



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)

**LA CITÉ COLLÉGIALE**

**DATE SINCE LAST UPDATE TO OCQAS:** June 12, 2015

**DATE OF PREPARATION OF REPORT:** February 7, 2017

**REPORT PREPARED BY:** Diane Bergeron



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.

*Affirmation 1:*

*With respect to the challenges that are always present in a continuous improvement process, the auditors were pleased to note that although progress has been made since 2010, the college recognizes that more work needs to be done on communications and that department heads, program teams, and the advisory committees themselves need to pay attention to optimizing the impact of the committees on continuous improvement of programs. The audit panel encourages La Cité to continue to pursue these actions.*

* What has been identified as needing to be done? (stipulations)	<ul style="list-style-type: none"> <li>• Introduce more accountability at each faculty level.</li> <li>• Strengthen communication channels between the different levels.</li> <li>• Foster the gathering of institutional and educational information at each program's advisory committee meetings.</li> </ul>
What deliverables are associated with addressing the stipulations?	<ul style="list-style-type: none"> <li>• Increase the oversight by administrators of the academic departments and their program teams, and facilitate communication between them.</li> <li>• Keep advisory committee members better informed about institutional and educational issues relating to the curriculum in order to get them more involved in discussing implications of these issues for the program and possibly benefit from their recommendations.</li> </ul>



<b>What tasks are associated with addressing the deliverable?</b>	<ul style="list-style-type: none"><li>• Put a new organizational structure in place to make the different levels of faculty more accountable and facilitate communication between them.</li><li>• Put a departmental table in place indicating targets for each level of management.</li><li>• Invite program heads to share institutional and educational information from each program at their advisory committee meetings, and to gather suggestions and recommendations from committee members.</li></ul>	
<b>Who is responsible for the specific deliverable/ task?</b>	The Vice President Academic, as well as Human Resources and Organizational Development, are responsible for these deliverables, jointly with the Quality Assurance Bureau.	
<b>When is the completion deadline of the specific deliverable/ task?</b>	The college expects to have implemented all these actions by September 2017.	
<b>What is the current status of each specific deliverable/ task? (include a completion percentage)</b>	<ul style="list-style-type: none"><li>• Deliverable 1: Increase the oversight by administrators of the academic departments and their program teams, and facilitate communication between them.</li></ul> <p>The new organizational structure has been in place since November 2016. Three academic dean positions have been created. A number of program support and quality assurance issues have been assigned to each of these deans, which will enable the college to address some of the educational issues and strengthen oversight. Certain secondary positions in the organizational structure are in the process of being filled.</p> <p>Departmental tables are already in place for each department head and dean, and they have been tested since September 2016.</p> <p>Progress on this deliverable is estimated at 75%.</p>	



	<ul style="list-style-type: none"> <li>• Deliverable 2: Keep advisory committee members better informed about institutional and educational issues relating to the curriculum in order to get them more involved in discussing implications of these issues for the program and possibly benefit from their recommendations.</li> </ul> <p>Department heads and deans have been directed to do this. The directive will be implemented progressively as the advisory committees meet.</p> <p>Progress on this deliverable is estimated at 75%.</p>	
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*Affirmation 2:*

*The panelists wish to recognize the new initiatives in the evaluation of academic employees' performance which La Cité has begun to develop, and they encourage the college to complete this process and implement it as soon as possible.*

<b>* What has been identified as needing to be done? (stipulations)</b>	Complete the new faculty performance evaluation initiatives by finalizing the review of the process and the tools involved.	
<b>What deliverables are associated with addressing the stipulations?</b>	Implement the new faculty performance evaluation initiative for 2015.	
<b>What tasks are associated with addressing the deliverable?</b>	<ul style="list-style-type: none"> <li>• Finalize the review of all processes and the tools involved.</li> <li>• Deliver information and training sessions on the process to all teaching departments.</li> <li>• Integrate the process into the web platform.</li> <li>• Deliver information and training sessions on the new process to faculty members.</li> </ul>	



	<ul style="list-style-type: none"> <li>Use the new process for faculty performance evaluations beginning in 2015.</li> </ul>	
<b>Who is responsible for the specific deliverable/ task?</b>	The department of Human Resources and Organizational Development is responsible for these outcomes.	
<b>When is the completion deadline of the specific deliverable/ task?</b>	The college scheduled implementation of the new faculty performance evaluation process for 2015.	
<b>What is the current status of each specific deliverable/ task? (include a completion percentage)</b>	<ul style="list-style-type: none"> <li>The tools and processes were reviewed and approved by senior management in the spring of 2015.</li> <li>Training and information sessions about the process were delivered to academic departments in summer 2015.</li> <li>The new process was implemented in September 2015 for the faculty members to be evaluated.</li> <li>The new process was integrated into a web platform during the 2015-2016 academic year.</li> <li>Training sessions for faculty and administrators about the web process began in September 2016.</li> <li>The web platform went online in September 2016 and was implemented for the faculty members to be evaluated.</li> </ul> <p>The college considers this deliverable 100% complete.</p>	

*Affirmation 3:*

*The audit panel also salutes La Cité for its insight and leadership in the quest for continuous improvement, particularly in identifying the development of an institutional policy on learning assessment as a priority; the auditors believe this to be an essential measure to cement all the college's other quality assurance initiatives.*



