



Ontario College Quality Assurance Service

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

COLLEGE QUALITY ASSURANCE AUDIT PROCESS (CQAAP)

CURRENT STATE OF QUALITY ASSURANCE ACTIVITIES— FOLLOW-UP (18 MONTH) REPORT

COLLÈGE BORÉAL

DATE SINCE LAST UPDATE TO OCQAS: January 27, 2020

DATE OF PREPARATION OF REPORT: April 13, 2022

REPORT PREPARED BY: Liane Romain



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. Provide the continuous improvement plan (action/ 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 stipulations (affirmations and recommendations) should be listed, verbatim as they appear in the audit report.*

* What has been identified as needing to be done? (stipulation)	Recommendation 1 (requirement 1.1): For the purpose of continuous improvement, the Audit team makes the following recommendation: <i>That the Collège Boréal ensures that the members of the Board of Governors demonstrate their ability to proactively exercise their role in monitoring and evaluating the effectiveness of the quality assurance mechanisms.</i>
What deliverables are associated with addressing the stipulation?	Document and improve practices that enable current members of the Board of Governors to demonstrate their ability to exercise their role in quality assurance.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> 1. Offer training to each new member of the Board of Governors; 2. Promote by-law number 1 of the Board of Governors to its members; 3. Establish an annual work plan for the Board of Governors; 4. Maintain the Continuous Quality Improvement Committee (CQIC) as well as the functions assigned to this committee under Policy D.2. entitled “Evaluation of the quality of educational programs and services”; 5. Administer an annual survey amongst the members of the Board of Governors.
Who is responsible for the specific deliverable/ task?	The President of the Board of Governors and the President of the college



<p>When is the completion deadline of the specific deliverable/ task?</p>	<ol style="list-style-type: none"> 1. October 2021 (continuous activity) 2. October 2021 (continuous activity) 3. October 2021 4. Continuous activity 5. May 2021 (annual activity)
<p>What is the current status of each specific deliverable/ task? (include a completion percentage)</p>	<p>The tasks are fully completed (100%).</p> <ol style="list-style-type: none"> 1. In October 2021, training was offered to each member of the Board of Governor. This training will be offered again to every new member. An orientation training for new members is offered to every new member of the Board of Governor. This detailed training covers the governance, the financial statements, the quality assurance mechanisms, and more. In addition, each new member gets with this training an orientation package that includes the “<i>New member orientation</i>” document containing more than 300 pages. 2. Members discussed the “<i>By-law 1 of the Board of Governor for Boréal College of Applied Arts and Technology</i>” identifying the role and responsibilities of the Board of Governor’s new members as well as their role with respect to quality (for example, Program Advisory Committees, Committees reporting to the Board of Governor’s Continuous Quality Improvement Committee (CQIC), course of meetings, etc.) The by-law is also discussed during the new member’s orientation. 3. The Board of Governors established an annual work plan allowing them to anticipate the work to be done at each meeting and establish the annual plan for priority files. This plan is presented during the fall meeting and reviewed at each subsequent meeting. This tool serves as a dashboard and links to the college’s strategic plan. 4. The Continuous Quality Improvement Committee (CQIC) continues to meet and shares updates with the members of the Board of Governors when needed. 5. Two surveys were developed and administered to each member of the Board of Governors for continuous improvement purposes. Annual surveys are administered in May and their results are presented and discussed in June. The first survey consists of a self-evaluation completed by each member, while the second survey is done by peers. The surveys are used to measure member’s engagement and to assess and improve the operation of the Board of Governor.



