AURORA COLLEGE TRANSFORMATION
Quarterly Report

FEBRUARY 2022

Phase 1: Strengthening the Foundation and Planning for Change complete

As outlined in the Implementation Plan, the Aurora College transformation began in October 2018 and is structured around three phases. Each phase helps to ensure work is done in the right order and at the right time of the multi-year transformation process.

Phase 1 of the transformation was focused on strengthening the foundation and planning for change. Phase 1 projects were wide-ranging and driven by the hard work of faculty and staff at Aurora College. Aurora College working groups and project teams reached more than 45 critical and key milestones across five areas: Academic Program Management, Accountability, Governance, Operations, and Recruitment and Retention of Students.

All critical milestones and the majority of key milestones for Phase 1 have been completed. Through ongoing planning and review of progress, the decision was made to shift a number of key milestones to a later date. This is a normal part of project management, with key milestone dates changing due to either a change in the scope of work that required more time or a change in sequencing that required other projects to be completed in advance. Updates on past and future critical and key milestones can be found on the Aurora College Transformation website.

In addition to project work, engagement with co-investments partners has been gaining momentum, with the Government of Canada recognizing the importance of transforming Aurora College into a polytechnic university though a commitment of $8 million in Budget 2021. Ongoing engagement with potential co-investment partners will continue to be critical to the success of the polytechnic university moving forward.

The work of Phase 1 culminated in the passing of *Bill 30: An Act to Amend the Aurora College Act*. The changes presented in Bill 30 will result in a new governance system that will help to ensure Aurora College is effective, efficient and sustainable. Aurora College will be better positioned to identify and respond to the needs of Northern residents, and do so at arm's length from government. Changes stemming from Bill 30 will be implemented in the spring of 2022 and provide a strong foundation for Phase 2 that will be focused on transformational change.

For more information about transformation, visit: https://www.ece.gov.nt.ca/aurora-transformation/
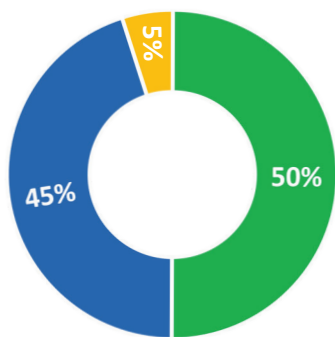
Government of
Northwest Territories

ACADEMIC PROGRAM MANAGEMENT MILESTONES
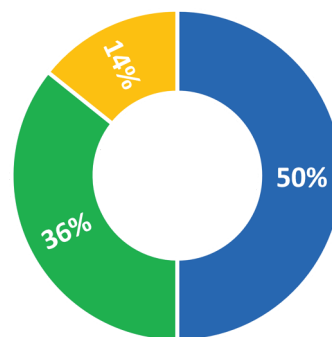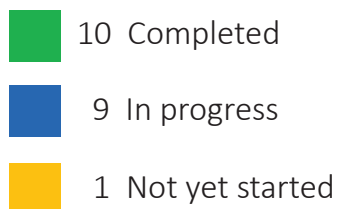
Critical Milestones Completed

- Identify Initial Areas of Specialization for the polytechnic university
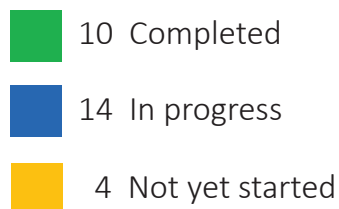- Release Aurora College 3-Year Academic Plan

Key Milestones Completed

- Academic Program Development and Review Framework developed
- Academic Plan includes consideration of the use of technology in program delivery
- Program Review policy finalized
- A partnership with NWT post-secondary institutions has been established
- Piloted a Centre for Teaching and Learning established
- Established three new Research Chair positions
- Aurora College program review schedule developed
- Program policies are developed to ensure alignment with vision, mission and goals

Phase 1 Milestones

- 🟩 10 Completed
- 🟦 9 In progress
- 🟨 1 Not yet started

2018-2026 Milestones

- 🟩 10 Completed
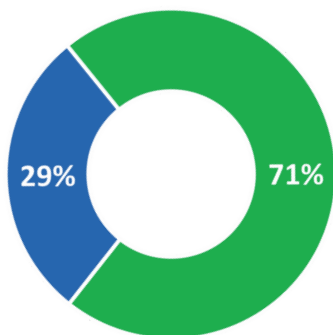- 🟦 14 In progress
- 🟨 4 Not yet started

