

**Committee on Student Services**  
**Wednesday, November 9<sup>th</sup>, 2016 – 1:30-3:30 PM**  
**Engineering, MD 388**

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**Participants:**

Andrew Dixon, Vera Romano, Cara Piperni, Jim Fyles (Co-chair), Dorothy Apedaile (Co-chair), Muhammad Wali, Lina Di Genova, Dusica Maysinger, Elaine Patterson, Ian Simmie, Tamara Western, Norm O'Brien, Karen Lam (MCSS), William Cleveland, Axel Hundemer, Kyla Hosie (secretary)

**Absences or regrets:**

Nathalie Cooke, Erin Sobat, Jenny Ann Pura, Amanda Montaque, Gillian Lane-Mercier

**Guest speakers:**

Ollivier Dyens (Budget), Darlene Hnatchuk and Cindy Mancuso (ExL App)

Meeting called to order at 1:33 PM

**1. Approval of Agenda**

Agenda revised to move Review of FY17 Budget first

**2. Approval of Minutes from October 5, 2016 meeting**

Minutes approved as circulated

**3. Business Arising**

- a. Review FY17 Budget – document attached to minutes

O. Dyens presented final budget numbers for FY16 and updated FY17. FY18 budget is currently being negotiated with the Provost. Money from government is not restricted (unlike research money), 75% for Student Services 25% for Athletics and Recreation. Increase in budget reflects salary increase driven by university's salary policy. SLL has four 1A units that are primarily funded by central University operating funds (Office of the Dean of Students, Student Life and Learning, Teaching and Learning Services, Enrolment Services) and has three 1B units which are primarily self-financing (Student Services, Athletics and Recreation, Student Housing and Hospitality). Overhead is charged to 1B units to cover the costs of providing administrative support which is a standard practice. Overhead is expected to increase from 4% in FY17 to 5% for FY18, currently negotiating. Additional transfers: university used to give SLL money but due to budget cuts transfers have decreased. University reinvesting 180k for FY17.

From FY2012-15, Student Services has accumulated a surplus due to: an 11-month year when the University transitioned to a different fiscal year-end, employees being away and not being replaced, etc. Student Services is now running an operational deficit overall which is viewed by the University as an unfunded liability. Mandate is to spend surplus, while keeping \$1 million for the unexpected. Last year, Student Services ran normal budget with the cut taken from the surplus. The surplus is also being used for one-time initiatives to make services improvements which can be sustained without requiring ongoing budget.

Question: Why can't surplus be spent on mental health initiatives? The surplus can only support one-time expenses that are not re-occurring. Since it is a one-time opportunity, spending should be done in a sustainable, cohesive way (i.e. not permanent salaries) that will provide a foundation for future initiatives, ideally seed funding initiatives for which because ongoing cost for projects are minimal. Hence opening new ongoing positions based on surplus funds is not appropriate.

Special projects – one time investments

-Electronic Medical Record (EMR) – shared with Student Health, Counselling and Mental Health services, also with Office of Students with Disabilities. Want one system with integration of student records to avoid the current repetition in student intake across services.

-IT project manager

-capital improvements: Mac, relocation/renovation, wellness hub renovation

-professional staff development

Question: Student representation on one time projects? Agreed that more user stakeholder input is needed going forward. Setting up presentations for staff, students and campus partners to inform about Wellness Hub initiatives as well as user stakeholder ongoing standing group. With most initiatives in early stages, it is a good time to pause and reflect with stakeholders.

There is a current focus on more preventative efforts. The University is working on a wellness strategy, which involves a donor. Prevention is complicated, extensive strategy, not just involving Student Services but feeds into other units. Donor focus is mental health across Canada and involves collaborative work with U of Toronto and Queens to develop strategy.

Question: Loss of contributions and increase of overhead charges, how is S2 made a priority? No cuts even though less money is coming in. Budget cuts are imposed by government. Pushback to gov: don't put budget cuts on money that doesn't belong to you (ie. 1B). Another tension: if every unit doesn't take a cut – we all need to take our share. It's going to hurt everywhere – everything is a priority. The current focus is to try to stop cutting and re-investing more.

