



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

LOYALIST COLLEGE

DATE OF PREPARATION OF REPORT: April 15, 2025

REPORT PREPARED BY: Centre of Leadership, Learning, and Academic Excellence

Note: This template is used for the 18-month follow-up report and to demonstrate the current state of QA activities during a CQAAP submission.



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

The OCQAS Management Board is looking for the following:

- 1. Completeness: Adequate information about implementation progress for each of the recommendations and affirmations from the Audit Report. This includes statements of the specific deliverables/tasks that the college is undertaking to implement each recommendation and affirmation. The current status should be stated in terms of percent of implementation completion for the specific deliverables/tasks. Where a specific deliverable/task is not complete, the expected completion date should be stated. If there has been slow progress in implementing specific deliverables/tasks, an explanation for why that is the case should be provided.*
- 2. Appropriateness of the college's chosen deliverables/tasks for achieving the intent of the Audit Report recommendation.*
- 3. Sufficient Progress: The college should have made overall substantial progress on all Audit Report recommendations with implementation of some of specific deliverables/tasks already completed.*

Note: When using acronyms, please include their unabbreviated form.



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

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

* What has been identified as needing to be done? (stipulation)	What deliverables are associated with addressing the stipulation?	What tasks are associated with addressing the deliverable?	Who is responsible for the specific deliverable/ task?	When is the completion deadline of the specific deliverable/ task?	What is the status of each specific deliverable/ task? (include a completion percentage)
Affirmation #1 (Requirement 1.5)					
<i>Loyalist College will revise the <u>Annual Program Quality Assurance report template to ensure quality reporting on progress towards addressing recommendations.</u></i>	The college will develop a new Annual Program Quality Assurance report template to include reporting on program recommendations.	a. Conduct a thorough review of the existing Annual Program Quality Review (APQR) reporting template to identify areas needing improvement, including clarity, usability, and alignment.	Centre of Leadership, Learning, and Academic Excellence (CLLAE)	Fall 2024	100% Complete The new APQR template has been put into use across all programs as of Fall 2024 along with a document describing the process to assist programs in completing the forms. The form has been approved by college leadership and is fully implemented. Tracking and reporting of recommendations is now established and ongoing.



		<p>b. Develop a revised draft of the APQR template, ensuring it includes mechanisms for tracking progress on recommendations and improved consistency in reporting.</p> <p>c. Distribute the finalized template and associated guidance documents to all relevant stakeholders and integrate it into the QA reporting process.</p> <p>d. Review as part of ongoing Program Quality Assurance (PQA) process.</p> <p>e. Ensure recommendations are captured and become</p>			<p>Tasks</p> <p>a. 100%</p> <p>b. 100%</p> <p>c. 100%</p> <p>d. 100%</p> <p>e. 100%</p>
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		part of the next round of annual reviews.			
Affirmation #2 (Requirement 1.5)					
<i>Loyalist College will ensure consistent reporting of Program Quality Assurance results with program teams.</i>	The college will ensure that there is consistency in the recording and reporting of program quality assurance results. Training tools will be created for the APQR and Comprehensive Quality Assurance Review (CPQR) reporting documents as will schedules for reporting results back to the relevant stakeholders.	<p>a. Produce simple orientation training videos or other documents to explain the APQR and CPQR reports.</p> <p>b. Create a schedule for collecting and returning APQR and CPQR data to and from programs.</p> <p>c. Create a schedule for sharing APQR and CPQR information with the Board of Governors (BoG).</p>	CLLAE	Fall 2024	<p>100% Complete</p> <p>Orientation videos were recorded and documents created and then shared on SharePoint to ensure all stakeholders would be prepared to complete program reviews.</p> <p>A schedule for collecting and returning APQR and CPQR data to and from programs and the BoG has been finalized and implemented.</p> <p>Tasks</p> <p>a. 100%</p> <p>b. 100%</p> <p>c. 100%</p>
Affirmation #3 (Requirement 2.1)					
<i>Loyalist College will revise the course outline template to</i>	The college will develop a revised course outline	a. Revise existing course outline templates.	CLLAE	June 2025	<p>98% Complete</p> <p>New course outlines have been developed, designed, and distributed to all stakeholders.</p>