ACCOUNTABILITY MILESTONES
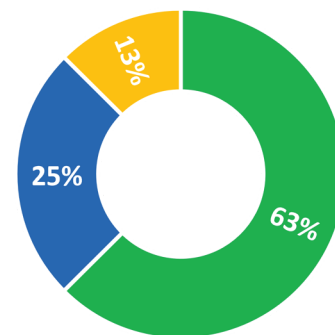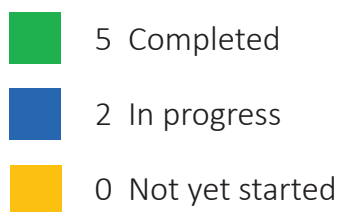
Critical Milestones Completed

- NWT Post-Secondary Education Strategic Framework released
- Aurora College 3-Year Strategic Plan (2020-2023) released

Key Milestones Completed

- 2020/2021 Corporate Plan for Aurora College released
- 2019/2020 Aurora College Annual Report released
- Staff trained on new Student Information System

Phase 1 Milestones

🟩	5	Completed
🟦	2	In progress
🟨	0	Not yet started

2018-2026 Milestones

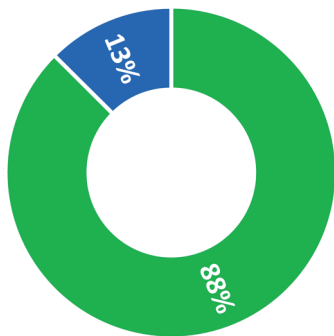|		
🟩	5	Completed
🟦	2	In progress
🟨	1	Not yet started

GOVERNANCE MILESTONES
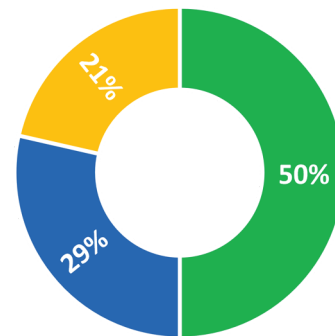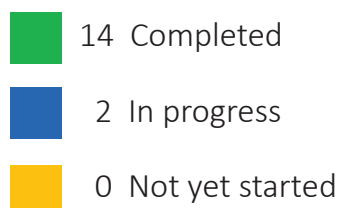
Critical Milestones Completed

- Commitment to transform Aurora College into a polytechnic university
- Aurora College internal working groups formed
- Transformation Implementation Plan released
- Update *Aurora College Act*
- Associate Deputy Minister hired

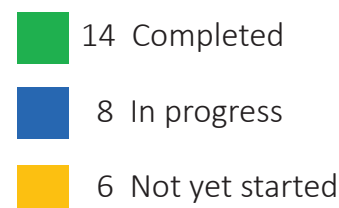### Key Milestones Completed

- Academic Advisory Council established
- First meeting of the Advisory Committee
- Discussion paper on Governance released
- Launch new milestone-tracking web pages
- First quarterly report released
- Executive Leadership Team structure defined
- Introduction of a draft bill to amend the *Aurora College Act*
- Role of the Board of Governors has been amended under the *Aurora College Act*
- Board of Governors skills matrix has been developed

Phase 1 Milestones

- 🟩 14 Completed
- 🟦 2 In progress
- 🟨 0 Not yet started

2018-2026 Milestones

- 🟩 14 Completed
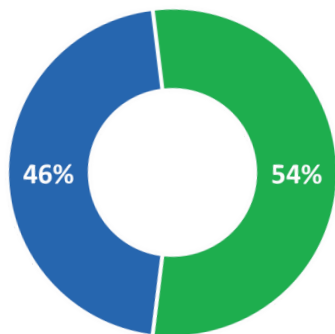- 🟦 8 In progress
- 🟨 6 Not yet started

OPERATIONS MILESTONES

Critical Milestones Completed

- No critical milestones scheduled

Key Milestones Completed

- Student Housing Policy has been revised
- New Student Information System fully implemented
- Transformation has had a neutral or positive social and economical impact
- Gap analysis of current policies complete
- Policy Development Framework enhanced
- Engage on JK-12 education through Department of Education, Culture and Employment
- Academic Plan includes consideration use of technology in program delivery