EMR (electronic medical record) - NOI (notice of intent): engage and see what's in marketplace – 5 applicants, currently going through analysis now. If selected EMR doesn't come with online appt mechanism, might need complementary software. Part of user stakeholder group. Wellness hub – integrated physical space for intake, stepped care, client care clinicians and new web presence (all of these are tabled under user stakeholder group).

## **b. Workgroup Updates**

Reminder - Workgroups were formed to consider topics from cyclical review recommendations. Student Services directors, clerical staff, clinicians, etc. coming together to tackle these 4 themes.

### **i. Collaboration (A. Dixon) - update attached to the minutes**

Gauge how collaborations are currently happening, how they should be happening, and go from there. Discussion of how it relates to academic matters. Originally, questions were framed for collaborations within Student Services, however, on radar to study collaborations and opportunities with units outside of Student Services.

ii. **Academic Matters** - update attached to the minutes

iii. **Human Resources (L. Di Genova)** - update attached to the minutes

100k for professional development. Creating workshops for staff regarding anti-oppression/aggression? How to help staff who deal with students from different backgrounds. There is an inequity of access to training, need more comprehensive training for all Student Services team members interacting with students.

How do we compare to U15 benchmarking? Lots of universities have unionized staff, we fall into more de-centralized model. Because models are so different, it is difficult to say how we fare. Benchmarking includes U15 and Quebec institutions. Were questions of training (aggression, oppression) looked at in benchmarking? That is to come in the future.

iv. **Macdonald Campus (J.Fyles)** - update attached to the minutes

Counselling and Mental Health Services integration – 1 service, 3 doors including Macdonald campus and so in process of updating forms and protocols to match downtown

c. **Innovation Fund**

i. **Update (C. Piperni)** – attached to minutes

Currently asking for end of year reports. Summary of projects and funding given since inception of Innovation Fund. Funded by surplus since intention was to provide seed money for one-time investment in service improvement, with sustainable change folded into operations if pilot is successful. Report shows that \$113K is already committed for FY18 due to multi-year funding approvals. If CSS wants to initiate one final competition for FY18, Cara proposes \$100k for new projects. Combined with multi-year commitments from current this, this amounts to a \$250K investment in FY18. Discussed need to balance core basic needs with innovation. Incoming permanent Senior Director will have to evaluate funding structure to balance core basic needs with innovation. Discussed how active projects are broad and diverse and we have to consider whether we have the capacity to take on more projects. Option is to take pause to understand outcomes of projects, then use money the following year in FY19. Do we move forward with a FY18 competition?

Motion from M. Wali: To do one more cycle of Innovation Fund (250K minus commitments = approximately 100k).

Seconded by V. Romano

Vote: 12 in favour, 1 abstention.

ii. **ExL App Phase II (presentation by D. Hnatchuk and C. Mancusco)**

In order to encourage a culture of reflection, we need to develop a reflection model/tool that makes it easy and fun to do. The app would help students to work reflection “muscle” so it becomes a more natural reflex (both in and outside classroom – important for student’s future development). We

have found that there is no consistency in types of reflection tools being used across Canadian universities (ie. not all experiential learning opportunities have same reflections – this is fine as we don't need a one size fits all but should propose something that doesn't require extra effort). No app currently exists with the features needed. App is not only a place to log the experience, it would work with the info and would output graphic information / lists / links (ie. networks) to help students understand the skills they have developed. Good opportunity for McGill to create something new; there is interest from other universities.

Next step is to determine most essential elements that we want either integrated or produced from this app. It may be that based on costs, will need to get some integration (ie. MyInvolvement) but not all (ie. MyFuture). Also what about faculty who want to use it within their courses? Tool is not meant to be tailored to a specific experience, needs to accommodate all student experiences. Not meant to replace all currently used reflection tools but may be included in future as an additional tool.

Request to use remaining money to conduct Phase II. \$16,300 for phase II, \$5,700 is currently held. Money requested is already earmarked for FY17. Pay money for consultation and do blueprint of app, not even asking for totality of money earmarked. Merits support for next step, small investment toward career readiness.

Everyone in favour for them to move forward with Phase II. Will come back to CSS for Phase III.

