



Ontario College Quality Assurance Service

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

COLLEGE QUALITY ASSURANCE ACCREDITATION PROCESS (CQAAP)

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

GEORGIAN COLLEGE

DATE SINCE LAST UPDATE TO OCQAS: May 29, 2015

DATE OF PREPARATION OF REPORT: December 1, 2016

REPORT PREPARED BY: Dr. Jason Galea, Dean, Liberal Arts and Academic Quality



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 affirmations and recommendations should be listed, verbatim as they appear in the audit report.*

* What has been identified as needing to be done? (recommendation / affirmation/ other)	What deliverables are associated with addressing the recommendations/ affirmation/ other?	What tasks are associated with addressing the deliverable?	Who is responsible on addressing the specific deliverable/ task?	When is the completion deadline of the specific deliverable/ task?	What is the current status of each specific deliverable/ task? (include a completion percentage)
RECOMMENDATION #1					
1. Determine who is responsible for managing the program quality management system.	The creation of a formal Office of Academic Quality with a designated administrator, the Dean of Liberal Arts and Academic Quality, who oversees the quality assurance processes at Georgian.	We have restructured the current curriculum/quality assurance process in order to integrate the Office of Academic Quality.	Dean, Liberal Arts and Academic Quality	April 1, 2016	Complete



		<p>Revising Procedure #1-136: Academic Quality Assurance Procedure. Revision to include more detail regarding New Program Development, Five-Year Program Renewal, and Program Assessment. It will include reference to all relevant policies and include the new Dean of Academic Quality and the Office of Academic Quality as key players in quality assurance at the college.</p> <p>Revising Procedure #1-333 Suspending, Cancelling or Reactivating an Academic Program. Revise to indicate the decision maker regarding the path of existing programs, as well as the approval for new program development. Two policies are necessary – one for program assessment and feasibility; one for program prioritization.</p>	<p>Office of the Vice President, Academic and Student Engagement; Dean, Liberal Arts and Academic Quality; Office of Academic Quality</p>	<p>Dec 2016</p>	<p>In process: 75% complete. Policies to be finalized in tandem with associated processes</p>
		<p>Revising the Curriculum Quality Assurance Guidebook to clearly capture revised processes, to make it more user friendly, as well as for consistency and communication college-wide.</p>	<p>Office of Academic Quality</p>	<p>Nov 2016</p>	<p>Complete</p>



		<p>Created and developed a team of key stakeholders to support the process:</p> <ul style="list-style-type: none"> • Three Academic Quality Leads, seconded faculty who tie curriculum to Ministry Guidelines and Standards, and who provide curriculum support and resources to academic areas; • Academic Quality Office Manager, an administrator who oversees and coordinates the curriculum processes; • Academic Quality Officer, a support staff who provides evidence-based research to support curriculum decision making; and • Curriculum Support Specialist responsible for compiling, verifying and implementing curriculum data, and maintaining a bridge between the Offices of the Registrar and Academic Quality. 	Dean, Liberal Arts and Academic Quality	April 1, 2016	Complete
		<p>Building capacity and supporting faculty, staff and administrators on new integrated quality assurance processes, including the new curriculum approval processes.</p> <p>Develop and provide training, resources, workshops and a new website.</p>	Office of Academic Quality	Spring 2017 to ensure one full cycle	In process: 70% complete



RECOMMENDATION #2					
<p>2. Develop a system and clearly document it. Clearly state how annual reviews, scorecards, 5 year reviews, curriculum changes and improvements plans are related to ensure accountability and continuity.</p>	<p>The college has identified the need to revise its current curriculum development, renewal and review processes through an integrated Office of Academic Quality.</p>	<p>Reviewed the current system and made changes accordingly.</p>	<p>Office of the Vice President, Academic and Student Engagement; Dean, Liberal Arts and Academic Quality</p>	<p>May 2016</p>	<p>Complete</p>
	<p>Deliverables: Updated policies and procedures as they relate to carrying out development, renewal, prioritization and rationalization. These have been listed under tasks associated with addressing the deliverable.</p>	<p>Consulted with existing curriculum bodies and stakeholders in the college regarding consistency and transparency around program assessment, formal five-year renewal, and curriculum changes and improvement plans. Stakeholders included Academic Areas; Academic Council Members; Centre for Teaching and Learning; Registrar's Office; Institutional Research.</p> <p>Generated a Georgian College Quality Assurance Framework, including new and revised integrated quality assurance processes for curriculum development, renewal, prioritization and rationalization. Related documents include</p>	<p>Office of the Vice President, Academic and Student Engagement; Dean, Liberal Arts and Academic Quality</p>	<p>Sept 2016</p>	<p>Complete</p>



