



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

ST-LAWRENCE COLLEGE

DATE OF PREPARATION OF REPORT: March 28, 2024

REPORT PREPARED BY: Krista Videchak - Manager, Quality Assurance

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.*

* What has been identified as needing to be done? (stipulation)	What deliverables are associated with addressing the stipulation?	What tasks are associated with addressing the deliverable?	Who is responsible for 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)
<p>RECOMMENDATION #1 The panel recommends that the college actively work on all the stated affirmations throughout the Self-Study to address, improve and resolve items identified with the goal of ensuring completion over the next 18 months and to include updates in the follow-up report.</p>					
<p>Affirmation #1 – Requirement 1.2</p>					
Develop a communication and training strategy for recent new and renewed policies for all College stakeholders.	Expand distribution list of who receives Academic Policy updates.	In addition to distributing throughout the Academic division, distribute throughout non-academic divisions (e.g. Student Success, Registrar's Office).	Chair, Academic Policy Review Committee (APRC)	September 2022	100% Complete
	Expand details of information provided re: policy updates/new policies.	Pull details from Academic Policy cover sheets and include in chart distributed to non-academic divisions.	Chair, APRC	September 2022	100% Complete



		Update agenda submission document to include reference to communication/training plans for presenters bringing forward a new academic policy for consideration.	Chair, APCR	August 2023	100% Complete
	Orient college community to new academic policy review process including communication/training plan responsibility.	Present to Academic Council.	Chair, APCR	September 2023	100% Complete
		Update College Policy Centre with details.	Chair, APCR	August 2023	100% Complete
Affirmation #2 – Requirement 1.3					
SEM Data Subcommittee to develop a Data Governance Framework.	Develop a framework to plan and implement a Data Governance program focused on ensuring the right people have access to trusted data that is secured.	Create Data Governance Steering Committee.	Director of Strategic Planning & Chief Information Officer	June 2022	100% Complete
		Hire an Institutional Research & Data Governance Manager.	Manager of Data Governance	March 2023	100% Complete
		Conduct an environmental scan to identify current challenges and data relationships.	Manager of Data Governance	March 2024	37% Complete Environmental scan is underway and interviews with key leaders have taken place in 7 functional areas of the college



					within 2 of the college's 5 divisions. This represents 37% of the functional area environmental scans that need to occur.
		Develop and execute a training plan and resources to educate the College community on Data Governance principles, benefits, and responsibilities.	Manager of Data Governance	June 2024 and March 2025 The development of the training plan and resources will be completed by the end of June 2024 with training to be completed by the end of March 2025.	15% Complete An outline for required training resources and materials is being constructed, along with a facilitator's guide for training sessions. In total approximately 15% of the training material content has either been sourced or curated for use in sessions with staff.
		Draft relevant policies and consult with appropriate college leaders to recommend approval.	Manager of Data Governance	March 2025 - ongoing	20% Complete The skeletons for draft policies have been developed but requires significant consultation with teams throughout



					the college. Currently, it is approximately 20% completed.
		Define roles and responsibilities and identify relevant positions to operationalize.	Manager of Data Governance	June 2025	30% Complete This is a core component of the larger task of creating an operating model for data governance at SLC and will be revised and updated on an ongoing basis as the Data Governance framework is implemented across the college. Currently around 30% of the roles and responsibilities have been explored.
		Research and recommend resources and tools for implementation.	Manager of Data Governance	June 2025	0% Complete This requires extensive consultation with IT and the heads of



					functional areas at the college and is 0% complete as of this date.
		Educate relevant roles regarding the implementation of policies.	Manager of Data Governance	June 2025	0% Complete This is a more involved training program that will require the setup of several focused and contextualized training modules for Data Governance roles in different functional areas of the college. Currently they are 0% complete as awareness training needs to be launched and implemented first.
		Create a Data Classification System and implement.	Manager of Data Governance	December 2025	0% Complete This will require extensive input from teams across the college including heads of



					functional areas, College Executive Team (CET), and extensive participation from IT. Currently it is 0% complete but comparable classification models in use at other institutions are being examined for guidance on this task.
Affirmation #3 – Requirement 1.5					
Implement annual tracking for all Program Review Recommendations from 2021 forward.	Continue with the administration of the annual self-audits, adding program review recommendations to each program's self-audit as they complete the program review process.	The addition of program review recommendations to the self-audits for a program.	Associate Deans approve the program review recommendations Program Planning, Development, & Renewal (PPDR) adds the program review recommendations to the self-audits.	June 2024 and yearly	100% Complete The self-audits for 2021 onward were updated with program review recommendations.