#### **4. New Business**

##### **a. Preferred First Name (e.g. for trans students)**

Concern raised by M. Wali regarding the fact that not all McGill systems respect the use of preferred first name. Due to problematic data transfer between student records and myCourses, trans students could be outed because their prof addresses them by their legal name. C. Piperni: exposed to discussions at IT records meeting, preferred name project in 2013 which allowed students to stipulate in their records their preferred first name (ie. for international students, nicknames, trans students, etc.). This happened in core student records including ID Card and unofficial transcript. Unfortunately central IT didn't perform a pan-university study of all the systems where this concept must infiltrate. C. Piperni is co-sponsor of Café Collab, which gathers passionate people to talk about support and interaction with S2 for underrepresented students. The first event was dedicated to how Student Services can better support trans students and the Preferred First Name issue was cited as a top concern. The University Registrar has been trying rigorously trying to address this with central IT. Finally it appears to be getting some traction: effective early Dec. preferred first name will be used in Office 365, it will take time but IT is now committed to investigating the MyCourses situation (costly and lengthy analysis). From Student Services perspective: anything new like the EMR will be integrated properly so preferred first name is always reliable. All Student Service unit directors have been asked to inventory any current systems which has issues respecting Preferred First Name so we can give a comprehensive and urgent request to central IT as part of their investigation.

#### **5. Senior Director's Report – see document attached to minutes**

I. Simmie answered a question regarding First Year Experience strategy and approach – input from as many stakeholders as possible to discover gaps, share info with stakeholders to suggest and develop solutions. Ongoing cycle, FYE resides in many different areas.

C. Piperni answered question about IT analyst – resource given by central IT (business analyst, did a similar exercise with the Faculty of Medicine). Met with each unit to get map of key processes. At the end, Student Services will have a roadmap by key processes with adequate or no system support. Also knowing what might already exist on campus that could be leveraged in Student Services. Trying to be sustainable.

Timeframe? Roadmap by end of Jan 2017. We do have some priorities in mind, hopefully these will align with her roadmap. Still moving forward with EMR, will have big picture to look at long term planning, with implementations slotted in each year.

**There was no other business.**

**Meeting adjourned 3:38**

### **Action items from CSS meeting 9 November 2016**

1	Item	Innovation fund continuation - do one more cycle of Innovation Fund (250K minus commitments = approximately 100k).
	Action	K. Hosie/C. Piperni - Review templates, communications (application due end of Jan, to review at Feb. CSS meeting). To be discussed at next meeting.
2	Item	Phase II funding for ExL App approved
	Action	K. Hosie – contact C. Mancusco and D. Hnatchuk stating approval and to come back to CSS for Phase III
3	Item	Preferred first name
	Action	K. Hosie / C. Piperni - All Student Service unit directors have been asked to inventory any current systems which has issues respecting Preferred First Name so we can give a comprehensive and urgent request to central IT as part of their investigation



# Student Services - Financials FY12-FY17

					<i>Final</i>	<i>Budget</i>
<u>Revenue:</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>
Grants - Quebec	1,607,700	1,675,425	1,754,325	1,809,675	1,838,850	1,874,250
Tuition and Fees	7,541,417	7,636,254	8,252,942	8,496,918	8,634,223	8,784,743
Sales of Goods and Services	759,687	1,110,453	935,946	1,171,283	1,061,494	965,000
Gifts & Bequests	-	-	-	4,800	2,500	-
Endowment Revenue	23,962	22,919	23,584	24,537	27,431	24,000
<b>Total Revenue</b>	<b>9,932,767</b>	<b>10,445,051</b>	<b>10,966,798</b>	<b>11,507,213</b>	<b>11,564,498</b>	<b>11,647,993</b>
<u>Expense:</u>						
Salaries	7,552,918	8,489,288	8,584,273	9,223,943	9,631,441	10,165,871
Non-Salary	1,401,861	2,126,160	1,415,112	1,797,976	1,877,289	2,005,448
Overhead	159,437	168,606	321,589	320,506	571,902	540,830
<b>Total Expense</b>	<b>9,114,216</b>	<b>10,784,053</b>	<b>10,320,974</b>	<b>11,342,425</b>	<b>12,080,632</b>	<b>12,712,149</b>
<u>Transfers:</u>						
University Transfers (in)/out	(412,000)	(412,000)	(112,000)	(112,000)		(180,000)
<b>Current Year Balance before One Time Expenses</b>	<b>1,230,550</b>	<b>72,998</b>	<b>757,824</b>	<b>276,788</b>	<b>(516,134)</b>	<b>(884,156)</b>
<u>One-Time Expenses:</u>						
Innovation Fund	-	-	-	-	250,000	250,000
Special Projects	-	-	-	-	-	1,148,092
<b>Total One Time Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>250,000</b>	<b>1,398,092</b>
<b>Current Year Balance after One Time Expenses</b>	<b>1,230,550</b>	<b>72,998</b>	<b>757,824</b>	<b>276,788</b>	<b>(766,134)</b>	<b>(2,282,248)</b>
Prior Year Carry-Forward Surplus/(Deficit)	3,624,605	4,831,513	4,899,782	5,607,700	5,884,488	5,118,354
<b>Total Accumulated Surplus/(Deficit)</b>	<b>4,855,156</b>	<b>4,904,511</b>	<b>5,657,606</b>	<b>5,884,488</b>	<b>5,118,354</b>	<b>2,836,106</b>

