Academic Plan

2025

SLC
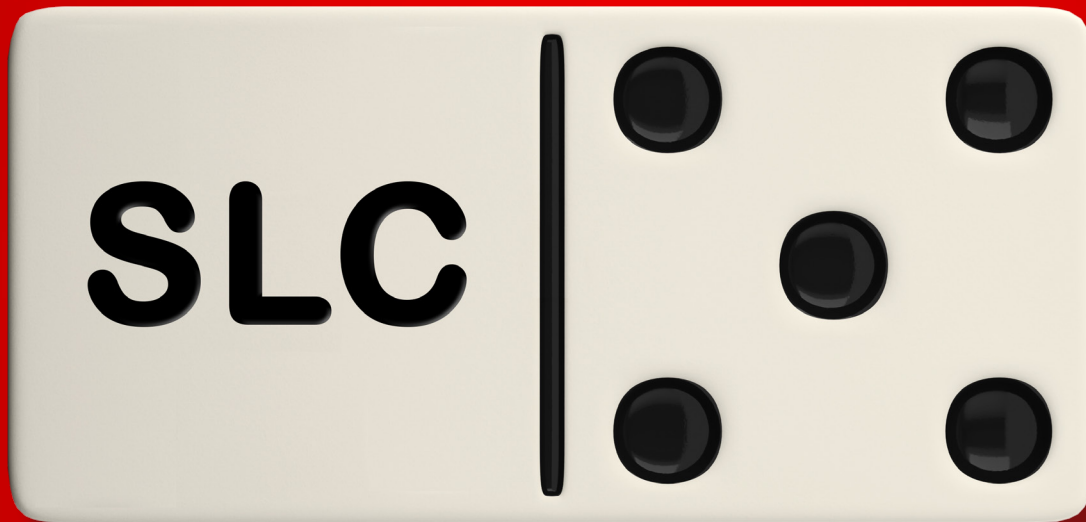
St. Lawrence College

Land Acknowledgement

St. Lawrence College is situated on the traditional lands of the Anishinaabe and Haudenosaunee peoples. May we always be grateful to live and learn on these lands.

Cornwall
C

Brockville
B

Kingston
K

Teaching and Learning at SLC

Higher Education, in its traditional form, needs transformation, and the response to the COVID-19 pandemic has accelerated the pace of that necessary change. Digital-age technologies, whether adopted in haste or with intention, have presented both opportunities and challenges to learners. On one hand, technology has afforded the development of rapid advancements in all sectors. The exponential growth in computing has allowed us to connect, learn, and work in exciting ways that would have once been unimaginable. On the other hand, these same digital-age technologies have also contributed to feelings of isolation and disconnection. For some, the change is unnavigable and overwhelming.

In this context, our role as educators is vital. Our students are preparing to respond to the world's most challenging problems, problems that, as a college, we know we are already at the forefront of equipping our students and graduates to face. Our Vision statement clearly defines our goal for our students: "Rooted in our communities, we will be a globally recognized college delivering innovative learning opportunities and preparing career-ready graduates to be leaders in their fields."

With Our Vision in mind, we know that our graduates will be able to adapt and succeed in the face of any challenge, as we witnessed during this past year. Responses to environmental pressures, climate change, and depleting natural resources require innovative and system solutions that will work on a global scale. The expanding world's population will continue to put pressure on health care systems and will require more prepared and compassionate health care workers. As technological advancements progress and skills gaps widen, SLC's focus on preparing students for the future of work must be at the forefront of our attention. Our academic mandate, backed by our strategic plan, emphasizes our focus on assisting students to learn for the present, for the future and for a lifetime. To equip them well, we must inspire connectedness, curiosity, creativity, resilience, integrity, and hope.

As educators we must continue to respond to the shifting educational landscape and concentrate on our role as coaches, facilitators, and advisors. Our programming must be forward-thinking, comprehensive, inclusive, and designed and delivered to support diverse learners. With this in mind, we can encourage and contribute, optimistically, to the transformation of our students' learning experience, to the prosperity of our communities, and to making the world a better place.

Eileen De Courcy

Eileen De Courcy
Sr. Vice President Academic

Your Voice

The Academic Plan 2025 summarizes our collective ambitions and guides us in achieving our SLC in Five Multi-year Objective of Academic Excellence.