<p>ensure a consistent approach.</p>	<p>template to improve course alignment with Program/Vocational Learning Outcomes (P/VLOs) and Essential Employability Skills (EES). This ensures consistency across all programs while enhancing clarity for faculty and learners to understand course objectives and assessments.</p>	<p>b. Distribute new course outline templates to all stakeholders and provide training sessions and support resources to faculty and staff to ensure effective adoption of the revised templates.</p> <p>c. Remove legacy versions of the templates from general use.</p>			<p>This new template is the standard across all programs starting in the fall term of 2024.</p> <p>The templates are available on SharePoint and are shared with faculty as part of the QA process. Ongoing training ensures compliance and consistency across programs, and the annual and comprehensive reviews are in place to monitor compliance.</p> <p>There are still some legacy copies of previous versions of the course outline being stored by individual programs. This will be corrected as the annual and comprehensive reviews are completed.</p> <p>Tasks a. 100% b. 100% c. 95%</p>
<p>Affirmation #4 (Requirement 2.2)</p>					
<p>Loyalist College will revise and disseminate the curriculum map template and monitor</p>	<p>The college will complete the development of a standardized curriculum mapping</p>	<p>a. Devise a new standardized curriculum mapping template in consultation with</p>	<p>CLLAE</p>	<p>May 2025</p>	<p>95% Complete Curriculum mapping documents have been developed and distributed via SharePoint. Stakeholders have been actively coached through the process since Spring 2024.</p>



<p>compliance to ensure consistency.</p>	<p>template. Once finalized, the template will be distributed to relevant stakeholders and uploaded to the shared drive for consistent use in the next QA cycle.</p>	<p>stakeholders to ensure alignment with VLOs and EESs.</p> <p>b. Distribute the new template to all stakeholders, provide guidance and training materials, and upload it to the shared drive for consistent use.</p> <p>c. Track compliance and identify and remove all legacy program map templates from internal systems and shared drives.</p>			<p>As part of the APQR and CPQR processes, curriculum maps are collected and tracked. Legacy documents are being identified and filtered out of rotation to ensure consistency and prevent confusion.</p> <p>Tasks</p> <p>a. 100%</p> <p>b. 100%</p> <p>c. 90%</p>
<p>Affirmation #5 (Requirement 3.3)</p>					
<p>Loyalist College will ensure PAC activity is consistent and meets minimum requirements of ACAD 105.</p>	<p>The college will renew the Program Advisory Committee (PAC) policy and associated supporting documents</p>	<p>a. Create a new PAC policy incorporating stakeholder input to ensure alignment with institutional goals.</p>	<p>Senior Vice-President Academic</p>	<p>June 2025</p>	<p>65% Complete</p> <p>A new PAC policy that clearly outlines the role and expectations of PACs was recently developed and approved. Feedback from a variety of college stakeholders was</p>



<p>ACAD 105 is the Loyalist College policy for Advisory Committees. This policy identifies minimum requirements for Program Advisory Committees (PACs). Minimum Requirements set in this policy include:</p> <ul style="list-style-type: none"> • Committee membership • Frequency of meetings • Institutional reporting <p>This affirmation will ensure PAC activity meets the minimum requirement set by the policy based on a current lapse in consistent practice as evidence within the self-study.</p>	<p>to improve compliance.</p>	<p>b. Orient the College community and PAC members to the new policy and expectations.</p> <p>c. Improve and monitor compliance of PAC activities across the academic division.</p>			<p>instrumental in identifying improvements to this policy. Also, the BoG was provided with additional updates about the current state of PAC committees to ensure awareness and inform strategic decision making.</p> <p>The new policy addresses the minimum PAC requirements including committee membership, frequency of meetings, and institutional reporting.</p> <p>Next steps include orienting the college community to the new policy and monitoring compliance through each school and the APQR and CPQR processes. Initial training materials and mechanisms for monitoring compliance are in development.</p> <p>Tasks</p> <ul style="list-style-type: none"> a. 100% b. 40% c. 50%
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Affirmation #6 (Requirement 4.2)					
<p>Loyalist College will develop a professional development framework for faculty members to ensure:</p> <ol style="list-style-type: none"> 1. Effective tracking of participation 2. Adequate support to employees at all stages of career. 	<p>A PD framework and tracking system will be developed to facilitate faculty participation in professional development activities. This system will also include PD opportunities designed to support faculty at various career stages, including early-career, mid-career, and late-career educators.</p>	<ol style="list-style-type: none"> a. Create a centralized tracking system for faculty PD and related activities. b. Create faculty PD frameworks to support faculty at all stages of their careers. 	<p>CLLAE</p>	<p>August 2025</p>	<p>90% Complete</p> <p>A centralized tracking system using Corsizio was implemented through CLLAE to monitor faculty participation in professional development activities and two comprehensive frameworks were developed to address faculty needs in addition to supports already in place.</p> <ol style="list-style-type: none"> 1. Foundations in Teaching and Learning: This framework focuses on foundational pedagogical skills, including lesson planning, assessment design, and student engagement strategies. It is tailored for early-career faculty or those new to teaching in a college environment and is also mandatory for all new faculty. 2. Flexibility in Teaching and Learning: This framework supports faculty in adopting innovative teaching methodologies, including hybrid and online learning strategies, classroom technology integration, and universal design for learning (UDL).