## Terms of Reference

### Chair & Meeting Schedule

- Co-Chairs: Andrew Dixon & Cindy Mancuso
- Meetings: Bi Weekly on Tuesdays from 2:30 to 4pm
- Note Taker: Elaine Patterson

## Scope and Objectives

### I. Enhance and facilitate behind-the-scenes collaboration between units

#### 1. Create a Map of Current Collaborations

Due: End of December

- A. Develop a data collection framework/method – **Update: We have decided to design a survey for the directors of the various Student Services.**
- B. Conduct an assessment - **Update: Survey is on the McGill servers and is being reviewed by the workgroup to ensure it will acquire the information necessary to map existing and aspirational collaborations across student services. We aim to get the survey out to directors by November 10<sup>th</sup>.**
- C. Create a Mind Map – **Update: Several platforms have been explored, and the possibility of linking to the McGill directory is being discussed. We are waiting for survey results to complete this.**

#### 2. Create a Collaboration Framework

Due: End of January

- A. Summarize literature and best practices (including design thinking) in effective collaboration – **Update: A literature search for the best practices that foster collaborations has been done and a summary provided to the workgroup. This summary will help design a frame work that student services may use to help establish strong, effective and sustainable collaborations.**
- B. Create a grid of topics/populations-based organizational collaborations – **Update: A draft of this grid has been made, and is being tweaked following workgroup discussion.**
- C. Identify (and create) resources that will facilitate cross unit collaboration (e.g. creating centralized resource/directory) – **Update: Different platforms have been discussed, the workgroup has not decided on a final resource.**
- D. Propose assets to support collaboration -student-facing or behind-the-scenes (e.g., collaborative project management software, new student websites, etc.) – **Update: We are using Asana effectively and continuously discuss and note how its features may help collaborations amongst student services.**

#### 3. Create a map of Aspirational Collaborations

Due: Start of February

- A. Apply framework criteria to current collaboration/partnerships
- B. Develop a list of recommendations – **Update: Several aspirational collaborations have come out of the literature search. We hope to corroborate these will survey results.**

### II. Support the design of a student-facing interface/communication strategy - No

#### Updates

#### 1. Communications/ Promotions/ Information

Due: next semester

- A. Conduct an assessment
- B. Develop a set of recommendations

#### 2. Access & Referral Process

Due: To be determined

- A. Develop a process to facilitate intake
- B. Develop a process to create or enhance a more holistic experience for students

## ACADEMIC MATTERS WORKGROUP - Report to CSS (November 2016)

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Submitted by Co-chairs: D. Hnatchuk (CaPS) and T. Phillips (OSD)

### A. Objectives from the Administrative Response:

Rec. 6.1	Create a student academic support working group that includes key players who are currently supporting student academic success (e.g., Tutorial Service, Teaching and Learning Services, Office for Student with Disabilities, Academic Advising, International Student Services, Library, McGill Writing Centre) as well as potential Faculty or department units, and students. Maintain the working group:  i. to lead these cross-functional services in a collaborative and cohesive manner; ii. to identify key components of student success programming - e.g. tutoring, workshops, learning resources, one-on-one advising for at-risk students iii. to create a Faculty Learning Community around Universal Design for Learning, supporting the incorporation and development of inclusive teaching practices and pedagogical change (potentially lead by TLS); iv. to create a student success strategy, aligned with the wellness strategy, to support a healthy learning environment and the principles of Universal Design for Learning; v. as an ongoing dialogue with students regarding their lived experience
Rec. 6.2	Ensure the Student Services Strategic Communications Plan includes proposals for a digital/web Learning Commons where students can investigate supports and find links to all related services.