	Explore opportunities with Curriculum Management Software to manage tracking of Recommendations.	Secure Curriculum Management Software.	Dean, Program Planning, Development & Renewal	March 2024	100% complete Curriculum Management Software vendor secured.
		Establish cross-functional implementation team to explore functionality and propose workflow to support management of Recommendations with tracking capabilities.	Cross-functional team including representatives from PPDR and IT	Spring 2025	0% Complete Workflow and data entry.
Affirmation #4 – Requirement 2.1					
Assess the feasibility of renewing the PLOs programs currently using outdated Provincial Program Standards.	Update course outlines that include updated Provincial Program Standards.	Course outline updates. Once new program standards are released, align new program learning outcomes to previous program learning outcomes.	Associate Deans Faculty PPDR	Fall 2023	100% Complete All courses at St. Lawrence College were updated into a new course outline template. Faculty, along with PPDR, ensured that the new outlines used



		Curriculum mapping to illustrate new program learning outcomes across the program.			the most current Provincial Program Standards, and that courses were accurately aligned to the updated Provincial Program Standards. Course outlines were then approved by Associate Deans.
Affirmation #5 – Requirement 2.2					
Transition of all course offerings to a course outline (CO) and Learning Plan (PI) that makes all alignment (PVLO, CLO, EES, Assessments) visible.	Update course outline (CO) and Learning Plan (PI) that makes all alignment (PVLO, CLO, EES, Assessments) visible.	Course outline development.	Associate Deans Faculty PPDR	Fall 2023	100% Complete The new course outline (CO) template was developed in 2021. The new template includes visible assessment, modules of study, EES, CLO, and PVLO alignment.
		Course outline updates.	Associate Deans Faculty PPDR	Fall 2023	100% Complete All courses at St. Lawrence College were updated into the new course outline template.



					Faculty, along with PPDR, ensured that the new outlines showed visible alignment between PVLOs, CLOs, EESs, assessments, and modules of study. Course outlines were then approved by Associate Deans.
Affirmation #6 – Requirement 2.3					
Formally establish quality assessment practices, including Prior Learning Assessment and Recognition (PLAR), as an Academic Priority for the College.	Conduct a complete review of the policy and process.	Review the current PLAR policy to affirm the policy and process.	Registrar Senior Vice President, Academic (SVPA)	Winter 2025	25% Complete A comprehensive documentation review of PLAR process (from both a student and staff perspective) and policy etc. was established summer 2023 and shared on Teams site in collaboration with the Academic Division and PPDR.



		Consultation and communication.	SVPA	Spring 2024 and Fall 2024	The Learning Connections Conference (LCC) session will also review gaps and pain points with participants. Associate Registrars and Associate Deans are establishing a Community of Practice collaboration and will review from each perspective this Fall (2024)
	Complete a map of the current PLAR process and evaluation of the pain points needs to be completed.	Map out the process for PLAR submissions and review.	Registrar SVPA	Winter 2025	25% Complete LCC session will explore PLAR Pathways at SLC, bridging gaps between past and future aspirations.
	Implement findings from review and mapping exercise.	Integrate findings into Flexible Delivery Strategic Initiative, one of the College's top five priorities, for the next three years of the	Registrar SVPA	2024-2027	5% Complete Collaborative conversations between SVPA and Registrar have begun.



		Strategic and Academic Plan.			
Affirmation #7 – Requirement 3.2					
Complete GENE and Degree Breadth course reviews as part of the 5-year review and renewal cycle QA process.	Create General Education 5-year curriculum renewal plan for existing and newly created courses.	Map current GENE courses across the GENE provincial framework.	Dean, Interdisciplinary Studies and Pathways (ISP) Associate Dean, ISP PPRD (support)	November 2023	100% Complete
		Meet with the GENE Committee to review the complete GENE course list and ensure map of themes are appropriate to each course.	Dean, ISP Associate Dean, ISP PPRD (support)	December 2023	100% Complete
		Request, review, and approve program specific GENE courses and renewal plan from GENE Committee based on POS in each area	Dean, ISP Associate Dean, ISP PPRD (support)	December 2023	100% Complete
		Create a renewal plan for degree breadth courses to align with the POS renewal cycle.	Dean, ISP Associate Dean, ISP PPRD (support)	November 2023	100% Complete



		Development of new courses will be ongoing following the GENE Provincial Framework.	Dean, ISP Associate Dean, ISP PPRD (support)	3-to-5-year cycle	Ongoing
Affirmation #8 – Requirement 3.3					
All PAC membership and meeting frequency is policy compliant.	Educate and onboard all Deans.	Ensure Deans are aware of Ministry requirements for PACs.	Office of SVPA Dean’s Leadership Council	Spring 2022	100% Complete Requires ongoing communication
	Conduct a non-compliance audit.	Annual review of all documentation to ensure Ministry requirements met and non-compliance forms generated (where necessary)	Office of SVPA	Completed Annually	100% Complete for last academic year (22/23) and will be completed in June for 23/24 academic year
	Create a new role (Manager, Quality Assurance) with accountability for strengthening PACs and ensuring compliance.	Create position description for new position with accountability for PAC engagement and compliance, interview/selection.	Dean, PPDR	Winter 2024 – position filled Spring 2025 – PAC engagement and compliance framework developed Fall 2025 – PAC engagement and compliance framework implemented	50% Complete New position created and filled in February 2024. Focus to date has been on completion of CQAAP follow-up report and attention will shift to other priorities like PAC compliance in Spring 2024.
Affirmation #9 – Requirement 3.4					



