



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:

Choose an item.

FLEMING COLLEGE

DATE SINCE LAST UPDATE TO OCQAS: June 30, 2017

DATE OF PREPARATION OF REPORT: December 1, 2019

REPORT PREPARED BY: Molly Westland



This report aims to provide updated information regarding the quality assurance activities that the college is implementing to address the identified gaps (affirmations, recommendations and other) since the college's last submitted report to the OCQAS.

1. Provide the continuous improvement plan (action/ implementation plan) and results to date.

** The college must provide (at the very least) the affirmations made by the college and the recommendations made by the audit panel at the time of the last audit. These stipulations (affirmations and recommendations) should be listed, verbatim as they appear in the audit report.*

* What has been identified as needing to be done? (stipulations)	1.1 We recommend that the college clarify the Board's role in quality assurance and simplify its reporting to the Board about quality assurance.
What deliverables are associated with addressing the stipulations?	The college will create a system of governance that facilitates the evolution of programs that maintain their relevance and fitness with the College mission as well as oversight of program quality.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> 1. Roll out of New College Strategic Plan and Academic Plan which will highlight a commitment to quality new and future oriented education. 2. A review and revision of college quality assurance policies including Board Bylaws. 3. An orientation to the Board of Governors will be created which include the Board's role relating to quality assurance. 4. Regular Board of Governors reporting will occur using a standardized, easy to interpret format.
Who is responsible for the specific deliverable/ task?	<ol style="list-style-type: none"> 1. President, Vice President, Academic Experience 2. President, Vice President, Academic Experience and Director, Academic Quality, Planning and Operations 3. President and Director, Academic Quality, Planning and Operations 4. President with support from Director, Academic Quality, Planning and Operations
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none"> 1. New Strategic Plan to be implemented June 2019, Academic Plan to be approved by Board of Governors November 2019. 2. Board By-laws revision-April 2019, Policy review and revision- initial review June 2019 and revisions to be completed throughout 2020 and 2021.



	<ol style="list-style-type: none"> 3. August 2019 4. January 2019
<p>What is the status of each specific deliverable/ task? (include a completion percentage)</p>	<ol style="list-style-type: none"> 1. Dynamic New Strategic Plan-Our Fleming, Our Future (2019-2024) implemented June 2019, Academic Plan-Putting Jobs First was approved by Board of Governors November 2019. 2. Board By-laws have been revised and unanimously approved by the Board of Governors on April 24th, 2019. (Complete-100%) <p>Quality policy review has been completed. The following policies and procedures have been approved by the Board of Governors and are in final stages of implementation:</p> <p>Quality Assurance 2-220 Program Quality Assurance 2-213 <i>Program Suspension and Cancellation Operating Procedure 2-213A</i> <i>Curriculum Change and Implementation Operating Procedure 2-213B</i> <i>Program Mix Analysis Operating Procedure 2-213C</i> <i>Program Review Operating Procedure 2-213D</i> <i>Program Standard/Description Operating Procedure 2-213E</i> <i>Credentials Operating Procedure 2-213F</i></p> <p>Prior Learning Assessment 2-210 <i>Prior Learning Assessment Operating Procedure 2-210</i></p> <p>Transfer Credit 2-222</p> <p>As the foundational documents, the Quality Assurance (2-220) and Program Quality Assurance (2-213) policies document the Board of Governor’s oversight into the quality assurance processes of the College.</p> <p>The Senior Management Team provides operational oversight to quality issues such as those documented in the Program Suspension and Cancellation operating procedure.</p>



	<p>The College and program level quality policies and procedures were prioritized in 2019 with a focus in 2020 on course level policies revision and implementation (Completion-50%).</p> <ol style="list-style-type: none"> 3. Newly developed Board of Governors orientation was provided on August 27th 2019. The quality unit's presentation included the Board's role in quality and review of relevant legislation and processes. This orientation will occur annually. (Completion-100%) 4. A quality audit dashboard is presented to the Board of Governors quarterly, according to the Board of Governors at a Glance 2019-2020. (Completion-100%).
<p>* What has been identified as needing to be done? (stipulations)</p>	<p><i>1.2 Fleming College has a history of active, effective program quality assurance policy review with corresponding creation of detailed operating procedures. Program quality review processes are continuously reviewed for effectiveness and consistency of application. The addition of an audit framework will support the continued improvement and consistency of the program quality processes.</i></p> <p>Recommendation: We recommend that the college actively follow through on the affirmation to monitor and track the consistency in the adherence to the established schedule for annual reviews of programs.</p>
<p>What deliverables are associated with addressing the stipulations?</p>	<p>The college will establish and complete an annual audit process to monitor program quality assurance practices to ensure consistent application across all programs of instruction.</p>
<p>What tasks are associated with addressing the deliverable?</p>	<ol style="list-style-type: none"> 1. Create databases and easily usable forms to simplify collection, reporting, approval, audit of recommendations and plans for Program Advisory Committees, Annual and Cyclical Review and Program Efficacy Review. 2. Create audit reports to be regularly circulated to stakeholders 3. Create school wide "Annual Report Card with Recommendations"



Who is responsible for the specific deliverable/ task?	Director of Academic Quality, Planning and Operations
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none">1. January 20192. June 20193. November 2019
What is the status of each specific deliverable/ task? (include a completion percentage)	<ol style="list-style-type: none">1. A Program Advisory Committee Agenda and Minutes template has been implemented. The Program Review Repository was created for document storage and the Annual and Cyclical Review templates were revised into Office 365 and implemented. Vocational Learning Outcomes mapping templates and processes were revised and implemented. A Program Efficacy Review System has been created, with tier 1 and tier 2 templates and processes implemented. An Evolve system solution to document and store program Vocational Learning Outcomes for presentation on external program webpages was created and rolled out. Refinement of processes will continue with the Program Review Cycle of January 2020 (Completion-90%).2. Audit reports have had full implementation and distribution to Academic Division leadership (Completion-100%).3. Annual School level Quality Report Card was rolled out in mid November (Completion-100%).