### B. Summary of workgroup actions:

The workgroup divided its objectives into three subgroups as follows:

- i. Internal scan/Resource** – survey what resources exist already at McGill – possible collaboration with TLS/other units who have done partial surveys; identify gaps in services/resources for students
- ii. External/Strategy** – external scan of academic success strategies (potentially at U15 schools); drafting of a strategy which aligns with the Wellness strategy
- iii. Universal Design for Learning** – OSD has secured SSIF funding to re-ignite the dialogue surrounding UDL, and to form Faculty Learning Communities; will draw on workgroup members for expertise, and collaboration; will report to workgroup on project progress

Over the course of the summer, some progress was made on the scans, pertaining to items i and ii above. More importantly, Student Services became aware of a number of other initiatives where very similar environmental scans and consultations were underway, and that shared similar needs (governance, co-curricular design, communications, tracking, marketing, etc.); most notably the Undergraduate Skillsets project (led by TLS) and First Year experience program (CL&E). Mindful of limited resources and time at the beginning of the academic year, the co-chairs along with other S2 directors, proposed a larger scale collaborative framework that would supersede all of our initiatives and feed relevant information into each of our groups. The intent of doing so was to reduce redundancy and create new opportunities for richer collaboration while simultaneously building a shared foundation across all initiatives. With the approval of the Interim Senior Director, Student Services, we met with our group in early October and proposed this new model which would go beyond Student Services, and

tap into all of SLL. In light of this, we suggested putting our work on “hold” until we had clarification as to our next steps. The members were supportive.

**C. Members:**

Darlene Hnatchuk	CaPS
Lorraine Bush and Calli Armstrong	CS
Paige Isaac	FPH
Caroline Guay	ISS
Teri Phillips	OSD
Sophia Kapchinsky	TLS
Sue Laver	Writing Centre
Diane Koen	Library
Ruth Kuzaitis (Arts) and Jane Hawes (Science)	Academic Advisors
Erin Sobat (SSMU)	Undergraduate Student
Billy Liu (PGSS)	Graduate Student

**D. Next steps:**

Within Student Services, we need to prioritize our work and determine how or if we should go forward at present, given that we will now be working more closely on the UG Skillsets initiative and our resources are already stretched.

## Summary from HR Matters Working Group for CSS

November 9, 2016

The top priorities identified for the working group:

- 1) use of casual staff and
- 2) equitable professional development across units were identified

With respect to casual staff:

The key issue is to help define how casuals should be used, what is the permanent work that we need to do and provide recommendations for creation of positions moving forward. We will be analyzing HR data from 2011 to 2016 by unit (including, # of staff (casual, term and regular) and staff budget breakdown

With respect to Professional Development:

- 1) We have invited staff to in-person sessions called Have your Say Day on Professional Development! The sessions will be held on November 17<sup>th</sup> (8:30am-10:30pm) and 18<sup>th</sup> (3pm-5pm)
  - i. The focus of the sessions will be about professional development needs in a casual setting where we will have a summary of the U15 professional development models available, encourage staff to add comments and ideas to boards using post-it notes
  - ii. A separate session for Mac will be organized in late November.
- 2) In addition to our in-person sessions, staff will be invited to complete an online survey on professional development.



# Macdonald Campus Matters Workgroup

November 2016 Update

*prepared by D. Hodgson*

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## **Membership & Meetings**

- Monthly meetings, since June 2016. Additional sub meetings & consultations. Membership expanded to include Student Housing & Hospitality Services (Macdonald campus).

## **Wellness & Prevention Programming**

Recommendation 5.4, identified early on as a priority, has been met.

