



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 for: Follow-up (18-month)

CENTENNIAL COLLEGE

DATE SINCE LAST UPDATE TO OCQAS: March 23, 2018

DATE OF PREPARATION OF REPORT: April 20, 2020

REPORT PREPARED BY: Gina Marshall



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.*

1.1 Recommendations

* What has been identified as needing to be done? (stipulations)	R1. The college monitors its policy review process closely and gives priority to making sure policy reviews are completed within the timeframes required.
What deliverables are associated with addressing the stipulations?	Continue to implement and strengthen the policy review process, enhancing resources and processes to support policy owners to complete policy reviews.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> 1. Revise Policy Review Manual and publish on new College intranet to ensure visibility and accessibility by the College community. 2. Post the policy review cycle outlining review dates on the intranet and notify policy owners of policies for review. 3. Conduct a needs and functional analysis for policy software for tracking policy review timelines, revisions, and approvals. 4. Investigate vendor solutions for policy software. 5. Issue Request for Proposals (RFP) and select successful proponent. 6. Implement solution in collaboration with IT. 7. Prepare a comprehensive change management and communication plan to finalize the implementation of the project.
Who is responsible for the specific deliverable/ task?	Associate Vice President, Learning Innovation, Teaching Excellence and Academic Quality
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none"> 1. November 2019 2. July 2019 3. October 2019 4. January 2020 5. May 2020 6. May 2021



<p>What is the current status of each specific deliverable/ task? (include a completion percentage)</p>	<p>7. May 2021</p> <p>In progress – Early Stage:</p> <ol style="list-style-type: none"> 1. The Policy Review Manual has been revised and published on the new College intranet. (100% complete) 2. The Policy review cycle outlining review dates has been posted on the intranet and reminders are sent to policy owners monthly. (100% complete) 3. Consultation with internal stakeholders has been conducted via a policy awareness survey. (100% complete) 4. Software requirements have been collected as part of the Program Lifecycle Database and Document Repository requirements (see A8 below). (100% complete) 5. Product explorations have been conducted and demonstrations provided by three potential vendors for “off-the-shelf” solutions. (100% complete) 6. The RFP has closed and proponent evaluation is in process. (50% complete) 7. Implementation will begin when the vendor contract has been signed but may be delayed due to IT resources being diverted to respond to the COVID-19 pandemic. (0% complete) <p>40% Complete</p>
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<p>* What has been identified as needing to be done? (stipulations)</p>	<p>R2. The college establishes a centralized mechanism for monitoring and tracking that faculty reflective practice is taking place as set out in the Reflective Practice Guide.</p>
<p>What deliverables are associated with addressing the stipulations?</p>	<p>Develop a centralized process through the Vice President Academic’s office to track reflective practice reports.</p>
<p>What tasks are associated with addressing the deliverable?</p>	<ol style="list-style-type: none"> 1. Develop a process and timeline for collection of reflective practice reports and communicate process to academic managers. 2. Implement the process including follow-up on outstanding reflective practice reports/meetings.
<p>Who is responsible for the specific deliverable/ task?</p>	<p>Vice President Academic & Chief Learning Officer</p>



When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none"> 1. March 2019 2. June 2019
What is the current status of each specific deliverable/ task? (include a completion percentage)	<p>Completed:</p> <ol style="list-style-type: none"> 1. The process and timeline for submission of reflective practice reports to the VPA's office has been communicated to academic managers. (100% complete) 2. Follow-up on outstanding reports was conducted until 100% completion was reached. (100% complete) <p>100% Complete</p>

* What has been identified as needing to be done? (stipulations)	R3. The college develops a centralized overall framework and systematic approach for determining the quality and adequacy of key areas of services (e.g. counselling, disability services, co-op placement, etc.). The means for determining quality and adequacy may vary, or alternatively be measured through one encompassing mechanism (e.g. omnibus survey) but the point of this recommendation is that appropriate metrics be established and tracked through a centralized repository and reporting function.
What deliverables are associated with addressing the stipulations?	Develop a common framework for reporting, monitoring, and evaluating the quality of services and programming in key service areas (i.e., advising, athletics and recreation, accessibility services, careers and cooperative education, and co-curricular programming).
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> 1. Hire consultants to conduct a business case through consultation with each key service area. 2. Create and hire a permanent support staff role (Student Success and Projects Coordinator) reporting to the Dean of Students as a centralized reporting function to coordinate, monitor, and evaluate strategic projects and key service areas. 3. Establish metrics for monitoring and evaluating the quality of services and programming in key service areas, incorporating recommendations from CQAAP audit, the business case prepared by consultants, and institutional



	<p>documents (i.e., Student Life, Engagement and Development's 5-year strategic plan, Centennial Book of Commitments 3rd Edition).</p> <ol style="list-style-type: none"> 4. Migrate all data collection to a centralized online repository and establish a centralized tool to track progress of key metrics.
<p>Who is responsible for the specific deliverable/ task?</p>	<ol style="list-style-type: none"> 1. Dean of Students and Registrar 2. Dean of Students 3. Student Success and Projects Coordinator with support from Director, Equitable Learning, Health and Wellness and Dean of Students. 4. Student Success and Projects Coordinator with support from Manager of Institutional Research
<p>When is the completion deadline of the specific deliverable/ task?</p>	<ol style="list-style-type: none"> 1. April 2019 2. May 2019 3. September 2019 4. September 2020
<p>What is the current status of each specific deliverable/ task? (include a completion percentage)</p>	<p>In Progress – Late Stage:</p> <ol style="list-style-type: none"> 1. Consultants have been hired (Higher Education Strategy Associates) and a report-back was provided in April 2019. (100% complete) 2. The Student Success and Projects Coordinator has been hired and started in May 2019. (100% complete) 3. The Student Life, Engagement and Development Assessment and Evaluation Plan has been created and is currently in phase 1 of implementation. (100% complete) 4. A survey tool (Qualtrics) to gather feedback and measure the quality of programming and services has been purchased. The establishment of an online space for reporting progress on metrics is currently in process, with plans to communicate to the College community through an annual report card starting April 2021. (50% complete) <p>85% Complete</p>
<p>* What has been identified as needing to be done? (stipulations)</p>	<p>R4. The college establishes explicit expectations for the means and frequency of support staff performance review along with a mechanism to</p>



	monitor that it is carried out as expected. Support staff play an important role in student success and delivering a quality experience to students and this should be reflected in a commitment to providing staff with a consistent opportunity for developmental feedback.
What deliverables are associated with addressing the stipulations?	Launch a mandatory two-way feedback and check-in program for Support Staff and communicate the program to the College community.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> 1. Develop and pilot program for managers to provide and document structured feedback to Support Staff at least twice per year. 2. Conduct a full review of the program pilot deliverables and outcomes in connection with current Employee Engagement results. 3. Implement changes based on review of the pilot and formally launch the program.
Who is responsible for the specific deliverable/ task?	Organizational Effectiveness Manager
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none"> 1. March 2019 2. November 2020 3. May 2021
What is the current status of each specific deliverable/ task? (include a completion percentage)	<p>In Progress – Early Stage:</p> <ol style="list-style-type: none"> 1. The pilot has been completed. (100% complete) 2. The pilot program is currently being reviewed to ensure alignment with Employee Engagement results that were released in November 2019. (10% complete) 3. Formal launch of the program is pending review of the pilot. (30% complete) <p>30% Complete</p>