		<ul style="list-style-type: none">• Quality Assurance Network (org chart)• Continuous Academic Quality Assurance Process (flow chart)• Course Development and Revision Process (flow chart)			
		<p>Revising the following policies:</p> <ul style="list-style-type: none">• Procedure #1-136: Academic Quality Assurance Procedure. Revision must integrate the annual review, scorecards, five-year reviews, curriculum changes and improvement plans into the procedures for Quality Assurance.• Procedure #1-333 Suspending, Cancelling or Reactivating an Academic Program: Revised to include how annual reviews, scorecards, five-year renewals, and curriculum changes and improvements are linked to decisions regarding the sustainability of current programs. Develop a new policy to include rationale for the development of new programs.	Associate Vice President, Academic and Student Engagement; Dean, Liberal Arts and Academic Quality; Office of Academic Quality	Dec 2016	Complete



		<p>Revising the Annual Program Assessment Input forms so they tie into the Program Renewal process, and revising the Program Renewal documents so they tie into Annual Program Assessment. In this way, changes and improvement plans stemming from either process are clearly linked and documented. Forms include</p> <ul style="list-style-type: none"> • Program Assessment Qualitative Metrics • Continuous Improvement Strategies (includes Mid-Year follow up) • Program Renewal Report template 	<p>Office of the Vice President, Academic and Student Engagement; Office of Academic Quality; Director, Institutional Research and Organizational Effectiveness</p>	<p>May 2017</p>	<p>In process: 80% complete</p>
		<p>Revising and operationalizing the new curriculum and quality assurance processes, which include but are not limited to</p> <ul style="list-style-type: none"> • Five-Year Program Renewal Process • New Program Development Process • Annual Program Assessment • Course Development and Revision Process (flow chart) • Curriculum Quality Assurance Guidebook 	<p>Vice President, Academic and Student Engagement; Dean, Liberal Arts and Academic Quality; Office of Academic Quality</p>	<p>May 2017</p>	<p>In process: 80% complete. Work is still occurring to finalize the New Program Development process and to update the Curriculum Quality Assurance Guidebook.</p>



		Disassembled the Macro Curriculum Committees and constituted the Office of Academic Quality, a new centralized body that works with reps from each academic area addressing quality to more fully integrate the quality assurance process and build capacity across the institution.	Vice President, Academic and Student Engagement; Dean, Liberal Arts and Academic Quality	May 2016	Complete
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RECOMMENDATION #3					
3. Clearly document how improvements are implemented and who is responsible and accountable for their completion.	A consistent curriculum improvement process that ensures accountability and closure regarding the implementation of any changes to programs. This includes an Annual Program Review document and input system that ties into program changes, including the formal Five-Year Program Renewal.	Consulted with relevant stakeholders to determine ways to ensure recommendations from Program Renewal and the Annual Program Assessment are implemented (Vice President, Academic and Student Engagement; Academic Council Representatives; Academic Areas; Dean, Liberal Arts and Academic Quality, Office of Academic Quality).	Associate Vice President, Academic; Dean, Liberal Arts and Academic Quality	Spring 2016	Complete
		Updated flow charts to ensure appropriate processes, structures, and roles and responsibilities are in place in relation to program improvement and implementation: <ul style="list-style-type: none"> • Academic Quality Assurance Network (org chart) • Academic Quality Continuous Improvement Process (flow chart) • Revised Curriculum Approval Processes (Course Development and Revision flow chart, Five-Year Program Renewal process spreadsheet and New Program Development process spreadsheet) 	Associate Vice President, Academic; Dean, Liberal Arts and Academic Quality	Sept 2016	Complete