					<p>Additional frameworks are nearly complete to address advanced teaching practices, scholarship/research (SoTL), and leadership development.</p> <p>Tasks a. 100% b. 80%</p>
Affirmation #7 (Requirement 5.2)					
<p>Loyalist College will complete a policy review process.</p>	<p>The college will conduct a comprehensive review of existing policies to identify gaps, outdated items, and areas requiring updates.</p>	<p>a. Conduct a review of existing policies to identify those requiring updates or retirement.</p> <p>b. Develop and implement a structured policy review timeline and workflow.</p>	<p>College Executive Team</p>	<p>November 2025</p>	<p>90% Complete</p> <p>The policy review process is in progress. A review of existing policies was completed in Fall 2023, identifying policies requiring updates or retirement. A structured review timeline has been established, and updates to priority policies are either complete or in progress.</p> <p>Note: This affirmation is closely aligned with Recommendation #11, which emphasizes the</p>



		c. Update or retire policies as needed and ensure revised policies are accessible to stakeholders.			<p>consistent execution of the policy review timeline.</p> <p>Tasks a. 100% b. 100% c. 70%</p>
Affirmation #8 (Requirement 5.6)					
<i>Loyalist College will develop a missed evaluation policy to ensure: A consistent practice to student access to evaluation with a restorative approach.</i>	The college will develop a missed evaluation policy outlining consistent practices and restorative approaches along with communication to inform learners and faculty about the new policy and its implementation.	<p>a. Develop a missed evaluation policy in consultation with academic leadership and faculty.</p> <p>b. Review context of policy from a restorative approach.</p> <p>c. Communicate the new policy to all stakeholders and provide training to ensure understanding and proper implementation.</p>	CLLAE in collaboration with the Academic Division.	June 2025	<p>65% Complete. The development of the missed evaluation policy is nearing completion, and the draft policy is under review by stakeholders. The new policy focuses on restorative practices and also provides clear guidance about missed evaluations for students and faculty.</p> <p>In the meantime, current guidelines exist at the school level and are partly captured in the policies governing religious observance, academic appeals (updated 2024), and varsity team participation.</p> <p>Tasks a. 80% b. 100% c. 20%</p>



Affirmation #9 (Requirement 6.3)					
<p><i>Loyalist College will develop an institutional quality assurance process aimed at supporting the quality and development of student services.</i></p>	<p>The college will develop a Student Services Quality Assurance Framework outlining service standards, benchmarks, and performance metrics.</p>	<p>Develop a comprehensive Student Services Quality Assurance Framework that includes:</p> <p>a. Service Standards and Benchmarks - Clear service levels such as response times for inquiries, academic advising availability, and turnaround times for counseling services, with measurable outcomes like student satisfaction rates and first-contact resolution percentages.</p> <p>b. Feedback Mechanisms: Regular satisfaction surveys, focus groups, and</p>	<p>Student Services</p>	<p>November 2025</p>	<p>70% Complete.</p> <p>The Student Services Quality Assurance Framework has been structured and includes service standards, benchmarks, feedback mechanisms, and equity and inclusion elements. Next steps in development will be to complete resource development prior to full launch.</p> <p>Tasks</p> <ul style="list-style-type: none"> a. 70% b. 70% c. 70% d. 70% e. 70% f. 50%