Consultation with the SLC community was essential in the development of this plan. A series of interactive sessions on each campus, online feedback, one-on-one meetings, and special gatherings, resulted in an overwhelming response. All total, we collected over 1200 data points which were then correlated and categorized into priorities and strategic initiatives. This comprehensive approach is designed to support and guide the implementation of your ideas and recommendations.

The Plan

Maintaining our focus on the SLC in Five Strategic Plan, the academic plan will address the Multi-year Objective of Academic Excellence and will concentrate our collective effort to "enhance programming and applied research to best prepare career-ready students." The three areas of focus will inspire our work and guide us towards our future.

1. Establish SLC as the Action Learning College.
2. Be recognized as a leader in evidence-based, innovative teaching and learning.
3. Lead the college sector in innovative program design, development and delivery.

Grounded in our values of Students First, Team Work, Innovation, Integrity and Belonging, Academic Excellence at SLC is defined by our ability to respond to the evolving learning needs of our students and communities, locally and globally. This is our opportunity to embrace, enhance and profile what makes SLC the best place for students to learn.

Academic Priorities

The priorities of the Academic Plan were created to assist us in maintaining our focus on SLC in Five, and to serve as markers towards success. Similarly, the addition of seven priorities within the Academic Plan will coordinate our collective efforts and actions.

These principles will guide us in our ongoing pursuit of Academic Excellence.

1. The Future of Work and Learning will inform SLC in the development of accessible, flexible programming that supports Life Long Learning. We will ensure every student has the opportunity to gain skills that are deeply technical, but also relational and personal, thereby supporting their career readiness.

Additionally, in our promise to our students, we will be intentional in designing learning that enables "Learning to know, learning to do, learning to live together, learning to be, learning to transform oneself and society".

2. Learning Centered Pedagogy, along with innovative program design, will guide SLC's approach to teaching and learning. Learning will be designed as experiential and authentic and will honour our students' individual aspirations and the diversity of their lived experience. We will choose the most strategic tools and resources available—in both physical and digital spaces—to create meaningful learning opportunities. We will live our values and recognize that learning is a continuous, life-long process in which intelligence is not fixed but fluid and variable.

3. Partnerships with students, internal departments, Indigenous communities, educational intuitions, local and international communities and industry stakeholders will assists us in achieving success, and will help us to remain current and responsive. By nurturing these reciprocal relationships, our students will gain access to expertise, networks and learning experiences, locally and globally.

4. Skills for Change will support us as we prepare for and adapt to both internal and external shifting environments.

5. SLC's approch to Sustainability confirms our commitment "to empower learners to take informed decisions and responsible actions for environmental integrity, economic viability and a just society, for present and future generations, while respecting cultural diversity. It is about lifelong learning, and is an integral part of quality education."

Academic Priorities:

The Academic Plan 2025 will focus on the following seven priorities to support the SLC in Five Multi-Year Objectives:

1. The SLC Learner Experience

2. Teaching Excellence

3. Leading Edge Programming

4. Research at SLC

5. Internationalization of the Curriculum

6. Indigenous Education

7. Learning Spaces (physical and virtual)

The SLC Learner Experience

The future success of students and graduates is SLC'S highest priority. This will be reinforced through our intentional and collective efforts to prepare students to be career ready and to assist them in developing the building blocks for the jobs of the future. We will create the conditions for students to have a seamless learning experience that allows them to learn from their peers, gain coaching and guidance from expert faculty, and gain access to industry and community networks.

Academic Priority 1:

The SLC Learner Experience

Strategic Initiatives:

1. Establish SLC's promise to our students through clearly articulated Institutional Learning Outcomes (ILOs) that are integrated into curriculum.

   1.1 Develop a shared definition of Career Readiness that articulates SLC's Institutional Learning Outcomes.

   1.2 Create additional opportunities for students to make their learning visible through digital portfolios, digital credentials, gallery shows etc.

