



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 REPORT Follow-up (18-month)

#### MOHAWK COLLEGE

**DATE OF PREPARATION OF REPORT:** February 24, 2026  
Amended for resubmission April 9, 2026

**REPORT PREPARED BY:** Janet Shuh, Dean Academic Development, Quality and Excellence

**Note:** This template is used for the 18-month follow-up report and to demonstrate the current state of QA activities during a CQAAP submission.



*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).*

*The OCQAS Management Board is looking for the following:*

- 1. Completeness: Adequate information about implementation progress for each of the recommendations and affirmations from the Audit Report. This includes statements of the specific deliverables/tasks that the college is undertaking to implement each recommendation and affirmation. The current status should be stated in terms of percent of implementation completion for the specific deliverables/tasks. Where a specific deliverable/task is not complete, the expected completion date should be stated. If there has been slow progress in implementing specific deliverables/tasks, an explanation for why that is the case should be provided.*
- 2. Appropriateness of the college's chosen deliverables/tasks for achieving the intent of the Audit Report recommendation.*
- 3. Sufficient Progress: The college should have made overall substantial progress on all Audit Report recommendations with implementation of some of specific deliverables/tasks already completed.*

*Note: When using acronyms, please include their unabbreviated form.*



**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.

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<p><b>Recommendation #1 (Requirement 1.5)</b></p> <p>The Audit Panel recommends that the College clearly articulate consistency and responsibility for reporting on how recommendations and action plans arising from QA processes have been implemented.</p>	<p>1. Develop Comprehensive Program Review (CPR) Action Plan &amp; Objectives Tracking in Excel to ensure accountability for identified outcomes related to enhancing program quality.</p> <p>2. Better Integration of Annual Curriculum Review (ACR) into CPR to ensure accountability for</p>	<p>1. (a) Implement Excel CPR Tracking for all CPR Action Plans (starting in 2024/2025 cycle). Configure and add the CPR Tracking function to each Program Quality Life Cycle Teams Channel.</p> <p>(b) Automated Annual Reminders to AD (Spring/Summer) on Action Plans to update status before August 31.</p> <p>2. (a) Annual Curriculum Review Process Updates - adding a link/section to Annual Curriculum Review</p>	<p>Dean Academic Development, Quality &amp; Excellence</p> <p>Associate Dean, Teaching and Learning</p> <p>Dean Academic School</p> <p>Associate Deans, Academic School</p> <p>Program Review Writer</p>	<p>March 2026</p> <p>September 2026</p> <p>September 2025</p>	<p>1. (a) <b>100% completed.</b> (See evidence addendum Recommendation 1. 1a) CPR Action Plan Tracking Excel Sheet set up. Directions provided in Annual Curriculum Review on how to access and update the Action Plan tracking.</p> <p>1. (b) <b>50 % completed.</b> Automated Annual Reminders through MS Teams and Email.</p> <p>2. (a) <b>100% completed.</b> (See evidence addendum Recommendation 1. 2a)</p>



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	identified outcomes related to enhancing program quality.	Report for CPR Action Plan & Objectives.  (b) Require the submission, and filing, of ACR Report for all active programs to Dean Academic Development, Quality and Excellence and VPA.  (c) Post copies of ACR reports in Program Quality Life Cycle Teams Channel.		September 2026  December 2026	Annual Curriculum Review Report Updated with CPR Action Item section.  2. (b) <b>100% completed.</b> All ACR Report submitted to the Dean, Academic Development, Quality and Excellence and filed.  2. (c) <b>0% completed.</b> Will be done for the 2025/2026 CPR cycle onwards.