Actively support any initiatives by MCU, PEQAB, OCQAS, HQM, CCVPA, Colleges Ontario that serve to address relevancy and currency of Program Standards.	See Recommendation 3
Affirmation #10 – Requirement 4.1	
Implement Tri-campus team program planning (curriculum).	See Recommendation 3
Affirmation #11 – Requirement 4.1	
Transition of all course offerings to a course outline (CO) and Learning Plan (LP) that make all alignments (PVLO, CLO, EES, EDII & UDL Assessments) visible to establish consistency in CO and LP.	See Recommendation 6
Affirmation #12 – Requirement 4.2	



Focus Faculty PD supports on Assessment (EDII & UDL).	Create Universal Design for Learning (UDL) Guidelines and Assessment Mapping Strategy.	Create UDL Guidelines.	School of Contemporary Teaching and Learning (SCTL) UDL Champions (seconded faculty)	Spring 2024	75% Complete Guidelines have been drafted and presented to Academic Leadership Team (ALT) in March 2024 for approval/ feedback. Assessment mapping procedural details will be finalized in Spring 2024.
	Create tools to engage in assessment mapping.	Create Assessment Mapping Strategy.	UDL Sub-Committee of the Integrated Mental Health Task Force (IMHTF)	Spring 2024	75% Complete Assessment mapping tools will be finalized in the Spring and utilized within next academic year 2024-25.
	Pilot assessment mapping strategy.	Launch Pilot Assessment Mapping Strategy.	PPDR	Spring 2025	0% Complete Some programs currently undergoing Program Renewal will be selected to pilot the Assessment



					Mapping process. This pilot will take place throughout Fall 2024 – Winter 2025 – Spring 2025.
	Update Capture of Learning Experience Policy.	Update Capture of Learning Experience Policy.	SCTL	Spring 2024	90% Complete The policy has been drafted and reviewed by multiple committees. It will be included within the annual revision cycle after presentation to Academic Council in Spring for formal approval.

Affirmation #13 – Requirement 4.3

Create explicitly aligned sample assessments and rubrics for new and renewed course offerings (to support validity and accurate and timely feedback).	Considering the expanded focus on Universal Design for Learning and the Assessment Mapping Strategy, this item is subsumed under Affirmation 13.
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Affirmation #14 – Requirement 5.1					
<p>Create a one-stop location for all policy and procedure related documents on the SLC website and organize academic policies by theme so they have an easier (and searchable) public facing presence. (Note that the college listed this as 5.2 but is more correctly associated with 5.1)</p>	<p>Determine the suitability of posting college policies on the college website.</p>	<p>Itemize the Corporate Policies that are currently posted to the College Website. Solicit recommendation from Policy Owners as to the suitability of posting for those policies that are not currently posted.</p>	<p>Director of Strategic Corporate Planning</p>	<p>February 2024</p>	<p>100% Complete</p>
		<p>For each policy, review risks of publicly posting to the website and make recommendation.</p>	<p>Policy Owners</p>	<p>June 2024</p>	<p>10% Complete Emails have been sent to the College Executive Team (CET) notifying them of this upcoming process. Meetings with each CET member will be scheduled at the end of March / early April 2024.</p>
		<p>CET approval of recommendations.</p>	<p>CET</p>	<p>September 2024</p>	<p>0% Complete Meetings with each CET member will be scheduled at the end of March / early April 2024.</p>
		<p>Post additional Corporate Policies to</p>	<p>Policy Owners</p>	<p>September 2024</p>	<p>0% Complete</p>



		college website as approved by CET.	Marketing		Meetings with each CET member will be scheduled at the end of March / early April 2024. It is an ongoing practice that the college website is updated as current public-facing policies are reviewed and updated.
		Transition of all academic policies to SLC policy template.	ARPC Policy Owners	June 2023	100% Complete
		Work with Strategic Corporate Planning in re-design of public-facing policy repository.	Chair, APRC Director, Strategic Corporate Planning	June 2024	25% Complete The public-facing policy repository has been reviewed in its current format and is currently meeting our needs for the time being. Will re-visit the design in April-May 2024.
Affirmation #15 – Requirement 5.2					
The panel recommends that the college	Policy review process monitored according to	Review and update the College Meta Policy as	Director Strategic Corporate Planning	December 2022	100% Complete



consistently execute the timeline for policy review and revision and provide evidence on the success of the approach taken.	the College's Meta Policy.	roles and responsibilities were revised.			
		Establish Corporate Policy Review Committee.	Director Strategic Corporate Planning Institutional Research Analyst	January 2023 Prior to this date, all Corporate policies were reviewed by College Leadership team.	100% Complete
		Establish Academic Policy Review Committee.	Chair, Academic Policy Review Committee (APRC)	September 2023 Prior to this date, all Academic policies were reviewed through other variations of an Academic Policy Committee (established in 2009). The process followed was the same: reviewed by Academic Policy Committee, supported by Deans' Council (now ALT), supported by Academic Council, and approved by College Executive Team.	100% Complete
		Identify corporate policies requiring review per the Meta Policy schedule.	Director Strategic Corporate Planning Institutional Research Analyst	Annually in January.	100% Complete
		Communicate the corporate policy process, expectations, and timelines to Policy Owners for policies	Director Strategic Corporate Planning Institutional Research Analyst	Annually in January and as needed throughout the year.	100% Complete