- Mac Student Services active planning role in Freshmen Seminars and strong presence in 2016 schedule.
- Programming: More initiatives than ever. Increased collaboration with other units within & outside Student Services.
  - Mac Health & Wellbeing Logistics Coordinator position created. Brings programming from Healthy McGill and ODOS to Mac.

## **Analysis of Service Availability** (recommendation 5.2)

- Needs Assessment: Student Survey launched November 7, 2016. Developed by Dr. L. Di Genova, in consultation with the Mac Matters workgroup and Service Directors. Analysis & follow-up until January/February 2017. Consultations with individual service units in progress.

## **Space Planning** (recommendation 5.3)

- Visibility is primary concern. Relocation not possible.
- Proposal accepted by MCSS (Macdonald Campus Students' Society): shared entrance to Mac Student Services via Student Society doorway in Centennial Centre lobby. Short term and long term renovations required.



## PROJECTS AND ALLOCATIONS TO DATE

S2 Unit	FY16	FY17	FY18
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### SSIF APPLICATIONS > 5000\$

CAMPUS INCUBATOR MODEL & PILOT	CLE	45,375		
COUSINS INDIGENOUS STUDENT MENTORSHIP PROGRAM	FPH	16,035	16,935	17,435
INDIGENOUS LIVING LEARNING COMMUNITY	FPH	17,015	27,615	
OFF-CAMPUS & COMMUTER STUDENT SUPPORT	CLE	54,125		
WELLNESS RECOVERY ACTION PLANNING (WRAP)	MH	26,440	20,440	
STUDENT INFORMATION SERVICES NETWORK	CLE	34,700		
CAFÉ COLLAB	SSAO/SEDE		26,219	26,219
EXPERIENTIAL LEARNING APP (EXL APP) - Phase 1	CaPS		12,600	
EXPERIENTIAL LEARNING APP (EXL APP) - Phase 2	CaPS		57,400	
THERAPIST-ASSISTED E-HEALTH SERVICE (TAO)	Counselling		58,346	44,384
UDL @ MCGILL	OSD		37,862	25,395
SPIN BIKE GARDENS	Health		20,262	
<b>TOTAL FUNDING &gt; 5K:</b>		<b><u>193,690</u></b>	<b><u>277,679</u></b>	<b><u>113,433</u></b>

### SSIF APPLICATIONS <= 5000\$

MUSIC STUDENT SERVICES HUB	CaPS	4,250		
LGBTQ SUPPORT GROUP	Counselling	3,500		
MENTAL HEALTH FIRST AID TRAINER	Counselling	4,000		
SUPPORTING STUDENTS IN DISTRESS	Counselling		5,000	
HOW TO FROSH	DOS		5,000	
SOCIALIGHT	MH		5,000	
<b>TOTAL FUNDING &lt;= 5K:</b>		<b><u>11,750</u></b>	<b><u>15,000</u></b>	

### GRAND TOTAL OF SSIF PROJECT FUNDING

	<b><u>205,440</u></b>	<b><u>292,679</u></b>	<b><u>113,433</u></b>
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#### Summary SSIF Allocation:

##### FY16 Innovation Fund

Opening Balance as at May 1, 2015	250,000
Actual Funds allocated as at April 30, 2016	<u>205,440</u>
Balance available as at April 30, 2016	<u>44,560</u>

##### FY17 Innovation Fund

FY16 Carry Forward	44,560
FY17 Innovation Fund	<u>250,000</u>
Funds Available in FY17	<u>294,560</u>
YTD Funds allocated as at October 31, 2016	<u>292,679</u>

#### Proposed for FY18:

##### FY18 Innovation Fund

FY18 Innovation Fund	250,000
FY17 Carry Forward	1,881
FY18 already committed	- 113,433
FY17+18 Assessment support	- 30,000
Balance for new allocations	<u>108,448</u>



## PROGRESS REPORT

Please ensure that your progress report is a maximum of three pages in length. You may upload or link to any additional materials that you feel are relevant.

