



2019-2020 Strategic Plan Performance Report

Strategic Plan Performance Report: Completed in Year 1

PARTNERSHIPS

Strategic Partnerships

- Assign roles and responsibilities within the MacPherson Institute to cultivate partnerships with internal teaching and learning stakeholders to advance the mission of the MacPherson Institute and of McMaster University.
- Contribute to the Inclusive Teaching Guidebook with the Equity and Inclusion Office.
- In partnership with key institutional partners, contribute to the professional development that enables educators to foster positive learning spaces that support student mental health and wellness.

Continuing:

- Contribute to the leadership of the Course Outline Portal with

the Library and Humanities Media and Computing and seek IT Governance endorsement.

A Shared Understanding of the Value of Teaching and Learning Scholarship

- Develop a network of individuals and units on campus already engaged in and valuing teaching and learning scholarship in all its forms.

Continuing:

- In collaboration with this network, design and conduct an environmental scan of how teaching and learning scholarship is currently recognized and perceived on campus and beyond.
- Develop a working paper that draws on the literature and the environmental scan and makes recommendations about addressing the value of teaching and learning scholarship at McMaster.

Contribution to Institutional Teaching and Learning Strategies

- Establish the role of the MacPherson Institute representatives on the McMaster Teaching and Learning Advisory group.
- Communication with the McMaster Teaching and Learning Advisory group about the implementation of the MacPherson Institute Strategic Plan and invite discussion on future objectives and initiatives.

Communication

- Develop a collaborative and consultative communications strategy for both internal and external stakeholders.
- Launch a redesigned MacPherson Institute website.

PROGRAMS

Faculty Liaison

- Design and pilot a Faculty Liaison program that provides on-the-ground teaching and learning support within the faculties, departments, schools and programs.
- Develop and implement a communications plan for the Faculty Liaison program.

Programs, supports and resources

- Develop and curate an online library of resources on a broad variety of teaching and learning topics, including educational technologies and T&L scholarship.

- Develop and pilot a mentorship program for new faculty.
- In partnership with other units, support educators in embedding experiential and community-engaged learning in courses.

Continuing:

- Determine the methodology to conduct a review of existing programming and engage in comprehensive program review and evaluation and ensure clear communications with the campus community on our activities.

Educational Technologies

- Launch a project intake process for our support with online and blended course development and media production.
- Conduct a review of McMaster's Learning Management System (LMS), Avenue to Learn, and plan for ongoing collection of instructor and student LMS needs.

Continuing:

- Develop a business model for

online and blended course development and media production support.

Strategy and Programming for Teaching and Learning Scholarship

- Further develop and refine MacPherson Institute strategies for supporting, funding, conducting, and recognizing teaching and learning scholarship.
- Develop a network of McMaster scholars engaged in teaching and learning scholarship.
- Finalize the integration of the LTL Fellowships Program into the MacPherson Institute Research Area and streamline and enhance Fellowships and Grants processes.
- Develop strategies for disseminating teaching and learning scholarship across campus.

Continuing:

- Develop initiatives that support engagement with and application of teaching and learning scholarship.



PROCESS

Mission, Mandate and Strategic Plan

- Launch and operationalize the Strategic Plan.
- Report on Year One initiatives of the Strategic Plan and finalize future initiatives.
- Continuing:
- Develop methodology to assess the impact of the Strategic Plan implementation.

Organizational Design and Culture

- Develop and implement a collaborative, consultative process of organizational design that incorporates staff input and coaching on change process.
- Embody the MacPherson Institute core values by embedding these in hiring decisions, individual staff meetings and all staff meetings.
- Build a thriving leadership team that cultivates a positive workplace environment for staff to work and contribute to the Institute's mission and mandate.

Strategic Plan Performance Report: Planned in Year 2 & 3

PARTNERSHIPS

Strategic Partnerships

Year 2

- Conceptualize a Course Outline Portal in collaboration with UTS, the Library and Humanities Media and Computing.
- In collaboration with UTS, consider, evaluate and leverage learning technologies and approaches that would enhance teaching with technology at McMaster.