		requiring review per scheduled.			
		Corporate Policy Review Committee reviews and endorses policies as presented by Policy Owners. Approval occurs through CET or the Board of Directors.	Director Strategic Corporate Planning Institutional Research Analyst	Ongoing.	Cyclical and ongoing All policy reviews are current.
		Communicate the academic policy process, expectations, and timelines for (a) 5-year cyclic review and (b) new policy development.	Chair, APRC	Ongoing.	100% Complete
		Align academic policies documentation and process with Corporate Policy Review Committee.	Chair, APRC	Summer 2023	100% Complete
Affirmation #16 – Requirement 5.3					
Conduct an Admissions Requirement audit to identify	Identify unnecessary barriers to access for Indigenous students	Review for transparency and currency to ensure that information about admission requirements	Senior Vice President, Strategy, Communications, &	Fall 2023	100% Complete



unnecessary barriers to access.	and create a transparent process.	and opportunities for access is readily available.	Advancement (SVP SC&A) Executive Director, Enrolment, Operations, and Registrar (ED, EOR) Indigenous Education Council (IEC)		
	Identify the gaps for access to entrance.	Confirmation of tuition costs.	SVP SC&A ED, EOR IEC	Fall 2023	100% Complete
	Initiate pilot program to recognize previous non-formal experiential learning. This will create access for students without the linear requirements and provides an opportunity to demonstrate work experience.	Develop rubric.	Registrar's Office Academic schools	Spring 2024	100% Complete
		Collaborate with academic Associate Deans and Coordinators.	Registrar's Office Academic schools	Spring 2024	100% Complete
		Promote to pilot students.	Registrar's Office Academic schools	Spring 2024	100% Complete
	Develop Strategic Enrolment Management (SEM) to open access for	Review success rate by program.	SEM Student Success and Retention (SS&R) Committee	Spring 2025	10% Complete Initial parameters for analysis



	applicants who are seeking a post-graduate credential who do not have the undergraduate degree requirement but do have relevant work experience.				currently being reviewed by SS&R.
		Creation of new PowerBI dashboards.	Director, Strategic Corporate Planning		100% Complete Publicly available.
Affirmation #17 – Requirement 5.5					
Provide PD for PLAR development and PLAR and Transfer Credit review processes.	Provide Learning Connections Conference session to bring awareness to College.	Create and deliver workshop.	Registrar's Office	May 2024	75% Complete Session developed to be executed in May.
	Collaborate with military to develop equivalencies to GenEds so extensive military training can be applied.	Conduct research.	Registrar's Office ISP School	Fall 2024	60% Complete Rubric has been developed. Sent to Schools and waiting for input.
		Execute pilot.	Registrar's Office ISP School	Fall 2024	100% Complete
		Develop rubric.	Registrar's Office ISP School	Winter 2024	10% Complete Parameters currently being developed.
		Establish best practices process.	Registrar's Office ISP School	Winter 2025	Ongoing review to meet the needs of the institution and the client.



	Standardize walk-in sessions.	Collaborate with community partners.	Registrar's Office	May 2024	95% Complete
		Create schedule.	Registrar's Office	Ongoing	Ongoing Schedule created with each term.
		Program development.	Registrar's Office	Ongoing	Ongoing to meet the needs of the institution and client.
	Identify how each course can be PLAR-able.	Consult with faculty to determine best way to assess learning outcomes.	Registrar's Office Academic Schools	March 2025	10% Complete Establishing external equivalencies.
	Develop a pilot for block transfer based off community work experience.	Collaborate with faculty to develop a process/rubric.	Registrar's Office School of Business	January 2025	10% Complete Preliminary stages after agreement made on need for a pilot.
	Create rubrics for GenEds that incorporate non-academic experience.	Conduct research.	Registrar's Office ISP School	Fall 2024	60% Complete Rubric has been developed. Sent to Schools and waiting for input.
		Execute pilot.	Registrar's Office ISP School	Fall 2024	100% Complete
		Develop rubric.	Registrar's Office	Spring 2024	0% Complete



			ISP School		Parameters currently being developed.
		Establish best practices.	Registrar's Office ISP School	Winter 2025	Ongoing Reviews continually performed to meet the needs of the institution and the client.
Affirmation #18 – Requirement 5.7					
Integrate issuing of micro-credentials into Registrar's Office (RO) records.	Record all micro-credentials in the Student Information System.	Initial Process Map completed and ongoing review for optimization. Multiple departments now integrated. Contract Training and Continuing Education worked collaboratively with Registrar's Office to ensure accuracy of records. Completion badge sent to student.	Manager, Continuing Education & Adult Upgrading Executive Director, Enrolment Services & Registrar Director, Innovation & Business Engagement	Fall 2022	100% Complete
Affirmation #19 – Requirement 5.8					
Complete the newly established QA process for new programs with	Complete Academic Quality Assurance audits with private partners.	Identify and second internal team to develop processes and tools.	SVPA Dean, Program Planning, Development & Renewal	Winter 2022	100% Complete



