



Ontario College Quality Assurance Service

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

## PROGRAM QUALITY ASSURANCE PROCESS AUDIT (PQAPA)

### CURRENT STATE OF QUALITY ASSURANCE ACTIVITIES REPORT for:

Choose an item.

**CAMBRIAN COLLEGE**

**DATE SINCE LAST UPDATE TO OCQAS:** April 1, 2014

**DATE OF PREPARATION OF REPORT:** September 1, 2015

**REPORT PREPARED BY:** Sherrill McCall



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This report aims to provide updated high-level information regarding the quality assurance activities that the college is implementing to address the identified gaps (affirmations, recommendations and other) since the college's last submitted report to the OCQAS.



**A. IMPLEMENTATION PLAN AND RESULTS TO DATE**

\* The college must provide (at the very least) the affirmations made by the college and the recommendations made by the Audit Panel at the time of the last Audit. These affirmations and recommendations should be listed, verbatim as they appear in the Final Report.

**\* What has been identified as needing to be done? (Affirmation/ Recommendation/Other)**

**Affirmation:** Review the online interface functionality to enable full integration within existing course outline and e-Grade processes with a goal of improving and automating the creation of Topical Outline for all courses.

How is the college addressing the identified gaps? (please identify the tasks involved)	What is the current status?	When is the completion deadline?
Conducted review of DTO issues and functionality through Curriculum Review Committee.	<ol style="list-style-type: none"> <li>1. Surveyed students and faculty regarding the functionality and usage of the Dynamic Topical Outline (DTO) feature. A number of recommendations for changes were made and implemented.               <ul style="list-style-type: none"> <li>○ A COPY feature was enabled to allow faculty to copy between course sections.</li> <li>○ A SHARE feature was added to enable faculty to share a DTO with other faculty teaching sections of the same course.</li> <li>○ A two-way check was added upon DTO creation to ensure that a published course outline exists and the eGrade book has been locked as the content in the DTO is linked to both</li> </ul> </li> <li>2. Added DTO access to both faculty and student dashboards for ready access.               <ol style="list-style-type: none"> <li>a. Also includes links to published course outline, eGrades and course schedule.</li> </ol> </li> </ol>	January 1, 2015



	3. Revised and communicated Dynamic Topical Outline Guide for faculty.	
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**\* What has been identified as needing to be done? (Affirmation/ Recommendation/Other)**

**Affirmation:** Review School-level Curriculum Committees to recommend new strategy or process that will be clearly communicated and monitored.

How is the college addressing the identified gaps? (please identify the tasks involved)	What is the current status?	When is the completion deadline?
Assessed need for School-level Curriculum Committees through consultation with Academic Leadership Team and the Curriculum Review Committee.	School-level Curriculum committees were removed from the overall process as the new automated curriculum review process will provide the necessary compliancy and impact check-points. <ul style="list-style-type: none"><li>All program faculty members and academic administrators have roles in the online curriculum review process.</li></ul>	June 1, 2014



**\* What has been identified as needing to be done? (Affirmation/ Recommendation/Other)**

**Affirmations:**

1. Prepare a schedule that clearly states deadlines for all stages of program renewals and program mapping and includes a plan to ensure compliance for the schedule.
2. Develop a business model that will support the integration of key functionalities in the program review and renewal processes.

**Recommendation:**

- Increase the scope of activities conducted during program review and renewal as part of the College's preparation for future accreditation.
- The college could consider providing a posted schedule for program review and renewal.
- In addition reports could include further direction to program personnel on the review of Program Renewal Indicator Reports (PRIR) and the desire that Program Plans include the identification of goals and strategies to address areas rated as "Below Average" with in PRIRs. The sample of Program Plans provided to and reviewed by the Audit Team did not demonstrate acknowledgement or intent to address "issues flagged" in the data provided by the PRIRs.