* What has been identified as needing to be done? (stipulations)	R5. The college makes explicit a process whereby the Executive Team has an opportunity to be fully briefed and ask clarifying questions of the leader bringing forward major requests through the IPT.
What deliverables are associated with addressing the stipulations?	Establish a process for the Executive Team to review and approve major strategic initiative budget requests annually (in January each year).



What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> 1. Develop and review recommended process improvement with Associate Vice President, Corporate Planning and Research. 2. Recommend the process enhancement and secure approval by the Executive Team. 3. Implement the process.
Who is responsible for the specific deliverable/ task?	Director, Corporate Planning
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none"> 1. September 30, 2019 2. October 31, 2019 3. January 30, 2020
What is the current status of each specific deliverable/ task? (include a completion percentage)	<p>Completed:</p> <ol style="list-style-type: none"> 1. The following process has been established: <ol style="list-style-type: none"> a. Upon receipt of all requests, the Corporate Planning Office (CPO) solicits from the Executive Team, by email or in person, budget requests requiring further clarification (annually in January). b. CPO coordinates follow-up with the budget requester by email or meeting as per Executive Team instruction. c. CPO distributes summation and Executive Team decision (within one week). (100% complete) 2. The process has been approved by the Executive Team. (100% complete) 3. The new process has been actioned for the 2020-21 budget year. (100% complete)
	100% Complete

1.2 Affirmations

* What has been identified as needing to be done? (stipulations)	A1. Formally include the Board in the process of program suspensions and cancellations.
What deliverables are associated with addressing the stipulations?	Develop and implement a revised process for program suspension and cancellation that formally includes the Board of Governors.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> 1. Draft revised framework and process and conduct consultations with stakeholders.



	<ol style="list-style-type: none"> 2. Obtain approvals as per academic policy development process: obtain recommendation of revised policy/procedure by College Policies and Procedure Committee, College Council, Learning and Engagement Committee of the Board, and Board of Governors. 3. Incorporate the framework and process into institutional guidelines (New Program Development and Curriculum Modification Guidelines). 4. Communicate the revised policy/procedure to appropriate stakeholders.
<p>Who is responsible for the specific deliverable/ task?</p>	<p>Associate Vice President, Learning Innovation, Teaching Excellence and Academic Quality</p>
<p>When is the completion deadline of the specific deliverable/ task?</p>	<ol style="list-style-type: none"> 1. October 10, 2019 2. October, 2020 3. November, 2020 4. December, 2020
<p>What is the current status of each specific deliverable/ task? (include a completion percentage)</p>	<p>In progress – Mid-Stage:</p> <ol style="list-style-type: none"> 1. The framework and proposed policy and procedures have been drafted and finalized based on consultations with the Vice President Academic, Registrar, Corporate Planning Office, Senior Academic Leadership Team, and Strategic Enrolment Steering Committee. (100% complete) 2. The draft policy and procedures have been reviewed by the College Policies and Procedures Committee and are being revised pending consultation with the faculty union as recommended by the Committee. (80% complete) 3. Amendments to the New Program Development and Curriculum Modification Guidelines are pending final approval of the policy/procedure. (25% complete) 4. Communication of the New Program Development and Curriculum Modification Guidelines are pending final approval of the policy/procedure. (0% complete) <p>55% Complete</p>



<p>* What has been identified as needing to be done? (stipulations)</p>	<p>A2. Streamline the new program development process to reduce the time it takes to bring new programs on stream without compromising quality.</p>
<p>What deliverables are associated with addressing the stipulations?</p>	<p>Develop a new program approval process for short duration programs that facilitates a shorter time to market, enabling academic Schools to remain competitive and test market interest.</p>
<p>What tasks are associated with addressing the deliverable?</p>	<ol style="list-style-type: none"> 1. Draft revised Credentials Policy that makes provisions for short duration credit programs and requiring a shorter approval process and conduct consultations with stakeholders. 2. Obtain approvals as per academic policy development process: obtain recommendation of revised policy/procedure by College Policies and Procedure Committee, College Council, Learning and Engagement Committee of the Board, and Board of Governors. 3. Incorporate framework and process into institutional guidelines (New Program Development and Curriculum Modification Guidelines). 4. Communicate revised policy/procedure to appropriate stakeholders.
<p>Who is responsible for the specific deliverable/ task?</p>	<p>Associate Vice President, Learning Innovation, Teaching Excellence and Academic Quality</p>
<p>When is the completion deadline of the specific deliverable/ task?</p>	<ol style="list-style-type: none"> 1. February 2020 2. October 2020 3. November 2020 4. December 2020
<p>What is the current status of each specific deliverable/ task? (include a completion percentage)</p>	<p>In progress – Mid-Stage:</p> <ol style="list-style-type: none"> 1. The revised Credentials Policy has been drafted and finalized based on consultations with the Centre for Part-time and Online Learning, Registrar, Senior Academic Leadership Team, Centre for Academic Quality, and Office of Academic Partnerships and Pathways. (100% complete) 2. The draft policy and procedures have been reviewed by the College Policies and Procedures Committee. Subsequent approvals are pending due to the COVID-19 pandemic. (25% complete) 3. Incorporation of the framework and process into institutional guidelines is pending policy approval. (25% complete) 4. The revised policy/procedure will be communicated upon approval. (0% complete)



	50% Complete
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* What has been identified as needing to be done? (stipulations)	A3. Further develop the metrics dashboard to include more KPI information.
What deliverables are associated with addressing the stipulations?	Enhance the Institutional Research Dashboard by incorporating additional demographics and key performance indicators (KPIs).
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> 1. Consult with the Centre for Academic Quality (CAQ) on user requirements for Annual Program Review (APR) and cyclical Comprehensive Program Quality Review (CPQR). 2. Assemble data based on the requirements provided. 3. Consult with the IT team on requirements and timeline for development. 4. Develop technical business requirements for dashboard enhancement. 5. Implement the dashboard enhancement. 6. Provide training and support for user groups.
Who is responsible for the specific deliverable/ task?	Director, Institutional Research
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none"> 1. Fall 2017 2. Winter 2018 3. Winter 2018 4. Summer 2018 5. December 2018 6. December 2018
What is the current status of each specific deliverable/ task? (include a completion percentage)	<p>Completed:</p> <ol style="list-style-type: none"> 1. CAQ has been consulted on user requirements for APR and CPQR. (100% complete) 2. Data has been assembled based on the requirements provided. (100% complete) 3. The IT team established requirements and a timeline for development. (100% complete) 4. Technical business requirements were developed (100% complete).