Partner institutions (resources required).	Complete with Alpha College.	Complete academic quality audit with Alpha College.	Dean, Business & Community Services Seconded employee	Spring 2023	100% Complete
	Complete with Canadian College.	Complete academic quality audit with Canadian College.	Bursary student employee from Business Analytics program	Fall 2023	100% Complete
	Hire Manager, Quality Assurance to provide ongoing oversight and process improvement.	Create new position of Manager, Quality Assurance, and hire.	Dean, Program Planning, Development & Renewal	Fall 2023	100% Complete
	Update New Program Development process to reference PPP.	Update New Program Approval process to reference private partners.		Winter 2024	100% Complete Please note that with recent IRCC changes, this activity becomes irrelevant as we will be teaching out current private partner students only.
	Update Program Sustainability process to reference PPP.	Update Program Sustainability process to reference private partners.		Spring 2024	75% Complete Process is under revision based on feedback from inaugural roll-out in 2023. Please note that with recent IRCC



					changes, this activity becomes irrelevant as we will be teaching out current private partner students only.
	Co-create communication and process expectations with new Director, PPP.	Co-create communication and process expectations with new Director, Private Partnerships.	Manager, Quality Assurance Director, Private Partnerships Dean, Program Planning, Development and Renewal	Spring 2024	25% Complete Initial meeting held with new Director once hired (February 2024).
Affirmation #20 – Requirement 6.1					
Design and implement SLC's Teaching Excellence Framework that reflects the skills and competencies needed to deliver a quality tech-enhanced teaching and learning	Create a Teaching Excellence (TE) Framework.	Create TE sub-committee.	Academic Plan Sub-Committee on "Teaching Excellence"	October 2024	100% Complete
		Design consultative process for creating TE framework with the college.	Academic Plan Sub-Committee on "Teaching Excellence"	May 2024	75% Complete The Academic Plan Sub-Working Group has been meeting in Winter 2024 to collaborate on a



experience (post-COVID 19).					draft and isolate a consultation process. The results will be shared at a World Café in Spring 2024.
	Update faculty development programming and initiatives related to TE framework.	Create TE framework.	Academic Plan Sub-Committee on "Teaching Excellence"	Spring 2025	0% Complete The consultation process will be continued in academic year 2024-25 using the draft "domains of practice" drafted by the Academic Plan Sub-Working Group in Winter 2024. The final TE framework will be finalized in Spring 2025.
		Socialize and communicate TE framework with SLC community.	Academic Leadership	Spring 2025	0% Complete A communication plan will be implemented in Spring 2025 to socialize the new TE framework with the college community.



		Integrate TE framework within existing faculty development programming, initiatives, and faculty reflection processes.	Academic Leadership	Fall 2025	0% Complete The SCTL will work during the summer months to fully integrate the TE framework into its regular SCTL operations and programming. This work will also include revisions to annual self-reflection process and HR processes for PD applications.
Affirmation #21 – Requirement 6.3					
Implement the Student Services Plan including the SLC Integrated Mental Health Strategy. (Note that the college listed this as 6.2 but is more correctly associated with 6.3)	The Student Success Plan includes these areas of focus: Increase access to student life activities. Implement service improvements based upon student needs. Connect our students to the world.	Development of IMHS Framework and strike IMHS Task Force. Environmental Scan and audit as against the Post-Secondary Mental Health Standards.	Director of Health and Wellness Manager, Employee Development VP Student Success VP Belonging, People and Culture	December 2027 The Student Success Plan is from 2023 to 2027 with its objectives planned for completion by the end of the plan period. The IMHS is a multi-year strategy focused on completing 90 tactics over three years.	25% Complete Over 290 members of the SLC community have participated in numerous committee and team sessions, as well as Staff and Student Forums to provide feedback on the Work Plan. Another 44 SLC community



	<p>Embed Indigenous Ways of Knowing and Being to honour the history and contribute to a positive future for Indigenous learners and communities.</p>				<p>members provided feedback and engagement through survey participation and 59 staff and students submitted expressions of interest in advancing this important work.</p> <p>The Student Success Plan is 25% complete based on its four-year lifespan.</p>
		<p>Development of Work Plan as identified through audit opportunities.</p>			<p>60% Complete The Integrated Mental Health Strategy is at 60% completion based on completion of IMHS Framework.</p>
		<p>Staff and Student Forums; Committee/Stakeholder engagement and Work Plan validation.</p>			



		Themed priority areas; establishment of 10 working groups targeting ~100 tactics.			<p>15% Complete Institutional environmental scan and Post-Secondary Mental Health Standards audit; development and validation of work plan; identification of pillars and working groups to advance the work and completion of numerous tactics under the work plan.</p> <p>All other tactics underway in planning or implementation phases.</p>
		Working Group planning and implementation.			
Affirmation #22 – Requirement 6.3					
Ensure that EDII and UDL principles are considered at all stages of the program development and	Create UDL Guidelines.	Creation of UDL Sub- Working Group within larger Integrated Mental Health Task Force (IMHTF).	IMHTF - Sub-Working Group Dean, SCTL Associate Vice	September 2023	100% Complete



renewal process. (Note that the college listed this as 6.3 but is more correctly associated with 1.2).			President (AVP), Academic Director, Health, Wellness, & Accessibility Dean, Tech & Trades		
		Complete UDL training from CAST (SCTL / SWA / Academic Leads).	IMHTF - Sub-Working Group Dean, SCTL AVP, Academic Director, Health, Wellness, & Accessibility Dean, Tech & Trades	February 2024	100% Complete
		Creation of UDL Guidelines.	IMHTF - Sub-Working Group Dean, SCTL AVP, Academic	March 2024	100% Complete