How is the college addressing the identified gaps? (please identify the tasks involved)	What is the current status?	When is the completion deadline?
1. Engaged consultant, Coventry Higher Ed. Consulting Ltd., to conduct review of Cambrian's complete program management process against PQAPA and Accreditation criteria and to provide recommendations to the College that would lead to improvements to Cambrian's quality management system (QMS).	1. The two-stage process involved a systematic review of each of the requirements for the Quality Standard #1 by considering to what extent the relevant documentation provided by the college complied with requirements 1.1 through to requirement 1.6. <ul style="list-style-type: none"> <li>• "The outcome of this comprehensive review of Cambrian's Program Quality Management System is that we can conclude that the College has sufficient policies, processes and practices and documented evidence that these</li> </ul>	March 1, 2015



	<p>processes are happening.”</p> <ul style="list-style-type: none"> <li>• “The College is to be commended for the extensive review undertaken over the 2014/15 academic year to review and address necessary adjustments to its quality assurance processes arising from the last program quality assurance audit...”</li> <li>• “Since the last assessment the college has undertaken an extensive review of the college’s program management framework and has undertaken significant revisions to the framework to clarify key quality assurance processes and policies and to also introduce for each of these key processes a description of the Quality Assurance Compliancy Processes. “</li> </ul> <p>2. 16 recommendations were made.</p> <p>3. All of the recommendations have been reviewed and actions undertaken to address/remediate.</p>	
<p>2. Undertook internal business-mapping process for all facets of the QMS</p>	<p>1. Upgrade of the Program Review portal to add additional user functionality such as online reporting, improved access to supplemental data and improved quality controls.</p> <ul style="list-style-type: none"> <li>• This portal facilitates the generation of annual program-level metrics for all programs; the completion and approval of program plans and report-backs; and, the tracking and trend analysis of year-over-year program data and labour market information.</li> <li>• How-to-guides, survey reports and market analyses are all available on the portal.</li> </ul> <p>2. Adjustment of the Program Plan to add prescribed items requiring action by program faculty/administration. These items stem directly from program metrics that are flagged “Below Average” and from curriculum and academic compliancy checklists.</p>	<p>September 2015</p>



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|  | <ul style="list-style-type: none"><li>• Addition of mandatory reporting mechanisms included in the plan to ensure follow up with action items.</li></ul> <ol style="list-style-type: none"><li>3. Addition of an automated work-flow within the Program review portal to enable the compliancy tracking and reporting of stipulated approvals by the Academic Dean and the VPA office.<ul style="list-style-type: none"><li>• Development of a program review user guide as well as a training plan.</li></ul></li><li>4. Rework of the Curriculum Mapping process to better integrate external review/feedback from community and industry partners.</li><li>5. Addition of Quality Assurance Compliancy sections within the Program Management framework. These sections describe the responsibilities/ accountabilities roles for each stage of review.</li><li>6. Development of Program Plan “How-to-Guide”.</li><li>7. Implementation of communication plan college-wide to ensure consistent and regular information regarding the Program Review process and reporting requirements, and to solicit feedback.<ul style="list-style-type: none"><li>• Addition of Program Review as a focus of annual Academic Division session.</li><li>• Integration of a Program Review component within the new faculty orientation session.</li><li>• Integration of a Program Plan and Scorecard training session with program coordinators.</li><li>• Addition of annual information session to all administrators regarding Cambrian’s quality assurance mechanisms and program review processes.</li></ul></li><li>8. Posting of full schedule of program review to Cambrian’s intranet for access by all staff.<ul style="list-style-type: none"><li>• Schedule is reviewed by the Academic Leadership Team (ALT) in April.</li><li>• Curriculum Designer has responsibility to post schedule once reviewed by ALT.</li></ul></li></ol> |  |
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<p>3. Developed an institutional <i>Quality Management Framework</i> to guide and advance college-wide quality assurance practices.</p>	<p>1. This framework is presently undergoing the necessary review and approval stages which will be completed by spring 2016.</p> <ul style="list-style-type: none"><li>○ Established a business mapping template and protocol to ensure regular review and continual improvement of key processes across the institution.</li><li>○ Hired Manager, Quality Assurance (new position) to lead and manage College and program accreditation processes.</li></ul>	<p>Spring 2016</p>
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**\* What has been identified as needing to be done? (Affirmation/ Recommendation/Other)**