* What has been identified as needing to be done? (stipulations)	1.4 Affirmation: The Program and Curriculum Review (PCR) and the Integrated Program Planning (IP) processes create strong indicators of program performance. The processes are clearly defined, use valid qualitative and quantitative data and regularly assess the strengths and deficiencies of programs. Although PCR processes have a lengthy history at the College, the IP processes are quite new and are continuing to be refined. The integration of IP with the PCR processes is in its early days and will require on-going support and evaluation to monitor its success at measuring program quality.
What deliverables are associated with addressing the stipulations?	The College uses valid reliable program indicators to measure program performance.
What tasks are associated with addressing the deliverable?	1. The College will review the Program Curriculum Review and Integrated Planning processes and make necessary changes to ensure validity of performance measures.
Who is responsible for the specific deliverable/ task?	Director, Academic Quality, Planning and Operations, Director, Institutional Research & Director, Strategic Planning and New Program Development
When is the completion deadline of the specific deliverable/ task?	1. April 2019
What is the status of each specific deliverable/ task? (include a completion percentage)	1. The IP process was revised and renamed the Program Efficacy Review (PER). It now includes a Tier 1 quantitative review as well as a Tier 2 qualitative review of program health. The scores are then used by the Academic Division to determine program mix, resource allocation and the possible need for program mitigation. One complete cycle of PER has been completed and programs have been measured. The data is currently being used to make decisions about program suspensions, mitigations and the need for programs to enter an expedited Cyclical Program Review. The first group of programs to be suspended went to the Board for approval on November 27, 2019. Due to changes in the Ministry funding model, the completion of Key Performance Indicators (KPIs) and the metrics of the Strategic Mandate Agreement III, there is a need to review the scoring model



	<p>and weightings. The PER data (IPP data used in 2019 cycle) has been included in the Cyclical Program Curriculum Review templates. Program mitigation plans may include the decision to add the program to the Cyclical Review cycle early and is part of the program mix procedure. This is outlined in the Program Quality Assurance Framework. (Completion-100% with an eye to revision due to changing SMA3 metrics).</p>
<p>* What has been identified as needing to be done? (stipulations)</p>	<p>1.5-1.6 Affirmation: The fall 2017 review of the revised Program and Curriculum Review Process found pockets within the College that successfully followed PCR processes including documentation of the implemented recommendations. In contrast, the review also found instances of inconsistent completion and documentation of annual reviews and limited tracking of recommendations. The implementation of the Curriculum Change Operating Procedure in January 2018 formalized the PCR and IP process as the evidence-based driver of curricular change and demonstrates the accountability of Chairs/Deans in curricular change decisions. There is currently no formalized process to document Vice President Academic approval of IP mitigation and PCR program improvement plans. An audit framework linked to academic performance would strengthen accountability for quality assurance processes throughout the Academic Division.</p> <p>Recommendation: We recommend that the college actively follow through on the affirmation to create the framework to strengthen accountability. Furthermore, we recommend that the college develop a formalized process to document approval and monitoring of program improvement plans.</p>
<p>What deliverables are associated with addressing the stipulations?</p>	<p>The College keeps programs and courses relevant with provincial standards and professional body requirements by managing change through the documentation, storage and auditing of program review recommendations.</p> <p>The College will effectively manage program maintenance records arising from program quality management processes.</p>
<p>What tasks are associated with addressing the deliverable?</p>	<ol style="list-style-type: none"> 1. Develop a framework document for Program Review, defining Annual and Cyclical Program Review of objectives, deliverables and responsibilities.



	<ol style="list-style-type: none"> 2. Create databases and easy to use forms that simplify collection, reporting, approval, audit of recommendations and plans for Program Advisory Committee data (PAC), Annual and Cyclical Review and Program Efficacy Review. 3. Create audit reports to be regularly circulated to stakeholders 4. Create school wide “Annual Report Card with Quality Unit Recommendations”
Who is responsible for the specific deliverable/ task?	Director of Academic Quality, Planning and Operations
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none"> 1. January 2019 2. January 2019 3. June 2019 4. November 2019
What is the status of each specific deliverable/ task? (include a completion percentage)	<ol style="list-style-type: none"> 1. The Program Quality Assurance Framework and Program Review Framework document was created and implemented in January 2019 (Completion-100%) 2. The Program Advisory Committee Agenda and Minutes template have been implemented. The new PAC agenda and minute templates lay out a placeholder for the documentation of recommendations. Future PAC meeting minutes are to report on the status of these recommendations. These reports are collated once per year to demonstrate the College’s implementation of PAC recommendations. Annual and Cyclical Review templates have been revised and created in Office 365 format for ease of use. These documents are now housed in a Program Review Repository which includes a location to document the School-level approval. Vocational Learning Outcomes mapping templates have been revised and implemented. A Program Efficacy Review System has been created and templates and processes have been implemented. An Evolve system solution to document and store program Vocational Learning Outcomes for presentation on external program webpages was rolled out. Refinement of processes will continue with the Program Review Cycle of January 2020 (Completion-95%).