			Director, Health, Wellness, & Accessibility Dean, Tech & Trades		
	Perform Policy Updates (using UDL Guidelines) - including the creation of Universal Capture of Learning Experiences Policy (replacing existing disability-related Recording Policy).	Policy Updates - Universal Capture of Learning Experiences Policy.	IMHTF - Sub-Working Group Dean, SCTL AVP, Academic Director, Health, Wellness, & Accessibility Dean, Tech & Trades	May 2024	90% Complete Policy has been drafted and reviewed by multiple committees. It will be included within annual revision cycle after presentation to Academic Council in Spring for formal approval.
	Establish Assessment Mapping Process.	Design Assessment Mapping process and associate resources.	IMHTF - Sub-Working Group Dean, SCTL AVP, Academic Director, Health,	June 2024	75% Complete Assessment mapping process and tools will be finalized in the Spring. This new process and its tools will be utilized



			Wellness, & Accessibility Dean, Tech & Trades		within next academic year 2024-25.
		Pilot Assessment Mapping process as part of program renewal.	IMHTF - Sub-Working Group Dean, SCTL AVP, Academic Director, Health, Wellness, & Accessibility Dean, Tech & Trades	April 2025	0% Complete Some programs currently undergoing Program Renewal will be selected to pilot the Assessment Mapping process. This pilot will take place throughout Fall 2024 – Winter 2025 – Spring 2025.
		Collect feedback and revise assessment mapping strategy	IMHTF - Sub-Working Group Dean, SCTL AVP, Academic Director, Health, Wellness, & Accessibility Dean, Tech & Trades	June 2025	0% Complete Feedback will be collected through the 2024-25 academic year as program teams undergo assessment mapping.



	Include inclusion in program review recommendation.	Creation of EDI and UDL specific recommendations.	PPDR	October 2025	75% Complete PPDR already incorporates this in review work but will now be a part of departmental guidelines.
	Include inclusion in course renewal work.	Inclusion of EDI and UDL strategies in development of assessments and learning experiences within course outlines.	PPDR	October 2025	75% Complete PPDR already incorporates this in review work but will now be a part of departmental guidelines.
Affirmation #23 – Requirement 6.4					
Develop a multi-year plan to reimagine learning spaces, physical and virtual environments. (Note that the college listed this as 6.4 but is more correctly associated with 6.6).	Create a roadmap for the future of learning spaces at SLC.	Review of the current learning space environment.	SVPA Dean, SCTL	Fall 2024 Explore best practices, evaluate gaps, and consult with internal and external relevant parties.	50% Complete
		Conduct consultation and environmental scan for best practices in creating learning spaces dedicated to the future of learning.		April 2025 Create the roadmap, allocate resources, and create an implementation plan.	0% Complete



		Understanding the target persona and exploring the best environment to meet their needs.			
		Conduct a review of the current technical systems at the college.			
		Explore best in class technology available in the learning environments today.			
RECOMMENDATION #2 (Requirement 1.2)					
We recommend that the college actively monitor and track the consistency in the adherence to the established schedule for five-year reviews of programs.	Create an updated five-year program review cycle document.	Finalized five-year program review cycle.	PPDR Academic Schools Associate Deans Deans	Fall 2024	95% Complete A finalized five-year program review cycle has been established and given to all stakeholders. Process documents have been drafted and are being workshopped with faculty. The documents will be finalized and approved for
		Process documents for consistency.	PPDR Academic Schools Associate Deans Deans	Fall 2024	



					communication in Fall 2024.
RECOMMENDATION #3 (Requirement 1.2)					
The audit panel recommends that the college continues to move forward with the implementation of its new quality assurance processes regarding program development, review, and renewal.	Process documents regarding program development and review and renewal.	The development, approval, and implementation of process documents for program development and review and renewal.	PPDR Academic Schools Associate Deans Deans	Fall 2024	95% Complete The process documents have been drafted and are being workshopped with faculty. The documents will be finalized and approved for communication in Fall 2024.
RECOMMENDATION #4 (Requirement 1.3)					
The panel recommends that the college establish a clear process and expectation to ensure student survey feedback is regularly and consistently included	Update the questions in Course Evaluation Survey so they can be applied to multiple learning environments.	Update the Course Evaluation questions to be more holistic.	SCTL	Winter 2023	100% Complete
	Explore the impact of Student Experience survey on annual program self-audits.	Update Course Evaluation Survey strategy to include all courses (i.e., instead of	SCTL	Fall 2023	100% Complete



in the data gathering to inform program quality measures across all programs and courses consistently.		select courses in each program).			
	Re-examine data governance/distribution for annual program self-audits.	Integrate Course Evaluation Survey & Student Experience Survey results within larger conversations about program quality in annual self-audits.	PPDR and Strategic Corporate Planning	Spring 2025	0% Complete With the recent hiring of brand-new position (Manager, Quality Assurance) there will be an overhaul of the annual Self-Audit process including stakeholder consultations and a review of sector best practices. This work will begin in Fall 2024.
RECOMMENDATION #5 (Requirement 1.5)					
The panel recommends that the college continue with its implementation of the new system for annual tracking of all Program Review	Continue with the administration of the annual self-audits, adding program review recommendations to each program's self-audit as they complete	The addition of program review recommendations to the self-audits for a program.	Associate Deans approve the program review recommendations. PPDR adds the program review	June 2023 and ongoing	100% Complete The self-audits for 2021 onward were updated with program review recommendations.