	<p>5. The dashboard has been updated to include ethnicity and demographics by residency status as well as the following KPIs:</p> <ul style="list-style-type: none"> ○ Graduation Rate, ○ Program Related Employment Rate, and ○ Employment Rate for international students. (100% complete) <p>6. Training and support for users are provided on request. (100% complete – ongoing).</p>
	100% Complete

* What has been identified as needing to be done? (stipulations)	A4. Transfer responsibility for part-time learning to the academic schools to capitalize on the strengths academic schools bring to program development, quality, and teaching.
What deliverables are associated with addressing the stipulations?	Evolve the College's quality assurance system to apply a consistent approach to part-time programs.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> 1. Conduct a review of part-time programs for alignment with Ontario Credentials Framework. 2. Conduct a review of part-time program titles for alignment with current program titling protocols. 3. Take actions to correct any anomalies detected. 4. Develop a modified program review process appropriate for part-time programs.
Who is responsible for the specific deliverable/ task?	Director, Academic Quality
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none"> 1. January 2020 2. January 2020 3. December 2020 4. January 2021
What is the current status of each specific deliverable/ task? (include a completion percentage)	<p>In Progress – Mid-Stage:</p> <ol style="list-style-type: none"> 1. The catalogue of part-time program offerings has been reviewed to identify variances from established program requirements and consistency with full-time offerings. (100% complete)



	<ol style="list-style-type: none"> 2. The catalogue of part-time program offerings has been reviewed to identify program titles requiring modification to align with program titling protocols and to mitigate duplication with Ontario College credentials. (100% complete) 3. Corrective actions are in progress. (75% complete) 4. An analysis for a modified program review process and availability of data inputs is in progress. (25% complete)
	50% Complete

* What has been identified as needing to be done? (stipulations)	A5. More explicitly integrate the Competitive Analysis Report and Graduate Survey Report into the annual program reviews.
What deliverables are associated with addressing the stipulations?	Update Annual Program Review (APR) questionnaire to include analysis of Ontario and GTA competition.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> 1. Update APR questionnaire to include a question on the program's competitiveness level according to the most recent Competitive Analysis report.
Who is responsible for the specific deliverable/ task?	Manager, Program Quality
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none"> 1. September 2018
What is the current status of each specific deliverable/ task? (include a completion percentage)	Completed: <ol style="list-style-type: none"> 1. The revised APR questionnaire has been deployed and is going through its second cycle of implementation. (100% complete)
	100% Complete

* What has been identified as needing to be done? (stipulations)	A6. Have deans formally report on implementation of program review recommendations to Program Quality Review Coordinating Committee or College Council (PQRCC).
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What deliverables are associated with addressing the stipulations?	Develop, secure approval for, implement, and communicate revised Comprehensive Program Quality Review (CPQR) process that includes a follow-up report on action items.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> 1. Create a comprehensive plan and workflow for reporting CPQR recommendations to PQRCC and College Council. 2. Identify suitable process/systems/tools for recording and tracking CPQR recommendations. 3. Recommend and seek approval from College Council and Vice President Academic (VPA) of revised CPQR process.
Who is responsible for the specific deliverable/ task?	Director, Academic Quality
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none"> 1. January 2020 2. February 2020 3. October 2020
What is the current status of each specific deliverable/ task? (include a completion percentage)	<p>In Progress - Late-Stage:</p> <ol style="list-style-type: none"> 1. The PQRCC Co-Chairs have prepared a draft implementation plan and tracking mechanism. Feedback on the draft plan was sought from PQRCC members at the February 3, 2020 meeting. The draft plan has been updated based on feedback. (100% complete) 2. The Annual Program Review process/tool has been identified by PQRCC to document status of CPQR Action Items (major and minor) on an annual basis, with reports generated annually and shared with the Dean/Chairs and PQRCC. (100% complete) 3. Approval of College Council and the VPA has been delayed due to the COVID-19 pandemic and pending resumption of the regular College Council meeting schedule. (0% complete) <p>70% Complete</p>
* What has been identified as needing to be done? (stipulations)	A7. Include minor action items in program review reports to make sure they are tracked.



What deliverables are associated with addressing the stipulations?	Update the Comprehensive Program Quality Review (CPQR) process to include reporting of minor action items with a mechanism for tracking and providing status updates.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> 1. Update the CPQR Template to include minor action items. 2. Include the tracking and reporting of status updates on minor action items in the Annual Program Review as per A6 (above) as a process and tool for recording and tracking CPQR recommendations.
Who is responsible for the specific deliverable/ task?	<ol style="list-style-type: none"> 1. Manager, Program Quality 2. Director, Academic Quality
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none"> 1. Fall 2019 2. Fall 2020
What is the current status of each specific deliverable/ task? (include a completion percentage)	<p>In Progress – Late Stage:</p> <ol style="list-style-type: none"> 1. The CPQR Report Template has been updated to record minor action items. (100% complete) 2. A process and tool for tracking and reporting on CPQR recommendations/action items (including minor action items) has been identified and is near completion (see A6 above). (70% complete) <p>85% Complete</p>

* What has been identified as needing to be done? (stipulations)	A8. Implement a program lifecycle database to better handle program maintenance records.
What deliverables are associated with addressing the stipulations?	Develop a project plan for implementation of a comprehensive Program Lifecycle Database and Document Repository including functional assessment, solution identification, and a change management plan.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> 1. Secure budget for development and implementation. 2. Conduct a needs analysis and functional assessment through consultation with internal and external stakeholders and collaborators, and develop a detailed business case and project timeline. 3. Identify and record types of records/documents that will be stored in the repository.