	<ol style="list-style-type: none"> 3. Audit reports were fully implemented and distributed to the Academic Division leadership (Completion-100%). 4. Annual School level Quality Report Card were rolled out in mid November (Completion-100%).
<p>* What has been identified as needing to be done? (stipulations)</p>	<p>2.2-2.3 Recommendation: We recommend that the college actively follow through on the affirmations identified for requirements 2.2 and 3.4 as they will assist with this requirement as well. We recommend that the college identify a way to ensure that the curriculum developer is successfully ensuring measurability of the VLOs in assessments and that they are consistently mapped and used at the program level. Furthermore, we recommend the college establish a methodology to ensure program vocational learning outcomes are being used consistently in the day-to- day work by program faculty across all programs.</p>
<p>What deliverables are associated with addressing the stipulations?</p>	<p>The College will ensure that program requirements stated for each program of instruction are based on the program’s vocational learning outcomes.</p>
<p>What tasks are associated with addressing the deliverable?</p>	<ol style="list-style-type: none"> 1. Create new Vocational Learning Outcome (VLO) policy 2. Create systems capacity to record Vocational Learning Outcomes (VLO) in Evolve System linked to external program websites 3. Research system-based tools to assist with Assessment Mapping 4. Ensure a focus on Vocational Learning Outcomes in faculty onboarding and professional development activities 5. Implement VLO curriculum mapping (program and course level) integration in Program and Curriculum Review Processes 6. Implement (including submission of) assessment mapping tool as a mandatory part of Program and Curriculum Review Process
<p>Who is responsible for the specific deliverable/ task?</p>	<p>Director, Academic Quality Planning and Operations, School leadership</p>



When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none">1. June 20192. April 20193. September 20204. September 20185. May 20196. May 2021
What is the status of each specific deliverable/ task? (include a completion percentage)	<ol style="list-style-type: none">1. The Program Standards/Descriptions procedure (2-213E) is effective as of September 2019. (Completion-100%).2. A VLO repository and mapping function have been created in Evolve. VLOs have been entered into the system and are now present on externally facing program webpages. Mapping function is now operational, although it was not used in mapping process of spring 2019. The tool will be used for the 2020 Program Review Cycle (Completion-65%).3. Research will begin in September 2020 (0%)4. A unit on quality assurance and legislation including Program Standards, (Vocational Learning Outcomes and Essential Employability Skills and General Education Course) has been added to the New Faculty Experience (Full-time faculty onboarding program). Teaching and Learning Days (Academic Professional Development each semester) have provided a variety of sessions on VLOs, mapping, quality assurance, quality curricular design and program review and evaluation. Contract faculty onboarding has been developed and contains information on VLOs and their connection to course learning outcomes and quality curriculum development and delivery (Completion 80%).5. VLO mapping was re-implemented May 2019 as part of the Annual Program Review process. Very successful kick-off events occurred during the first week of the May - June semester of 2019. Each school was provided with a learning session on the principles and practices of curriculum mapping, supported by the quality assurance team, while mapping was completed in computer labs. Communications, Science and Math faculty members circulated to program teams to ensure their subjects were included in the mapping. There was excellent uptake by faculty teams. The program mapping audit demonstrated a compliance increase from 21% to 96%. The focus of this cycle (May 2020) will be to ensure currency and quality of VLOS and the linkage to CLOs. The quality activities



	<p>will be supported by the creation of Common Block Development time for the majority of full-time faculty this spring 2020 (Completion 90%).</p> <p>6. Not started yet (Completion-0%)</p>
* What has been identified as needing to be done? (stipulations)	3.2 Recommendation: We recommend that the college actively follow through on the affirmations identified for requirements 2.2 and 3.4 as they will assist with this requirement as well. We recommend that the Essential Employability Skills be clearly mapped within and to programs and communicated clearly to stakeholders.
What deliverables are associated with addressing the stipulations?	The College will ensure that all programs of instruction are consistent with the credential framework requirements.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> 1. Create systems capacity to record Vocational Learning Outcomes (VLO) and Essential Employability Skills into the Evolve System linked to external program websites 2. Map all service courses such as communication, computer and math courses to VLOs and EES during the Program Review process.
Who is responsible for the specific deliverable/ task?	Chair, School of General Arts and Science, Director, Academic Quality, Planning and Operations and faculty teams
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none"> 1. April 2019 2. May 2019
What is the status of each specific deliverable/ task? (include a completion percentage)	<ol style="list-style-type: none"> 1. A VLO repository including EES with a mapping function was created in Evolve. VLOs have been entered into the system and are present on external program webpages. EES are also now present in the mapping process. Mapping function in Evolve is operational although was not used in the mapping process of spring 2019 to allow for a staggered approach to new process development (Completion-65%). 2. As indicated, VLO and EES mapping was implemented in 2019 as part of the Annual Program Review process. Communications, Science and Math faculty members circulated to program