<p>* What has been identified as needing to be done? (stipulation)</p>	<p>Recommendation 2 (requirement 3.3): The Collège ensures that the programs (or group of programs) have active Program Advisory Committees (PAC). The Audit team, as well as the College, have noted that challenges remain in the organization, recruitment and renewal of francophone or bilingual members of these committees, as well as challenges with the holding of meetings in accordance with the requirements of the Ministry and of the College, due to occasional lack of quorum.</p> <p>The Audit team makes the following recommendation: <i>That the College continues its efforts to recruit, train and renew its Program Advisory Committees, so that these committees properly represent the needs of the community, as planned in its 2020-2025 Strategic Plan.</i></p>
<p>What deliverables are associated with addressing the stipulation?</p>	<p>Equip staff members to recruit and train Program Advisory Committee members associated with each program so that these members represent efficiently the needs of the communities served by the college.</p>
<p>What tasks are associated with addressing the deliverable?</p>	<ol style="list-style-type: none"> 1. Create and update tools to standardize processes related to the recruitment, training and renewal of the Program Advisory Committees. 2. Establish an approach to thank the Program Advisory Committee members that leave the committee. 3. Train the college teaching staff that are involved with these committees.
<p>Who is responsible for the specific deliverable/ task?</p>	<p>Senior management, Office of the Vice-President Academic (OVPA)</p> <p>Supporting sectors: School of Business and Community Services; School of Health Sciences; School of Environment and Natural Resources; School of Trades and Applied Technology</p> <p>All campuses: Hearst, Kapuskasing, Timmins, Nipissing, Sudbury, Toronto, Windsor and the site in Ottawa</p>
<p>When is the completion deadline of the specific deliverable/ task?</p>	<ol style="list-style-type: none"> 1. March 2021 2. September 2021 3. Mars 2022 <p>Furthermore, the recruitment and training of all members of the Program Advisory Committees are recurrent activities.</p>



What is the current status of each specific deliverable/ task? (include a completion percentage)	<p>The tasks are fully completed (100%).</p> <ol style="list-style-type: none">1. The following tools have been developed or updated:<ul style="list-style-type: none">• A flowchart that describes the meeting process;• Communication templates;• An orientation manual;• A program advisory committee meeting process;• A survey for the members of the program advisory committee.<p>This information was given to the teaching management team so that all will be aware of the process and tools to use when recruiting and training members of the program advisory committee members. These tools and approaches have already been applied to recruit and train these members.</p><p>Furthermore, the OVPA created a shared folder on the intranet that has relevant documents, in order to support current and future staff.</p>2. A thank you letter template for members leaving their Program Advisory Committee was created and shared with the teaching management team.3. The OVPA director met with the following staff members: school officers, as well as postsecondary school officers, deans and managers, to ensure a common understanding of the tools and procedures related to the management of the Program Advisory Committees. All stakeholders are better equipped for recruitment and training of new Program Advisory Committee members. The Program Advisory Committees are up to date and new recruits have been trained with these new tools.
* What has been identified as needing to be done? (stipulation)	<p>Affirmation 1: The team encourages the Education sector to undertake in the next year its academic planning and goal settings that will enable it to achieve the expected results for the 2020-2025 period.</p>
What deliverables are associated with	Develop and implement a five-year plan for the teaching sector.



addressing the stipulation?	
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none">1. Write a five-year plan, including goals for each year of the plan, related to the college's strategic plan for 2020-20252. Present the plan to stakeholders, including staff members, teaching management team and steering committee.3. Begin the implementation of the planned activities.
Who is responsible for the specific deliverable/ task?	Vice-President Academic Senior management, Office of the Vice-President Academic (OVPA) Supported by the members of the systemic « EGE »: Deans of schools, Director of the student service, Director of the Center for Educational Leadership and Innovation, administrative agents.
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none">1. October 20212. October 20213. Continuous activity
What is the current status of each specific deliverable/ task? (include a completion percentage)	The tasks are fully completed (100%). <ol style="list-style-type: none">1. The Deans and Directors developed plans for their respective sectors, in consultation with the Vice-President Academic. The chosen model was inspired by the 2020-20205 Strategic Plan. The annual strategic goals derive from the five-year plan, which itself derives from the Strategic Plan.2. The five-year plan was written and presented to the teaching management team members. Deans and Directors passed on this information to members of their team during fall break (end of October 2021). The plan was also shared with member of the management committee.3. The implementation of the plan in underway, and the annual goals related to the plan will make it possible to achieve the planned targets. This is a recurrent annual activity that guides the decisions made by the education sector.