		<p>Updating Relevant Policies and Procedures:</p> <ul style="list-style-type: none"> • Procedure #1-136: Academic Quality Assurance Procedure. Ensure roles and responsibilities are clearly articulated. • Procedure #1-333 Suspending, Cancelling or Reactivating an Academic Program (one for program assessment and feasibility; one for program prioritization). Ensure roles and responsibilities regarding renewal, revitalization, and rationalization of existing programs, as well as the prioritization of new programs are clearly articulated. Ensure the procedure regarding the implementation of any changes to existing programs is clear. 	<p>Associate Vice President Academic; Dean, Liberal Arts and Academic Quality; Office of Academic Quality</p>	<p>Dec 2016</p>	<p>Complete</p>
		<p>Ensuring recommended changes and improvements resulting from the Five-Year Program Renewal are monitored and implemented. Relevant revised documents include</p> <ul style="list-style-type: none"> • Curriculum Quality Assurance Guidebook (for the Program Renewal Process). • Program Renewal Report (the section entitled "Curriculum Analysis and Alignment" must include instructions to program faculty to state the 	<p>Associate Vice President, Academic; Dean, Liberal Arts and Academic Quality; Office of Academic Quality</p>	<p>April 2017</p>	<p>In process: 75% complete</p>



		relationship between their review process and any curriculum changes resulting; a consultation and sign-off section should be added for Program Costing and Resources).			
		Finalized the Annual Program Assessment doc to use as a mechanism for ensuring implementation of program changes, including non-curriculum recommendations. Ensure this annual assessment ties into the Five-Year Program Renewal, closing the loop to ensure changes and recommendations have been implemented. This is the finalized Annual Program Assessment: <ul style="list-style-type: none">• Program Assessment Qualitative Metrics• Continuous Improvement Strategies (includes Mid-Year follow up section to close the loop)	Associate Vice President, Academic; Dean, Liberal Arts and Academic Quality; Director, Institutional Research and Organizational Effectiveness	May 2016	Complete



		<p>Ensured budgetary action items identified as a result of the Annual Program Assessment are documented and implemented: the Coordinator and Associate Dean are responsible for completing the assessment. The first meeting occurs during the annual assessment, and an interim meeting occurs at the Mid-Year follow up of the assessment to close the loop. Budgetary implications resulting from recommended changes, are the responsibility of the Associate Dean who implements an action plan around the identified needs/changes. If the costs are substantial, this is elevated to the Dean, who consults with the relevant stakeholders. The Dean then meets with the Vice President, Academic and Student Engagement, who consults with the Vice President, Corporate Services and Innovation. Resources are allocated accordingly.</p>	<p>Associate Dean; Dean; Vice President, Academic and Student Engagement; Vice President, Corporate Services and Innovation</p>	<p>Dec 2015</p>	<p>Complete</p>
		<p>Developing a sign-off process for use with the Annual Program Assessment in order to document approval of budgetary action items at the relevant level, and ensure their implementation.</p>	<p>Office of Academic Quality</p>	<p>Mar 2017</p>	<p>In process: 50% complete. Consultation occurring with Finance and Institutional Research and other</p>



					relevant stakeholders.
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RECOMMENDATION #4					
4. Curriculum development and review should ensure that the links between admission requirements, program outcomes, course outcomes and evaluation processes are clear and transparent especially for students.	Revised New Program Development, Program Renewal, and Program Assessment Processes to include consultation and sign-offs with relevant stakeholders for determining admission requirements (including students, Program Advisory Committees, industry and community partners, the Registrar's office, IR, current program faculty, etc.).	Revised all relevant New Program Development curriculum approval documents accordingly: Business Case template includes the Statement of Interest and Program Demand Research Analysis; Business Case Development and Program Design; and Consultation and Approval Process.	Dean, Liberal Arts and Academic Quality; Office of Academic Quality	Spring 2016	Complete
		Updating relevant Program Renewal Documents: <ul style="list-style-type: none"> Update Program Renewal report for consistency with the Business Case for New Program Development. A sign-off section should also be included in the report to ensure consultations linked to admission requirements occur. Implement the Detailed Curriculum Map, a document required for all programs undergoing Five-Year Program Renewal, and during the course development phase of New Program Development. This provides 	Office of Academic Quality	Dec 2016	In process: 90% complete Implementation of new process to take place for the 2017/2018 renewals.



		the framework for faculty consideration of program level outcomes at the course level during lesson planning and evaluation, and when changing a course outline.			
		Implementing a feedback mechanism for students that is consistent college wide: <ul style="list-style-type: none">• KPIs• student representatives on all Program Advisory Committees (Program Renewal and Annual Program Assessment);• Faculty Evaluation Survey (faculty)• Annual Student Feedback Forum linked to Program Renewal and Assessment (Deans)	Office of Academic Quality	April 2017	In process: 75% complete. Implementation of Annual Student feedback forums should be complete by Spring 2017.