	teams to ensure each subject was included in mapping (particularly EESs). There was excellent uptake by faculty teams with an improved compliance from 21% to 97%. Integration with system upgrades will occur in spring 2020 (Completion 90%).
* What has been identified as needing to be done? (stipulations)	3.3 Affirmation: <i>Fleming College ensures that the programs of study are consistent with current workplace expectations through the input of its Program Advisory Committees (PAC). PAC processes and materials are regularly reviewed with evidence of recent updates. A review of the PAC minutes across the College also revealed that there is limited evidence of the creation of recommendations by the Committee, thus limiting the utility of their input. A revision of the PAC Agenda template to include the creation of recommendations will occur for spring 2018. In addition, other than reviewing the minutes stored in multiple documents, there is currently no method to collect and review the PAC recommendations as a program, school or college. A review of possible systems solutions will be undertaken to remediate this to ensure that PAC recommendations are reviewed, implemented and reported on by College, School or program over time.</i>
What deliverables are associated with addressing the stipulations?	The College will ensure that all programs of instruction are consistent with current workplace expectations.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none">1. Implement a Program Advisory Committee Database with standardized fillable agenda and meeting minute templates which will include an item for Recommendations. This will support the creation, documentation and reporting of PAC recommendations.2. An annual report will be created that will consolidate the PAC activities for the year and will include the status of PAC recommendations.3. Inclusion of the voice of the employer in all that we do at Fleming through the development of the New Strategic Plan and Academic Plan.
Who is responsible for the specific deliverable/ task?	Vice President, Academic Experience, Director of Academic Quality, Planning and Operations, & Workforce and Labour Market Advisor



When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none"> 1. November 2018 2. November 2019 3. June 2019- Strategic Plan, November 2019- Academic Plan
What is the status of each specific deliverable/ task? (include a completion percentage)	<ol style="list-style-type: none"> 1. A fillable PAC agenda and minute template was created that populates a searchable database. The minute template includes the ability to record and report on the status of PAC recommendations (Completion-100%). 2. An Annual PAC report was created and shared with Senior Management Team in November 2019 (Completion-100%). 3. The Fleming College <i>Our Fleming. Our Future. Strategic Plan (2019-2024)</i> commits to new and future-oriented education for our communities, where partnerships with industry will boost innovation (Completion-100%). <p><i>The Putting Jobs First-Academic Plan (2019-2024)</i> includes a number one priority of responding to the needs of the labour market with a goal of revitalization and empowerment of PACs. The goal is to understand the expectations of the job market and bring industry leaders together to ensure the latest trends are reflected in our programs. It calls for the establishment of a Fleming Jobs Council to bring together a network of employers from each of the four geographical regions to act as an advisor on current market trends. The Jobs Council will advance the revitalization of our Program Advisory Committees by transferring knowledge and informed analysis relevant to the future economy (Completion-100%).</p> <p>The College has also created a new Workforce and Labour Market Advisory position that will collaborate with industry to collect and share job market analytics. Labour market profiles will be created for each program and will be updated regularly to ensure that evidence-based data and projections guide programming (Completion-10%).</p>



<p>* What has been identified as needing to be done? (stipulations)</p>	<p>3.4 Affirmation: <i>The college has procedures in place to ensure that Vocational Learning Outcomes and Essential Employability Skills are mapped to at least two courses in each program of study. These maps are housed in a consistent location on the PCR website. However, there has been a lack of consistent completion of the mapping. The inclusion annual curriculum mapping in the audit framework would improve consistency.</i></p> <p>Recommendation: We recommend that the college actively follow through on the affirmations identified for requirements ...3.4.</p>
<p>What deliverables are associated with addressing the stipulations?</p>	<p>The college will ensure that all programs of instruction provide reasonable opportunities for students to achieve vocational and non-vocational program outcomes by mapping all vocational learning outcomes to at least two courses.</p>
<p>What tasks are associated with addressing the deliverable?</p>	<ol style="list-style-type: none"> 1. Create systems capacity to record Vocational Learning Outcomes (VLO) and Essential Employability Skills within the Evolve System and be linked to external program websites 2. Implement VLO curriculum mapping (program and course level) within Program and Curriculum Review Processes 3. Map all service courses such as communication, computer and math courses to VLOs and EES during the Program Review process.
<p>Who is responsible for the specific deliverable/ task?</p>	<p>Vice President, Academic Experience, Director of Academic Quality, Planning and Operations, School Deans and faculty</p>
<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. May 2019
<p>What is the status of each specific deliverable/ task? (include a completion percentage)</p>	<ol style="list-style-type: none"> 1. A VLO repository including EES, with a mapping function, was created in Evolve. VLOs have been entered into the system and are now present on external program webpages. EES are also present in the mapping process. The mapping function although operational, was not used in the mapping



	<p>process of spring 2019 to allow for a staggered approach to new process development (Completion-65%).</p> <ol style="list-style-type: none"> As described, VLO mapping was implemented in May 2019 as part of the Annual Program Review process. The Curriculum Guide and Reflection process asks faculty to reflect and answer the following question: <i>“Are there at least two instances of teaching (T), reinforcement (R), and assessment (A) for each of the program Vocational Learning Outcomes present within the curriculum map? Provide comments as necessary.”</i> The same question is asked for EESs (Completion-65%). Communications, Science and Math faculty members circulated to program teams to ensure their subjects were included in each program’s mapping. There was excellent uptake by faculty teams with improved compliance during the program mapping audit from 21% to 97% (Completion 90%).
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* What has been identified as needing to be done? (stipulations)	3.5 Recommendation: We recommend the college establish a process to guarantee that changes to MAESD program standards are implemented and communicated to all stakeholders. Furthermore, we recommend an effort to be more consistent in communicating to students any changes to provincial program standards.
What deliverables are associated with addressing the stipulations?	The College will ensure that changes to provincial program standards are communicated to all relevant stakeholders and implemented in a timely manner.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> Draft and implement a new Vocational Learning Outcome (VLO) Policy including procedures on the implementation and documentation of program standards changes. Post VLOs on all external program pages.
Who is responsible for the specific deliverable/ task?	Director, Academic Quality, Planning and Operations