2. Increase access to education and training for the Lifelong Learner.

   2.1 Launch mobile learning labs for skills development in remote areas.

   2.2 Strengthen students' skills in communication, numeracy and digital literacies.

   2.3 Renew SLC's commitment to CE, Corporate Training and Lifelong Learning.

3. Develop a culture of Academic Integrity.

   3.1 Convene a Task Force to assess and make recommendations on the current state of Academic Integrity.

   3.2 Create a plan to integrate Academic Integrity throughout the learning process.

   3.3 Embed deep learning and authentic assessment practices into learning and curriculum design.

   3.4 Embed teaching and learning practices into curriculum that are inclusive and focus on student health and well-being.

4. Reimagine career development services and student placements.

   4.1 Reimagine the design, integration and delivery of career services.

   4.2 Develop mechanisms that link students directly to employers and employment opportunities.

   4.3 Increase the number and variety of student placements and experiential learning opportunities.

   4.4 Tailor career services to the needs to our diverse student body and local communities.

5. Utilize Enrolment Management (SEM) to inform our actions.

Teaching Excellence

In order to achieve our Strategic Plan SLC in Five objective of Academic Excellence, we must safeguard excellence in face-to-face, technology-enriched and mobile/digital learning by equipping teachers with the tools and skills they need to be successful.

Teaching excellence inspires learners through the process of transformational change. It is founded on trust and is reinforced through positive teacher-student, and student-student relations. Through a process of designed inquiry, facilitation and coaching, faculty help students discover that learning is a lifelong process of social, personal and professional discovery.

Academic Priority 2:

Establish SLC as a preeminent teaching and learning institution

Strategic Initiatives:

1. Develop a Teaching Excellence Vision Framework.

   1.1 In partnership with faculty, identify professional teaching standards of practice.

   1.2 Embed the Teaching Excellence Vision Framework into faculty development and support structures.

2. Create a Teaching and Learning development plan outlining learning opportunities for all SLC faculty.

   2.1 Create a faculty Teaching Support Centre on each campus.

   2.2 Develop a Fundamentals of Teaching program for part-time and partial load faculty.

   2.3 Develop a series of specialist teaching certifications to support ongoing professional learning: Teaching in the Trades, Intercultural Educator, Teacher as Coach, Teaching Online etc.

   2.4 Enable the development of Communities of Practice (CoPs) and other non-formal professional learning/ knowledge creation and exchange forums.

   2.5 Pursue national and international accreditation for SLC's teacher training programs.

   2.6 Redesign opportunities for faculty to receive ongoing feedback on their teaching practice from Associate Deans, peers, and students.

   2.7 In collaboration with industry/community, create opportunities to reconnect faculty members with field/discipline.

3. Profile SLC faculty locally, nationally and internationally.

   3.1 Renew the criteria for the Teaching Excellence award.

   3.2 Establish new faculty awards for SoTL, Applied Research and Teaching Innovation.

   3.3 Acquire and implement a Faculty Expert tool.

   3.4 Enable faculty to be recognized for provincial, national and international teaching awards.

Leading Edge Programming

Building upon SLC's strengths, as outlined in the Strategic Mandate Agreement (SMA) and supported through the SEM plan, the development of new leading-edge programs will respond to the immediate and future needs of our students, industry and communities. Programming will be designed to support the development of the whole student. Learning will be experiential, authentic, and flexible and will enhance inter-disciplinary knowledge, collaboration, problem solving skills and career readiness competencies.

Academic Priority 3:

Lead the College Sector in innovative program design, development and delivery

Strategic Initiatives:

1. **Develop flexible learning experiences that allow students to curate personalized credentials.**

   1.1 Create curriculum that is adaptive, competency-based, flexible, modular, and stackable.

   1.2 Develop interdisciplinary and inter-professional programming for skill development and industry innovation.

   1.3 Ensure learning pathways, internally and externally, are clearly articulated and accessible.

2. **Establish SLC as the Action Learning College.**

   2.1 Create a sustainable, web-based mechanism for community and business partners to participate in Action Learning (AL).

   2.2 Ensure 100% of SLC programs incorporate Work Integrated Learning (WIL)/experiential learning and maximize Action Learning across curriculum.

   2.3 Profile and celebrate Action Learning faculty and community/industry partners.

3. **Create clustered programming for the development of Centres of Excellence (CoE).**

3.1 Assess the feasibility of CoEs in each of our communities.

3.2 Develop inter-disciplinary programming and student learning opportunities that are embedded within industry and community partner facilities.