	<ol style="list-style-type: none"> 4. Investigate vendor solutions. 5. Issue a Request for Proposals (RFP) and select the successful proponent. 6. Implement the solution in collaboration with IT. 7. Prepare a comprehensive change management and communication plan to finalize the implementation of the project.
Who is responsible for the specific deliverable/ task?	Director, Academic Quality
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none"> 1. April 2019 2. April 2019 3. October 2019 4. January 2020 5. May 2020 6. May 2021 7. June 2021
What is the current status of each specific deliverable/ task? (include a completion percentage)	<p>In Progress – Early Stage:</p> <ol style="list-style-type: none"> 1. The budget for development in 2019-2020 and 2020-2021 fiscal years has been approved. (100% complete) 2. A Business Analyst (BA) has been contracted to conduct needs and functional assessments. Consultations with internal and external stakeholders and collaborators have been conducted. The BA has collected all requirements for the database and document repository and developed a business case and project timeline. (100% complete) 3. The types of records/documents that will be stored in the repository have been identified and recorded and document/record naming conventions have been recommended. (100% complete) 4. Product explorations have been conducted and demonstrations provided by three potential vendors for “off-the-shelf” solutions. (100% complete) 5. The RFP has closed and proponent evaluation is in process. (50% complete) 6. Implementation will begin when the vendor contract has been signed but may be delayed due to IT resources being diverted to respond to the COVID-19 pandemic. (0% complete)



	<p>7. Communication with stakeholders regarding plans to create the program lifecycle database and document repository occurred in Winter 2019. Presentation of the project plan and a status update to Academic Leaders was scheduled for Winter 2020 semester but has been delayed due to the COVID-19 pandemic. (10% complete)</p>
	25% Complete

* What has been identified as needing to be done? (stipulations)	A9. Strengthen the development of course curriculum by fuller involvement of curriculum developers from the Centre for Academic Quality.
What deliverables are associated with addressing the stipulations?	Provide further opportunities for curriculum developers to support faculty and academic schools to enhance course curriculum, offer more curriculum-centred workshops and training opportunities developed and/or delivered by members of the Centre for Academic Quality (CAQ), and build capacity and integrate Indigenous education into programs and courses to decolonize and Indigenize curriculum.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> 1. Identify opportunities within current quality assurance mechanisms for further engagement with program faculty. 2. Increase outreach by members of the CAQ to faculty to support them in meeting their curriculum development objectives. 3. Create and deliver workshops that will build capacity and further enhance faculty's curriculum development knowledge and skills more frequently throughout the academic year and deliver/offer dedicated workshops to meet specific program/faculty needs. 4. Hire a Professor, Indigenous Curriculum Development. 5. Develop an approach and plan to integrate Indigenous education into programs and courses. 6. Develop courses, workshops, and other training opportunities for faculty and employees to build capacity, and decolonize and Indigenize programs and course curriculum.
Who is responsible for the specific deliverable/ task?	Director, Academic Quality



When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none">1. March 20202. March 20203. June 20204. January 20195. June 20206. June 2020
What is the current status of each specific deliverable/ task? (include a completion percentage)	<p>In Progress - Mid-Stage:</p> <ol style="list-style-type: none">1. Major Curriculum Modification, Comprehensive Program Quality Review (CPQR) and Online/Hybrid Course Development processes have been identified as opportunities for curriculum developers to offer support to faculty and program teams. A new process whereby all new online/hybrid course development requires a fulsome review of course outlines by the Professors of Curriculum Development and the course developer has been implemented. A new process whereby major curriculum modifications such as adding/deleting courses require evidence of course to Program Vocational Learning Outcomes mapping conducted by the faculty/program team and the Professor, Curriculum Development has been implemented. (100% complete)2. An outreach message from the curriculum development team to the faculty and Chairs who recently completed CPQR has been created. (100% complete)3. Presentations on the CPQR process and New Essential Skills (NES) mapping to program coordinators at the “Just for Coordinators” event were delivered in November 2019. The Instructional Development and Design team has provided a comprehensive orientation to all course developers who are developing online/hybrid courses. Curriculum Developers provided oversight and guidance to faculty to ensure their course outlines (including course learning outcomes, evaluations, and weekly topical) were up-to-date and academically sound. A wide range of workshops were delivered during Fall and Winter Engagement Weeks (reading weeks) and throughout the semester including NES integration, Universal Design for Learning, and Indigenization. (80% complete)



	<ol style="list-style-type: none"> 4. A Professor, Indigenous Curriculum Development has been hired. (100% complete) 5. An Indigenous Education Approach and Integration Plan has been drafted. (50% complete) 6. Several workshops and resources to support faculty to build capacity and decolonize and Indigenize curriculum have been developed, including the Toronto Land Acknowledgement, Understanding Indigenization of Curriculum Through the Two-Row Wampum, and Decolonization, Indigenization, and Reconciliation Workshops. Multiple sessions of these workshops as well as one-on-one discipline-specific sessions with faculty to integrate Indigenous education into curriculum have been delivered. The Professor, Indigenous Curriculum Development has also met with academic schools and management teams to explain approaches to Indigenize curriculum. (100% complete and ongoing)
	40% Complete

* What has been identified as needing to be done? (stipulations)	A10. Provide self-service capacity for faculty access to program maps contained in the Centennial Online Course Outline system.
What deliverables are associated with addressing the stipulations?	Enhance Centennial Online Course Outline (COCO) system to include reporting capabilities that produce program maps.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> 1. Obtain budget allocation approval for required COCO enhancements. 2. Conduct a needs analysis and determine the scope of work. 3. Explore vendor solutions as an alternative to internal IT maintenance of the current solution. 4. Oversee programming development and implementation of changes.
Who is responsible for the specific deliverable/ task?	Director, Academic Quality
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none"> 1. April 2019 2. April 2019 3. May 2020 4. May 2021