When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none"> 1. June 2019 2. June 2019
What is the status of each specific deliverable/ task? (include a completion percentage)	<ol style="list-style-type: none"> 1. The Program Standards/Descriptions procedure (2-213E) came into effect in September 2019. The procedure includes the publication of VLOs on external program webpages, program handbooks and in dialogue between program faculty and students. Programs are welcomed to revise their cyclical program date due to the release of New Provincial Standards (Completion-100%). 2. VLOs are currently present on all external program pages.
* What has been identified as needing to be done? (stipulations)	4.2 Recommendations: We recommend that the college improve its tracking of the incorporation of new teaching methods to ascertain if the professional development opportunities are benefitting staff or students.
What deliverables are associated with addressing the stipulations?	The college will engage teaching staff to experiment with new best practises in teaching and learning that are reviewed and widely shared across all programs of instruction.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> 1. Revise the faculty development process to include learning plans stored in a central repository that will be used to inform annual division-wide faculty development plans addressing identified learning gaps. 2. Create a Tech Development Centre to support staff and students and ensure students have access to modern technologies and digital learning opportunities. Professional development of staff and faculty will be enhanced to ensure high quality implementation. This center will include a database of current technologies, supports for each technology and examples of implementation possibilities. 3. The development of a new strategic plan for the College that empowers all staff by supporting access to and education regarding emerging digital tools necessary to support students.
Who is responsible for the specific deliverable/ task?	Vice President, Academic Experience, Director, Academic Quality, Planning and Operations



When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none">1. Pilot May 2019, Beta testing January 20202. September 20203. June 2019-Strategic Plan November 2019- Academic Plan)
What is the status of each specific deliverable/ task? (include a completion percentage)	<ol style="list-style-type: none">1. A Faculty Development Process was piloted in May 2019 with a small group of faculty. Amendments were made to forms and processes, which will be tested in winter 2020 with a group of 16 faculty. The end product of this process is an Individualized Learning Plan which will be stored electronically in the Human Resources Department for ease of faculty learning needs analysis (Completion 70%).2. The Digital Learning Advisor was hired to support the development of the Tech Development Center . Development of the center will begin in the New Year under the leadership of the Director, Academic Quality, Planning and Operations (Completion-5%).3. In addition, the <i>Our Fleming. Our Future. Strategic Plan (2019-2024)</i> commits to investing in Fleming employees by creating an Employee Success Strategy. The strategy will provide professional development opportunities and the equipment and technology needed to provide the best experiences for students and staff. The <i>Putting Jobs First Academic Plan (2019-2024)</i> commits to empowerment of faculty through continuous learning, and upgrading and exposure to the latest teaching and learning strategies. (Complete-100%)



* What has been identified as needing to be done? (stipulations)	4.4 Recommendation: We recommend the college identify other appropriate elements to assess the capabilities of imminent as well as recent graduates rather than using the current system which depends on the reliability of mapping (which is presently inconsistent) and the Chair / Dean oversight (which is not formalized for this role).
What deliverables are associated with addressing the stipulations?	The college will assess the abilities of program graduates to meet the program vocational learning outcomes.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none">1. Perform an audit on all post secondary programs to determine the presence of Work Integrated Learning (WIL) (field placements, coops, capstone projects)2. Ensure the review of WIL is included in the program review process to evaluate the achievement of Vocational Learning Outcomes of the program.3. Enshrine WIL as a priority of the Academic Plan.4. Establish College-wide supports to Work Integrated Learning.
Who is responsible for the specific deliverable/ task?	Vice President, Academic Experience, Director, Academic Quality, Planning and Operations, Director, Institutional Research, Vice President, Student Experience
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none">1. March 20192. May 20193. December 20194. September 2020
What is the status of each specific deliverable/ task? (include a completion percentage)	<ol style="list-style-type: none">1. Work Integrated Learning (WIL)/Experiential Learning Audit was completed and posted on the Institutional Research website (Completion-100%).2. The Cyclical Program Review templates have been revised to include an assessment of Experiential Learning (Completion-100%).



	<ol style="list-style-type: none"> 3. The <i>Jobs First Academic Plan (2019-2024)</i> is centered on supporting learners' future careers, particularly linking the college with industry and enhancing experiential learning opportunities for students (Complete- 100%). 4. The new <i>Our Fleming. Our Future. Strategic Plan (2019-2024)</i> commits to the creation of a new Student-Employer Partnership Network to increase the availability of hands-on experiences through co-ops, internships, placements, apprenticeships and other types of experiential learning (Completion-Plan 100%, Center-0%-planned for 2020).
<p>* What has been identified as needing to be done? (stipulations)</p>	<p><i>5.5 Affirmation: The PCR process changes and the creation of the PCR program portfolios occurred two years ago. There have been varying levels of uptake of these processes by programs. The merging of the Academic Quality and Academic Operations department to create the Academic Quality, Planning, and Operations Department has been an important first step in creating a seamless process of on-going curricular excellence. Ongoing support and education for the Schools on the PCR processes and the subsequent storage of program maintenance records will be implemented to provide continued support for program quality assurance.</i></p>
<p>What deliverables are associated with addressing the stipulations?</p>	<p>The College will ensure that academic policies and procedures regarding changes to programs are established and practised consistently.</p>
<p>What tasks are associated with addressing the deliverable?</p>	<ol style="list-style-type: none"> 1. Create databases and easy-to-use forms to simplify collection, reporting, approval, audit of recommendations and plans for Program Advisory Committees, Annual and Cyclical Review and Program Efficacy Review. 2. Create audit reports that will be regularly circulated to stakeholders 3. Create a School-based "Annual Report Card with Recommendations"
<p>Who is responsible for the specific deliverable/ task?</p>	<p>Vice President, Academic Experience, Director, Quality Assurance, Planning and Operations</p>