3.3 Optimize SLC's engagement with PACs.

3.4 Create Centres for Entrepreneurship on all three campuses.

4. **Utilize innovative technologies and delivery approaches (VR, AR, serious games, open pedagogy and open resources etc.).**

   4.1 Develop micro-credentials to support the acquisition and recognition of in-demand skills.

   4.2 Increase the number of Graduate Certificates and Professional Learning programs.

   4.3 Incorporate OERs or low-cost resources into SLC programs.

   4.4 Adopt Open Pedagogy and develop open and digital programming.

5. **Diversify program and credential types.**

   5.1 Ensure an optimal mix of program types.

   5.2 Launch new programs every year.

   5.3 Create programming to attract students from new markets.

   **5.4 Develop new programming for SLC's Centres of Excellence.**

Research at SLC

SLC's educational focus on solving real-world issues and problems provides the necessary bridge that allows us to connect our students to the professional context. To enhance this opportunity, applied research at SLC will be considered more broadly and will evolve to enhance faculty and student participation in both industry and scholarly research. Scholarly research will provide insights and innovative solutions to inform the teaching and learning experience. Industry related research will enhance the student and faculty curricular experience and will respond to industries current and emerging problems.

Academic Priority 4:

Develop a culture of research excellence that includes the Scholarship of Teaching and Learning (SoTL) and industry partner applied research (IAR)

Strategic Initiatives:

1. Expand the number of faculty and students involved in research.

1.1 Create an inventory profiling faculty research and expertise.

1.2 Develop processes and mechanisms to enable broader faculty participation in research.

1.3 Create a development program for novice and emerging researchers.

1.4 Increase access to research funds.

2. Integrate applied research into the curriculum.

2.1 Expand the number of faculty and student-led research projects to include at least one AR project in each program area.

2.2 Utilize CoEs and Action Learning projects to expand research projects.

3. Create mechanisms for industry to easily engage with faculty and students in applied research.

3.1 Develop a web-based platform to support industry engagement.

3.2 Create research centers to support and increase industry and community partners engagement in applied research.

4. Increase the number of faculty engaged in SoTL.

4.1 Implement a SoTL Plan to increase faculty participation.

4.2 Develop a SoTL Innovation Fund.

4.3 Create a SoTL Mentorship Program.

5. Celebrate faculty and student success and support the dissemination of research through presentations and publications.

5.1 Support faculty and students disseminate their research at venues such as conferences, workshops and public forums.

5.2 Support faculty in the publication of peer-reviewed journals, trade publications etc.
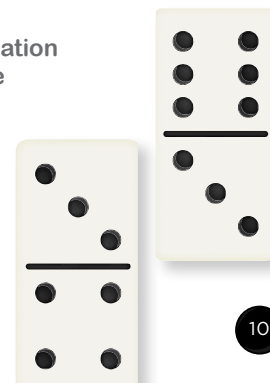
Internationalization

A critical component in developing students for today's labour market is our commitment in preparing graduates to operate in a competitive global environment. Through a combination of course work and experiential learning opportunities, students will gain global perspectives and intercultural competence to support them in their personal and professional lives. Additionally, SLC's diverse student body and our intentional focus on building global mindsets will enable and prepare our students to engage in a global community.

Academic Priority 5:
Internationalize the Student and Faculty Experience

Strategic Initiatives:

1. Internationalize the curriculum learning experience in preparation for a global workplace.

   1.1 Embed and measure cultural competence as an Institutional Learning Outcome within all programs of study.

   1.2 Partner with the International Department to develop program-related work and study-aboard opportunities.

   1.3 Partner to create new international programs and pathways for students, in-bound and out-bound.

2. Support internationalization through global partnerships, exchanges and research.

   2.1 Provide opportunities for faculty and student to participate in international exchanges.

   2.2 In partnership with international partners, co-deliver curriculum.

   2.3 Engage in joint research projects with international partners.

3. Create learning opportunities and experiences that support the development of Global Mindsets for both students and faculty.

