

STUDENT SUCCESS AND GROWTH COMMITTEE TERMS OF REFERENCE



PURPOSE:

The Student Success and Growth Committee provides leadership for recruitment and retention at Red Deer College (RDC). The Committee will employ a comprehensive, institutional approach, placing students at the center of decisions in order to provide direction to both the academic and service portfolios in creating conditions to promote student success.

The Student Success and Growth Committee ensures the needs of students and the College are met with respect to recruitment and retention across the student lifecycle. The Committee will oversee the coordination and alignment of structures, processes, initiatives, strategies, data sets, benchmarks and evaluation measures with the expected outcomes of increased enrolment and more effective allocation of resources.

GUIDING PRINCIPLES:

All students matter at RDC. Academic and service portfolios share the responsibility for student success and as such place students at the center of decision making and endorse these guiding principles that inform the student success process and strategy at RDC:

- a. Student persistence and success are championed across the entire lifecycle of the student
- b. RDC takes calculated risks and embraces change in exploring and adopting new approaches to recruitment and retention.
- c. Communication and messaging are consistent and reflect a strong, positive academic and institutional reputation.
- d. Recruitment and retention strategy and processes are developed and assessed using evidence, outcomes, and measures.
- e. Data is analyzed, interpreted, researched, and provided to Schools in a timely manner to inform decisions about recruitment and retention.
- f. Career navigation and continued learning pathways are considered for all prospective and current students.
- g. RDC actively consults with external stakeholders and industry to build, enhance, and strengthen relationships to best support students.

MANDATE:

The Student Success and Growth Committee is responsible to the Vice President Academic to ensure a comprehensive and holistic approach to student recruitment and retention.

1. Planning

- Principal authority to Deans and Directors for establishing the institutional strategic direction for recruitment and retention at RDC.
- Establishes the definition and measurement of institutional recruitment and retention for RDC.
- Advises the Vice President Academic, Vice President College Services and Vice President Corporate regarding budget and strategic planning related to institutional recruitment and retention.

2. Coordinating

- Principal authority in ensuring alignment of strategic direction for institutional recruitment and retention efforts throughout the College with particular reference to the College Strategic Plan, Comprehensive Institutional Plan, Enrolment Plan, and Operational Plans.
- Advises Deans and Directors on matters pertaining to institutional recruitment and retention.
- Establishes institutional strategies and processes for implementation of recruitment and retention initiatives.

3. Review and Confirmation

- Considers data to inform the work of the Committee. Where appropriate this data is analyzed and interpreted by Strategic Planning and Analysis prior to consideration by the Committee.
- Evaluates completion and success of institutional recruitment and retention initiatives.

4. Policy Formulation

- Recommending authority regarding policy related to recruitment and retention.

5. Communication

- Prepares and disseminates an annual report to Deans' Council and Service Council.

RELATIONSHIP TO OTHER COMMITTEES:

- The Student Success and Growth Committee may establish sub-committees and task groups as deemed appropriate.
- Deans' Council: Deans' Council approves the Terms of Reference for the Student Success and Growth Committee.
- School Councils: The Student Success and Growth Committee consults with School Councils.
- Service Council: The Student Success and Growth Committee consults with Service Council.

COMPOSITION:

- Committee membership is broadly representative of RDC, including faculty and students on the Committee and within the sub-Committees.
- Committee members are appointed by the Vice President Academic. Appointments are normally for two years with no more than half the committee newly appointed each year and with no limit on consecutive terms.
- Membership is composed of:
 - Chair, Vice President Academic or delegate
 - Deans' Council Representatives
 - Service Council Representatives
 - 1 Faculty Representative
 - 1 Student Representative
 - 1 Advising and Recruiting Specialist
- Additional members may be appointed.

ACCOUNTABILITY:

The Student Success and Growth Committee is accountable to the Vice President Academic.

REPORTING:

The Student Success and Growth Committee provides an annual report on recruitment and retention strategy to Deans' Council and Service Council.

RESPONSIBILITY:

The Vice President Academic has responsibility for the operation of the Committee and the process of revising the Terms of Reference.

ADMINISTRATIVE SUPPORT:

Determined by the Office of the Vice President Academic.

OPERATING PROCEDURES:

The Student Success and Growth Committee meets:

- Regularly as required and a minimum of 6 times per year.
- Is chaired by the Vice President Academic or delegate.
- Agendas are set by Vice President Academic in consultation with Committee members.
- Normally makes decisions by consensus or, where consensus is not possible, by a simple majority vote at a meeting where quorum is established. Quorum is 50 percent plus one of Committee members.
- May request information from any program or service area in the College.
- May invite guests to its regularly scheduled meetings as deemed appropriate by the Committee.
- May strike subcommittees and may appoint members outside of the Student Success and Growth Committee to sit on these sub-committees.
- Reviews its Terms of Reference every year, with changes approved by Deans' Council.

Levels of Authority for Decision Making:

Decision authority: The right to make a decision or create a policy without consultation with other individuals or groups.

Principal authority: The right to make a decision or create a policy with input and recommendations from other groups or individuals; such input may be accepted or rejected. Principal authority allows for the right to make decisions and create policy which is forwarded to another body for action. Decisions or policies may be forwarded to another group or individual for approval where such approval would not be unreasonably denied. Principal authority also permits policy creation within the guidelines established by another group or individual. Finally, principal authority accommodates decision-making or policy creation within the parameters set by another body.

Shared authority: Authority to make decisions or create policy that is delegated equally to two or more groups or individuals where all parties are required to approve the decision or policy.

Recommending authority: The right to make recommendations for approval by another group or individual, where the final decision may approve, reject, or amend the recommendations. Recommending authority specifies the requirement that the recommendations be received by the decision making group or individual before a final decision is made.

Advising authority: The right to provide advice on a decision or policy created by another group or individual. The final decision may include or reject the advice provided. The group or individual making the decision in this case would be considered the principal authority.