When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none">1. January 20192. June 20193. November 2019
What is the status of each specific deliverable/ task? (include a completion percentage)	<ol style="list-style-type: none">1. Program Advisory Committee Agenda and Minutes templates have been implemented. Annual and Cyclical Review templates have been revised and created in Office 365 format for ease of use. These documents are now housed in the Program Review Repository which includes documented School-level approvals. Vocational Learning Outcomes mapping templates have been revised and implemented.2. The Program Efficacy Review Process has been created and templates and processes have been implemented. An Evolve system solution to document and store program Vocational Learning Outcomes for presentation on external program webpages was created and rolled out. Refinement of processes will continue with the Program Review Cycle of January 2020 (Completion-90%).3. Audit reports have been implemented and distributed to Academic Division leadership (Completion-100%).4. Annual School level Quality Report Cards have been created and rolled out in mid November (Completion-100%).
* What has been identified as needing to be done? (stipulations)	5.6 Recommendation: We recommend that the college provide public access to policies and procedures to ensure findability. Furthermore, we recommend clear communication to students on where to locate the policies.
What deliverables are associated with addressing the stipulations?	The college will ensure that all academic policies and practices are published, communicated and applied consistently across all programs of instruction.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none">1. Create a link from the external website to the College Policies and Procedures2. Create a link on Student Life page to consolidated Academic Policies and Procedures



Who is responsible for the specific deliverable/ task?	Manager, Governance, Policy and FOI, Vice President, Student Experience
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none"> 1. September 2019 2. September 2020
What is the status of each specific deliverable/ task? (include a completion percentage)	<ol style="list-style-type: none"> 1. A Policy and Procedure link is now available in the external Fleming College website (Completion-100%). 2. A link to the Policy and Procedure webpage is now available on the internal Student Life portal under Academic Supports, as well as the external facing student life page.(Completion-100%).

* What has been identified as needing to be done? (stipulations)	<p>6.1 Affirmation: <i>The recruitment processes are very effective in attracting quality candidates. This spring, fifteen full time positions were posted, and fourteen new faculty were hired. There are enough resources available including orientation and on-going support from LDS, Chairs and Deans. The faculty evaluation process has varying degrees of successful completion. There have been concerns expressed that the level of complexity and time required to complete and collect the many pieces of data, the scheduling of multiple meetings to complete the documentation, and the lack of electronic solutions to improve workflow and accountability make it a challenge to maintain. A working group has been created to review these issues relative to the full-time faculty evaluations and will deliver recommendations for approval and implementation in winter 2018. The contract faculty evaluation process will follow once the full-time process has been implemented.</i></p> <p>Recommendation: We recommend that the communication be more consistent, clear and fulsome to faculty in the expectation of the faculty review process and participation in professional development activities. We recommend a more formal training for new Program Coordinators. Furthermore, we recommend that there is increased consistency to faculty evaluations. Finally, we recommend that the onboarding for non-full-time faculty be enhanced.</p>
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What deliverables are associated with addressing the stipulations?	The College will ensure that all teaching staff undergo initial and continued professional development to enhance their teaching expertise that will ensure their currency in their subject matter and are oriented and evaluated.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> 1. Create a new Faculty Development process that engages faculty throughout their teaching careers at Fleming. The tools must be easy to use for faculty and administrators and be trackable for analysis purposes. 2. Offer an additional cohort of New Faculty Experience for full-time faculty hired after August. 3. Provide additional Coordinator training and support (Coordinator Mixer, updating the Coordinator toolkit) 4. Implement an onboarding process for contract faculty.
Who is responsible for the specific deliverable/ task?	Director of Academic Quality, Planning and Operations, Learning Design and Support Team, Vice President Academic Experience, Vice President, Organizational Effectiveness and Human Resources, Director, Employee Success & Organizational Development
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none"> 1. Pilot May 2019, Beta testing January 2020 2. January 2019 3. May 2019 4. January 2020
What is the status of each specific deliverable/ task? (include a completion percentage)	<ol style="list-style-type: none"> 1. A newly developed innovative faculty development process was piloted in May 2019 with a small group of faculty. Amendments were made to the forms and processes, which will be tested in winter 2020 with a group of 16 faculty. The product of this process is an Individualized Learning Plan which will be stored electronically in the Human Resources Department for ease of faculty learning needs analysis (Completion-70%). 2. An additional cohort of NFE was provided January 2019 (Completion-100%). 3. An online Coordinator toolkit has been created with tools, timelines and resources for new and existing coordinators (Completion-100%). 4. Development of onboarding processes for contract faculty are progressing well towards implementation in January. A digital onboarding platform and workflow for all new staff and



