# Instructor Relationships and Management for Student Success

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# Preamble

Instructors who choose to work in a Navitas program are committed to teaching and supporting international students with their transition to academic studies in a new education system. They prefer a small and dynamic classroom environment and thrive on close relationships with their students. These instructors enjoy being part of a community that is working holistically to support international student development and success in Canada. Instructors adapt their current teaching practices to support students. Instructors are not only subject matter experts with experience in teaching and learning, but also willing to share their passion for their field of study, giving students opportunities to better understand the various fields of study offered on-campus, thereby promoting their respective faculties and departments.

The following pages explore numerous considerations for the appointment of instructors to Navitas Canada, including factors such as professional development and training, expectations in the classroom, expectations of administrative functions, partnering on student wellness, and more.

It should be noted that these facets work together to form a culture and ethos that is student-centered and focused on high quality teaching and learning. It is possible to modify any of these elements, but omitting or otherwise precluding any facet risks reducing the quality of students' learning experience and their academic outcomes.

# Professional Development & Training

## Faculty Onboarding

### What's Involved

- Orientation to the history and philosophical approach of Navitas
- Modules on internationalizing the classroom
- Review of expectations of the students, the instructor, and the course coordinator
- Overview of the course moderation process
- Details on the attendance tracking procedure and follow-up conducted by the Navitas student services team
- Systems training, including the learning management system
- Established mentorship with colleagues

### What We Need

- Separate full day of specialized training time
- Ability to control the schedule and topics covered
- Opportunity for ongoing follow up
- Ability to assess competencies
- Mandatory attendance

### How Will This Impact Student Outcomes

- Instructors who have the skills and knowledge to support a diverse international classroom
- Prepared instructors who can confidently navigate systems are better able to support students in transition
- Student centered holistic approach requires instructors to be fully engaged in our community

## Learning Management System (LMS)

### What's Involved

- Navitas courses are hosted on a separate Moodle site and faculty are required to maintain their courses within the Navitas Moodle
- Series of modules dedicated to the effective delivery of teaching and learning are available to instructors, both in person and online
- Centralized LMS is accessible by student advising team to provide proper academic guidance to students and for prompter intervention for potential students at risk
- Access to learning and teaching courses (both short and multi-week options) through the Navitas Learning & Teaching site

### What We Need

- Ability to require instructors to access and actively use Navitas LMS
- Mandatory training modules
- Ability to monitor usage
- Regular entry of grades
- How Will This Impact Student Outcomes
- Navitas Moodle allows our support staff to monitor at-risk indicators and proactively support students through personal and academic transition.

## Collaboration with Navitas Learning & Teaching Unit

### What's Involved

- Connecting with a global community of specialists in supporting an international classroom
- Series of available courses (short and multi-week options) on a variety of topics specific to the effective delivery of teaching and learning

### What We Need

- Attendance at webinars and workshops
- Ability to share best practice with colleagues at similar institutions

### How Will This Impact Student Outcomes

- Increased understanding of the effective use of the learning management system, better supporting students with their learning
- Communities of practice allow for the sharing of best practices, thereby helping instructors with classroom management techniques and internationalizing their classrooms

# Expectation of Classroom Management

## Attendance

### What's Involved

- Attendance is the first risk indicator Navitas tracks within the student population
- Tracking of student attendance helps identify students at risk
- With the small class sizes and longer class hours, tracking attendance is straightforward and manageable

### What We Need

- Instructors are required to take attendance and enter it into the LMS within 24 hours
- Report to administration students missing consecutive classes
- Maintain an attendance policy in the classroom to monitor usage
- Connect with administration if any other students are in attendance but disconnected with course activities and may be in need of support

### How Will This Impact Student Outcomes

- Accurate attendance records allow Navitas to support student wellness and are supported by the proactive advising model used at the colleges.
- From the start of their university studies, students develop an appreciation for the importance classroom attendance plays in achieving academic success.

# Expectation for Administrative Functions

## Scheduling

### What's Involved

- Building a student-focused timetable requires flexibility around assigning teaching timetables to instructor
- The Navitas course delivery model consists of four-hour teaching blocks to allow multiple teaching approaches to be used in supporting student learning

### What We Need

- Ability to determine the schedule following Navitas teaching blocks
- Instructors appointed to positions at least two months prior to the commencement of classes
- Commitment that instructors will not be moved out of the Navitas program less than 8 weeks prior to the start of the next term
- Ability to respond to fluctuations in student enrolment figures with flexibility to add and remove sections last minute

## How Will This Impact Student Outcomes

- The proper combination of available courses offered at appropriate times for students aid with their transition to their new education system
- Last minute changes to instructors or course times can have an impact on students' transitions and successful start to the term

## Hiring Instructors

## What's Involved

- Identifying appropriate instructors for university courses in collaboration with the university

## What We Need

- Collaboration in identifying suitable candidates who are both qualified academically and also well versed or interested in the internationalization of their course curriculum and delivery
- Both the partner university and Navitas have the ability to veto instructor assignments to ensure that instructors in the program are selected for their desire to teach in the program and capability in a small diverse classroom
- Navitas can discontinue use of faculty who are not meeting expected outcomes in the program
- Department Heads or university-appointed course coordinators to oversee the confirmation appointment of instructors to Navitas courses
- Ability to post for additional instructors on an as needed basis to accommodate enrolment numbers and support student success

## How Will This Impact Student Outcomes

- Selection of faculty in an immersive and supportive first year program is essential to student success.