		<p>suggestion portals to collect and act on student input.</p> <p>c. Staff Training and Development: Ongoing professional development for student services staff in areas such as mental health support, equity, and new technologies.</p> <p>d. Technology Integration: Accessible online student portals, mobile apps, and 24/7 self-service tools to improve access to services.</p> <p>e. Equity and Inclusion: A commitment to diverse and inclusive service delivery, including cultural</p>			
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		<p>competency training for staff and services tailored to meet the needs of all student groups.</p> <p>f. Continuous Improvement: A Plan-Do-Check-Act (PDCA) cycle for regular review and refinement of student services based on assessment results and finalize the Student Services Quality Assurance Framework, including defined service levels and monitoring processes.</p>			
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Recommendation #1					
<p><i>The panel recommends that the college actively work on all the stated affirmations throughout the Self-Study report to address, improve and resolve items identified with the goal of ensuring completion over the next 18 months and to include updates in the follow-up report.</i></p>					<p>This recommendation is covered as part of the affirmations listed above. As requested, updates have been included in the status column.</p>
Recommendation #2 (Requirement 1.1)					
<p><i>We recommend that the college involve the Board in strategic planning to help inform their decision-making activities when</i></p>	<p>The college will work to expand the involvement of the Board of Governors in strategic planning and share information</p>	<p>a. Establish a schedule for regular Board of Governors updates/feedback and reports that include QA topics.</p>	<p>CLLAE</p>	<p>Fall 2024</p>	<p>100% Complete The Board of Governors has been actively involved in strategic planning and is actively engaged in QA processes at the college. To support these processes, the BoG has been provided with information about all projects related to college-wide improvements</p>



<p>overseeing QA processes.</p>	<p>related to QA processes.</p>	<p>b. Develop briefing materials and reports tailored to the Board's role in overseeing QA processes.</p> <p>c. Provide information for Board members to ensure they understand their role in QA oversight.</p>			<p>resulting from CQAAP and all associated QA projects. The Board's involvement ensures that strategic planning is informed by quality assurance and aligned with institutional goals.</p> <p>Regular updates on QA activities were established and provided to the Board in both the 2023 – 24 and 2024 – 25 academic years, which has contributed to a stronger understanding of ongoing QA processes and priorities.</p> <p>Tasks a. 100% b. 100% c. 100%</p>
<p>Recommendation #3 (Requirement 1.2)</p>					
<p>We recommend that the college actively monitor and track the consistency in the adherence to the established schedule for comprehensive five-year review of programs.</p>	<p>The college will create a multiyear schedule and tracking system for CPQR reviews and provide regular feedback to program leadership about adherence.</p>	<p>a. Develop a comprehensive multiyear schedule that tracks CPQR.</p> <p>b. Provide feedback to program leadership according to the established schedule.</p>	<p>CLLAE</p>	<p>Spring 2024</p>	<p>100% Complete A multiyear schedule has been developed and implemented to ensure adherence to the five-year review process (CPQR). The schedule is now part of established QA processes, held in the Quality Assurance Hub, and shared with each school. The Quality Assurance Hub is a centralized location where CLLAE and program leadership can monitor compliance</p>



		c. Establish a centralized system to track progress and adherence to the schedule.			to the schedule. Any issues with compliance are reviewed and a plan of action to return to compliance is established. Tasks a. 100% b. 100% c. 100%
Recommendation #4 (Requirement 1.2)					
<i>The audit panel recommends that the college continues to move forward with the implementation of its new quality assurance processes regarding program development, review, and renewal.</i>	The college will develop a comprehensive quality assurance policy and procedure outlining clear processes for program development, review, and renewal along with tools and templates to support consistent implementation of QA processes across all programs.	a. Finalize the lifecycle policy and procedure, including specific steps for program development, review, renewal, and suspension and cancellation. b. Add additional standardized templates for lifecycle stages, such as program proposal forms, self-study templates, and review schedules.	CLLAE Academic Division	June 2025	90% Complete The development of the lifecycle policy and program quality assurance framework is complete. The policy was approved following extensive review by key stakeholders and incorporating any feedback to ensure all stages of program development, review, renewal, and suspension/cancellation are addressed. Associated supporting processes, documentation, and templates are nearly complete and will be released with the new policy. Academic leaders have already been introduced to the updated processes



