



Ontario College Quality Assurance Service

Service de l'assurance de la qualité des
collèges de l'Ontario

COLLEGE QUALITY ASSURANCE AUDIT PROCESS (CQAAP)

AUDIT REPORT

COLLÈGE BORÉAL

DATE OF SITE VISIT: April 14-15, 2015

PREPARATION DATE: April 16 - June 4, 2015

SUBMISSION DATE: June 5, 2015

PREPARED BY: Tannis Morgan



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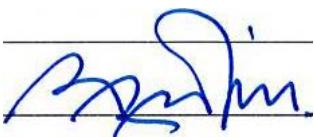
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**APPROVAL OF THE AUDIT REPORT**

This report represents the findings of the College Quality Assurance Audit Process for **Collège Boréal**.

This report has been prepared, reviewed, and accepted by all parties to the Audit, including the college President, members of the audit panel, and the Chair of the OCQAS Management Board. The signatures of the representative parties demonstrate their acceptance of the content of this report.

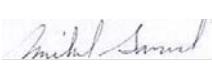
COLLEGE PRESIDENT

Signature: 	Date: <u>27 ottobre 2015</u>
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CHAIR- OCQAS MANAGEMENT BOARD

Signature: 	Date: <u>October 14, 2015</u>
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AUDIT PANEL MEMBERS

<i>Chair</i> Signature: <u>Tannis Morgan</u> 	Date: <u>September 18, 2015</u>
<i>Panelist</i> Signature: <u>Michel Savard</u> 	Date: <u>September 20, 2015</u>
<i>Panelist</i> Signature: <u>Sylvie Lord</u> 	Date: <u>August 25, 2015</u>



EXECUTIVE SUMMARY

1. Conclusions

General comments and summary of the findings of the audit panel.

It is clear that Collège Boréal is committed to providing its students with high-quality programs and services. The Quality Bureau is an integral part of the College's operations and the evidence shows that it produces very good results with respect to the quality assurance and continuous improvement process. The mechanisms (policies and procedures) are in large part already in place. They are integrated and well established in the College's various programs and services.

The College's students and alumni stated consistently and clearly that they were satisfied, and that, in their experience, all staff were fully committed to the students' success. They were also very appreciative of their professors who, they said, went beyond expectations to ensure their success as students.

To all appearances, the quality assurance mechanisms the College has put in place since the 2010 audit are now part of its culture. The College has a few adjustments to make in order to further refine these mechanisms, and would gain by adopting a comprehensive and precise approach to analyzing the large volume of data it systematically collects. Beyond performance indicators, cross-checking the data collected for all programs, such as pre-admission statistics, and trends in the usage of tools, services and learning support measures, could enrich the Bureau's analysis of the impact of its quality improvement efforts on academic achievement. This would help identify which initiatives are working and which would benefit from being reviewed.

2. Results

a. Audit Results

Standard	Result		
1	<input checked="" type="checkbox"/> Met	<input type="checkbox"/> Partially Met	<input type="checkbox"/> Not Met
2	<input checked="" type="checkbox"/> Met	<input type="checkbox"/> Partially Met	<input type="checkbox"/> Not Met
3	<input checked="" type="checkbox"/> Met	<input type="checkbox"/> Partially Met	<input type="checkbox"/> Not Met
4	<input checked="" type="checkbox"/> Met	<input type="checkbox"/> Partially Met	<input type="checkbox"/> Not Met
5	<input checked="" type="checkbox"/> Met	<input type="checkbox"/> Partially Met	<input type="checkbox"/> Not Met
6	<input checked="" type="checkbox"/> Met	<input type="checkbox"/> Partially Met	<input type="checkbox"/> Not Met

Audit Decision: (select one)

- Mature Effort
- Organized Effort
- Formal Effort



STIPULATIONS

1. **Commendations**

Provide clear statements that articulate areas where the college has shown exemplary or leadership in the field of quality assurance and improvement. These are mechanisms that are especially good and may be worthy of emulation by other colleges in the system.

The panel noted several areas where the College deserves commendation.

First, as stated above, the support services for students are exemplary for their consistent dedication to providing services for all locations and needs. The operations, synergy between different student services, one-stop contact structure for students, and the dynamic of complementarity of support services for academic achievement, all attest to this. This group takes a proactive approach and could serve as a model for other institutions.

Since the 2010 audit, the CRP/CAP, and the addition of the Quality Bureau have led to impressive progress in the dissemination, broader implementation, and effectiveness of quality assurance measures. Finally, the panel can state that there is definitely a culture among professors of going beyond expectations to ensure their students' success.

2. **Affirmations**

Provide clear statements that articulate areas where the college itself has found a weakness, identified the weakness, and intends to correct it (a plan of action has already been articulated). In effect, this is affirming the college's judgment and findings of its own self-study.

The College is sure that its quality assurance mechanisms are effective, but it is also aware that there are still some challenges. Specifically:

1. Staff succession planning, as indicated by the senior management committee.
2. The CAP brought up the challenge of human resources at a time when there are an increasing number of part-time professors and it is difficult to keep up contact with them. The CAP's role in quality assurance could be at risk if there were ever a drop in the resources allocated to it or an increase in the demand for its services.

3. **Recommendations**

Provide clear statements that articulate areas as needing improvement.

Recommendations may also be made in relation to areas of concern identified by the



college in its self-study, and for which no plan of action has been articulated by the college.

The audit panel noted several areas for improvement:

1. The Quality Bureau has put in place good systematic practices to analyze data, but the analysis of this data could be improved to provide more information. Adopting a comprehensive and precise approach, in the form of a plan for data management and analysis, would make it possible to further refine these processes and facilitate follow-up. Beyond the performance indicators, cross-checking the data collected for all programs, such as pre-admission statistics and trends in the usage of tools, services, and learning support measures, could enrich the Bureau's analysis of the impact of its quality improvement efforts on academic achievement. This would help identify which initiatives are working and which would benefit from being reviewed.
2. As for expectations of professors, it might be useful to develop an institutional document that would clearly define the College's professional expectations of its teaching staff, which would go beyond the collective agreement while not contravening it.
3. Systematically formalize the College's expectations of its advisory committees, particularly with respect to the process of program quality assurance.
4. A "master document" and a specific table of follow-ups to govern the review of the College's policies and directives would be desirable.
5. Given the key role of the CRP/CAP and the Quality Bureau in quality assurance, it is recommended that the college continue devoting the necessary resources to ensure continuous improvement of quality.
6. In the meetings, we were able to observe some practices that are not yet systematically integrated and applied throughout the College: expectations, understanding of the role, or appreciation of the process. The department heads do not all have the same level of understanding of their respective roles in quality assurance. Some have a better overall view than others. The College could benefit from making additional efforts to reduce these gaps and maximize the contribution of its different departments and hence the impact of its quality improvement actions on a college-wide level. This seems to be a work in progress and we encourage the College to proceed rapidly.
7. Succession management strategies. As stated above, the audit panel noted several challenges concerning succession planning and the potential impact of vacant positions on the efficacy of the departments' quality assurance measures.