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<p><b>Recommendation #2 (Requirement 1.7)</b></p> <p>The Audit Panel recommends that the full repository of program records is maintained, past the 18-month report.</p>	<p>1. Establish a new MS Teams environment for "Program Quality Life Cycle" that will include, New Program submissions/validations, for Board of Governors Reports, CVS, PEQAB, and Ministry, program modifications, curriculum - program of study modifications, program standards updates and mapping, and annual program review reports for each program and/or cluster.</p>	<p>1. (a) Develop the new MS Teams "Program Quality Life Cycle" environment.</p> <p>(b) Each program folder will contain the CPR Report, Action Plan (with annual updates), Annual Curriculum Committee Reports, final Board of Governors Reports, CVS, PEQAB, Ministry applications and approvals, Program Standards updates, major program modifications on a move forward basis.</p>	<p>Vice President Academic</p> <p>Dean Academic Development, Quality and Excellence</p> <p>Dean Academic School</p> <p>AD Academic School</p> <p>AD Teaching and Learning</p> <p>Program Quality Specialist</p> <p>Program Review Writer</p>	<p>January 2026</p> <p>December 2026</p>	<p>1. (a) <b>100% completed but ongoing as CPRs are VPA endorsed.</b> (See evidence addendum Recommendation 2. 1a)</p> <p>1. (b) <b>25% completed.</b> Beginning to populate documentation for each program or cluster of programs. (See evidence addendum Recommendation 2. 1b)</p>
<p><b>Recommendation #3 (Requirement 2.3)</b></p> <p>The Audit Panel recommends that the College provide clearer</p>	<p>1. Enhancing communication strategies and channels to increase student awareness and uptake of PLAR (New PLAR Website).</p>	<p>1. (a) Web-based assets enhancements, surveyed over 250 students on their experience with the website content and pursuing PLAR and update the College PLAR</p>	<p>The Office of the Registrar</p> <p>Director, Enrolment Services and Systems</p>	<p>September 2025</p>	<p>1. (a) <b>100% completed.</b> Student survey launched (See evidence addendum Recommendation 3. 1a) and College website updated - see link below.</p>



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<p>communication to students about opportunities for Prior Learning Assessment and Recognition.</p>	<p>2. Modernizing the tools for self-assessment and application for PLAR and instructions for Assessors.</p>	<p>website with feedback and sector evidence-based practices.</p> <p>(b) Targeted PLAR College and student communications.</p> <p>2. (a) Develop a PLAR Self-Assessment form to help students to compare their skills and knowledge against the Course Learning Outcomes.</p>	<p>Manager, Registration &amp; Convocation</p> <p>PLAR Coach Pathways to Learning</p>	<p>September 2025 and ongoing</p> <p>September 2025 and ongoing</p>	<p><a href="#">Prior Learning Assessment &amp; Recognition (PLAR)</a></p> <p>1. (b) <b>100% completed and ongoing.</b> <a href="#">Revised PLAR FAQs</a> PLAR Postcard, Students and International Spotlight Series, Student Newsletter exemplar including PLAR. (See evidence addendum Recommendation 3. 1b)</p> <p>2. (a) <b>100% completed.</b> <a href="#">New PLAR Self-Assessment Tool</a></p>



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	3. Commit to continuous improvement of streamlining processes and procedures for PLAR submissions.	<p>(b) Develop a PLAR webform that allows students to easily submit PLAR application/registration.</p> <p>(c) Updating PLAR process document to include best practices and updated guidelines for assessors.</p> <p>3. (a) Commit to the continuous improvement of PLAR processes through the collection of data and feedback from students and college employees.</p> <p>(b) Engagement in the <b>Committee of Registrars and Admissions Liaison Officers (CRALO)</b> to implement evidenced-informed practices related to PLAR.</p>		<p>September 2025 and ongoing</p> <p>September 2025 and ongoing</p> <p>September 2025 and ongoing</p> <p>September 2025 and ongoing</p>	<p>(b) <b>100% completed.</b> <a href="#">New PLAR Registration Webform</a></p> <p>(c) <b>100% completed.</b> Updated PLAR Process Document for Assessors (See evidence addendum Recommendation 3. 2c)</p> <p>3. (a) <b>100% completed but ongoing.</b></p> <p>3. (b) <b>100% completed but ongoing.</b></p>





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					<a href="#">Interest to Participate Form</a>
<p><b>Recommendation #5 (Requirement 4.3)</b></p> <p>The Audit Panel recommends that the College provide clear information to faculty about the importance of timely, constructive and equitable evaluation of student achievement as per the Student Assessment Policy.</p>	<p>1. Modify the <a href="#">Student Assessment Policy</a> to include benchmarks (e.g., maximum grade percentages, timely feedback on all assessments, awareness of grade to date before final exam or assessment) to enhance the transparency of assessments for students.</p>	<p>1. (a) Review and benchmark to other college and university policies.</p> <p>b) Make and consult on changes to the College's Student Assessment Policy.</p> <p>c) Seek approvals from the Policy Committee, Senior Leadership Team, and President's Advisory Council.</p> <p>d) Communicate the changes in the new policy to impacted stakeholders notably the teaching faculty but also Student Services, Registrar and CTLL.</p>	<p>VP Academic</p> <p>Dean, Academic Development, Quality and Excellence AD, CTLL</p>	<p>February 2026</p>	<p>1. a, b, c, d <b>100% completed.</b></p> <p>Revised <a href="#">Student Assessment Policy</a> approved and distributed to the broader College community. (See evidence addendum Recommendation 5. 1d)</p>