		c. Operationalize the updated processes for all programs.			governing the program lifecycle and training is planned for the spring. Tasks a. 100% b. 90% c. 70%
Recommendation #5 (Requirement 1.5)					
<i>The panel recommends that the college develops a system for annual tracking of all Program Review recommendations and their implementation is put in place so that work can be actioned and completed.</i>	The college will design and implement a tracking and implementation system for program review recommendations.	a. Design and implement a tracking system to capture Program Review recommendations. b. Develop reporting templates to provide a clear overview of progress. c. Establish accountability and responsibility roles and track progress.	CLLAE Academic Division	Fall 2024	100% Complete. A centralized tracking system for Program Review recommendations is now fully operational and housed within the QA Hub. This system provides a structured process, as part of APQR and CPQR, for documenting recommendations and tracking their implementation progress. Recommendations are available to program teams and academic managers and summaries are reported to the BoG as part of the regular reporting cycle, ensuring transparency and oversight. For recommendations requiring program or curriculum updates, faculty are given assigned time during the fall semester for dedicated follow up.



					Tasks a. 100% b. 100% c. 100%
Recommendation #6 (Requirement 1.7)					
<i>The panel recommends that the college complete the development of the new repository to provide access to documents related to the program lifecycle.</i>	The college will create a repository to ensure that staff and faculty have access to documents that facilitate the program lifecycle.	a. Finalize the repository structure and organization to ensure easy navigation and categorization of documents. b. Migrate existing program lifecycle documents into the repository, ensuring accuracy and consistency. c. Establish a process to ensure the repository remains up-to-date and comprehensive.	CLLAE	Winter 2025	100% Complete The final state of the repository is complete with all program lifecycle documents readily available through the QA Hub, Academic Division Sharepoint site, and Learning Management System. Maintenance of the repository is established in regular duties for QA employees. Tasks a. 100% b. 100% c. 100%



Recommendation #7 (Requirement 2.1)					
<i>The panel recommends that the college establish a consistent and formal process with appropriate resources and training to ensure PVLOs are the starting point and used throughout all programs and renewal activities for all programs.</i>					Note: This recommendation aligns closely with Affirmation #3 and Affirmation #4 , which outline revision and implementation of the course outline and curriculum mapping templates, respectively. These ensure that Program/Vocational Learning Outcomes (P/VLOs) are consistently embedded in program development and renewal. The processes described in those affirmations include the creation of tools, training for faculty, and tracking mechanisms to monitor compliance.
Recommendation #8 (Requirement 2.2)					
<i>The panel recommends that the college establish a consistent and formal process with resources and training for curriculum mapping through all programs and that staff involved in mapping use the established process.</i>					Note: The processes and outcomes described in this recommendation are directly aligned with Affirmation #4 , which outlines the development and implementation of a standardized curriculum mapping template. That affirmation includes details about training, rollout, and ongoing compliance monitoring.



Recommendation #9 (Requirement 4.4)					
<p><i>The panel recommends that mechanisms, documentation/training be developed to ensure programs can articulate the alignment of PVLOs to the Work Integrated Learning (WIL) component(s) of the program and the means to assess these holistic, integrated, culminating activities.</i></p>	<p>The college will develop a Work Integrated Learning (WIL)/Experiential Learning (EL) framework and resources to help inform faculty and external partners of the need to meet P/VLOs for all WIL/EL learning components.</p>	<p>a. Complete an environmental scan of current WIL/EL program components.</p> <p>b. Review current practices, policies, and procedures, and the current WIL/EL data management system.</p> <p>c. Review current program mapping to PVLOs/WIL.</p> <p>d. Develop a process for integrating WIL/EL at the college including a framework and monitoring system.</p>	<p>Office of Experiential Learning</p>	<p>November 2026</p>	<p>60% Complete</p> <p>With the creation of the Office of Experiential Learning (OEL) in 2024, a detailed framework and policy for all experiential and work integrated learning activities is being developed. This framework defines experiential and WIL at the college and ensures that new and existing programs have EL/WIL components integrated with P/VLOs and activities.</p> <p>Next steps will focus on building additional training resources for faculty and academic managers to ensure ongoing alignment within programs.</p> <p>EL/WIL activities are now monitored for all credential programs and the alignment of activities to P/VLOs is recorded in the course outline.</p> <p>Tasks</p> <p>a. 70%</p> <p>b. 70%</p> <p>c. 60%</p> <p>d. 40%</p>



