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**TERMS OF REFERENCE**

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*ToRID & Cte Name:* **TOR44: STUDENT SUCCESS OPERATIONS TEAM**

*Issued by:* Director, Library & Retail Services

*Effective:* 2026-01-20

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### 1. PURPOSE

The purpose of the Student Success Operations Team (SSOT) is to promote awareness, alignment, and connection of College-wide student services to support student retention and persistence. This group operationalizes day-to-day, frontline student services initiatives and provides knowledge to administrators of these activities. SSOT operational plans focus on direct learning support to students outside the classroom and other aspects of student life on campus with a focus on enhancing student learning. SSOT identifies learning support needs and develops recommendations regarding student services and the coordination of approaches to serving students across the College.

### 2. DEFINITIONS

None.

### 3. MEMBERSHIP

**Membership of SSOT includes:**

- Manager, Academic Integrity
- Director, Academic Operations
- Manager, Accessibility Services
- Senior Associate Registrar, Admissions
- Manager, Admissions & Registration
- Manager, Advising
- Director, Athletics
- Manager, Athletics
- Manager, Business Operations & Convocation
- Director, Centre for Equity, Diversity, & Inclusion
- Director, Centre for Teaching & Learning
- Code of Conduct Coordinator
- Manager, Cooperative Education & LEAP
- Director, Counselling & Accessibility Services
- Dean of Students
- Director, Employment & Entrepreneurial Services
- Director, End User Solutions
- Manager, Fanshawe Student Union
- Associate Registrar, Financial Aid
- Fitness & Wellness Program Director
- Manager, Housing
- Manager, Indigenous Institute
- Special Advisor, Indigenous Institute
- Senior Manager, Learning Systems Services
- Director, Library & Retail Services (Chair)
- Manager, Library Learning Commons
- Manager, One Card
- Manager, Orientation
- Registrar
- Director, Residence & Conference Services
- Manager, Retail Services
- Sexual Violence Prevention Coordinator
- Strategic Communications Consultant
- Director, Student Experience
- Senior Associate Registrar, Student Financial Services

## COLLEGE COMMITTEES

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Members of SSOT may invite appropriate individuals to attend an SSOT meeting as resource persons for a specific item to assist with or be present for that item. Members are asked to advise the Chair of such invitations in advance of the meeting.

### 4. MEETINGS AND CONDUCT OF BUSINESS

- 4.1. The Director, Library & Retail Services, acts as Chair and the Assistant to the Director, Library & Retail Services acts as SSOT Administrative Assistant.
- 4.2. Meetings are held throughout the College year, with a minimum of two meetings per academic term and according to a schedule determined by the Chair and approved by SSOT.
- 4.3. Any member of the SSOT may submit items for the agenda to the Chair.
- 4.4. The agenda and the minutes of previous meetings will be distributed to all members approximately one week before the date of each scheduled meeting.
- 4.5. Recommendations are carried by consensus. In the event a matter cannot be resolved or decided upon, the matter is forwarded to the Vice-President, Students, Employees & Culture who decides the matter.

#### 4.6. Scope of Committee Function Further Defined

SSOT discusses operations, services, and issues relevant to students, and where appropriate makes recommendations to the Vice President, Students, Employees and Culture on a range of topics including, but not limited to:

##### 4.6.1. *Operational Hours & Service Delivery Models*

- Review and assess the core operating hours of student services (e.g., academic support centers, advising, accessibility services) to ensure alignment with student needs, including those enrolled in evening, weekend, and flexible study programs.
- Evaluate and recommend appropriate service delivery models to meet the diverse needs of the student population, including full-time, part-time, mature, distance, online, and blended learners.
- Identify opportunities to improve service accessibility, responsiveness, and efficiency across multiple platforms (in-person, virtual, hybrid).

##### 4.6.2. *Academic Learning Supports*

- Examine the range, effectiveness, and reach of academic support programs and services, including tutoring, writing support, counselling, co-op and career services, and skills development workshops.
- Support the identification of service gaps, underutilized resources, or underserved student groups, and propose strategies to enhance support equity and inclusiveness.
- Promote alignment between student service learning supports and institutional learning outcomes, curriculum design, and faculty teaching strategies.

**COLLEGE COMMITTEES**

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**4.6.3. Student Life:**

- Provide a platform for updates and discussion of current and upcoming student life initiatives, such as orientation, engagement programs, peer mentorship, athletics, and student wellness campaigns.
- Foster cross-departmental collaboration to ensure coordinated, student-centered approaches to co-curricular support and engagement.

**5. RESOLUTION AND AMENDMENT**

Amendment of these terms of reference may be made by the membership yearly.

**6. REFERENCES**

None.

**7. ADDENDA**

None.

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