* What has been identified as needing to be done? (stipulation)	Affirmation 2 In the Self-evaluation report, the Team sees favorably the confirmed intention to « <i>recognize the importance of updating its evaluation tools for the PLAR, the College wishes to improve the customer experience related to placement and equivalence evaluation (...), to simplify the process, to personalize the student's path, to ensure timely and frequent follow-ups with mature students and to enhance their integration and academic achievement.</i> » pp. 51-52
What deliverables are associated with addressing the stipulation?	Develop and implement a simplified, efficient and fair process for the PLAR evaluation by competency as well as for the necessary follow-up mechanisms.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none">1. Review the PLAR process and tool applied to a course;2. Develop a training activity for the PLAR assessors;3. Carry out pilot projects in two programs from two schools.
Who is responsible for the specific deliverable/ task?	Senior management, Office of the Vice-President Academic (OVPA)
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none">1. March 20222. March 20223. June 2023 (pluriannual activity)
What is the current status of each specific deliverable/	The tasks are completed at 70%. <ol style="list-style-type: none">1. The process and guides for the PLAR were reviewed and passed on to the teaching management team members. An assessor's guide and a student's guide were developed to support the PLAR (100% completed).



task? (include a completion percentage)	<ol style="list-style-type: none"> 2. A training activity was developed and offered according to PLAR requests received. This training will be regularly offered as needed (100% completed). 3. In order to validate and test the developed tools, the OVPA has chosen two programs for its pilot projects to test the new tools. The first pilot project is underway, and the second will start in September 2022 (completed at 40%).
* What has been identified as needing to be done? (stipulation)	<p>Affirmation 3: The development of a communication plan for the new directive, and of its new procedure, templates and an initiation guide related to the Program Advisory Committees to raise awareness amongst the concerned staff (consult the evaluation of Standard 3, item 3).</p>
What deliverables are associated with addressing the stipulation?	Develop and implement a multidimensional communication approach related to the Program Advisory Committees.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> 1. Choose appropriate tools and communication means. 2. Implement chosen tools and means. 3. Ensure that new hires will have access to tools and communication strategies.
Who is responsible for the specific deliverable/ task?	Senior management, Office of the Vice-President Academic (OVPA)
When is the completion deadline	<ol style="list-style-type: none"> 1. September 2021 2. September 2021 3. February 2022



of the specific deliverable/ task?	
What is the current status of each specific deliverable/ task? (include a completion percentage)	<p>The tasks are fully completed (100%).</p> <p>A multidimensional approach was used to communicate changes and news: presentations; emails; intranet use; meetings and training.</p> <ol style="list-style-type: none">1. The team targeted and, when needed, developed the following tools and communications means:<ul style="list-style-type: none">• Developed communication templates for the Program Advisory Committees.• Defined the meeting process, amongst others, for the Program Advisory Committees.• Created a flowchart to describe the process.• Wrote thank you letters to the Program Advisory Committee members that were leaving.• Offered training on Program Advisory Committees to the teaching staff.• Updated the Orientation Guide and the survey for the Program Advisory Committee members.• Met with school agents to explain to them the process.• Sent relevant documents to the personnel concerned.2. The team then communicated, by email and during training activities, all information to stakeholders, including school agents, deans and members of the teaching management team.3. The documentation is now available in the OCDE electronic folder on the College's intranet to ensure access to all new recruits.
* What has been identified as needing to be done? (stipulation)	<p>Affirmation 4:</p> <p>The implementation of measures to ensure that stakeholders associated with its programs are informed of modifications brought to provincial standards, as required in the new directive and procedure related to Program Advisory Committees, that provides a standardized template for the meeting agenda, including permanent subjects (such as quality assurance); and to further formalize communications with members of these committees (consult the evaluation of Standard 3, item 4).</p>
What deliverables are associated with	<p>Implement required measures so that all stakeholders are properly informed of modifications and issues related to the quality of programs.</p>