**Recommendation:**

- Further review, develop, and promote General Education to ensure that the College General Education Policy and courses are understood by stakeholders.
- A mechanism to identify courses as General Education in the Dynamic Course Outline system could be beneficial.
- Furthermore the mechanism to review and ensure that General Education courses comply with the MTCU General Education guidelines should be communicated within the College's program review/renewal processes.

How is the college addressing the identified gaps? (please identify the tasks involved)	What is the current status?	When is the completion deadline?
<p>Conducted a comprehensive review of the College's General Education practices including the following:</p> <ul style="list-style-type: none"><li>• Adherence to MTCU policy</li><li>• Compliance by School</li><li>• Course offerings</li><li>• Delivery options</li><li>• Scheduling options</li><li>• Transfer credit procedures</li><li>• Communication plan</li></ul>	<ul style="list-style-type: none"><li>• College's policy was reviewed and revised to align with MTCU requirements.</li></ul>	<p>December 1, 2014</p>



See Above	<ul style="list-style-type: none"><li>• Transfer credit policies were reviewed and recommendations made for transfer credits and exemptions.</li></ul>	January 2015
	<ul style="list-style-type: none"><li>• A General Education steering committee was struck as a sub-committee of the Curriculum Review Committee.<ul style="list-style-type: none"><li>○ Terms of Reference developed and approved by the Curriculum Review Committee.</li></ul></li></ul>	February 2015
	<ul style="list-style-type: none"><li>• Current courses were reviewed and recommendations were made for new courses. Recommendations were prioritized and as a result, nine new courses will be developed.</li></ul>	April 2015
	<ul style="list-style-type: none"><li>• The 2015 curriculum for all programs was reviewed to ensure compliance with college policy and problems identified.</li></ul>	May 2015
	<ul style="list-style-type: none"><li>• Four existing 2 credit courses will be modified to 3 credits.</li><li>• Plans to offer courses in alternative delivery modes will be explored.</li></ul>	Winter 2016
	<ul style="list-style-type: none"><li>• A frequently asked questions (FAQ) document was created to assist students and faculty with the General Education policy and related processes.</li></ul>	August 2015
	<ul style="list-style-type: none"><li>• A communication strategy was developed to increase awareness college-wide.<ul style="list-style-type: none"><li>○ A presentation was delivered at the August departmental meetings to ensure that Deans, Coordinators, and Faculty understand General Education policies, objectives, and related processes.</li></ul></li></ul>	August 2015



* What has been identified as needing to be done? (Affirmation/ Recommendation/Other)		
<b>Recommendation:</b> Increase opportunities for Program Advisory Committee members to participate in College activities such as panel discussions for students, more frequent meetings, more data sharing and networking.		
How is the college addressing the identified gaps? (please identify the tasks involved)	What is the current status?	When is the completion deadline?
Identified within the College's new 5-year strategic plan a concrete objective for development of Program Advisory Committee (PAC) enhancement strategy – <i>'Develop a Program Advisory Committee enhancement strategy to increase involvement of community and industry partners in shaping learning experiences at Cambrian College.'</i>	<ul style="list-style-type: none"> <li>Developed tactics to guide the successful completion of this strategic objective.</li> </ul>	October 1, 2015
Identified opportunities to enhance data sharing	<ul style="list-style-type: none"> <li>Modified PAC agendas to introduce standing meeting items such as -               <ul style="list-style-type: none"> <li>KPI Reports to better inform members of college activities and outcomes</li> <li>Industry Feedback to solicit information related to industry trends, market situations, etc.</li> </ul> </li> </ul>	May 2015
Augmented current mechanisms to increase opportunities for industry consultations	<ol style="list-style-type: none"> <li>Enhanced annual PAC Engagement Survey to seek input regarding potential program opportunities to develop</li> <li>Increased social media presence (e.g. Twitter, Facebook) to encourage input from broader college community</li> <li>Enhanced Tier II program review process to incorporate industry/PAC</li> </ol>	May 2015



