in doing more than just teaching, it would be useful to bring them together to discuss how to promote a “research culture” in SMS.	Establish an internal SMS group to discuss and set strategy for promoting research in SMS.	Catherine Dutton or alternate	February 2018 – to be ready to present at the SMS Planning Session in April
D. Hire more faculty with PhD’s who are part of MUNFA.	This is not feasible within the MI structure.	No action to be taken.		
E. SMS to undertake a thorough review of its current Collective Agreement with a view of proposing changes that will allow for research goals and objectives to be achieved.	There is really nothing in the CA that would prevent this – it is considered part of the definition for Workload. The issue is around budget.	Look at opportunities (externally funded) that would allow SMS to pursue research. An example would be through Lloyds Resister. Submission being developed.	Catherine Dutton or alternate	Tied to 5 A
F. Strengthen research linkages to other units at Memorial.	Definitely an area we can work on.	Look at opportunities with Engineering on other faculties to collaborate.	Catherine Dutton or alternate	Tied to 5 A
<b>Section 6 - Public Engagement and University Collaboration Recommendations</b>				
A. For subsequent AUP sessions for the Marine Institute the panel should be provided with evidence to support that the unit is supporting the local community.	We thought we were doing this through our work with WRDC and the schools.	We need to more clearly outline what we are actually doing in this area.	Catherine Dutton or alternate	Fall 2018
B. SMS develop a formal strategy to introduce students to professional community service opportunities.	At the present time students have the opportunity to be involved with the Master	Develop a mechanism to make student aware of community	Catherine Dutton or alternate and include this in	Fall 2018

	Mariners of Canada. Others are also involved with groups such as Big Brothers and Big Sister.	groups that they could become involved with.	discussion with program chairs	
C.SMS develop a formal strategy to provide ALL faculty the opportunity to meaningfully contribute to professional organizations.	There are several instructors who are involved now, but we don't have a clear idea of who they are and their involvement.	Solicit input from instructors on their involvement and how we can look to engage others.	Catherine Dutton or alternate	Fall 2018
D. SMS should develop a formal strategy to provide ALL faculty the opportunity to meaningfully contribute to government, cultural or other relevant community. This could include rotating faculty through CMS and instructional duties.	There are several instructors who are involved now, but we don't have a clear idea of who they are and their involvement.	Solicit input from instructors on their involvement and how we can look to engage others. With regards to rotating faculty through CMS, there would be challenges, due to the specialized training and the time to get personnel certified to "change jobs", but it can be considered.	Catherine Dutton or alternate	Fall 2018
E. For subsequent AUP sessions for the Marine Institute the panel should be provided with evidence to answer this, and the next two questions, if it is deemed important by the school.	Need to look at the specific questions in the document to see if these are applicable to SMS.	Review for future AUP.		
F. The SMS should develop strategies/mechanisms to have its faculty conduct scholarly or academic research.	We need to have a broader discussion on this within the school. Can be part of the discussion at the Spring 2017 Planning Session.	This can be tied to 5A, 5B and 5C above.	Catherine Dutton or alternate	Fall 2018
<b>Section 7 - Organizational Structure and School Resources Recommendations</b>				
A. SMS/MI should re-negotiate its collective agreement with the instructors to allow for a broadening of program offerings.	Not sure what this refers to. There is nothing in the CA that would restrict program offerings. It is more of a matter of interpretation of certain clauses. We assume this refers to requirements for annual leave, which can	Provide clarification to those who are involved in scheduling of courses.	Catherine Dutton or alternate	January 2018

	be interpreted to mean we teach nothing in the summer.			
<b>General Comments</b>				
Faculty interviewed by the panel appeared committed to students, loyal to SMS and wanted their programs to succeed. However, there seemed to be a clash of values: Some faculty saw the SMS's core value as the school exists to train people to work on ships, while others seemed to think that the school could play a larger role in research.	This is positive in terms of the commitment of the faculty to their students and teaching. We were surprised that the external committee got the impression that they are only focused on training people to work on ships, we all feel that this may just be the starting point for some of our graduates. There is definitely an interest in looking for opportunities to be involved in research.			
There's a culture of teaching only, amongst faculty, which is strongly engrained and is resistant to research innovation.	This is very dependent on the group of instructors that met with the committee, which would have been just a small cross section of instructors, and does not represent the full complement of instructors and their interests.			
Faculty appear engaged and enjoy their work at the school, but the union agreement holds them back from being able to perform like faculty.	Again there CA is not the limiting factor in being able to "perform like faculty". The current financial situation prevents us from allowing faculty to pursue interests other than teaching.			
Faculty do not have KPI to self-assess their performance, or direct their goals.	This has not traditionally been part of the processes of the Marine Institute, although there has been discussion on how this could be developed.			
There does not appear to be the same level of awareness and engagement amongst staff, faculty, and students, for the vision of the SMS. To develop a proper vision, the school should involve all stakeholders including staff, management, faculty, university, students, and student groups.	This discussion can take place with Program Advisory Committees. A number of these meetings a long overdue, but should be planned for early 2018.			
There has been a significant investment by faculty to bring some courses online. There is potential for the school to deliver courses globally by utilizing online course delivery.	There is a lot of potential for this. Fabian Lambert recently gave a presentation at the national Canadian Marine Advisory Committee (CMAC) meeting and there was a lot of interest. Future changes with the Marine Personnel Regulations will further expand the opportunity for mariners to take advantage of this type of education.			

Instructors would like to have lab assistants.	This is very much tied to budget.
During the AUP review, staff and students were not available for consultation. Only one student was available for discussion (plans to meet with students were later made but were unsuccessful due to panel member's prior commitments). Therefore, not all stakeholders were consulted during the AUP process.	The timing for the AUP external review coincided with the last couple of days of classes prior to exam and the students were not available. We will encourage the other schools to ensure they have students available for the external review.
It is not clear how SMS goals align with Marine Institute goals, and how Marine Institute goals align with MUN goals.	This can be part of the discussion when SMS reviews its goals and strategies in April 2018.
This panel can only assess overall performance impressions. Nobody on the panel can do much more than get a glimpse into anybody's job. And even that glimpse might be flavoured by the type of day the interviewee is having. However, with proper KPIs in place, the external panel can review the KPIs, look for trends, and help troubleshoot if necessary.	Although the Institute has KPIs that are being revised, and the School can develop its own KPIs, it would be a challenge to develop something that would be applied to instructors. The managers do have a system of performance review in place.
There seems to be an overall perception that diploma programs should be degree programs. Some metrics, such as course hours, indicate that the time and work done in diploma programs equals or exceeds similar degree programs across the country. But if the programs become degree programs, some instructors may need to change. More requirements for higher educated faculty with Masters and PhD's are needed.	This is a work in progress and has been talked about extensively. Plans are now in place to move on this.
Nautical Science could easily become a degree, and should.	Part of the discussion.



MESD, NARC, MARE – appears to be duplication and competitive with main campus programs. This must be fixed.	We were very surprised by this comment. Although the programs bear similar names, they are not the same – there is a difference between a technologist (SMS) and an engineer (FEAS), in terms of the scope and depth of the subject and more specifically in terms of how the graduates are employed. They are not really in competition with each other, but there may be ways to address some of the low numbers in the SMS programs through discussion with FEAS.
Significant opportunity exists for online programs. More students for less preparation and class time.	There is more time required for the initial preparation with the approach that SMS is taking, but once developed these courses run smoothly and with better use of resources.