	Official course outlines that include links between admission requirements, program outcomes, course outcomes and evaluation processes on all credit course outlines, where they are transparent to students and stakeholders	Undertaking a consultative process with relevant stakeholders in order to alter our current course outlines (Office of the Vice President, Academic and Student Engagement; Office of Academic Quality; Office of the Registrar; Academic Council) Modifying all credit course outline templates to include mandatory sections for illustrating links between program outcomes, course outcomes, and evaluation processes.	Office of Academic Quality	Mar 2017	In process: 50% complete. Consultation is underway. Implementation will occur simultaneously with the adoption of the new Curriculum Inventory Management System.
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RECOMMENDATION #5					
5. Develop a more comprehensive program-mapping template to be used consistently by all programs.	Revised curriculum documents to ensure transparency of the link between admission requirements, program outcomes, course outcomes, and evaluation outcomes to all stakeholders, especially students.	Purchasing curriculum inventory management software that enables us to systemize curriculum documents college-wide, as well as map Program Outcomes to course outcomes to assignments. This will ensure we include clear links of course outcomes to evaluation.	Office of the Vice President, Academic and Student Engagement; Dean, Liberal Arts and Academic Quality and the college's Technology Enabled Learning Governance Committee	May 2017	In process



	A consistent and comprehensive program-mapping template for all academic areas of the college.	While implementing curriculum inventory management software, we have operationalized the Detailed Curriculum Map.	Office of the Vice President, Academic and Student Engagement; Office of Academic Quality	Fall 2016	Complete
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RECOMMENDATION #6					
<p>6. Develop a systemic approach to course outlines and syllabi with appropriate templates that will consistently communicate the relationship between program outcomes, course outcomes, course content and evaluation.</p>	<p>Standardized curriculum software to enable us to connect Program Learning outcomes to Course Outcomes to course content and evaluation, in order for the college to consistently track and communicate any curriculum changes to relevant stakeholders, including the Office of Academic Quality, Office of the Registrar, faculty, and students.</p>	<p>The college's Technology Enabled Learning Governance Committee struck a subcommittee to investigate a curriculum inventory management system that standardizes curriculum documents college-wide. Representatives included the Vice President, Academic and Student Engagement; Registrar; and representatives of the Office of the Registrar; Information Technology; the Centre for Teaching; Learning; and Academic Excellence; Deans and Associate Deans; faculty; and Academic Council.</p>	<p>Office of the Vice President, Academic and Student Engagement; Dean, Liberal Arts and Academic Quality; Technology Enabled Learning Governance Committee</p>	<p>April 2016</p>	<p>Complete</p>
		<p>Developed and posted an RFP (RFP 2016-47: Curriculum Management System) based on internal stakeholder input, for vendors of curriculum management systems.</p>	<p>Office of the Vice President, Academic and Student Engagement; Dean, Liberal Arts and Academic Quality; Registrar; Process Improvement Specialist; Process and Strategic Initiatives; Academic Council</p>	<p>June 2016</p>	<p>Complete</p>



		Inviting successful vendors to demonstrate their software for final consideration to the Curriculum Inventory Management and Catalogue System Selection Committee (Vice President, Academic and Student Engagement; Associate Vice President, Academic; Dean, Liberal Arts and Academic Quality; representatives from the Registrar's Office; Faculty; Office of Academic Quality; Information Technology; and Process and Strategic Initiatives)	Office of the Vice President, Academic and Student Engagement; Dean, Liberal Arts and Academic Quality; Process Improvement Specialist, Process and Strategic Initiatives	Nov 2016	Complete
		Implement new Curriculum Inventory Management software.	Office of the Vice President, Academic and Student Engagement; Dean, Liberal Arts and Academic Quality; Registrar; Executive Director, Enrolment Management and Information Technology	Sept 2017	In process: 10% complete. Vendor has been selected and an initial meeting conducted to determine time lines.
		Once software is adopted, revise Procedure #1-136: Academic Quality Assurance Procedure to ensure the procedure for using the Curriculum Inventory Management System is clearly articulated, as are the roles and	Office of the Vice President, Academic and Student Engagement;	May 2017	In process: 0% complete. Will occur we implement Curriculum Inventory