<p>What is the current status of each specific deliverable/ task? (include a completion percentage)</p>	<p>In progress – Mid Stage:</p> <ol style="list-style-type: none"> 1. The project request for COCO enhancements has been submitted and budget has been approved for 2019-20 fiscal year. The Centre for Academic Quality and IT have met to discuss the report requirements. (100% complete) 2. The Business Analyst (BA) has collected all requirements for a vendor solution that would replace COCO. (100% complete) 3. COCO functions and enhancements were included in the Request for Proposal for the Program Lifecycle Database and Document Repository (see A8). The RFP has closed and proponent evaluation is in process. Early assessment indicates that an “off-the-shelf” solution will not be appropriate. (50% complete) 4. Integration of a vendor solution, or more likely in-house IT solution, and implementation of enhancements will be delayed due to IT resources being diverted in response to the COVID-19 pandemic. (0% complete) <p>50% Complete</p>
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<p>* What has been identified as needing to be done? (stipulations)</p>	<p>A11. Add an explicit review of program titling in the comprehensive program review process.</p>
<p>What deliverables are associated with addressing the stipulations?</p>	<p>Update the Comprehensive Program Quality Review (CPQR) process to include a review of the program titles.</p>
<p>What tasks are associated with addressing the deliverable?</p>	<p>1. Update the CPQR Template to include a review of program title.</p>
<p>Who is responsible for the specific deliverable/ task?</p>	<p>Manager, Program Quality</p>
<p>When is the completion deadline of the specific deliverable/ task?</p>	<p>1. September 2018</p>
<p>What is the current status of each specific deliverable/ task? (include a completion percentage)</p>	<p>Completed:</p> <ol style="list-style-type: none"> 1. The CPQR process has been revised to include, at the preliminary stage, verification of the program title and vocational learning outcomes for all programs undergoing CPQR during that cycle. A specific question and



	description of program titling has been incorporated into the CPQR process. (100% complete)
	100% Complete

* What has been identified as needing to be done? (stipulations)	A12. Strengthen the appreciation of the role and importance of PACs.
What deliverables are associated with addressing the stipulations?	Create additional opportunities to demonstrate value and appreciation of the role of Program Advisory Committee (PAC) members to program teams.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> 1. Prepare resources explaining the role and responsibility of PACs. 2. Transform the PAC Recognition event to include all academic industry and employers, demonstrating the value of PACs to all College community stakeholders. 3. Explore additional opportunities for PAC members to be involved in student activities (e.g., showcase work, mentorship program).
Who is responsible for the specific deliverable/ task?	Manager, Program Quality
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none"> 1. November 2018 2. May 2021 3. December 2020 semester
What is the current status of each specific deliverable/ task? (include a completion percentage)	<p>In Progress – Mid-Stage:</p> <ol style="list-style-type: none"> 1. An Infographic on the PAC role has been published and distributed. (100% complete) 2. The PAC and Employer Appreciation event was planned for May 2020 but was delayed due to the COVID-19 pandemic and social distancing directives. The agenda has been planned and invitation list has been created. The event will likely take place in May 2021. (25% complete) 3. PACs have been included in the consultation framework for development of the College’s renewed Academic Plan, seeking valuable feedback and insights at PAC meetings. Some PAC meetings scheduled for the Winter 2020 semester have been delayed due to the COVID-19 pandemic. (60% complete)



	60% Complete
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* What has been identified as needing to be done? (stipulations)	A13. Make program mapping a mandatory part of major curriculum modifications.
What deliverables are associated with addressing the stipulations?	Update the major program modification process to include mapping when courses are added and/or deleted.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> 1. Include a mapping activity as part of the work plan for curriculum developers. 2. Update the Major Curriculum Modification Guidelines, outlining the new process.
Who is responsible for the specific deliverable/ task?	Director, Academic Quality
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none"> 1. August 2020 2. December 2020
What is the current status of each specific deliverable/ task? (include a completion percentage)	<p>In Progress – Late Stage:</p> <ol style="list-style-type: none"> 1. The mapping exercise has been fully implemented as part of the major curriculum modification process. (100% complete) 2. Changes to the Major Curriculum Changes Guidelines are underway. (60% complete)
	80% Complete

* What has been identified as needing to be done? (stipulations)	A14. Further monitor and ensure compliance with single, unified course codes within programs, regardless of delivery mode.
What deliverables are associated with addressing the stipulations?	Establish processes and training to ensure all course codes within programs are compliant.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> 1. Investigate and audit the current state and develop an action plan to remedy any noncompliant course codes, including staff training. 2. Execute the action plan.
Who is responsible for the specific deliverable/ task?	Manager, Records and Registration, Enrolment Services



When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none"> December 2020 June 2021
What is the current status of each specific deliverable/ task? (include a completion percentage)	<p>In progress – Early Stage:</p> <ol style="list-style-type: none"> An investigation and audit of the current state is in progress. (70% complete) The action plan will be executed when developed. (0% complete) <p>35% Complete</p>

* What has been identified as needing to be done? (stipulations)	A15. Continue to increase the capacity of faculty to deliver web-facilitated learning.
What deliverables are associated with addressing the stipulations?	Develop online and hybrid courses and programs in support of technology-enhanced learning environments to provide students with increased flexibility and access to learning, and invest in faculty development in online and hybrid course delivery.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> Continue development and implementation of online and hybrid courses. Identify programs for development or migration to online or hybrid delivery. Develop and implement a coding and tracking system to identify course modality. Share best practices and improved processes gained through the Strategic Initiative in Online Learning. Continue to offer workshops by the Centre for Organizational Learning and Teaching (COLT). Create a resource hub to provide faculty with just-in-time access to best practices in on-line course development and technology tools.
Who is responsible for the specific deliverable/ task?	<ol style="list-style-type: none"> Director, Academic Quality and Dean, Centre for Part-Time & Online Learning Dean, Centre for Part-Time & Online Learning Dean, Centre for Part-Time & Online Learning Dean, Centre for Part-Time & Online Learning



	<ul style="list-style-type: none"> 5. Acting Dean, Learning, Teaching, and Scholarship 6. Acting Dean, Learning, Teaching, and Scholarship
<p>When is the completion deadline of the specific deliverable/ task?</p>	<ul style="list-style-type: none"> 1. March 2020 2. April 2020 and Ongoing 3. March 2020 4. December 2020 5. Ongoing 6. March 2019
<p>What is the current status of each specific deliverable/ task? (include a completion percentage)</p>	<p>Completed:</p> <ul style="list-style-type: none"> 1. Eight additional fully online and 12 hybrid courses have been developed and implemented. (ongoing) 2. One online program has been developed and launched and 22 additional programs have been identified for development and migration for Summer 2020 semester implementation. (80% complete) 3. A coding and tracking system has been developed and implemented. (100% complete) 4. Two development workshops to share best practices and improved processes have been delivered. (100% complete) 5. COLT workshops (Basics and Beyond, Blended and Online Learning and Teaching) have continued to be offered. (ongoing) 6. An online resource hub (TapIn) has been developed. (100% complete) <p>100% Complete and ongoing</p>
<p>* What has been identified as needing to be done? (stipulations)</p>	<p>A16. Expand experiential learning opportunities for students and implement a tool to capture all instances of experiential learning in programs.</p>
<p>What deliverables are associated with addressing the stipulations?</p>	<p>Develop a framework defining and identify different types of experiential learning opportunities currently available for students and outlining a plan for integrating/enhancing experiential learning opportunities for students in all programs.</p>