addressing the stipulation?	
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none">1. Standardize discussions on program quality based on the Program Advisory Committee meeting template.2. Ensure to communicate to all stakeholders the changes brought to programs
Who is responsible for the specific deliverable/ task?	Senior management, Office of the Vice-President Academic (OVPA), Deans of schools
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none">1. September 20212. March 2022
What is the current status of each specific deliverable/ task? (include a completion percentage)	<p>The tasks are fully completed (100%).</p> <ol style="list-style-type: none">1. The procedure <i>A11.1.1 Les comités consultatifs sur les programmes (Program Advisory Committees)</i> now includes a template for the meeting's agenda. This template has the following items under its section "Quality Assurance":<ul style="list-style-type: none">• Curriculum;• Work placement;• News in the field, including publication of new standards;• Program Guide.2. The procedure <i>D23.02.01 La modification des programmes postsecondaires (modification of postsecondary programs)</i> was updated and now includes communication items for all teaching staff members, mobile student sector, Program Advisory Committee and postsecondary managers, including those from « Boréal en ligne" (online College delivery).



	Both procedures were sent to the teaching management team members and are available on the College's intranet.
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* What has been identified as needing to be done? (stipulation)	Affirmation 5: Furthermore, the auditors support the College's initiative to ensure that the « Centre de leadership et d'innovation pédagogique » or "CLIP" (Center of educational leadership and innovation) has an access point on SharePoint for all documents and information related to the program's lifecycle, [and that the] discussions with the Center of computer services continue in order to improve functionality (program evolution) and access; and that, in parallel, the "CLIP" continues its reflection on documents and information access, in particular in read-only mode, for the benefit of all parties (idem).
What deliverables are associated with addressing the stipulation?	Centralise all resources relates to program quality and curricular development through an access point (with at least one access in read-only mode) to all personnel contributing to the quality of postsecondary programs.
What tasks are associated with addressing the deliverable?	Ensure access to resources supporting program quality and curriculum development.
Who is responsible for the specific deliverable/ task?	Senior management, CLIP (« Centre de leadership et d'innovation pédagogique »)
When is the completion deadline of the specific deliverable/ task?	1. August 2021



<p>What is the current status of each specific deliverable/ task? (include a completion percentage)</p>	<p>This task is fully completed (100%).</p> <ol style="list-style-type: none"> 1. All of the teaching staff has access to the resources related to program quality through the intranet, which regroups various access points on the CLIP page. The CLIP's intranet page includes links to the CLIP's website, requests support for the CLIP, a training calendar, a portal with lesson plans and a SharePoint entitled Program Evolution ("Évolution des programmes").
<p>* What has been identified as needing to be done? (stipulation)</p>	<p>Affirmation 6: The Audit team agrees with the College that there is room for improvement in identifying more formal means to access information related to best practices, teaching strategies and learning tools. The proposed solution of creating a CLIP's microsite to share information, best practices and resources seems promising (consult the evaluation of Standard 4, items 1 and 2).</p>
<p>What deliverables are associated with addressing the stipulation?</p>	<p>Establish formal and standardized means to access information related to best practices, teaching strategies and learning tools.</p>
<p>What tasks are associated with addressing the deliverable?</p>	<ol style="list-style-type: none"> 1. List on the www.clipboreal.ca website and on the College's intranet all information and tools related to best teaching practices. 2. Share winning and innovative practices by teaching personnel with all of the College's staff and publish them on social medias. 3. Maintain tool's updates on the www.clipboreal.ca website as well as communication efforts.
<p>Who is responsible for the specific deliverable/ task?</p>	<p>Senior management, CLIP (« Centre de leadership et d'innovation pédagogique ») Supporting: Management team, Communication and Media Relations</p>



