

EXECUTIVE SUMMARY:

A. CONCLUSIONS

This Audit Team concludes that Fleming College, though very much in the formative stages of its *new* quality assurance process, has set in place a viable and comprehensive quality assurance program. It is based on a strong historic foundation; a commendable Curriculum Renewal process coupled with a long-standing, two-tier program review approach. The new Program Quality Assurance Process (PQAP) has been built to meet all PQAPA standards and expectations and has undergone its pilot phase with four programs, realized subsequent minor revisions and enhancements, and is now in its full implementation stage.

The Audit Team met with members of Senior Management, Academic Managers, Support Service Managers and Support Staff, a sub-Committee of the Board of Governors, faculty, students, Program Teams who have undergone or are currently undergoing formal reviews, and the team that developed the Program Quality Assurance Process and the Self-Study (see Appendix A for Agenda and Participants).

We were most impressed by the enthusiasm and pride that the employees expressed in their College. The personnel we interviewed liked working at Fleming, they seemed proud of what they do and how they contribute, and they seemed to genuinely like and respect one another.

The students we interviewed were equally satisfied and enthused. Some comments heard included: “top notch experience”, “would recommend to friends and relatives”, “impressed with the receptiveness of all staff to my needs”, “appreciate the ‘open door’ policy”, “appreciate the applied learning opportunities”, and “enjoyed the ‘refreshing’ relationship with my teachers”.

The Audit Team was able to visit and tour two of Fleming’s campuses, specifically, Frost and Sutherland. The unique nature of some of Fleming’s programs was most evident in the physical plants we toured. Notably, the Frost Campus’ physical plant strongly reflects the nature of many of its programs’ philosophies or ideologies.

Our Team felt very welcome and our hosts were certainly most accommodating to all of our needs and requests. We appreciated the candor and openness of all whom we met.

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:

- a. The entire student support system is impressive! Of note, the Student Advising system is commended and the Learning Support Services area seems to be well-resourced and very welcoming and receptive to students requiring these services.
- b. The Centre for Learning and Teaching appears to be most effective and thoroughly embedded in the Fleming academic culture. There is a sense of both permanence and rejuvenation via the rotational secondment approach. Program faculty and managers hold the CLT in very high regard and appreciate the leadership and support it provides.
- c. The Curriculum Renewal process, foundational to the new PQAP, and a mandatory annual undertaking for all programs, is a very thorough and effective tool in garnering regular reflection and analysis of Fleming curricula. The process has high level expectations yet is designed to be manageable and meaningful to the user.
- d. The Guidelines for Professional Practice are indeed a strong and public statement of commitment to Fleming's "shared partnership in learning". This is quite exemplary!
- e. The Self-Study document was most impressive. It was extremely well-written, coherent and effectively cross-referenced thus making the job of the Audit Panel much more manageable. We thank you!

D. AFFIRMATIONS

The Audit Team affirms the following that appear in the Self Study document:

- a. The self-recognition that the new academic administrative structure will require some time to mature and become embedded in the Fleming culture.
- b. That the Self-Study was introspective and self-analytical enough to identify required updating of certain policies and practices (i.e., Exemption Policy, Faculty Development Plan, and the Faculty Evaluation Process).
- c. In general, the Audit Team agrees with and endorses the list of recommendations put forth in the Self-Study.

E. RECOMMENDATIONS

The Audit Team respectfully makes the following recommendations:

- a. That the 6-year Program Quality Assurance cycle be reviewed with an eye to aligning it with the 5-year PQAPA Audit cycle. Such alignment might better ensure that all programs are reviewed in time for benchmarking exercises to be effective for second-cycle follow-up.
- b. That an “Executive Summary” be introduced as an enhancement to the Program Quality Assurance Process reporting template thus consolidating and highlighting the major themes and recommendations. Such an enhancement might be most useful in benchmarking and in reporting to Advisory Committees, the Board of Governors, etc.