* What has been identified as needing to be done? (stipulations)	Implement an institutional policy on learning assessment.	
What deliverables are associated with addressing the stipulations?	Develop and implement an educational guideline on the evaluation of student learning and make it available to all students and faculty of the college.	
What tasks are associated with addressing the deliverable?	<ul style="list-style-type: none"><li>• Analyze similar educational guidelines that exist in other public colleges in Ontario and in universities in the area.</li><li>• Develop an educational guideline on evaluation of student learning.</li><li>• Have the college's educational guidelines committee review the content of the educational guideline.</li><li>• Obtain approval of the educational guideline from the educational guidelines committee.</li><li>• Post the educational guideline on the staff and student portals and on the college's website.</li></ul>	
Who is responsible for the specific deliverable/ task?	The educational guidelines committee and the Quality Assurance Bureau are responsible for this deliverable.	
When is the completion deadline of the specific deliverable/ task?	The college plans to have the educational guideline approved and in place for the start of the academic year in 2016.	
What is the current status of each specific deliverable/ task? (include a completion percentage)	The latest version of the educational guideline was developed and reviewed, and was approved on June 23, 2016. It is now available to the college's students and staff. The deliverable is 100% completed.	

**Affirmation 4:**

*The panelists further noted that the college is aware of the necessity of continuing to improve the communication of its expectations regarding the dissemination of pre-admission information and information on subjects like admission and graduation requirements and referral services.*



* What has been identified as needing to be done? (stipulations)	Improve the processes for managing communications with students by email and telephone.	
What deliverables are associated with addressing the stipulations?	Facilitate and improve communications by email and telephone with current and future students in order to provide more effective and personalized tracking and to better inform and orient the students (e.g. admission and graduation conditions, guidance, etc.).	
What tasks are associated with addressing the deliverable?	<ul style="list-style-type: none"> <li>• Implement an improved process of managing email communications with students.</li> <li>• Implement and use the Salesforce telephone customer relations management tool.</li> <li>• Analyze the <i>Program Enrollment</i> computer module to determine its usefulness and applicability to our system. This module could be a way to manage students' progress in their programs.</li> </ul>	
Who is responsible for the specific deliverable/ task?	The Admissions and Registrar's Office and the departments of Information Technology, Learning, and Student Services are responsible for this deliverable.	
When is the completion deadline of the specific deliverable/ task?	<ul style="list-style-type: none"> <li>• The college has already implemented the improved process for managing communications with students by email.</li> <li>• The college plans to implement the Salesforce software around 2019.</li> <li>• The college is presently analyzing the <i>Program Enrollment</i> computer module.</li> </ul>	
What is the current status of each specific deliverable/ task? (include a completion percentage)	Given the already completed implementation of the improved email management process, the <i>Program Enrollment</i> module analysis in progress, and the plan to implement Salesforce in 2019, the college estimates program on these deliverables at 50%.	



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*Affirmation 5:*

Finally, the auditors observed that La Cité, which is doing an exemplary job of collecting a large amount of data to inform the development of its continuous improvement initiatives, recognizes that it still has work to do in terms of organizing, using, managing and analyzing this information.

We conclude, in agreement with the college, that more detailed analysis of its statistics is required, with cross-checking between, for example:

- Pre-admission information;
- Results of monitoring of academic progress;
- Performance evaluations;
- Use of support services by students and staff;
- Participation in professional development activities;
- Sharing of best practices; and
- The annual program evaluations (including performance indicators);

would enable La Cité to make full use of the wealth of information it collects. The college would be better equipped to measure the impact and efficiency of its quality assurance strategies and mechanisms on academic achievement, and to change course where necessary.

<b>* What has been identified as needing to be done? (stipulations)</b>	<ul style="list-style-type: none"> <li>• Hire two data scientists (a senior statistician and a junior statistician).</li> <li>• Improve the faculty's use of tools for monitoring student success.</li> <li>• Formalize departmental action plans after obtaining the academic departments' annual results on provincial performance indicators and other metrics on the corporate scorecard.</li> </ul>	
<b>What deliverables are associated with addressing the stipulations?</b>	<ul style="list-style-type: none"> <li>• The data scientists will be able to produce, compile and distribute more refined analyses of college statistics.</li> </ul>	





	<ul style="list-style-type: none"> <li>The departmental continuous improvement plans have been drawn up and the progress of work is being checked systematically during the year.</li> <li>Data on use of tools to aid in student success are being disseminated and used in the integrated continuous improvement system.</li> </ul>	
<b>What tasks are associated with addressing the deliverable?</b>	<ul style="list-style-type: none"> <li>Develop a structure for institutional research by the data scientists to collect, compile and deliver more accurate statistics on the college.</li> <li>Develop an institution-wide continuous improvement system integrating all available data.</li> <li>Create a position for a continuous improvement agent in the Quality Assurance Bureau by combining existing tasks into one accountability (departmental scorecards, program reviews, follow-ups on departmental action plans, student feedback, etc.).</li> </ul>	
<b>Who is responsible for the specific deliverable/ task?</b>	The Admissions and Registrar’s Office, and the Quality Assurance Bureau, are responsible for this deliverable.	
<b>When is the completion deadline of the specific deliverable/ task?</b>	<ul style="list-style-type: none"> <li>Two statisticians are expected to be hired in 2017.</li> <li>Development of the integrated continuous improvement system is planned for March 2018.</li> </ul>	
<b>What is the current status of each specific deliverable/ task? (include a completion percentage)</b>	The senior statistician and junior statistician were hired early in 2017. They will gradually produce, compile and distribute more refined analyses of statistics. The continuous improvement agent position will be created in April 2017. Estimated progress is 60%.	

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



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