	faculty has been created and a teaching and learning orientation curriculum outline and content have been created. The pilot rollout will be in January of 2020 (Completion-85%).
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* What has been identified as needing to be done? (stipulations)	<p>6.4 Affirmation: <i>As the IP for Service is a new process, it will require on-going support to ensure continued implementation and evaluation.</i></p> <p>Recommendation: We recommend that each support area develop a system such that they have a clear sense of how to measure their effectiveness and if recently implemented models are working.</p>
What deliverables are associated with addressing the stipulations?	The college will ensure that academic support and advising services are effectively meeting students' needs. This will be accomplished through regular monitoring, reporting and the creation of mitigation strategies and actions.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> 1. A new Strategic Plan will be created with measurable outcomes that ensures supports for students as a priority. 2. A business plan will be created to support the delivery of the Strategic Plan using the metrics of SMA2 3. Mandate letters will be created for Senior Management team members with measurable deliverables that will determine the success of each division. 4. Mandate letter actions plans will be created with measurable yearly deliverables and metrics. 5. A Student Success Strategy will be developed that includes student navigator positions and will include an ongoing 360 degree "service effectiveness survey."
Who is responsible for the specific deliverable/ task?	President and Senior Management Team
When is the completion deadline of the specific deliverable/ task?	<ol style="list-style-type: none"> 1. June 2019 2. June 2019 3. June 2019 4. January 2020



<p>What is the status of each specific deliverable/ task? (include a completion percentage)</p>	<p>5. January 2020</p> <ol style="list-style-type: none">1. The new 2019-2024 Our Fleming. Our Future Strategic Plan was rolled out in June 2019. The priorities include: a focus on the needs of students and employers in the labour market, being a true partner in our communities, empowerment of staff and faculty, the support for technology and digital tools and becoming a welcoming place for all (Complete-100%).2. The Fleming College's Business Plan 2019-2020 provides a foundation that will set the stage for the people and resources needed to deliver the Strategic Plan. The Business Plan successes are measured using the metrics of the SMA2. For example, priority #1, focussing on the needs of students and employers in the labour market and calls for the development of a Student Success Strategy. This includes deliverables of a pilot new student success intervention program and the design of a student support model including student navigator positions to help students from entry to graduation and employment. Also included are ongoing 360-degree service effectiveness survey assessments. The successfulness of the interventions will be monitored by the surveys and indicated by increases in retention and graduation rates (Completion-30%).3. Mandate letters were created for all members of the Senior Management team and are publicly available on the external Fleming website. The Vice President, Academic Experience's mandate letter spells out the mandate to collaborate on the creation of the student success strategy (Complete-100%). The mandate letter for the Vice President, Student Experience confirms the primary responsibility for its development (Complete-100%).4. Action plans for each of the mandate letters are currently in development by each Senior Management Team member. These will have success measures for each intervention (Completion-50%).5. A Student Success Strategy is currently in development with an anticipated roll out in winter 2020 (Completion-70%). <p>A corporate database has been developed to monitor the implementation of the strategic plan, business plan, action plans and Senior Management Team mandate letters. This tool is being used to closely monitor the College's performance in an integrated manner. An Interim Report of progress is scheduled to be presented at the January board meeting.</p>
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<p>* What has been identified as needing to be done? (stipulations)</p>	<p>6.5 Recommendation: We recommend a more formal training for academic support and advising staff to be developed and undertaken. Furthermore, we recommend that the onboarding for staff be enhanced.</p>
<p>What deliverables are associated with addressing the stipulations?</p>	<p>The college will ensure that staff members who provide student support services are adequately trained and supported.</p>
<p>What tasks are associated with addressing the deliverable?</p>	<ol style="list-style-type: none"> 1. Create a standardized staff onboarding program. 2. Develop a Student Success Strategy. Once developed, staff will be specifically trained to meet the mandate of the strategy.
<p>Who is responsible for the specific deliverable/ task?</p>	<p>Vice President Academic Experience, Vice President, Student Experience, Vice President, Organizational Effectiveness and Human Resources</p>
<p>When is the completion deadline of the specific deliverable/ task?</p>	<ol style="list-style-type: none"> 1. September 2020 2. Winter 2020
<p>What is the status of each specific deliverable/ task? (include a completion percentage)</p>	<ol style="list-style-type: none"> 1. The 2019-2024 Our Fleming. Our Future. Strategic Plan prioritizes the empowerment of our staff. A commitment to the investment in our people so they provide the best possible experiences for students will be addressed by the creation of an Employee Success Strategy. This strategy will identify and provide dedicated professional development opportunities and training in support this goal. The Department of Organizational Effectiveness and Human Resources has been created. A Director, Employee Success and Organizational Development and an Employee Learning and Development Specialist are now in place, and work has started on an orientation strategy. Professional Development including onboarding is a priority for this unit. A digital onboarding platform is in the final stages of development with plans for rollout in January 2020. This project is being developed in collaboration with the Learning Design and Support team and its development of the contract faculty onboarding activities (Completion- 85%)



	2. The development of the Student Success Strategy is well underway. Planned completion- winter 2020 (Completion-30%).
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* What has been identified as needing to be done? (stipulations)	6.6 Recommendation: We recommend that the college develop a systems approach that will allow more resiliency in learning facilities, equipment and technology infrastructure to manage risks such as when student enrolments increase over a short period of time.
What deliverables are associated with addressing the stipulations?	The college will ensure that learning facilities support the promised modes of delivery and are accessible to students.
What tasks are associated with addressing the deliverable?	<ol style="list-style-type: none"> Operational reviews of Human Resources, the Registrar’s Office, and Information Technology Services will be undertaken focussing on governance, policy, priority setting and issue resolution through streamlined modern services that ensure accountability. A Space Review focusing on student space will be completed. A five-year Strategic Enrolment Management Plan will be created with enrolment goals at the program and college level related to international and domestic enrolment mix. The Enterprise Risk Management Registry will be updated and presented to the Board of Governors in November 2019. The Senior Management Team will provide enhanced support to the start up process each semester. Physical Resources will develop processes and systems to ensure they can be nimble in managing increases in student enrolment. Academic Operations will provide greater awareness of educational space utilization data at decision-making tables such as the Space Planning committee and Program Implementation Committee. Room Utilization Reports will be used at various times during timetabling and start-up activities to provide enrolment decision-support.
Who is responsible for the specific deliverable/ task?	President, Senior Management Team, Director, Academic Quality, Planning and Operations



