



Ontario College Quality Assurance Service

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

COLLEGE QUALITY ASSURANCE ACCREDITATION PROCESS (CQAAP)

CURRENT STATE OF QUALITY ASSURANCE ACTIVITIES REPORT for: **Follow-up (18-month)**

CANADORE COLLEGE

DATE SINCE LAST UPDATE TO OCQAS: July 9, 2014

DATE OF PREPARATION OF REPORT: February 22, 2016

REPORT PREPARED BY: Deidre Bannerman

This report aims to provide updated 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.



1. Quality Assurance Policies

1.1. Provide the continuous improvement plan (action/ implementation plan) and results to date.

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* What has been identified as needing to be done? (recommendation/ affirmation/ other)	What deliverables are associated with addressing the recommendations/ affirmation/ other?	What tasks are associated with addressing the deliverable?	Who is responsible on addressing the specific deliverable/ task?	When is the completion deadline of the specific deliverable/ task?	What is the current status of each specific deliverable/ task? (include a completion percentage)
Quality Assurance Policies – Recommendation: “The College has committed to significant changes over a relatively short period of time. While acceptance and support is evident, it is recommended that the College be mindful of the pace of change and the potential for overload. This includes monitoring closely the Program Quality Assurance and Program Review Policies as approved.”	This includes monitoring closely the Program Quality Assurance and Program Review Policies as approved.	Establish review cycle and mechanism Review policies for currency and capacity to implement	Academic Director, Quality Learning, Teaching and Innovation	June 30, 2015	A review of all current policies and procedures has been undertaken under the authority of the Senior Executive Team, with the goal of maintaining the integrity of the policy, while ensuring that the policies are manageable. The review and revision process is cyclical and underway, with input from Deans, Directors, Faculty and Students. 100% Complete

1.2. Provide additional comments (if applicable).

Click here to enter text.



2. Improve the Communication of Academic Advising to Students.

2.1. Provide the continuous improvement plan (action/ implementation plan) and results to date.

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Academic Advising – Identified in Self-Study, not identified in Final Report	Improve communication of academic advisors to students.	Ensure process is formalized. Communication of information to students	Registrar Academic Director, Quality Learning, Teaching and Innovation Deans	September 7, 2015	Approved Academic Advising process has been created collaboratively with input from Administration, Faculty and Staff, and posted to the College's intranet. Beginning in the Fall 2015 semester, all students received a personal email informing them of the name and contact information of their academic advisor. This email also informed students of the roles and responsibilities of the academic advisor. List of academic advisors is always available to students through the online student handbook available through the Learning Management System. This handbook is reviewed with students on the first day of class. 100% Complete

2.2. Provide additional comments (if applicable).

Click here to enter text.



3. Involve the Harris Learning Library in the New Program Development Process.

3.1. Provide the continuous improvement plan (action/ implementation plan) and results to date.

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Harris Learning Library – Recommendation: “Involve the Harris Learning Library staff in new program discussions and planning at an earlier stage in the process.”	Involve the Harris Learning Library staff in new program discussions and planning at an earlier stage in the process.	Review existing process and implement additional steps to engage the Library in the New Program Development process.	Academic Director, Quality Learning, Teaching and Innovation	June 30, 2015	New Program Development process that incorporates the Learning Library has been approved and operationalized. 100% Complete

3.2. Provide additional comments (if applicable).

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4. Full Implementation of the Faculty Performance Review Policy.

4.1. Provide the continuous improvement plan (action/ implementation plan) and results to date.

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Faculty Performance Review – Recommendation: “The full time Faculty performance review cycle using the revised policy should continue to be implemented for all full time Faculty.”	The full time Faculty performance review cycle using the revised policy should continue to be implemented for all full time Faculty.	Continue existing tasks and processes.	Senior Human Resources Consultant Deans	June 30, 2015	All full time Faculty are undergoing performance review on cycle as per policy and procedure. A third of the full time Faculty are reviewed annually. The Human Resources department is responsible for the oversight of Faculty Performance Review. 100% Complete

4.2. Provide additional comments (if applicable).

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5. Implementation of a General Education Review Team.