Year 3

- Facilitate opportunities for inter-institutional teaching and learning scholarship, collaboration and dissemination.

- Initiate collaborative projects with educational technology teams from other Ontario post-secondary institutions.
- Accessibility and Inclusion.

A Shared Understanding of the Value of Teaching and Learning Scholarship

Year 2

- Conduct an environmental scan across McMaster to identify the range of ways faculty/staff name and describe systemic inquiry into teaching and learning, engage with scholarly literature on teaching and learning, and are motivated to engage in research on teaching and learning.
- Complete a working paper that draws on the literature and the environmental scan and makes recommendations about

addressing the value of teaching and learning scholarship at McMaster.

Year 3

- Communicate the working paper in different campus contexts and gather input about roles and value of teaching and learning scholarship in these contexts.
- Create a statement on the significance of teaching and learning scholarship.
- Work with the McMaster Teaching and Learning Advisory group and Vice-Provost Teaching and Learning to integrate this statement into relevant policies.
- Develop and implement a strategy for communicating this statement across campus.

Strategic Plan Performance Report: Planned in Year 2 & 3

PARTNERSHIPS Cont.

Contribution to Institutional Teaching and Learning Strategies

Year 2

- Support the Vice-Provost in the development of an integrated institutional teaching and learning strategy.
- Contribute input on the function of the McMaster Teaching and Learning Advisory group.

Year 3

- Pending appointment, support the Vice-Provost Teaching and Learning in the review of how teaching, teaching and learning scholarship, and teaching development are supported, assessed and recognized in faculty careers; coordination of operational issues that involve support for teaching and learning that span multiple campus units.

Communication

Year 2

- Review and refine communications strategies.

Year 3

- Plan an annual celebration of teaching and learning innovation, scholarship, enhancement and achievement.

PROGRAMS

Faculty Liaison

Year 2

- Implement a Liaison Committee that will continue to operationalize, and begin to assess and refine, the Faculty Liaison model of service.

Programs, supports and resources

Year 2

- Conduct a pilot program review of the Teaching Development programming using a self-study and stakeholder review process.
- Communicate the results and recommendations of the Teaching Development program review to the campus community.
- Develop online learning opportunities on a broad variety of teaching and learning topics.

Year 3

- Implement changes recommended by program evaluation activities.

- Support educators in addressing the needs of international students.
- Consider support for micro-credentials, badging and digital certificates.
- In partnership, develop a shared understanding across the MacPherson Institute of the Calls to Action in the Truth and Reconciliation Commission and determine how the MacPherson Institute can best contribute to efforts to decolonize the academy.

Educational Technologies

Year 2

- Respond to the pandemic situation by supporting instructors in shifting to teaching remotely; Develop workshops, resources and consultative approaches and more to foster flexible, equitable, technology-enhanced learning options.
- In partnership with the Library and the Provost's Office, increase creation, adaptation and use of Open Educational resources for the McMaster community through the OER grant program.

Year 3

- In partnership with McMaster's Open Educational Resources Committee, foster awareness, use, and development of open educational resources, including the creation of an online repository of openly licensed teaching and learning materials created at McMaster.
- Develop a business model for online and blended course development and media production support.

Strategy and Programming for Teaching and Learning Scholarship

Year 2

- Implement a knowledge exchange process to communicate T&L scholarship broadly across campus.

Year 3

- Build existing networks and design programming to engage the McMaster community in SoTL (in connection with Distinguished Scholars program).
- Review and renew priority areas for T&L scholarship.



PROCESS

Mission, Mandate and Strategic Plan

Year 2

- Develop methodology to assess the impact of the Strategic Plan implementation.
- Annually assess and communicate the impact of the Strategic Plan implementation and refine future initiatives as necessary.

Year 3

- Refine assessment and communication strategies related to the impact of Strategic Plan implementation.

Organizational Design and Culture

Year 2

- Reflect on and assess organizational design changes and refine as necessary.

Year 3

- Review the balance of continuing and contractual positions with consideration for a broadly equitable and consistent approach across the MacPherson Institute