Submit your Progress report via email:

**To:** Kyla Hosie, Assistant to Senior Director, (kyla.hosie@mcgill.ca).

**Subject:** Innovation Fund (SSIF) Progress Report 2016.

<b>Date</b>	November 2016
<b>Project Name</b>	ExL Reflection App (Phase I)
<b>Name of Lead Unit</b>	Darlene Hnatchuk
<b>Name of Key Partner Student Services Unit</b>	Career Planning Service (CaPS)
<b>Project Lead Contact Information</b>	
<b>Last Name:</b>	Mancuso
<b>First Name:</b>	Cindy
<b>E-mail:</b>	<a href="mailto:Cindy.mancuso@mcgill.ca">Cindy.mancuso@mcgill.ca</a>
<b>Phone:</b>	#0766
<p><b>Activities undertaken for each proposed project objective.</b>  <i>(List objectives from proposal, amended if need be, and all related activities undertaken. Any amendments should be noted.)</i></p> <p>The original objectives for <b>Phase I</b> included research (Lit review, Benchmarking and current reflection apps on market) and Consultation (Faculties, TLS, potential partners, CCR, etc.)</p> <p><b>Phase I</b> was amended to focus solely on the research component, and develop a thorough understanding of what our colleagues were doing across the country as well as have a strong knowledge base of the reflection app market. This will allow us to have a more in-depth consultation process.</p> <p>(Please see attached appendix – <b>Phase I</b> amendments)</p>	
<p><b>Important outcomes from this project to-date, both positive and negative.</b>  <i>Have there been any major context changes that have impacted assessment, implementation, objectives, partnerships, or budget?</i></p> <p>No context changes. The results from <b>Phase I</b> has re-confirmed that the objective of creating a reflection app is valid, needed and is in line with current work that's being done around Experiential Learning and Reflection in Canadian Universities.</p>	

**Any challenges that your project has encountered (administrative, financial, staffing, policy, etc.).**

*Please indicate how these have been or will be addressed.*

No obstacles or challenges at this point.

**Please describe any significant changes from the original project proposal thus far.**

*Planned activities or milestones which have not or will not be carried out before project end.*

*Any new and/or unplanned activities not envisaged in the original proposal.*

The only changes was making consultation a component of Phase II. This amendment does not change the planning process.

**Please provide updated budget details (actual expenditures and forecasted remaining).**

*This should reflect any relevant changes identified in the previous section.*

**Original Budget:** 12,600.00 (for two positions)

**Spent:** 6,300.00 (one position, from June-September 2016)

**Balance:** 6,300.00

**Possible future directions for your work and the next granting period.**

*Other prospective funding opportunities or plans to incorporate the project into unit operations.*

**Next step – Phase II**

- 1) *To use remaining funds to hire a student to help with phase II research and consultation. Time frame would be approximately 15 hours/week for 12 weeks at 20.00\$/hr plus vacation and benefits. (6,300.00)*
- 2) *Design of blueprint by app developers (10,000.00)*

*Phase III/IV: Quotes for build of app to be obtained in phase II.*

**Other comments regarding your project or the Innovation Fund.**

# REPORT OF SENIOR DIRECTOR, SERVICES FOR STUDENTS TO THE COMMITTEE ON STUDENT SERVICES (CSS)

November 9, 2016

Interim Senior Director Cara Piperni is installed mid-October to end of December 2016. As her first CSS meeting, she took the opportunity to provide highlights of the past year accomplishments and current year objectives.

## Highlights from our 2015/16 Accomplishments:

1. Cyclical Review of Student Services undertaken which included the following:
  - Preparation of Self-Study
  - Inclusion of students, all staff and partners during on-site interviews
  - Public response to Final Cyclical Review Report for sake of transparency
  - Immediate launch of Working Groups and several initiatives to address findings.
  
2. Furthered a culture of assessment with the following delivered:
  - Student Engagement Leader survey with CLE
  - Orientation Assessment with CLE
  - Destination Survey with CAPS and Faculties
  - Faculty of Music Wellness Hub survey and Exercise for Mood assessment with CAMH
  - Addressing Indigenous Student Health Needs with FPH and Health
  - Financial Literacy competency and assessment framework with SSAO
  - Sexual Assault Climate Survey with ODOS
  - Fall Break Survey with ES
  - Housing Master Plan Assessment with SHHS.
  