When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none">1. September 20212. September 20213. Continuous activity
What is the current status of each specific deliverable/ task? (include a completion percentage)	<p>These tasks are fully completed (100%) and the work continues, because it involves continuous activities.</p> <ol style="list-style-type: none">1. The www.clipboreal.ca website was launched in March 2020 and was particularly useful during the urgent switch to distance learning. Communications delivered by the CLIP team members help direct people to this site, and this latter is constantly updated. Furthermore, thanks to the new intranet, there is now a central access point to access various CLIP folders, such as: Website, help desk for request support, training calendar, portal for course outlines and the SharePoint presentation on program evolution.2. Since August 2021, the Communications sector developed the “Our colleagues in the media” newsletter, which is sent by email to all College employees, to share with them winning practices, initiatives and projects from various teachers, and those published in the media. Furthermore, the CLIP set up a community of practice pilot project in January 2022.3. A technopedagogical specialists team regularly updates the website.
* What has been identified as needing to be done? (stipulation)	<p>Affirmation 7: It is the same for the Corporate Service’s initiative to create a page in its intranet site containing in a same place all the College’s policies, guidelines and procedures, as well as the intention to launch in 2020 a new portal accessible to all its college staff, where all administrative documents will be centralized, including the policy A.20 <i>Métapolitique</i> (metapolicy) that, which establishes the documents revision calendar for the College (consult the evaluation of Standard 5, item 1).</p>
What deliverables are associated with addressing the stipulation?	<p>Ensure that all personnel have access to the College’s policies, guidelines and procedures.</p>



What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none">1. Creation of a new intranet to share College's policies, guidelines and procedures (and other items).2. Invite the various College's sectors to fill up the intranet3. Communicate the initiative with personnel members.
Who is responsible for the specific deliverable/ task?	Vice-presidency, Corporate Services
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none">1. September 20212. May 20213. September 2021 (continuous activity)
What is the current status of each specific deliverable/ task? (include a completion percentage)	<p>These tasks are fully completed (100%).</p> <ol style="list-style-type: none">1. The policies (including the megapolicy), guidelines and procedures are available on the new College's intranet, making it accessible to all College's employees.2. An invitation was launched to all sectors to fill up their pages on the intranet, thus allowing to centralize forms, tools, templates, etc.3. Corporate Services have launched the intranet in Fall 2021 during the staff meeting. Since then, information is added to it on a regular basis.



<p>* What has been identified as needing to be done? (stipulation)</p>	<p>Affirmation 8: Regarding the human resources management, the Audit team considers that the initiatives to implement an HR system, to evaluate the efficiency of the new support staff appraisal system, to review this process for the managing personnel as well as the one used in 2020-2021 for the teaching personnel, and to proceed with the communication and official launching of new documents are all appropriate and likely to improve the quality of the RH management (consult the evaluation of Standard 6, items 1 through 4).</p>
<p>What deliverables are associated with addressing the stipulation?</p>	<p>Implement the initiatives proposed by the Human Resources (HR) aimed at:</p> <ul style="list-style-type: none"> – Review processes linked to performance appraisal of academic, managing and support staff; – improve or replace the software used to manage the Human Resources.
<p>What tasks are associated with addressing the deliverable?</p>	<ol style="list-style-type: none"> 1. Communicate new RH guidelines. 2. Continue evaluation of the Human Resources systems. 3. Review teaching personnel appraisal process. 4. Review management personnel appraisal process. 5. Evaluate efficiency of the new support staff appraisal system.
<p>Who is responsible for the specific deliverable/ task?</p>	<p>Senior Management, Human Resources</p>
<p>When is the completion deadline of the specific deliverable/ task?</p>	<ol style="list-style-type: none"> 1. August 2021 (continuous process) 2. March 2022 3. March 2023 4. March 2023 5. September 2023
<p>What is the current status of each specific deliverable/</p>	<p>These tasks are completed at 50%.</p> <ol style="list-style-type: none"> 1. The guideline's new items and changes were communicated by email and updated documents were put on the new intranet. This constitute a continuous process and a practice that is rooted in the sector (completed at 100%).



