

EXECUTIVE SUMMARY:

A. CONCLUSIONS

The Audit Team concludes that Humber College's procedures and practices, as well as the methods employed to achieve these ends, are consonant with its policies and expectations as these relate to the third and fourth *Criteria for Exemplary Quality Assurance Processes* and that the College is deemed to have fully met the PQAPA expectation.

While the Audit Team was impressed with many of Humber College's Review procedures and practices, and/or the methods employed to achieve these ends, the lack of a consistent system for identifying program outcomes in relation to provincial program standards was a primary factor leading to the finding that the College does not completely meet the requirements of the first, second and third *Criteria for Exemplary Quality Assurance Processes*. Therefore, the College is deemed to have only partially met these PQAPA expectations.

The Audit team unanimously assesses Humber College's quality assurance and improvement processes and policies as fitting the **Organized Effort** category. In fact, Humber College is close to demonstrating **Mature Effort** as they continue to work toward systematically embedding the QA criteria into their QA practice.

This Audit Team concludes that Humber College is well on its way to full implementation of an effective Quality Assurance (QA) process. As Humber College strives to set in place a comprehensive Quality Assurance process, the cyclical Formal Program Review process has been developed and implemented. The Formal Program Review, mandated to be completed by every program on a five-year cycle, sets out a comprehensive checklist of review criteria and incorporates input from a variety of internal and external sources. This process, in place now for almost two years, provides a framework and mechanism for every program to undergo a regular review with an eye to identifying program achievements and to setting annual goals and subsequent action plans in place.

As programs are identified for review, a Program Review Team is set in place largely comprised of faculty but including students, and Advisory Committee, graduate and employer representation. The review process is facilitated through the Office of the Dean, Planning & Development, ensuring a level of support yielding consistency and continuity to the review process.

There is evidence that the Formal Review Process, though providing for comprehensive data collection and analysis, is still lacking in systems or practices that will ensure that program faculty members have the skills to complete the Self-Study in a completely effective way. Humber's pre-Audit Self Study also identified this weakness. The weakness was particularly evident in the lack of Program Maps in completed Program Review Self Study Reports, even though Humber's Program Review template clearly

calls for these to be done. Obviously, Humber College has the organizational capacity to develop high quality Program Learning Outcomes and Program maps, since Humber College has received Ministry approval for many new programs in recent years. This corporate know-how only needs to be disseminated throughout the College and consistently applied in Program Reviews for Humber's QA process to achieve Mature status.

In addition to visiting the main North Campus, one Audit Team member was able to do a cursory tour of the Lakeshore Campus facilities and was impressed by the cleanliness and upkeep of the physical plant and the obvious first-class facility offered to the Humber students.

B. OVERALL FINDINGS OF PANEL

Criterion	Met	Partially Met	Not Met
Criterion 1		X	
Criterion 2		X	
Criterion 3		X	
Criterion 4	X		
Criterion 5	X		

C. COMMENDATIONS

The Audit Team makes the following commendations:

1. Long term commitment and level of resources put into institutional research and Quality Assurance.
2. Engagement of internal community in Quality Assurance through Academic Council.
3. Involvement of external reviewers in the Program Review process.
4. Long term commitment and level of resources put into faculty development.
5. Involvement of service departments in developing internal Quality Assurance processes and high level of commitment to student service.
6. Culture of teamwork and commitment to working together in the interests of the students.

D. AFFIRMATIONS

The Audit Team affirms the following:

1. Humber's candour in identifying weaknesses in their self-study.

2. Humber College for their openness during site visit, in allowing us to speak with students and faculty members from a program under duress.

E. RECOMMENDATIONS

The Audit Team respectfully makes the following recommendations:

1. Develop formal statements of program learning outcomes in relation to provincial standards, and map those outcomes to courses and course learning outcomes (commonly achieved through the systematic use of Program Outlines).
2. Develop a template for program maps that relate MTCU program outcomes to specific Humber College's course outcomes and course sequencing and provide training for faculty, especially Program Co-ordinators, in creating program maps.
3. Formalize expectations about program responsibilities for annual review processes between 5 year Program Reviews.
4. Develop processes for every program to ensure that student concerns are monitored informally and issues brought to the attention of Senior Management more frequently and responsively than through Student Feedback Questionnaires (SFQ) and KPI (Key Performance Indicators) questionnaires.
5. Ensure that students know processes for expressing concerns and complaints about a program, beyond the processes for conflict resolution about individual students with individual professors.