What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none">1. Identify and create an inventory of types of experiential learning and create, communicate, and launch an experiential learning definition matrix and framework for integration into programs.2. Create a communication plan to engage stakeholders in the implementation of the framework across all programs.3. Explore options for tracking experiential learning at the course and program level and determine the best tools/systems (current and/or new) for implementation.4. Pilot and revise implementation through to full roll-out of processes noted above.5. Implement a tool/system to capture all instances of experiential learning in all programs.
Who is responsible for the specific deliverable/ task?	Director, Academic Quality and Manager, Institutional Research
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none">1. March 20202. December 20203. March 20214. April 20215. May 2021
What is the current status of each specific deliverable/ task? (include a completion percentage)	In-progress - Mid-Stage: <ol style="list-style-type: none">1. Initial inventory of experiential learning options/activities has been gathered and collated across all Schools and programs. An experiential learning definition matrix and framework for integration in courses has been developed. (100% complete)2. The communication plan has been delayed due to the COVID-19 pandemic. (0% complete)3. A Riipen software license has been purchased to support students' engagement in industry-initiated experiential learning opportunities. A pilot of the Riipen software has started to track experiential learning. Enhancements to Centennial Online Course Outline (COCO) to capture course-based and assessed experiential learning activities is being investigated. Identification/tracking/reporting of program and course level experiential learning has been included in the requirements and scope of



	<p>the Program Lifecycle Database and Document Repository project (see A8). (25 % complete)</p> <p>4. A final plan is pending completion and review of the Riipen pilot. (0% complete)</p> <p>5. Implementation is pending development of the final plan. (0% complete)</p>
	40% Complete

* What has been identified as needing to be done? (stipulations)	A17. Implement better tracking of students who have returned to programs after leaving for a period.
What deliverables are associated with addressing the stipulations?	Create and schedule a report of students who have stepped out for two or more terms and have re-enrolled into a program of study, and develop a process for Success Advisors to follow up with returning students to ensure their success.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> 1. Define “stepping out” and modify the process within Banner to capture instances of stepping out; create and schedule a report of students who have stepped out and returned and integrate into the advising case management system (CRM Advise). 2. Implement a communication process where Success Advisors connect with returning students (investigate the ability to automate initial communication through CRM Advise).
Who is responsible for the specific deliverable/ task?	<ol style="list-style-type: none"> 1. Manager, Records and Registration, Enrolment Services and Manager, Enrolment Services Systems and Special Projects 2. Manager, Centennial Advising and Pathways Services
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none"> 1. December 2020 2. April 2021
What is the current status of each specific deliverable/ task? (include a completion percentage)	<p>In progress – Mid-Stage:</p> <ol style="list-style-type: none"> 1. Banner modifications and development of the report are in progress. (50% complete) 2. Development of the communication process is in progress. (50% complete)
	50% Complete



* What has been identified as needing to be done? (stipulations)	A18. Create a formal admissions committee of relevant stakeholders.
What deliverables are associated with addressing the stipulations?	Ensure formal processes and approvals are in place for requested changes to a program's admission requirements, including assessment of recommended changes for compliance and impact on enrolment.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> 1. Include admission requirement changes in the major program modification process, requiring formal approval from College Council, Board of Governors, and notice of admission requirement changes to the Ministry of Colleges and Universities. 2. Require appropriate consultations for any requested admission requirement changes to 1) ensure requested changes are compliant with College policies and procedures and Ministry requirements, and 2) determine the potential impact on enrolment (recruitment and retention).
Who is responsible for the specific deliverable/ task?	Director, Academic Quality
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none"> 1. February 28, 2020 2. February 28, 2020
What is the current status of each specific deliverable/ task? (include a completion percentage)	<p>Completed:</p> <ol style="list-style-type: none"> 1. The major program modification process has been revised to require formal approval of admission requirement changes by College Council and the Board of Governors, and notice of admissions changes to the Ministry of Colleges and Universities. (100% complete) 2. Enrolment Services and, if required, Institutional Research consultations are required for any requested admission requirement changes. (100% complete) <p>100% Complete</p>

* What has been identified as needing to be done? (stipulations)	A19. Establish a centralized tracking system for grade appeals.
What deliverables are associated with addressing the stipulations?	Implement mechanism for centrally recording grade appeals.



What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> 1. Conduct grade appeal policy review and assess process workflow. 2. Explore software management tools. 3. Implement chosen solution.
Who is responsible for the specific deliverable/ task?	Associate Vice President, Learning Innovation, Teaching Excellence and Academic Quality
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none"> 1. December 2020 2. December 2020 3. May 2021
What is the current status of each specific deliverable/ task? (include a completion percentage)	<p>In Progress – Early Stage:</p> <ol style="list-style-type: none"> 1. Consultations have been conducted with academic managers and the workflow process has been documented. The Appeal Form has been refreshed to reflect a smoother workflow. (50% complete) 2. The Program Lifecycle Database and Document Repository (see A8) project has been investigated for capacity to centrally document and track grade appeals. (25% complete) 3. The solution will be implemented when selected. (0% complete) <p>25% Complete</p>

* What has been identified as needing to be done? (stipulations)	A20. Continue the review of the Academic Partnerships Policy and Procedures.
What deliverables are associated with addressing the stipulations?	Update and finalize the Academic Partnership Policy and Procedures.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> 1. Review the policy and procedures. 2. Consult with policy stakeholders and contributors. 3. Obtain approval of policy and procedure documents.
Who is responsible for the specific deliverable/ task?	Senior Manager, Partnerships and Pathways
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none"> 1. August 2019 2. August 2019 3. August 2019