5.1. Provide the continuous improvement plan (action/ implementation plan) and results to date.

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<p>General Education Course Review Team – Identified in Self-Study, not identified in Final Report.</p>	<p>Full implementation of the General Education Review Team</p>	<p>Establish Terms of Reference</p> <p>Activities of the Team ensure that the College complies with the General Education Requirements as outlined in the Framework for Programs of Instruction</p>	<p>Academic Director, Quality Learning, Teaching and Innovation</p>	<p>June 30, 2015</p>	<p>Committee established, and Terms of Reference approved.</p> <p>Reviews are conducted at the Program level of all programs annually to ensure that programs are structurally-compliant with the Framework for Programs of Instructions.</p> <p>Reviews are conducted at the Course level annually to ensure that identified General Education courses are consistent with the intended purpose and definition found in the Framework for Programs of Instruction.</p> <p>The General Education Review has been incorporated into the Annual Curriculum Review Cycle and Program Review.</p> <p>General Education compliance reviews have been conducted for the past two years and will continue annually.</p> <p>100% Complete</p>

5.2. Provide additional comments (if applicable).

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6. Revision of Online General Education Courses to Address Student Concerns.

6.1. Provide the continuous improvement plan (action/ implementation plan) and results to date.

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General Education Elective Courses: Student Concerns – Recommendation: “That the College address student concerns about the teaching and evaluation methods in the General Education elective courses.”	Review of existing General Education online courses with input from students.	Development of online course template Revision of General Education courses Formation of student focus groups Conduct usability tests Assess usability results Implementation of changes where necessary	Academic Director, Quality Learning, Teaching and Innovation	April 30, 2015	Faculty focus groups met to discuss and research best practices. Online course template was revised for consistency, and includes best practices for student success. All online General Education courses were revised based on this information. Student usability and acceptability testing was conducted on the new courses by students, with exceptionally positive results. Template and process have now been adopted throughout the College. 100% Complete

6.2. Provide additional comments (if applicable).



7. Development and Publication of RPL/PLAR Process.

7.1. Provide the continuous improvement plan (action/ implementation plan) and results to date.

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Recognition of Prior Learning – Affirmation: “The audit panel acknowledges the College’s honesty and insight in identifying areas for continuous improvement including: Standardizing the format for program handbooks; greater analysis of KPI data; <u>improving procedures for PLAR</u> ; reviewing of course credit allocations; improving accessibility to PD for part-time Faculty; further development of a retention strategy and implementation plan”	Develop and publish PLAR procedures in support of the Policy	Create and approve PLAR procedures Publish and communicate PLAR procedures	Registrar	August 31, 2015	Credit Transfer and Prior Learning Assessment and Recognition Policies along with the associated Procedural Guide Books for Faculty and Students have been created collaboratively through the Academic and Student Services Divisions. All documents have been reviewed by the Academic Group and the Program Quality Assurance Advisory Group. Policies have been posted publicly to the web, and Procedure/Guide Books have been approved and are available to all College Staff through the College’s Intranet. Student Procedures/Guides are available through the student handbook. 100% Complete

7.2. Provide additional comments (if applicable). [Click here to enter text.](#)



8. Enhanced Communication of College Policies, Rights and Responsibilities to Students.

8.1. Provide the continuous improvement plan (action/ implementation plan) and results to date.

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Program Handbooks – Recommendation: “Information for students regarding academic policies and procedures and rights and responsibilities be consolidated and distributed to all students to enhance communication.”	Develop a standard format for program handbooks to provide supplemental information to students in a consistent format	Identification of required content Determine format of required content Decide best means to communicate info / medium	Academic Director, Quality Learning, Teaching and Innovation	June 30, 2015	Handbook components for Supplemental Information have been identified and content written. Methodology to communicate with students has been established. Content posted to the Learning Management System landing page. 100% complete

8.2. Provide additional comments (if applicable).

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9. Enhancement of Online Course Outline System to Include PT Studies.

9.1. Provide the continuous improvement plan (action/ implementation plan) and results to date.

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Online course outline system. Identified in Self-Study, not identified in Final Report.	Implement the online course outline system for courses offered through Part Time Studies	Determining all courses needing course outlines Train Part Time Studies staff on the course outline system Add and import course outlines to the course outline system	Academic Director, Quality Learning, Teaching and Innovation Dean, Part-Time Studies	June 30, 2015	All courses linked to approved programs (including those offered through Part Time Studies) now have course outlines in the course outline system and posted publically to the college website. 100% complete.