3. Enhanced services and partnerships, including:
  - Collaboration with partners across campus to expand graduate/postdoctoral orientation
  - Developed new programming and resources for off-campus/commuter students
  - Developed new resources and opportunities for coordinators of peer support programs
  - New automated phone system to manage appointments and inquiries directed to Scholarships & Student Aid and International Student Services.
  - Creation of ExL (Experiential Learning) workshop/workbook, led by CAPS, a toolkit for reflection pre-during-post activity, and piloted its deliver with several units (CLE, SEDE).
  - Professional development training of all MORSL Chaplains
  - Supporting growth and integration of McGill App
  - Increased promotion and in-person integration of AskMcGill network
  - Increased average need-based aid available to all students across all fee rates, and improved the percentage of aid covering tuition costs.
  
4. Launched the Student Services' Innovation Fund, funding nine initiatives from Indigenous Mentorship Program and Off-Campus/Commuter Student Support to Mental Health First Aid Trainer, LGBTQ Support Group and Wellness Recovery Action Planning (WRAP).

5. Expanded myInvolvement to include 150 campus partners and 20,500 validated experiences logged, an essential foundation to leverage for upcoming projects such as UG Skillsets and Experiential Learning and Individual Development Plan (for graduate students).

Highlights of our 2016/17 Objectives:

1. Wellness Hub in Student Services:
  - Common intake processes and protocols (scheduling, triage, emergencies, etc) between Counselling and Mental Health Services
  - Introduction of Stepped Care Model for mental health to ensure a menu of treatment options are available for clinical utility, and to build capacity through the selection of level of treatment intensity, in collaboration and with buy-in of each student for maximum autonomy.
  - Creation of Client Care Clinicians (“triple-Cs”) to act as primary mental health care for each student, to provide highly specialized assessment and intervention strategies, and continuity of care.
  - Renovation of Student Health Services to create a physical space for common intake and to reintroduce presence of Health Promotion and Shag Shop.
  - Evaluation and selection of new Electronic Medical Record System (EMR) for online appointment booking, integration with student record and shared casework.
2. Co-development of Undergraduate Skill Sets with TLS as foundation to strategically enhance student life programming between SLL units and work more collaboratively with Faculties; leveraging for other key endeavors such as First Year Orientation and Experiential Learning and the CCR.
3. Enhance Entrance Scholarship and Entrance Bursary program, to be aligned with recruitment and accessibility priorities, including timeliness and value of offers.
4. Consulting with stakeholders to studying current first year student experience/transition in order to propose a potential project for improvements, but keeping in mind Undergraduate Skillsets and other active projects which interrelate.
5. Overhaul of S2 Website into a student-facing “hub” model, so students don’t need to understand organizational structures in order to find information and services.
6. Filling FPH residence spots with indigenous students to transform into Living/Learning community.
7. Co-Chairing Provost’s Task Force on Indigenous Studies & Indigenous Education
8. Twelve active projects funded from the Student Services Innovation Fund from Therapist-Assisted Online Program and Experiential Learning, to Café Collab for under-represented groups and Spin Bik Gardens.
9. New administrative system to streamline enrolment confirmation for government aid programs (pilot: Aide financière aux études, or AFE, Quebec’s Loan & Bursary Program) for faster release of aid and to free-up Financial Aid Counselling appointments (worth \$40M for needy students).

10. The Student Services Cyclical Review reiterated what we had already recognized...that *“IT resources and infrastructure across Student Services require significant attention: The lack of (or outdated) information technology support, record management infrastructure, and software, further exacerbates stress on resources.”* A dedicated IT Business Analyst is now undertaking a process analysis of key functions across all services including upstream/downstream connections, dependencies and pain points in order to consider tools to address them. Resulting from the above, Student Services will develop a Roadmap of system initiatives, identifying quick wins and medium-term projects that would have the highest impact on the broadest number of Student Service units. This will be the basis for the prioritization of IT needs.
11. Communication and Outreach Administrator at Mac to better address needs of students and elevate workshop and service offerings. Renovations to Centennial Centre for Mac services also underway.

Legend:

CAPS – Career & Planning Services  
CLE – Campus Life & Engagement  
ES – Enrolment Services  
ODOS – Office of Dean of Students  
S2 – Student Services  
SSAO – Scholarships & Student Aid Office  
SHHS – Student Housing & Hospitality Services  
TLS – Teaching & Learning Services