<p>What is the current status of each specific deliverable/ task? (include a completion percentage)</p>	<p>Completed</p> <ol style="list-style-type: none"> 1. The policy and procedures have been reviewed. (100% complete) 2. Consultations have been completed. (100% complete) 3. The required revisions were minor in nature and were approved by the Associate Vice President, Partnerships, Pathways and Internationalization. The final approved versions were posted in Fall 2019. (100% complete) <hr/> <p>100% Complete</p>
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<p>* What has been identified as needing to be done? (stipulations)</p>	<p>A21. Make Student Program Handbooks available to new students before the start of classes which would support proactive engagement with services and processes.</p>
<p>What deliverables are associated with addressing the stipulations?</p>	<p>Adjust the timeline for annual release of the Student Program Handbook template for earlier distribution to confirmed students by schools/program teams to support student readiness and success.</p>
<p>What tasks are associated with addressing the deliverable?</p>	<ol style="list-style-type: none"> 1. Review, revise, and deploy the Student Program Handbook template to schools for completion in Winter term for Summer distribution to confirmed students.
<p>Who is responsible for the specific deliverable/ task?</p>	<p>Director, Academic Quality</p>
<p>When is the completion deadline of the specific deliverable/ task?</p>	<ol style="list-style-type: none"> 1. May 2019
<p>What is the current status of each specific deliverable/ task? (include a completion percentage)</p>	<p>Completed</p> <ol style="list-style-type: none"> 1. The Centre for Academic Quality has developed and provided schools with the revised template in Winter 2019 with instructions to distribute to students before the start of the Fall semester. (100% complete) <hr/> <p>100% Complete</p>

<p>* What has been identified as needing to be done? (stipulations)</p>	<p>A22. Explore an efficient mechanism to actively notify the college community of new policies and policy revisions.</p>
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What deliverables are associated with addressing the stipulations?	Implement a policy management software system to effectively manage the policy development and review process, including automated communication tools.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> 1. Conduct a needs analysis and assessment of software requirements. 2. Investigate vendor solutions. 3. Issue a Request for Proposals (RFP) and select a successful proponent. 4. Implement the solution in collaboration with IT. 5. Prepare a comprehensive change management and communication plan to finalize the implementation of the project.
Who is responsible for the specific deliverable/ task?	Associate Vice President, Learning Innovation, Teaching Excellence and Academic Quality
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none"> 1. October 2019 2. January 2020 3. May 2020 4. May 2021 5. May 2021
What is the current status of each specific deliverable/ task? (include a completion percentage)	<p>In Progress – Early Stage:</p> <ol style="list-style-type: none"> 1. Consultation with internal stakeholders has been conducted via policy awareness survey. (100% complete) 2. Software requirements have been collected as part of the Program Lifecycle Database and Document Repository requirements (see A8 above). (100% complete). 3. Product explorations have been conducted and demonstrations provided by potential vendors for “off-the-shelf” solutions. (100% complete) 4. The RFP has closed and proponent evaluation is in process (50% complete). 5. Implementation will begin when the vendor contract has been signed but may be delayed due to IT resources being diverted to respond to the COVID-19 pandemic. (0% complete) <p>25% Complete</p>



* What has been identified as needing to be done? (stipulations)	A23. Explore a mechanism for having employees and students attest to reading and understanding policies and procedures.
What deliverables are associated with addressing the stipulations?	Implement a policy management software system to effectively manage the policy development and review process including an automated attestation workflow for employees, and implement a mechanism for students to acknowledge and agree to the College's policies.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none">1. Conduct an assessment of software requirements for policy management software including the requirement of an attestation mechanism.2. Investigate vendor solutions.3. Issue a Request for Proposals (RFP) and select a successful proponent.4. Implement the solution in collaboration with IT.5. Prepare a comprehensive employee change management and communication plan to finalize the implementation of the project.6. Revise student offer letters to direct applicants to the College's policies and procedures and include statement regarding acknowledgement and acceptance of policies.7. Implement mechanism for student attestation at the point of registration.
Who is responsible for the specific deliverable/ task?	Associate Vice President, Learning Innovation, Teaching Excellence and Academic Quality
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none">1. October 20192. January 20203. May 20204. May 20215. May 20216. March 20207. January 2021



<p>What is the current status of each specific deliverable/ task? (include a completion percentage)</p>	<p>In Progress – Early-Stage:</p> <ol style="list-style-type: none"> 1. Software requirements have been collected as part of the Program Lifecycle Database and Document Repository requirements (see A8 above). (100% complete). 2. Product explorations have been conducted and demonstrations provided by potential vendors for “off-the-shelf” solutions. (100% complete) 3. The RFP has closed and proponent evaluation is in process. (50% complete) 4. Implementation will begin when the vendor contract has been signed but may be delayed due to IT resources being diverted to respond to the COVID-19 pandemic. (0% complete) 5. Applicant offer letters have been revised to direct applicants to the College’s policies and procedures website and state explicitly that by accepting their offer, they acknowledge and agree to these policies. (100% complete) 6. The requirement for a student attestation mechanism has been folded into the College’s web registration enhancement project. The web registration project has been put on hold due to the COVID-19 pandemic. (25% complete) <p>30% Complete</p>
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<p>* What has been identified as needing to be done? (stipulations)</p>	<p>A24. Investigate the possible acquisition of policy management software which would automatically flag review deadlines and provide workflow management.</p>
<p>What deliverables are associated with addressing the stipulations?</p>	<p>Acquire and implement a policy management software solution to manage and maintain policy the review and revision workflow.</p>
<p>What tasks are associated with addressing the deliverable?</p>	<ol style="list-style-type: none"> 1. Conduct a needs analysis and assessment of software requirements. 2. Investigate vendor solutions. 3. Issue a Request for Proposals (RFP) and select a successful proponent. 4. Implement solution in collaboration with IT. 5. Prepare a comprehensive change management and communication plan to finalize the implementation of the project.



Who is responsible for the specific deliverable/ task?	Associate Vice President, Learning Innovation, Teaching Excellence and Academic Quality
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none"> 1. October 2019 2. January 2020 3. May 2020 4. May 2021 5. May 2021
What is the current status of each specific deliverable/ task? (include a completion percentage)	<p>In Progress – Early Stage</p> <ol style="list-style-type: none"> 1. Consultation with internal stakeholders has been conducted via policy awareness survey. (100% complete) 2. Software requirements have been collected as part of the Program Lifecycle Database and Document Repository requirements (see A8 above). (100% complete) 3. Product explorations have been conducted and demonstrations provided by potential vendors for “off-the-shelf” solutions. (100% complete) 4. The RFP has closed and proponent evaluation is in process (50% complete). 5. Implementation will begin when the vendor contract has been signed but may be delayed due to IT resources being diverted to respond to the COVID-19 pandemic. (0% complete) <p>25% Complete</p>

* What has been identified as needing to be done? (stipulations)	A25. Implement an automated process for tracking faculty credentials and verification of credentials through transcripts.
What deliverables are associated with addressing the stipulations?	Design and distribute a report to the Schools on a regular basis (frequency can be determined with Schools) listing outstanding faculty transcripts (i.e., transcripts not yet received) associated with reported educational credentials.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> 1. Create a report that will list faculty credentials (for faculty who have received a salary calculation review after F2017 when Faculty Load and Compensation (FLAC) program was implemented) that have been verified with transcripts as well as those not verified.