recommendations and their implementation so that work can be actioned and completed.	the program review process.		recommendations to the self-audits.		
Regarding tracking of all program review recommendations, see Affirmation 3.					
RECOMMENDATION #6 (Requirement 1.7)					
The panel recommends that the college complete the development of the Program Quality Master Repository and implement within the Course Outline Management System or an alternative.	Ensure completeness of documentation records.	Identify various locations where documentation held.	PPDR	Spring 2023	100% Complete
	Implement new Curriculum Software Management software.	Complete gap analysis to determine what documentation we have and what is missing.	PPDR	Spring 2023	100% Complete
		Amalgamate existing data onto Teams PQMS Repository.	PPDR	Spring 2024	100% Complete



		Initiate RFP process for Curriculum Mapping Software.	PPDR Procurement	Summer 2023	100% Complete
		Secure vendor.	PPDR Procurement	Winter 2024	100% Complete
		Implement new Curriculum Management software solution from a technological perspective.	IT Services	Spring 2025	20% Complete IT Services has mapped all PPDR processes. IT Governance has mapped out IT resources required to implement vendor solution.
		Implement new Curriculum Management software from a training and change management perspective.	PPDR/SCTL	Spring 2025	5% Complete Vendor support for training and change management has been reviewed and agreed upon.
		Migrate all PQMS documentation to new Curriculum Management software system.	PPDR	Spring 2025	0% Complete

RECOMMENDATION #7 (Requirement 2.3)



<p>The panel recommends that the college complete the good work already started on formally establishing quality assessment practices, including PLAR, as an Academic Priority for the College.</p>	<p>See Affirmation 7</p>				
<p>RECOMMENDATION #8 (Requirement 3.2)</p>					
<p>The panel recommends that the college make it a priority to complete the work underway on verifying that all programs meet the Gen Ed requirements.</p>	<p>Cross-check Program of Study (POS) to ensure that the number of General Education (GENE) courses required by the ministry are accurately depicted within each POS at SLC.</p>	<p>Create a repository of all POSs.</p>	<p>Dean, Faculty of Interdisciplinary Studies & Pathways</p>	<p>February 2024</p>	<p>100% Complete</p>
		<p>Create a repository of all GENE course outlines and learning plans.</p>	<p>Dean, Faculty of Interdisciplinary Studies & Pathways</p>	<p>February 2024</p>	<p>100% Complete</p>
		<p>Ensure each GENE course outline lists the programs in which the course can be taught.</p>	<p>Dean, Faculty of Interdisciplinary Studies & Pathways</p>	<p>February 2024</p>	<p>100% Complete</p>
<p>See also Affirmation 8</p>					
<p>RECOMMENDATION #9 (Requirement 3.3)</p>					



The panel recommends that the college develop a consistent approach to the recruitment and orientation of PAC members to optimally solicit and implement feedback in the interest of program quality and student/graduate success.	Implement a Customer Relationship Management (CRM) solution for all Program Advisory Committees to allow the accurate tracking of PAC members, tenure, and succession plan.	Review the PAC policy and procedure to reflect the level of detail required to both meet Board Bylaws and ensure data entered is consistent, ensuring accurate and meaningful reports.	SVPA	Fall 2023	100% Complete PAC policy and procedure (AC-408: Program Advisory Committees) was updated and approved in 2021 and is housed on the college's policy page on the website.
		Develop resources to support consistency in working with PACs, and ensure Bylaws are being followed.	SVPA	Fall 2024	0% Complete Resources to be developed and approved Fall 2024 including the following: <ul style="list-style-type: none"> • Agenda Template • Minutes Template • PAC Recruitment Brochure • PAC Member Guidelines • PAC Guidelines (comprehensive - includes all information, definitions, FAQ,



					important dates etc.) Documents will be housed on the SVPA SharePoint site and available to all faculty and staff.
RECOMMENDATION #10 (Requirement 5.2)					
The panel recommends that the college consistently execute the timeline for policy review and revision and provide evidence on the success of the approach taken.	See Affirmations 1 and 16				
RECOMMENDATION #11 (Requirement 6.1)					
The panel recommends that the communication to faculty regarding the expectations of the faculty review	Establish a faculty appraisal process.	Add faculty appraisals to the PPDs of all academic administrators.	SVPA Dean, SCTL Associate Director, Talent Management	Summer 2024	100% Complete The goal development process will launch in the Spring 2024 period.