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		artificial intelligence tools. This learning will be curated in two modules of the new Mohawk AI Info Hub Course in MyCanvas.			assessment and AI in pedagogy and curriculum as well as AI Ready Assessment Framework. (See evidence addendum Recommendation 5. 2c)
<p><b>Recommendation #6 (Requirement 5.2)</b></p> <p>The Audit Panel recommends that all policies be updated to meet the College’s Policy Development and Review Policy which states: Polices will be reviewed every five years.</p>	<p>1. In order to be in alignment with the 5 year requirements for renewal <a href="#">Policy Development and Review Policy   Mohawk College</a> the college is implementing a number of strategies to ensure that all policies align to this requirement.</p> <p>2. The implementation of a new technology integrated in the MS Teams Policy Committee</p>	<p>1. (a) Establish automatic policy renewal reminders: Identify policy owners.</p> <p>(b) Review policy approval deadlines.</p> <p>(c) Review policy approval timelines with policy owners.</p> <p>2. (a) Program database (Smartsheet) for automatic reminders.</p>	<p>Corporate Secretary and Chair of Policy Committee</p> <p>Policy Leads for Academic Division; Corporate Services; Student Services &amp; International; Communications and External Affairs (aligned to the VP portfolios).</p>	<p>November 2026</p> <p>November 2026</p> <p>November 2026</p> <p>November 2026</p>	<p>1. (a) <b>100% completed.</b> Realigned policy owners for new corporate structure.</p> <p>1. (b) <b>80% completed.</b> Policy timelines reviewed.</p> <p>1. (c) <b>100% completed.</b> Implemented a policy review summary sheet to ensure consistency in review cycles</p> <p>2. (a) <b>100% completed.</b> Implemented a soft launch of smartsheet</p>



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	<p>Site that will automatically send policy renewal reminders deadlines for each review step in the process including, but limited to: the College Policy Committee; President's Advisory Council; and Senior Leadership Team.</p> <p>3. Actively reviewing its policies to find synergies for merging like policies; and/or eliminating policies all together.</p>	<p>(b) Train policy owners on automatic policy review process.</p> <p>3. (a) Merge and review policies: Retrain policy owners on review of policies and opportunities for merging.</p>		<p>November 2026</p> <p>December 2026</p>	<p>automatic reminders for policy renewal.</p> <p>2. (b) <b>100% completed. and ongoing</b> – scheduling training for policy owners.</p> <p>3. (a) <b>60% completed.</b> Review and updated the Policy Development and Review Policy.</p>
<p><b>Affirmation #1 (Requirement 5.2)</b></p> <p>The College will continue to review its policies to ensure relevance and consistency in the sector given the changing</p>	<p>1. In order to be in alignment with the 5-year requirements for renewal <a href="#">Policy Development and Review Policy   Mohawk College</a> the college is implementing a number of strategies to ensure that</p>	<p>See Recommendation #6 above.</p>	<p>See Recommendation #6 above.</p>	<p>See Recommendation #6 above.</p>	<p>See Recommendation #6 above.</p>



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<p>postsecondary landscape, and to maintain alignment with the review schedule outlined in its Policy Renewal and Development Policy.</p>	<p>all policies align to this requirement.</p> <p>2. The implementation of a new technology integrated in the Teams Policy Committee Site that will automatically send policy renewal reminders deadlines for each review step in the process including, but limited to: the College Policy Committee; President's Advisory Council; and Senior Leadership Team.</p> <p>3. Actively reviewing its policies to find synergies for merging like policies; and/or eliminating policies all together.</p>	<p>See Recommendation #6 above.</p> <p>See Recommendation #6 above.</p>	<p>See Recommendation #6 above.</p> <p>See Recommendation #6 above.</p>	<p>See Recommendation #6 above.</p> <p>See Recommendation #6 above.</p>	<p>See Recommendation #6 above.</p> <p>See Recommendation #6 above.</p>
<p><b>Affirmation #2 (Requirement 5.8)</b></p>	<p>1. Continue to enhance Quality Assurance Partnership oversight.</p>	<p>1. (a) Continue meeting with P3 partners on all matters related to academic quality.</p>	<p>Dean, Academic Development, Quality and Excellence</p>	<p>September 2024-2025 and ongoing</p>	<p>1. (a) <b>100% completed.</b></p>