		responsibilities for those charged with maintaining the system.	Dean, Liberal Arts and Academic Quality		Management System
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RECOMMENDATION #7					
7. Develop clear links from data collected to resource allocation decisions.	Implementation of the new Hyperion software.	Implemented the use of Hyperion software in the service of enrolment planning, tuition and grant revenue allocation, teaching hour requirements, salary and non-salary planning. This allows for up-to-date program costings during the academic year.	Vice President, Academic and Student Engagement; Vice President, Corporate Services and Innovation	2015	Complete
	Deliverables:	Finalized the New Program Development Business Case; it already included the necessary sign offs regarding resource allocation decisions.	Vice President, Academic and Student Engagement	Fall 2015	Complete
	<ul style="list-style-type: none"> • New Program Development Business Case • Revised Program Renewal Report (include sign-offs for costing and resource allocation) • New Annual Program Assessment documentation regarding resource allocation and budgetary action items 	Clarified the process for resource allocation requests identified during Program Renewal and Program Assessment: The Associate Dean brings action items to the Dean who brings them to the Vice President, Academic and Student Engagement and the Vice President, Corporate Services and Innovation for approval.	Academic Area Associate Dean; Academic Area Dean; Vice President, Academic and Student Engagement; Vice President, Corporate Services and Innovation	Fall 2015	Complete
		Adding consultation and sign-offs to the "Program Costing and Resources" section of the Program Renewal Report (template).	Office of Academic Quality	Fall 2016	In process: 80% complete



		Including detail regarding how the findings of a program review have influenced resource allocations in the “Proposed Program Changes” section of Program Renewal Report template.			
		Developing a sign-off form for use with the Annual Program Assessment in order to document approval of budgetary action items at the appropriate level, and ensure their implementation.	Office of Academic Quality	Dec 2016	In process: 50% complete. Consultation occurring with Finance and Institutional Research.
AFFIRMATIONS					
1. The college is affirmed and encouraged in its decision to invest in an enterprise data and reporting strategy to support evidence-based decision-making. The college has also hired a new Director of Institutional Research to “support” the implementation of the strategy.	<p>The Business Intelligence Centre includes the following:</p> <ul style="list-style-type: none"> • Admissions Dashboard • KPI dashboards: <ul style="list-style-type: none"> Program Report Cards Service Area Report Cards Facilities Report Card • Program Assessment Dashboard • Institutional Research <p>Angela Sutton is the Director of Institutional Research and Organizational Effectiveness.</p>		Director of Institutional Research and Organizational Effectiveness	2015	Complete



2. Provide additional comments (if applicable).

Georgian College is committed to continuous quality improvement and as such, we have acted upon the constructive recommendations outlined in the College Quality Assurance Accreditation Process report. Since the audit, Georgian has invested numerous resources into its quality management processes, including the establishment of a new Office of Academic Quality, which now acts as a centralized point of contact and support related to curriculum and quality assurance processes across the college. This has directly addressed gaps in documentation, inconsistencies in implementation, fragmentation of reporting, and a perceived lack of accountability for processes and improvements.

In the service of the Vice President, Academic and Student Engagement, the Office of Academic Quality oversees academic policy and ensures changes at any level are embedded and operationalized in all related processes and procedures. In the interest of consistency, cohesiveness and capacity building, three faculty members have assumed the roles of Academic Quality Leads to help tie curriculum to Ministry Guidelines and Standards, as well as to provide curriculum support and resources to all academic areas. The office also includes an Academic Quality Manager to oversee and coordinate all curriculum processes, and an Academic Quality Officer to provide evidence-based research to support curriculum decision making. Georgian's dedicated faculty from all academic areas remain the content experts, and together, we will continue to build and deliver exceptional programming for our students.

The Office of Academic Quality also includes a Curriculum Support Specialist, a curriculum systems expert who acts as a link between the academic areas and the Office of the Registrar, ensuring one point of contact from which to consult and communicate about curriculum changes or additions. In this way, the college is better able to ensure accuracy and quality in its academic programs, and track processes and implementation of new or revised curriculum. Our pending adoption and planned implementation of a Curriculum Inventory Management System will further serve to alleviate issues regarding gaps in documentation and accountability. In this manner, we will streamline and track consultation and approval processes, so as to maintain quality, consistency, and transparency in all decisions pertaining to program and curriculum development and revision. These are just a few examples of the ongoing efforts and investments Georgian College is making to ensure the quality, relevance, currency and effectiveness of its programs of study.

In closing, Georgian would like to thank OCQAS for this opportunity to engage further in continuous quality improvement. Your constructive recommendations and the work that has resulted from them have made an invaluable contribution to quality improvement here.