9.2. Provide additional comments (if applicable).

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10. KPI Analysis Report

10.1. Provide the continuous improvement plan (action/ implementation plan) and results to date.

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Key Performance Indicators – Affirmation: “The audit panel acknowledges the College’s honesty and insight in identifying areas for continuous improvement including: Standardizing the format for program handbooks; <i>greater analysis of KPI data</i> ; improving procedures for PLAR; reviewing of course credit allocations; improving accessibility to PD for part-time Faculty; further development of a retention strategy and implementation plan”	Develop an analysis report of KPI data at the program level and use as input for Program Review and Annual Curriculum Review	Beginning in the Fall 2015, the College now incorporates the use of Program-level KPI Summary Reports into Program Review and Annual Curriculum Review processes. In addition, the institution is exploring enterprise software to further automate the collection and distribution of data.	Registrar	August 31, 2015	A KPI Summary Report has been created to enable better analysis of the data. The report is used in in Annual Curriculum Review and the cyclical Program Review processes. 100% Complete In addition to the above noted use of KPI data, the College is in the process of adopting the Entrinsik Informer™ Dashboard. This dashboard software will allow individuals to customize reports based on preferred data points.

10.2. Provide additional comments (if applicable). [Click here to enter text.](#)



11. Credit Allocation Policy and Implementation.

11.1. Provide the continuous improvement plan (action/ implementation plan) and results to date.

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Allocation of credits - Affirmation: "The audit panel acknowledges the College's honesty and insight in identifying areas for continuous improvement including: Standardizing the format for program handbooks; greater analysis of KPI data; improving procedures for PLAR; <u>reviewing of course credit allocations</u> ; improving accessibility to PD for part-time Faculty; further development of a retention strategy and implementation plan"	Finalize review and revision of credit allocation Develop policy on allocation of credits	Credit allocation scheme has been created, approved and implemented across all programs Policy has been created, approved and posted publicly.	Registrar Vice President, Academic	August 31, 2014	Credit Allocation policy is publically posted and implemented in the student information system accordingly. 100% Complete

11.2. Provide additional comments (if applicable). [Click here to enter text.](#)



12. Communication of Awards of Merit.

12.1. Provide the continuous improvement plan (action/ implementation plan) and results to date.

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Communication of Awards of Merit – Identified in Self-Study, not identified in Final Report.	Develop procedure regarding communicating awards of merit to students	<p>Procedure to communicate Awards of Merit has been identified. This will be accomplished through the online handbook.</p> <p>This information has been posted publicly on the website under the 'Achievement Awards Criteria', and is also included in the student handbooks.</p>	Registrar Academic Director, Quality Learning, Teaching and Innovation	June 30, 2015	<p>An Achievement Awards Criteria has been compiled and posted to the public website. The information for all awards are identified in the student handbook and linked in the handbook to the appropriate webpage. Faculty review this information with students on the first day of class.</p> <p>100% Complete</p>

12.2. Provide additional comments (if applicable).

Click here to enter text.



13. Ensure Broad Faculty Involvement in Program Review.

13.1. Provide the continuous improvement plan (action/ implementation plan) and results to date.

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Program Review – Identified in Self-Study, not identified in Final Report.	Ensure involvement of all Faculty in Program Review	Explicit instruction are now included in the Program Review Handbook to ensure inclusion of all Faculty. The Program Quality Assurance Advisory Group audits the reports to ensure that this requirement is met.	Academic Director, Quality Learning, Teaching and Innovation	February 23, 2015	The Quality Learning, Teaching and Innovation department holds professional development sessions for all programs undergoing Program Review. In those sessions, the Program Review Handbook and process details are explicitly reviewed. The Final Report template further encourages the program area to confirm that all Faculty (including part time) participate in the Review. 100% Complete

13.2. Provide additional comments (if applicable).

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14. Review of PAC Policy and Terms of Reference.

14.1. Provide the continuous improvement plan (action/ implementation plan) and results to date.

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PAC level of engagement – Recommendation: “It is recommended that a review of the terms of reference, membership, and length of service for PACs be undertaken. This should include a consistent orientation to the QA processes and the role of PACs in quality assurance.”	Ensure regular PAC input for all programs	Policies, Procedures and Terms of Reference have been reviewed and revised. Supporting documents such as Letters of Appointment, Welcome Letter, Membership Approval Notification and Thank You Letter have been created.	Vice President, Academic Deans	June 30, 2015	PAC Policy and Terms of Reference have been reviewed, revised and publicly posted. Procedures were updated and implemented as of Spring 2015 (including letters of appointment, welcome messages, membership approval and thank you letters). The annual report to the Board of Governors has been revised accordingly 100% Complete

14.2. Provide additional comments (if applicable).

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15. Implementation of the Program Quality Assurance for Partner Institutions Policy.