Recommendation #10 (Requirement 5.1)					
<p><i>The panel recommends that the college formalize a process that ensures all stakeholders are appropriately, effectively, and consistently informed of policies and procedures.</i></p>	<p>The college will design, develop, and implement a communication strategy regarding policy and procedures.</p>	<p>a. Create a formalized communication framework stemming from the new policy ADMIN 100: How to Develop College Operational Policies and Procedures.</p> <p>b. Integrate associated procedures and documents such as the Communication Email template to standardize communication expectations and timelines.</p>	<p>Policy and Governance</p>	<p>Fall 2023</p>	<p>100% Complete</p> <p>The new policy, ADMIN 100: How to Develop College Operational Policies and Procedures, has been fully implemented. The associated templates, including the Policy Template, Procedure Template, Briefing Note Template, and Communication Email template, have been finalized and are in active use. This ensures that all new and updated policies and procedures are developed and communicated in a consistent manner.</p> <p>All policies and procedures are now housed on the intranet (Policies and Procedures Manual tab) and key policies are available on the college website and in the course outline template.</p> <p>Policy updates are now consistently shared through email, college announcements, and newsletters.</p> <p>Tasks</p> <p>a. 100%</p> <p>b. 100%</p>



Recommendation #11 (Requirement 5.2)					
<i>The panel recommends that the college consistently execute the timeline for policy review and revision and provide evidence on the success of the approach taken.</i>					Note: This recommendation is closely aligned with Affirmation #7 , which outlines both the policy review process and the tools developed to monitor and ensure timely completion of policy reviews and updates.
Recommendation #12 (Requirement 5.7)					
<i>The panel recommends that an academic policy/procedure be established for certification, in alignment with the established awarding of credentials and awards processes to ensure consistent implementation in a transparent manner.</i>	The college will develop a policy and procedure for certification and awarding credentials.	<p>a. Develop a certification policy in alignment with existing credentialing and awards processes.</p> <p>b. Conduct an environmental scan to refine the draft policy.</p> <p>c. Communicate the finalized policy to stakeholders and provide training to ensure consistent application.</p>	Registrar's Office	November 2025	<p>65% Complete</p> <p>The development of the certification policy and procedure is progressing and the environmental scan and draft policy are complete. A policy is planned for review by the Academic division in April 2025.</p> <p>Due to the number of policies being reviewed, this work started in early 2025 and is expected to be complete later in the Spring term.</p> <p>Tasks</p> <p>a. 100%</p> <p>b. 100%</p> <p>c. 0%</p>



Recommendation #13 (Requirement 6.1)					
<p><i>The panel recommends the college implements faculty performance appraisals beyond the probationary requirements in support continuous professional development planning.</i></p>	<p>The college will develop a renewed performance appraisal policy and process for all faculty members that integrates professional development requirements.</p>	<p>a. Develop a comprehensive performance appraisal policy and framework that includes guidelines, timelines, and training.</p> <p>b. Design a professional development planning component within the appraisal process to identify professional growth opportunities and training needs for faculty.</p> <p>c. Implement a 5-year performance appraisal schedule for all faculty to ensure consistent and ongoing evaluation aligned</p>	<p>Academic Division in collaboration with CLLAE</p>	<p>March 2026</p>	<p>60% Complete</p> <p>The professional development framework is closely tied to the renewal of the faculty performance policy, which is currently under development. This revised policy includes integration of professional development requirements to ensure appraisals align with both institutional goals and faculty professional growth opportunities. A draft policy is nearing completion and will be reviewed by all relevant stakeholders. The renewed policy will establish a structured performance appraisal cycle, with reviews occurring at regular intervals beyond the probationary period.</p> <p>In the meantime, schools have been provided with additional instruction to ensure that performance appraisals are happening on a regular schedule beyond the probationary period and that professional development requirements are discussed.</p>



		with professional development planning.			Tasks a. 50% b. 70% c. 20%
Recommendation #14 (Requirement 6.2)					
<i>The panel recommends that the college establish practices and approaches to increase uptake of professional development opportunities and ensure that communication to faculty about expectations are in place.</i>	The college will develop a professional development strategy that clearly communicates available opportunities and expectations for faculty participation along with mechanisms to track faculty engagement and participation in professional development activities.	a. Develop a professional development strategy that outlines available opportunities, including workshops, certifications, and learning resources. b. Create a centralized communication plan to ensure faculty are informed about opportunities and participation expectations.	CLLAE	June 2025	90% Complete The professional development strategy is partially launched and nearly complete. This strategy includes a range of frameworks, workshops, and resources designed to meet the varying needs of faculty. The strategy emphasizes flexibility and accessibility to encourage greater participation and uptake while also ensuring that new faculty are aware of training requirements. A communication and tracking system to encourage and monitor faculty participation is developed and is in use. This system utilizes a variety of communication methods and tracks engagement trends and gaps through Corsizio, ensuring that professional