Phase 1 Milestones

- 7 Completed
- 6 In progress
- 0 Not yet started
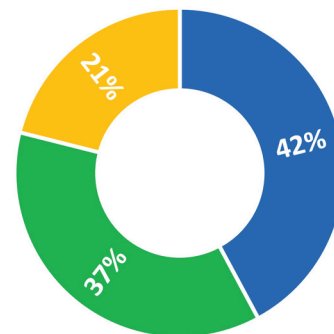
2018-2026 Milestones

- 7 Completed
- 8 In progress
- 4 Not yet started

RECRUITMENT & RETENTION OF STUDENTS MILESTONES

Critical Milestones Completed

- No critical milestones scheduled

Key Milestones Completed

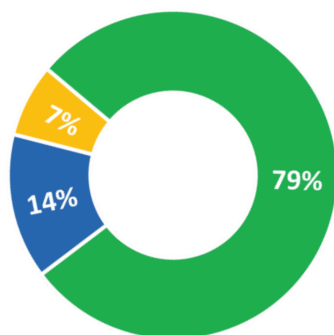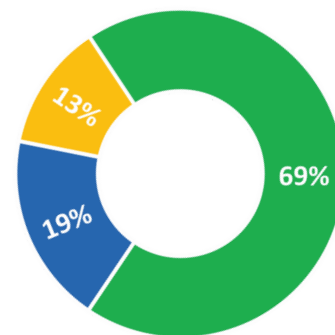- Strategic Enrolment Management Plan developed
- Student Service Desk hours expanded
- 3-Year Recruitment, Marketing and Communication Strategy developed
- Student Recruitment Ambassadors explored as part of the Recruitment and Marketing Plan
- Policies related to records management reviewed
- Social media platforms explored in development of Communications Strategy
- Career and education advisors are meeting with students to support career and education
- A service oriented, learning centered approach is reflected in the 3-year Aurora College Strategic Plan
- Training sessions for staff on protection of privacy and sharing of personal information have occurred
- Student Experience Model developed
- Strategic Enrolment Strategy has approved resources

Phase 1 Milestones

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

2018-2026 Milestones

- 11 Completed
- 3 In progress
- 2 Not yet started
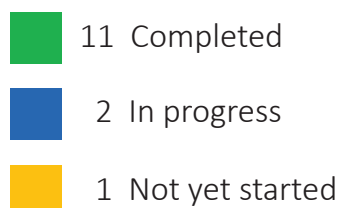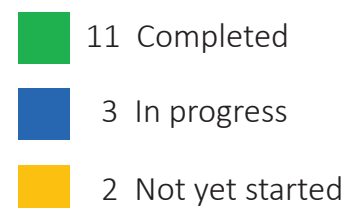
PHASE 1: STRENGTHENING THE FOUNDATION AND PLANNING FOR CHANGE

CHANGES TO MILESTONE DATES AND DESCRIPTIONS

We are now entering Phase 2: Transformational Change and, as the overall planning for the establishment of a polytechnic university advances, milestone descriptions or dates may evolve.

This is a normal part of project management, with milestone dates changing due to either a change in the scope of work that requires more time or a change in sequencing that requires other projects to be completed in advance. Updates on past and future critical and key milestones can be found on the Aurora College Transformation website.

To see what's coming next, visit the Aurora College Transformation website:

https://www.ece.gov.nt.ca/aurora-transformation/

CRITICAL MILESTONES
PHASE 2: TRANSFORMATIONAL CHANGE

19th Legislative Assembly — 20th Legislative Assembly

Phase 2: Transformational Change

2022 — 2023 — 2024

Oct 2021 Update *Aurora College Act*

Feb 2022 Complete Changes to Aurora College Organizational Structure

Jul 2022 Complete Polytechnic University Facilities Plan

Sep 2022 Re-Establish Aurora College Board of Governors

Oct 2022 Establish Aurora College Academic Council

Oct 2022 Submit Request to the Minister for Establishment of a Polytechnic University

Aug 2023 Complete Institutional Quality Assurance Evaluation

Sep 2023 Release Aurora College / Polytechnic University 3-Year Strategic Plan

Oct 2024 Establish New Legislation For Polytechnic University

Aug 2024 Release Polytechnic University 5-Year Academic Plan

Critical Milestones shape and affect the overall transformation process and timeline. Other key milestones will be identified as planning advances.