<p>When is the completion deadline of the specific deliverable/ task?</p>	<ol style="list-style-type: none"> 1. June 2020 2. March 2020 3. January 2020 4. October 2019 to be presented to Board of Governors November 2019 5. September 2019-ongoing 6. July 2019- ongoing
<p>What is the status of each specific deliverable/ task? (include a completion percentage)</p>	<ol style="list-style-type: none"> 1. Operational reviews of Human Resources and the Registrars office have completed data gathering with anticipated reports early in the New Year. Implementation plans will be created to address the recommendations. The Information Technology review will occur in 2020 (Completion- 30%). 2. The contract has been awarded to conduct the space audit and is process is underway. Report due March 2020 (Completion- 5%). 3. 2019-2024 Strategic Enrolment Management Plan is in development with a due date of mid December. (Completion-70%) 4. The updated risk registry was presented at the November 2019 Board meeting. The registry is available on the Enterprise Risk Management website. At the December 10th Senior Management Team meeting, the registry was reviewed in detail and further exploration of the risks will occur to create mitigation plans that increase integration and rigour across the College focusing on facilities and technology. 5. The Senior Management Team (SMT) created an “All Hands-on Deck” approach to fall 2019 start up. SMT morning team meetings were a regular occurrence during the first 10 days of class; fostering collaboration, communication and effective problem solving. Managers provided additional supports to staff, faculty and students while coordinating efforts to resolve start up issues. Some key initiatives included reduced line ups and wait times by triaging, international check in at an alternative location, learning sessions for students about course registration, enhanced service provision at information booths and switch boards, and an enhanced



orientation program at Sutherland campus with 40 academic sessions across 64 different programs. (Complete-100% and enhancements will continue at January start-up)

6. The Physical Resources Department has developed a strategic operational approach to ensure a high level of preparedness, able to support increases in student enrolment and other demands. This has included a precise record of assets (including a reserve of assets such as desks, white boards, chairs etc.), project templates and up-to-date approved vendor lists. They have also created the ability to convert space within the College to manage flexible enrolment. This includes the ability to easily convert D1129 from one large lecture area to three smaller seminar classrooms according to demand. In collaboration with Information Services, several IT carts have been purchased with sets of lap-tops which can be used in place of computer labs. In addition, the Physical Resources Department has introduced their eBase Work Order Request system to support the delivery of sustainable academic excellence in clean, safe, and productive spaces (Completion-100%-ongoing).
7. Academic Operations has enhanced its production of academic space utilization data. This data has been available on the department website for many years, however, the data is now being analyzed at various committees such as the Space Committee and Program Implementation Committee to aid in decision making. (Completion- July 2019).

Academic Operations has undertaken a multi-year, system, and department project to provide student timetables earlier. The goal is to have the timetable available to student in June of 2021 (currently available to students in August). This project will not only improve the student experience, support retention and recruitment activities, it will provide greater flexibility earlier in the Academic cycle to allow for fluctuations in enrolment.



2. Provide additional comments (if applicable).

The 18 Month Current State Report provided an opportunity to examine the extensive organizational development that the college has undertaken. The college has embedded quality success metrics into each of the priorities of its new *2019-2024 Our Fleming. Our Future. Strategic Plan* from the commitment to the provision of top-quality programs that produce sought after graduates with the skills needed to fulfill their career goals. By partnering with our communities to build a greater economic future, through empowering its staff to support innovation and student success and making it a welcoming place for all. The college is absolutely committed to continuous improvement of systems that are vital to achieving this plan.

The Strategic Plan has been set in motion by a robust business plan. The commitment of the College to quality program development can be demonstrated by its commitment to strong new program development responsive to the labour market, strengthened ties with program advisory committees to become true partners. The “Jobs First Academic Plan” builds on our strengths and focusses on providing quality programs with innovative delivery models according to the 2019-2024 Strategic Enrolment Management Plan.

The plans described in the Strategic Plan and Business Plans are well into their development with evident early deliverables that support a commitment to quality assurance practices. Fleming College is proud of the progress we have made in the past year regarding quality assurance and ask for a review of our maturity status. We expect that by the next full audit, we will be in full compliance with CQAAP criteria.

To further demonstrate the College’s commitment to quality assurance, Fleming College recently passed proficiency testing for its ISO 17025 accredited laboratory Canadian Association For Laboratory Accreditation Inc. with an average score of 96% for more than 400 blind tests.

Fleming College was also recently audited by NSF International (<http://www.nsf.org/>). Fleming provides services for NSF in Canada and NSF has expressed an interest in expanding our cooperation. They audited several new facilities and expanded services and activities.

Fleming is a member of both VerifiGlobal <http://www.verifiglobal.com/en> and Globe Performance Solutions <https://globepformance.com/services/iso14034/> providing quality assured testing, performance measurement, and conformity assessment to ISO and other standards. The Article No Small Feat: Running Fleming College’s ISO Accredited Laboratory will be published in The Ontario Technologist in late winter/early spring.



Ontario College Quality Assurance Service

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