## Feedback

## What's Involved

- Supporting instructors in the classroom requires openness to feedback from administration and peers on supporting international students in the classroom.

## What We Need

- Ability for administration to audit classes and provide feedback
- Option for instructors to approve another instructor to audit classes to provide feedback
- Ability to survey students on their classroom experience with individual instructors
- Access to student survey results to provide formative feedback to instructors
- Ability to participate in communities of practice with other instructors to share thoughts and classroom challenges to get feedback on their own teaching practices.

## How Will This Impact Student Outcomes

- Equity, diversity and inclusivity are important to monitor in the classroom to support student transition.
- Instructors who are new to teaching international students greatly benefit from getting feedback from their peers, administration, and students in order to better their teaching practice.

## Conduct

## What's Involved

- Ensuring that the Navitas program can act on any conduct concerns with faculty.

## What We Need

- Ability to investigate conduct complaints from students or staff of the Navitas program
- Ability to apply sanctions to instructors where necessary
- Ability for instructors to file grievances against students or staff that can be investigated

## How Will This Impact Student Outcomes

- International students are a vulnerable population and the ability to efficiently and effectively investigate conduct concerns is essential to creating a safe space.

## Intellectual Property

## What's Involved

- Ensuring that the intellectual property of all parties is protected

## What We Need

- Confirmation that Navitas intellectual property would be protected
- Commitment that course coordinators would share the university's course outlines and required course content to instructors
- Adherence of instructors to acquire permission prior to using third party resources for use of course delivery with Navitas

## How Will This Impact Student Outcomes

- The sharing of course outlines and required course content will ensure that students will receive the appropriate information to set them up for future year success.

# Partnering on Student Wellness

### Student Centered Wellness

### What's Involved

- Instructors are the front line of support and referrals for students in the program and need to build strong relationships with student success teams.

### What We Need

- Consistent reporting to central advising for any concerns for student wellness
- Instructors expected to know all the resources available to students and able to make effective referrals and support follow up.
- Ability to require instructors to attend training on mental health and supporting students requiring academic accommodation with a culturally safe approach

### How Will This Impact Student Outcomes

- Effective referrals to correct services are an important part of retention and student support.

# Curriculum Oversight and Delivery

### Course Coordination

### What's Involved

- Maintaining a strong relationship with the university assigned content expert (Course Coordinator) to ensure quality assurance

### What We Need

- Department Head or designate who is heavily involved in curriculum oversight to role of Course Coordinator
- Collaborative approach to curriculum and content oversight by both instructors and course coordinators
- Completion of the compliance form each semester, confirming the review of course outline, assessments (including final exam), and final grades
- Timely review and approval of all compliance requirements within specified timelines to ensure finalization of grades

## How Will This Impact Student Outcomes

- Quality assurance around the curriculum delivery is a key marketing tool for students. They need to feel that the grades they are receiving in the Navitas program are equivalent to the university.
- Ensuring students have the proper knowledge from their first-year courses will set them up for success in future academic years.
- Timely completion of finalization of grades allow for students in their last term to get admission to the partner university in time for the following term's intake.

# Administration of Policy

## Academic Integrity

## What's Involved

- Supporting the centralized institutional academic integrity policy and process

## What We Need

- Embed principles of academic integrity within additional hour of course lecture to help support students with understanding the expectations of academic integrity (specifically on how it relates to the course being taught)
- Promote tools or resources to students to support them in adhering to academic integrity regulations
- Consistent reporting of violations to central administrative function
- Willingness to attend student meetings regarding misconduct
- Educational sanctions supported by instructors

## How Will This Impact Student Outcomes

- Understanding the North American perspective on academic integrity is an important part of academic transition. Supporting students on many levels and in all courses helps students understand the values driving the importance of the policy in our institutions.

## Delivery of Administrative Communications

## What's Involved

- Disseminating and supporting the communication of important announcements from administration that impact students.

## What We Need

- Consistent message delivery by all staff to students
- Ability to manage questions and make referrals

## How Will This Impact Student Outcomes

- Thorough communication supports student transition and cultural adjustment often preventing issues that impact academic success.

## Correspondence with Students

## What's Involved

- Ensuring prompt responses to students via approved communication platforms.

## What We Need

- Access to Navitas email and LMS for communications with students and administration Navitas cannot unilaterally access Laurier employee emails, even if on LMS server
- Commitment to responding to student inquiries within 24-48 hours
- All communications, including course delivery, to take place in English (with the exception of language courses)

## How Will This Impact Student Outcomes

- Many students do not feel comfortable asking questions in class and prefer doing so via email. By responding to student inquiries via email or the LMS, students are given multimodal options for clarifying course content and thereby improve course outcomes.
- Access to Navitas email allows instructors to securely communicate with administration regarding students of concern.