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<p>The College will continue to support the academic quality of all programs offered through partner institutions including completing Annual and Comprehensive Program Reviews, sharing and benchmarking course level curriculum to approved Mohawk College programs, and enhancing student experience.</p>	<p>2. Revitalize the oversight processes of the SNP partnership Quality Assurance.</p>	<p>(b) Support the winding down of the P3 partnership Quality Assurance Committee and academic delivery.</p> <p>2. (a) Establish formal Terms of Reference for the SNP/MC Quality Assurance Committee.</p> <p>2. (b) Establish cadence and operation of SNP/MC Quality Assurance meetings twice per year to share program and curriculum updates, Ministry changes, and progress, on Comprehensive Program Reviews.</p> <p>2. (c) Review and revise the SNP/MC Quality Assurance section in the MOU.</p>	<p>Director, Partnerships and Service Integration</p> <p>AD, CTLI</p>	<p>September 2025</p> <p>September 2025 and ongoing</p> <p>September 2025 and ongoing</p> <p>September 2026</p>	<p>1. (b) <b>100% completed.</b> P3 Partnership fully dissolved. Documentation and correspondence archived.</p> <p>2. (a) <b>100% completed.</b> Quality Assurance Committee Terms of Reference established.</p> <p>2. (b) <b>100% completed.</b></p> <p>2. (c) <b>80% completed.</b> Meeting cadence and document sharing protocols enacted and</p>



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					College and SNP reviewing primary MOU document.
<p><b>Affirmation #3 (Requirements 6.1 &amp; 6.3)</b> The College will continue implementation and review of the “People Strategy” recruitment efforts, its timeline and deliverables.</p>	<p>1. A redesign of MyMohawk with the implementation of an Employee Value Proposition (EVP)</p>	<p>1. (a) Redesign MyMohawk.</p> <p>1.(b) Building interview guides.</p> <p>(c) Sourcing strategies.</p> <p>(d) Partnerships with LinkedIn.</p>	<p>Manager, Talent Acquisition</p> <p>Chief Human Resource Officer</p>	<p>November 2026</p> <p>November 2025</p> <p>November 2025</p> <p>November 2025</p>	<p>1. (a) <b>80% completed.</b> <a href="#">EVP</a> lives on Mohawk College’s Career page, job posting, LinkedIn presence and Recruiting tools.</p> <p>1 (b) <b>100% completed.</b> Interview Guides – posted on MyMohawk</p> <p>1. (c) <b>100% completed.</b> Interview Best Practices Training and curated collection of sample interview questions – posted on MyMohawk</p> <p>1. (d) <b>100% completed.</b> LinkedIn Resource – posted on MyMohawk</p>



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	<p>2. Identify opportunities for improvement for all stages in the recruitment cycle to support hiring managers to recruit talent efficiently, effectively, and equitably across the College</p>	<p>(e) Consultation with CIRKL.</p> <p>2. Recruitment and retention toolkit.</p>		<p>November 2025</p> <p>November 2026</p>	<p>1. (e) <b>100% completed.</b> List of diverse jobs boards and community network – posted on MyMohawk</p> <p>2. <b>70% completed.</b> Recruitment &amp; Retention Toolkit on MyMohawk - this is intentionally designed to evolve. (ongoing) <b>Completed:</b> - Preboarding – Tips for a successful first day experience for new hires - Reference Check Templates &amp; Guide <b>In Progress:</b> - Onboarding resources for Hiring Managers + practical strategies to enhance employee experience - Revising Bias Free Hiring Guide</p>



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					<ul style="list-style-type: none"> <li>- Preliminary Interview Questions</li> <li>- Recruitment Process Map</li> <li>- Tips for reviewing resumes</li> </ul>

Add (copy and paste from above) additional tables as required to complete the exercise.

**1. Provide additional comments (if applicable).**

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