15.1. Provide the continuous improvement plan (action/ implementation plan) and results to date.

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PQA for Partner Institutions - Identified in Self-Study, not identified in Final Report.	Full implementation of the process	Identifying a single academic manager to liaise with and oversee implementation of Canadore's PQA Policies. Regularly scheduled visits to ensure quality processes are in place. Follow-up conducted as required.	Vice President, Finance and Corporate Services Vice President, Academic Director, First Peoples' Centre / Associate Dean School of Indigenous Studies Manager, Parry Sound Campus Director, Quality Learning, Teaching and Innovation	January 31, 2015	Primary contact for each partner institution has been identified. Process has been established and implemented. Site visits occur regularly, results are recorded, and appropriate actions taken. 100% Complete

15.2. Provide additional comments (if applicable).

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16. Increase Accessibility of Professional Development for PT Faculty.

16.1. Provide the continuous improvement plan (action/ implementation plan) and results to date.

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Accessibility to PD for part-time Faculty – Recommendation “It is recommended that the College provide support for partial-load and part-time Faculty in PD and increase opportunities to contribute to program review processes.”	Create online version of Facilitating Learning in Higher Education Certificate	Extend PD subsidy to all classifications of Faculty Make PD opportunities available to all classifications of Faculty	Senior Human Resources Consultant Academic Director, Quality Learning, Teaching and Innovation	June 30, 2015	Professional Development subsidy has been extended to all classifications of Faculty. At this time, 75% of the Facilitating Learning in Higher Education Certificate is available as fully-online modules. The remainder of the Certificate is available through conferencing software. All professional development opportunities are made available to Part Time Faculty as both face-to-face and distance learning options. 100% Complete

16.2. Provide additional comments (if applicable).

[Click here to enter text.](#)



17. Enhancement of Retention Strategy and Implementation Plan.

17.1. Provide the continuous improvement plan (action/ implementation plan) and results to date.

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Retention Strategy - Affirmation: "The audit panel acknowledges the College's honesty and insight in identifying areas for continuous improvement including: Standardizing the format for program handbooks; greater analysis of KPI data; improving procedures for PLAR; reviewing of course credit allocations; improving accessibility to PD for part-time Faculty; <u>further development of a retention strategy and implementation plan</u> "	Develop a retention strategy and annual implementation cycle.	Identify the forum for systematic review of retention rates. Identify the annual cycle and process to review retention rates. Create and implement the process to address retention issues as they are identified.	Vice President, Enrolment Management, Student Services and Recruitment	June 30, 2015	Strategic Enrolment Management Committee consisting of Vice-Presidents, Deans, Directors, Registrar, Student Services and Finance staff has been identified as the forum to conduct systematic review of retention rates. The annual review cycle has been established, documented in the Strategic Enrolment Roadmap, and is integrated into the overall Strategic Enrolment Management Critical Path to ensure sustainability of the process. Identified programs undergo a more thorough review, and a program-specific retention strategy is developed and implemented. 100% Complete

17.2. Provide additional comments (if applicable).

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18. Enrichment of the Program Mix Review and Data Analysis Tools

18.1. Provide the continuous improvement plan (action/ implementation plan) and results to date.

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<p>Program Mix Review – Affirmation: “The College is utilizing a program mix review as the basis for program decisions - looking at trends rather than a snapshot.”</p>	<p>Data for Program Mix Review is currently in several documents</p> <p>Develop a report for each program that includes all data</p> <p>In addition, we are exploring enterprise software to further automate the collection and distribution of data.</p>	<p>Continue to implement trend analysis as part of Program Mix Review</p>	<p>Institutional Research Office Office of the Registrar</p>	<p>June 30, 2015</p>	<p>Program Mix Review Cycle has been approved and includes formal submission and analysis of data packages. This includes historical trend analysis.</p> <p>100% Complete</p> <p>Further improvements will be realized with complete implementation of Entrinsik Informer™ dashboard software noted in 10.1. This software will allow for more in-depth trend analysis.</p>

18.2. Provide additional comments (if applicable).

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