<p>task? (include a completion percentage)</p>	<p>2. A project manager was hired to manage the selection process and the implementation of a HR planning and management system. A proposition demand was published and suppliers participated in an evaluation and interview process. A service supplier was hired and the implementation of the new tool has begun. This implementation is considered a pluriannual activity (completed at 100%).</p> <p>Tasks 3, 4 and 5, related to work appraisal, are ongoing. They will be reviewed after the implementation of the new RH management tool. The following actions have been done up to now :</p> <p>3. Teaching sector: The RH director is working with the teaching staff supervisors to provide schedule tables for appraisal of personnel (done, and to do). This table is submitted annually to the Vice-Presidency academic. Tools for the new supervisors have been shared to help them with the appraisal of personnel. The completed appraisals are kept in HR. Review of the process is planned in 2022-2023 and will take into account the new RH system. (Completed at 25%).</p> <p>4. Management sector: The review of the appreciation process for the administrative personnel has begun. A process shell was developed by a consultant and the reference framework for key leadership skills was completed. This new reference framework of key leadership skills was approved by the Management Committee in March 2022. These key competencies in leadership will be integrated in the appraisal tools and shared with the members of the management teams during meetings and training. This work will continue in 2022-2023 and will take into account the new RH system. (Completed at 70%).</p> <p>5. Support sector: The evaluation of the efficiency of the new support personnel assessment tool is planned in 2022-2023, so as to include the 2021-2022 appraisal cycle in the discussions. Surveys designed for managers and their employees will be sent in the following months. Again, the process review will take into account the new RH system. (To do).</p>
<p>* What has been identified as needing to be done? (stipulation)</p>	<p>Affirmation 9: Finally, the Audit team welcomes greatly the initiative to elaborate, publish and implement guidelines to guide the budget decision-making process (consult the evaluation of Standard 6, item 6 and the following section for more details on the vision of the Audit team on this subject).</p>



What deliverables are associated with addressing the stipulation?	Develop, publish and implement guidelines to guide the budget decision-making process.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none">1. Conduct an analysis and gather information related to guidelines on the budget decision-making process.2. Develop a work plan for the development of new guidelines for the budget decision-making process.3. Implement the developed work plan.
Who is responsible for the specific deliverable/ task?	Senior Management, Finances
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none">1. March 20222. October 20223. March 2023
What is the current status of each specific deliverable/ task? (include a completion percentage)	<p>These tasks are completed at 33%.</p> <ol style="list-style-type: none">1. The Finance sector has done an analysis and has gathered existing guidelines (completed at 100%). <p>The team began a work plan in April 2022. This plan will be completed in October 2022, and the new guidelines will be published in March 2023.</p>



<p>* What has been identified as needing to be done? (stipulation)</p>	<p>Affirmation 10: Even though these last points were not officially declared in the Self-evaluation Report, the Audit team wishes to salute the continuous efforts made by the College, efforts always required, to standardize their services amongst the Colleges vast territory.</p>
<p>What deliverables are associated with addressing the stipulation?</p>	<p>Maintain continuous efforts in the standardization of offered services throughout all the campuses so as to ensure that quality services are provided to everyone.</p>
<p>What tasks are associated with addressing the deliverable?</p>	<ol style="list-style-type: none"> 1. Further clarify roles and responsibilities of campus managers and postsecondary administrators. 2. List the student services offered on all campuses. 3. Create an action plan to standardize student services on all campuses. 4. Implement the plan.
<p>Who is responsible for the specific deliverable/ task?</p>	<p>Vice-Presidency Academic Support: Postsecondary administrators, Campus managers, Manager and administrators of Student services</p>
<p>When is the completion deadline of the specific deliverable/ task?</p>	<ol style="list-style-type: none"> 1. March 2022 2. March 2021 3. March 2022 4. Pluriannual activity – completion date: March 2024
<p>What is the current status of each specific deliverable/</p>	<p>These tasks are completed at 75%.</p> <ol style="list-style-type: none"> 1. In order to standardize offered services throughout the campuses, the Vice-President Academic met Campus managers and the postsecondary administrator in order to clarify their roles. Training on the Colleges academic model was offered to all