<p>process be more consistent and comprehensive and that there is increased consistency in the way faculty evaluations are conducted.</p>					
		<p>Establish an academic plan enablement working group to oversee development of new process.</p>	<p>Dean SCTL Associate Director, Talent Management</p>	<p>Winter 2024</p>	<p>100% Complete The Dean, SCTL has been assigned the responsibility of Chairing the working group associated to Teaching Excellence. This work will continue in the Spring 2024 where the academic division will isolate long term goals in establishing teaching excellence framework.</p>
		<p>Embed Faculty appraisals in the Academic enablement Plan.</p>	<p>SVPA</p>	<p>Summer 2024</p>	<p>50% Complete Working group created for the development of learning experience goals.</p>
		<p>Consult with college relevant parties.</p>	<p>Dean SCTL Associate Director, Belonging, People, & Culture (BCP)</p>	<p>Fall 2024 for policy completion.</p>	<p>25% Complete Consultations have been occurring in the academic plan enablement working groups</p>



					regarding key elements of faculty appraisal. As part of the consultation process, the Dean, SCTL has been collaborating with the group, regarding new faculty competencies framework, which will become part of the appraisal process. This framework will enable faculty to drive the process, identifying areas of strength, and opportunities for mentorship and development.
		Review and update the faculty development policy.	SVPA Associate Director BPC	Winter 2025	0% Complete The policy will be modified as the new process is formalized. The plan is for the policy to be approved at



					College Council for Winter of 2025.
	Implement the new faculty appraisal process.	Create resources to support Deans and Associate Deans regarding faculty appraisals.	SVPA Dean SCTL	Spring 2025	0% Complete Resources for new Deans and Associate Deans regarding faculty appraisal will be developed upon completion of the new process and policy.
		Update tracking of faculty appraisals.	Dean SCTL Associate Director, BPC	Spring 2025	0% Complete Tracking system is still to be determined but will be ready for spring 2025 implementation.
RECOMMENDATION #12 (Requirement 6.3)					
The panel recommends that the college implement a continuous, coordinated, and systematic process for evaluating and documenting the adequacy of	Create and implement a Student Success assessment and evaluation plan on the provision of ongoing monitoring and continuous improvement of programs and services including academic	Identified existing Director role to support preliminary literature and practice review. NASPA assessment and evaluation training in Student Affairs.	Vice-President, Student Success	May 2024	80% Completed Framework draft anticipated to be completed early 2024. Framework being brought to CET for endorsement in May 2024.



academic support and advising services and improving these services where necessary.	support and advising services.	Ongoing literature review.			
		Acquisition of CAS Standards and resources to support framework design.			
	support and advising services.	Hire dedicated resources to support division training, implementing, and sustaining of continuous improvement evaluation cycle.	Vice-President, Student Success Director of Health, Wellness, & Accessibility Manager, Planning & Special Projects	Winter 2024	100% Complete
		Identify key performance indicators and draft Assessment and Evaluation Framework, including continuous quality improvement methodology.	Vice-President, Student Success	Winter 2024	0% Complete Beginning to work with managers to determine performance metrics for success. Updating and educating managers



		Establish consistent processes to ensure student input and feedback is embedded in service assessment, evaluation, and improvement.			about framework standards.
		Metrics identification / data collection, utilization, analysis, evaluation and reporting for continuous improvement.	Vice-President, Student Success	June 2024	
		Identified data sources and support under data governance.			
		Training/ implementation.			
	Establish and maintain smooth functioning of an Academic Advising unit under a manager with the Student Success Facilitator team supporting the	Complete pilot of centralized academic advising.	Vice President Student Success Director, Student Success and Services	Fall 2022	100% Complete



	development of a holistic advising model. This approach will result in timely and accurate student progression, documented systemic clarity and certainty for staff and faculty responsibilities, enhanced self-service and self-advocacy for students and support additional progression activities like early alerts and mi-term progression reviews.	Use lessons learned from pilot to develop a college-wide plan for a central academic advising approach.	Vice President Student Success Director, Student Success and Services	Fall 2023 Manager, Academic Advising (new position), began in fall 2023. Student Success Facilitator team aligned with new Academic Advising unit.	70% Complete Lessons learned from pilots indicated new areas of focus.
		Conduct a change readiness approach with academic leaders and Academic Advising unit staff members.	Vice President Student Success Director, Student Success and Services	Fall 2023 Change readiness research with academic school leaders and faculty leaders.	100% Complete
		Affect academic advising in largest SLC school to discover process, systems, and workflow matters before scaling across the college.	Vice President Student Success Director, Student Success and Services	2024 Implement academic advising approach in largest school, School of Business	100% Complete Pilot complete and implementation is planned starting 2024 (winter to spring transition).
		Provide training and development in academic advising to new Academic Advising Unit.			



		Review systems integration opportunities and plan for resources that will allow advising processes to scale across large schools and the college.	Vice President Student Success Director, Student Success and Services	2024-2025 Review systems solutions to scale academic advising across SLC.	50% Complete Planned for 2024-2025.
		Continuous communication and consultation with academic division leaders and Registrars' Office to identify and resolve challenges.			

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

2. Provide additional comments (if applicable).

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