		c. Implement a tracking system to monitor faculty participation and identify gaps or areas for increased engagement.			development opportunities are being used effectively. Tasks a. 80% b. 90% c. 100%
Recommendation #15 (Requirement 6.3)					
<i>The panel recommends that the college implement a continuous, coordinated, and systematic process for evaluating and documenting the adequacy of academic support and advising service and improving these services where necessary.</i>					Note: This recommendation is closely aligned with Affirmation #9 , which outlines the development of the broader Student Services Quality Assurance Framework. That framework includes evaluation tools, feedback mechanisms, and continuous improvement processes for academic support and advising services.
Recommendation #16 (Requirement 6.4)					
<i>The panel recommends that the college puts mechanisms in place to</i>	The college will renew its performance	a. Renew the performance appraisal framework specific to	Human Resources	Fall 2023	100% Complete Loyalist College renewed its performance review processes for support staff in 2023,



<p><i>ensure that all support services staff are appropriately evaluated through regular and consistent performance appraisals.</i></p>	<p>appraisal process for support staff.</p>	<p>support services staff, including timelines and evaluation criteria.</p> <p>b. Ensure the professional development components within the appraisal process are developed.</p> <p>c. Provide resources to supervisors and staff on conducting and participating in performance appraisals.</p>			<p>implementing a regular cycle that includes annual formal reviews, regular check-ins, and professional development plans. This renewed process ensures ongoing engagement and alignment with institutional goals while providing structured opportunities for staff growth.</p> <p>The performance appraisal framework has been fully developed and implemented, incorporating timelines, evaluation criteria, and professional development components.</p> <p>Tasks a. 100% b. 100% c. 100%</p>
<p>Recommendation #17 (Requirement 6.5)</p>					
<p><i>The panel recommends that the college establish practices and approaches to increase uptake of professional development opportunities and ensure that</i></p>	<p>The college will improve the professional development strategy and communication for support staff, including targeted</p>	<p>a. Renew the professional development strategy for support staff, focusing on outcomes from performance appraisals.</p>	<p>Human Resources</p>	<p>November 2026</p>	<p>60% Complete</p> <p>The professional development strategy for support staff is ongoing, with a strong focus on aligning professional development opportunities with outcomes from performance appraisals. For example, the Academic Division created a professional development fund for employees to request</p>



communication to support staff about expectations are in place.	opportunities for skill enhancement.	b. Create a communication plan to inform support staff about professional development opportunities. c. Monitor the uptake and effectiveness of the framework through surveys and tracking mechanisms and implement additional strategies as required.			professional development and allow additional tracking of engagement. Tasks a. 70% b. 70% c. 30%
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2. Provide additional comments (if applicable).

Loyalist College has made significant progress in addressing the recommendations and affirmations identified in the CQAAP audit. Through the development and implementation of structured quality assurance frameworks, the college has established a solid foundation for continuous improvement and alignment with institutional goals and sector best practices.



The introduction of updated program review processes, a new lifecycle policy, and the Student Services Quality Assurance Framework has ensured that quality assurance practices are embedded across both academic and student service areas. Loyalist College has further enhanced its professional development strategies for faculty and support staff, working to integrate these opportunities into performance appraisals and aligning them with long-term career development.

Also, the renewed focus on P/VLO integration and consistent curriculum mapping has reinforced program alignment with academic and industry standards. Key initiatives, such as the implementation of ADMIN 100 for consistent policy communication, have improved institutional transparency and accountability.

While most deliverables are either fully implemented or nearing completion, the college continues to refine and evaluate processes. For example, ongoing work on the missed evaluation policy and the certification policy demonstrates Loyalist's commitment to addressing gaps and ensuring fair and equitable practices for every member of our college community.

Moving forward, Loyalist College is committed to regularly reviewing its quality assurance processes and gathering feedback from stakeholders to identify areas for enhancement. These ongoing efforts reflect the college's dedication to continuous improvement and its mission to provide high-quality educational experiences for our learners.