task? (include a completion percentage)	<p>members of the teaching management team, including managers located across the province who are involved with postsecondary files. These latter also participate in weekly meetings to ensure that all messages, priorities and procedures related to the postsecondary field are standardized. (Completed at 100%)</p> <ol style="list-style-type: none">2. The Student Services made a list of all services offered on the various campuses, allowing to highlight gaps and needs. Certain services were added to all campuses in 2021-2022, for example the Online Tutoring Services and the Conversation Circles in French and English to support language skills, as well as improvement to the library services. (Completed at 100%).3. An action plan for the standardization of student services throughout all campuses was developed and shared in March 2022 with the members of the teaching management team and with the Steering Committee. (Completed at 100%).4. Implementation of the plan started in April 2022 and will be spread on a two-year period (pluriannual activity).
* What has been identified as needing to be done? (stipulation)	<p>Affirmation 11: The Audit team also noted with interest, during the presentation of the PerfoSTRATEGIK tool, the confirmed intention to disseminate this tool and generalize its use to all the College's services.</p>
What deliverables are associated with addressing the stipulation?	<p>Maintain and increase the use of the perfoSTRATEGIK tool for all the College's services.</p>
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none">1. Establish an annual plan to use and adopt a standardized version of the tool.2. Implement the plan.3. Offer training according to roles and responsibilities targeted in the plan.



Who is responsible for the specific deliverable/ task?	Vice-Presidency, Business Development
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none">1. January 20222. April 20223. April 2022
What is the current status of each specific deliverable/ task? (include a completion percentage)	<p>These tasks are completed at 100%.</p> <ol style="list-style-type: none">1. An annual planning tool was developed. This tool determines the roles and responsibilities of each stakeholder, as well as the following tasks:<ul style="list-style-type: none">• Determine the team for the year, in consultation with the teams;• Integrate these means in the perfoSTRATÉGIK tool;• Plan the means (milestones; rates; timelines);• Provide technical support to administrators;• Perform the actual data entry of the means;• Ensure mean's data integrity;• Perform the actual data entry of the measurable goals;• Ensure data integrity of measurables goals;• Produce reports for the Board of Governors;• Produce mean's follow-up reports for the Vice-Presidency;• Produce mean's follow-up reports for the Steering Committee.2. Implementation of the plan for 2021-2022 is going well and planning for 2022-2023 has begun.3. Training activities have been offered to users on numerous occasions to allow all managers to participate. Furthermore, a user guide was developed and given to the users by email. This guide is available on the intranet, in the resource folder for new employees.