	<ol style="list-style-type: none"> 2. Pilot the report with one School and then distribute to the other Schools using a phased approach. Collect and add outstanding transcripts to the database. 3. Manually collect historical data for faculty who had salary calculations done prior to FLAC implementation (prior to Fall 2017) - approximately 1500 files - and input into the FLAC program.
Who is responsible for the specific deliverable/ task?	Director, Total Compensation and Payroll
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none"> 1. February 2020 2. January 2021 3. January 2022
What is the current status of each specific deliverable/ task? (include a completion percentage)	<p>In Progress – Early Stage:</p> <ol style="list-style-type: none"> 1. The report has been designed in Banner. (100% complete) 2. The report has been piloted with one School in February 2020. The learning from the pilot is that the report needs to be distributed to the remaining Schools in a managed and phased approach. Outstanding transcripts will be collected as part of this process. Hardcopy transcripts in both the School and HR files are currently inaccessible due to restricted access to the campus in alignment with COVID-19 safety protocols. This task will be completed upon return to the office. (15% complete) 3. Historical data will be extracted from files for select faculty each semester. (5% complete)
	15% Complete

* What has been identified as needing to be done? (stipulations)	A26. Review in-person reference service and information literacy instruction in the library to address gaps and priorities.
What deliverables are associated with addressing the stipulations?	Analyze library instruction and reference statistics by Librarian working group and conduct research into best practices.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> 1. Form Librarian working group to analyze library instruction and reference statistics to identify gaps in reference service. 2. Address gaps in service.



Who is responsible for the specific deliverable/ task?	Director, Libraries and Learning Services
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none"> 1. January 2019 2. December 2020
What is the current status of each specific deliverable/ task? (include a completion percentage)	<p>In Progress – Late Stage:</p> <ol style="list-style-type: none"> 1. <u>LibInsight</u> software has been implemented to track instruction and reference data that is updated on a daily basis as well as retroactive data dating to two years ago. An analysis of data through the lens of program curriculum priorities has revealed gaps and the following priorities: <ol style="list-style-type: none"> a. Develop a strategy for roll-out of American Psychological Association (APA) style version 7. b. Develop a new library guide and shared teaching materials for English communications course COMM170/171. c. Develop a new reference workflow including askON chat service. (100% complete) 2. Identified gaps in reference service have been addressed: <ol style="list-style-type: none"> a. APA 7 roll-out strategy and date has been established with plans for actual roll-out to be completed by December 2020. (80% complete) b. Library guides for COMM170/171 have been created; teaching materials have been standardized and shared. (100% complete) c. The reference workflow has been reviewed and adjusted. (100% complete) <p>95% Complete</p>
* What has been identified as needing to be done? (stipulations)	A27. Develop an initiative to provide more intentional and meaningful feedback for support staff, building on the Reflective Practice Guide.
What deliverables are associated with addressing the stipulations?	Standardize the process of a two-way conversation between managers and support staff employees using the Support Staff Reflective Practice Guide as a tool.



What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> 1. Develop and pilot program for managers to provide and document structured feedback to Support Staff at least twice per year. 2. Conduct a full review of the program pilot deliverables and outcomes in connection with current Employee Engagement results. 3. Implement changes based on review of the pilot and formally launch the program.
Who is responsible for the specific deliverable/ task?	Organizational Effectiveness Manager
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none"> 1. March 2018 2. November 2020 3. May 2021
What is the current status of each specific deliverable/ task? (include a completion percentage)or	<p>In Progress – Early Stage:</p> <ol style="list-style-type: none"> 1. The pilot has been completed. (100% complete) 2. The pilot program is currently being reviewed to ensure alignment with Employee Engagement results that were released in November 2019. (10% complete) 3. The formal launch of the program is pending review of the pilot. (30% complete)
	30% Complete

* What has been identified as needing to be done? (stipulations)	A28. Develop a process for analyzing usage of digital resources in the library to assist in managing those resources.
What deliverables are associated with addressing the stipulations?	Implement a tool for collaborative recording and analysis of library statistics and data points and create a workflow for retrieving and inputting usage statistics.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> 1. Identify a vendor solution and purchase a license. 2. Create and implement workflow and train staff.
Who is responsible for the specific deliverable/ task?	Director, Libraries and Learning Centres
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none"> 1. March 8, 2018 2. June 15, 2018



<p>What is the current status of each specific deliverable/ task? (include a completion percentage)</p>	<p>Completed:</p> <ol style="list-style-type: none"> 1. The library conducted a trial of LibInsight software from January 5 to January 30, 2018 and have purchased a product license. (100% complete) 2. A workflow using LibInsight to gather statistics and analyze trends has been implemented and training has been completed. (100% complete) <p>100% Complete</p>
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2. Provide additional comments (if applicable).

Over the years since our Program Quality Process Audit in 2009, and then again in 2013, Centennial College has invested significantly in the rapid development of a centralized service infrastructure to support our quality agenda. We have put processes and services into place under the umbrella of the Academic Excellence Unit, particularly with the supports and services offered to Schools, faculty and service areas, by each of the unit’s departments - the Centre for Academic Quality (CAQ), the Centre for Organizational Learning and Teaching (COLT), the Centre for Global Citizenship Education and Inclusion (GCEI), and more recently, the Centre for Part-time and Online Learning (CPTOL), the Office of Academic Partnerships and Pathways (OAPP), and the Libraries and Learning Centres.

It was affirming to have the Audit Panel commend us on our commitment to quality and our growing culture of quality. However, being cited as having met all CQAAP Standards and Requirements and a mature quality assurance system does not permit us to remain static in our efforts. We have taken seriously the input from the Audit Panel and have found the CQAAP process to be most instructive. With a true commitment to continuous improvement, we have worked towards fulfilling the Audit Panel’s recommendations and continue to build on the affirmations.

The College will continue to carry out the intended actions indicated in our affirmations and respond to the recommendations of the audit panel. However, it should be noted that the unprecedented and unanticipated COVID-19 pandemic will result in some project adjustments and delayed completion timelines. Academic quality is a cornerstone of the work that we do at Centennial College, and we are confident that despite the myriad institutional and business challenges that COVID-19 presents, all of the recommendations and affirmations in the 2018 CQAAP audit will be addressed within this audit cycle (i.e. prior to our next scheduled CQAAP audit in 2023).