	consultations and recommendations	
Improved PAC engagement in school/program activities	<ol style="list-style-type: none"><li>1. Included PAC members at Program Orientation sessions.</li><li>2. Included PAC representation on selection panels for new faculty hires.</li><li>3. Invited PAC members to participate in: mock interview sessions for graduating students; student mentorship program; vocational standard review and curriculum review working groups.</li><li>4. Invited PAC members to participate in course presentations, onsite tours, and guest lectures.</li><li>5. Invited PAC members to act as judges/panel members for student portfolio reviews and as supervisors for student placements.</li><li>6. Hired PAC members to teach part time in various programs.</li></ol>	Ongoing
Enhanced Quality Assurance mechanisms	<ol style="list-style-type: none"><li>1. Introduced quality control check points (e.g. PAC Checklist, Academic Administrator checklist) within the program review/plan process to track, monitor and manage Program Advisory Committee (PAC) compliancy</li><li>2. Added prescribed goals to program plans where program scorecard metric fell below acceptable targets to ensure strategies for improving PAC satisfaction and engagement were implemented and actioned</li></ol>	June 2015



**\* What has been identified as needing to be done? (Affirmation/ Recommendation/Other)**

**Recommendation:** Determine and implement a process to track hiring and evaluating part time faculty a well as a college-wide system for tracking the evaluations of all faculty that monitors compliance of the college policy and ensures follow-up on discussions with faculty.

How is the college addressing the identified gaps? (please identify the tasks involved)	What is the current status?	When is the completion deadline?
<ul style="list-style-type: none"> <li>Developed a policy and procedure to track, report and centralize the monitoring and management of performance evaluations for faculty.</li> </ul>	<ul style="list-style-type: none"> <li>'Faculty Evaluation and Professional Development Policy' approved.</li> <li>Procedure implemented by Human Resources.</li> <li>Compliance report generated twice annually by Human Resources for the Vice President, Academic to ensure accountability and compliance of process.</li> <li>Student Feedback process reviewed and finalized, ensuring semester-based feedback is collected and shared with each faculty for purposes of continual improvement.               <ul style="list-style-type: none"> <li>Completed fall 2014.</li> </ul> </li> </ul>	September 30, 2015
<ul style="list-style-type: none"> <li>Undertook business mapping of full hiring process to identify gaps and to ensure complete documentation.</li> </ul>	<ul style="list-style-type: none"> <li>Business mapping in progress with completion date of November 2015.</li> <li><i>Interview Guidebook- 2013</i> revised to encompass complete hiring process for part time and full time staff; new <i>Hiring Guide</i> in final stages of review.</li> </ul>	December 1, 2015



	<ul style="list-style-type: none"><li>• Process Flow Chart in progress.</li><li>• Communication plan formulated to ensure training, collection of feedback, and awareness of process.</li><li>• New administrator orientation modified to include hiring/interviewing process segment.</li></ul>	
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## B. ADDITIONAL COMMENTS

Please provide additional comments (if applicable).

Excellence is one of the four core values underpinning the College's new strategic plan for 2015-19. This steadfast commitment to quality is echoed in key strategic objectives such as – identify leading and promising practices to advance evidence-based practice and drive continuous quality improvement. We are confident that our collective efforts in achieving our goals will lead to a successful outcome from the institutional accreditation process.

Once again, Cambrian College would like to express our appreciation of the work of the PQAPA Audit Panel in providing relevant and constructive recommendations. We have found the audit process to be very insightful in assisting and guiding us with our efforts to advance our continual improvement framework.