<p>* What has been identified as needing to be done? (stipulation)</p>	<p>Affirmation 12 : <i>Finally, it was noted above that the Policies D10 et D11 regarding the « Aménagement linguistique » (linguistic planning) and the « Compétences culturelles » (cultural skills) represent best practices that can have a positive impact on the quality of program and services delivery in a minority context. The Audit team were able to see that there was still room for improvement with regards to the promotion of the use of the spoken language in the College's daily operations, in order to reflect the value adopted within its Mission and its reviewed motto for the sustainability of its community. Furthermore, since 2011, the linguistic planning is the subject of a ministerial policy. In 2010, Collège Boréal, showing leadership, had developed such an institutional policy, policy that was updated in 2016. As mentioned above, new performance indicators will assess the impact of colleges on their communities and this will have a more direct incidence on the financing of colleges, as pertaining in the 2020 to 20205 evaluations under the new "Strategic Mandate Agreements".</i></p>
<p>What deliverables are associated with addressing the stipulation?</p>	<p>Increase the value of the use of the spoken and written language in the daily college operations as well as in cultural competency activities.</p>
<p>What tasks are associated with addressing the deliverable?</p>	<ol style="list-style-type: none"> 1. Maintain and develop internal campaigns to foster pride and a sense of belonging to a Francophone college. 2. Create a committee regrouping personnel from all sectors in order to establish an EDI strategy (Equity, Diversity and Inclusion) for all of the college. 3. Develop and offer language training and intercultural skills training for teachers. 4. Implement and maintain EDI strategies.
<p>Who is responsible for the specific deliverable/ task?</p>	<p>Communications sector; Counselling agent, Classification and well-being for personnel; Management, Center of educational leadership and innovation.</p>
<p>When is the completion deadline of the specific deliverable/ task?</p>	<ol style="list-style-type: none"> 1. March 2022 2. March 2021 3. June 2021 4. Continuous activity



What is the current status of each specific deliverable/task? (include a completion percentage)

These tasks are completed at 100%.

1. The College continues its efforts in promoting a sense of belonging to a Francophone college and the pride resulting from this. Here are a few examples:
 - Creation of the column entitled “Le P’tit Boréal” offering that offers tips or examples of the incorrect use of certain common words or expressions;
 - Launching of the campaign “IciPourVous!” (Here for you!) which celebrates successes and reminds the presence of a support community in the college.
2. In March 2021, the Human Resources launched an invitation to employees and student to participate in an EDI committee. This demand was so well received by the personnel and students that two committees, instead of one, were created: the “Resource and Activities Advisory Group” and the “Systems and Practices Advisory Group”. The College also coordinated various training activities, conferences, etc. For example:
 - Launching of the “Black History Month campaign” in February 2022é
 - Invitation of the speaker César Ndéma-Moussa, on two occasions, who explored the roots of antiblack racism and other forms of racism, discussed the impact of EDI initiatives and challenged participants to play a leadership role in the battle against racism;
 - Diverse conferences related to mental health, to the inclusion of members of the LGBTQ+ community, etc.;
 - Invitation to talks offered by the Louis Riel Center on the French decolonization initiatives.
3. The “CLIP” developed and offered in Mai 2020 a training activity entitled “Réviser et enrichir ses textes” (review and enrich our texts), and another one during winter 2022 entitled “Développer les compétences langagières de ses étudiants (develop the linguistic skills of our students). These trainings were offered to full-time teachers et will also be available to part-time teachers in May 2022. Furthermore, all teachers have undergone training on intercultural skills and indigenous humility.
4. Various activities have already been offered to the college staff and students. The Bureau of the Presidency has published a “Déclaration du Collège Boréal” (college’s declaration) in Equity, Diversity and Inclusion (EDI) in February 2021. Activities to promote pride towards Francophonie and EDI continues.

It must be noted that all conferences, campaigns, training activities, etc. were offered in French, in order to contribute to Francophonie’s influence. Even though the tasks are completed, the college continues its efforts and initiatives on this subject.



2. Provide additional comments (if applicable).

In addition to the results mentioned in this report, Collège Boréal continues the following activities related to program quality:

- The steering committee has confirmed its interest as well as funds for the subscription to a software for the management of curricular development (course outline, correspondence, program development and renewal, etc.). A proposition demand was published in February 2022, and a service supplier should be hired in spring 2022.
- Following the publication of the intranet, the Center for Computer Service team is now working on a second phase to integrate various Microsoft Suite tools, in order to centralize the various resource's access points.
- The College is developing a policy on Equity Diversity and Inclusion.
- Addition of training activities on the processes related to the postsecondary component during the teaching management team's weekly meeting. This initiative will also ensure that new employees are informed of resources and procedures related to teaching.
- In January 2022, the College has updated its policy *D10– Politique d'aménagement linguistique* (linguistic planning policy).