   3.1 Develop teaching and learning resources to support faculty with internationalizing the student learning experience.

   3.2 Develop an accredited professional learning certificate for faculty/staff that supports intercultural competence in learning practices.

   3.3 Create forums for faculty to share best-practices on internationalization.

   3.4 Design and construct Global Classrooms on all campuses.

   3.5 Launch a Global Citizen Certificate program for students.

   3.6 Partner on the development of international and culturally focused co-curricular learning experiences.
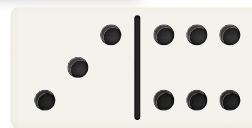
Indigenous Education

SLC in Five articulates our commitment to honour the history and contribute to a positive future for Indigenous learners and communities. This will be achieved by embracing CiCan's Indigenous Education Protocol.

Academic Priority 6:

Reaffirm our commitment to the Indigenous Education Protocol

Strategic Initiatives:

1. Implement intellectual and cultural traditions of Indigenous Peoples through curriculum and learning approach relevance to learners and communities (Indigenous Protocol Commitment 3).

1.1 Incorporate Indigenous perspectives, history and relevant content into curriculum.

1.2 Incorporate Indigenous approaches to teaching and learning across curriculum and programming.

1.3 Employ the CiCan Indigenous Education Framework to identify gaps and develop curricular (and co-curricular) programs and services.

2. Support students and employees to increase understanding and reciprocity among Indigenous and non-Indigenous Peoples. (Indigenous Protocol Commitment 4).

2.1 Use SEM Student Success and Retention data and processes to determine key elements for Indigenous student success, and incorporate those findings into curriculum development and delivery.

2.2 Develop a suite of professional development opportunities for faculty to expand their skills, capacity and understanding of Indigenous Ways of Knowing and Being (ranging from awareness to transformative learning).

2.3 Integrate content within curriculum that will facilitate students' increased understanding and awareness of Indigenous Ways of Knowing and Being, including but not limited to the history and issues presented through the Truth and Reconciliation Commission final report and Calls to Action.

3. Establish Indigenous-centered holistic services and learning environments for learners success (Indigenous Protocol Commitment 6).

3.1 Develop an environment that is conducive to Indigenous students' sense of belonging, both within the classroom and throughout the college.

3.2 Develop learning experiences for students that include interactions with, and contributions to, Indigenous communities to enrich and deepen understanding of Indigenous Ways of Knowing and Being.

4. Build relationships and be accountable to Indigenous communities in support of self-determination through education, training and applied research (Indigenous Protocol Commitment 7).

4.1 Strengthen the membership and working relationship with the SLC Indigenous Education Council to inform academic processes and content choices.

4.2 Conduct consultations with all relevant bodies (i.e. Indigenous communities, Elders, students, as well as employers, faculty, staff and administrators) to garner suggestions and advice for the development of programming, curriculum development and delivery, and applied research that will enhance and facilitate Indigenous student and community needs.

Learning Spaces

Space influences behavior and informs teaching and learning practices. New learning spaces will provide opportunities for students and faculty to construct meaning and skill through problem solving activities, group collaborations, and technology enhanced applications. Students and faculty will benefit from redesigned physical and digital spaces that will enable community building where students and faculty can learn with and from each other.

Academic Priority 7:
Enhance Learning Space Design to Support the Curricular Learning Experience

Strategic Initiatives:

1. Ensure learning space design principals reflect SLC's commitment to diverse learners, universal design, AODA and learning-centered pedagogy.

1.1 Develop a series of different classroom design standards that support a variety of learning methodologies.

2. Develop learning spaces that align and enhance experiential learning.

2.1 Develop multi-purpose experiential learning and simulation labs that utilize enhanced technology including the use of Mixed Realty.

2.2 Create BYOD and mobile learning programs with clear policies and guidelines.

3. Develop classroom, lab and technology renewal plans.

3.1 In partnership with Facilities and Information Technology Services, assess our current classroom and technology inventory against the newly developed design standards and develop a long-term learning space and lab renewal plan.

4. Support each campus and community in the development of a Campus Plan that identifies the opportunity to develop unique program spaces.

4.1 Develop alternative learning spaces (such as maker spaces) and tools to support the development of in-demand skills in each community.

St. Lawrence College

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