



Ontario College Quality Assurance Service

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

COLLEGE QUALITY ASSURANCE AUDIT PROCESS (CQAAP)

AUDIT REPORT

LOYALIST COLLEGE

DATE OF SITE VISIT: June 21-23, 2023

PREPARATION DATE: July 27, 2023

SUBMISSION DATE: July 28, 2023

PREPARED BY: Richard Rush



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APPROVAL OF THE AUDIT REPORT


This report represents the findings of the College Quality Assurance Audit Process for **Loyalist**.

This report has been prepared, reviewed, and accepted by all parties to the Audit, including the college President, members of the audit panel, and the Chair of the OCQAS Management Board. The signatures of the representative parties demonstrate their acceptance of the content of this report.




COLLEGE PRESIDENT

 Signature: Mark Kirkpatrick	Date: December 11, 2023
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CHAIR- OCQAS MANAGEMENT BOARD

Signature: 	Date: October 3, 2023
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AUDIT PANEL MEMBERS

<i>Chair – Richard Rush</i> Signature: 	Date: August 29, 2023
<i>Panelist – Lindita Prendi</i> Signature: 	Date: August 29, 2023
<i>Panelist – Andrea Mickelson</i> Signature: 	Date: August 29, 2023



EXECUTIVE SUMMARY

1. Conclusions

General comments and summary of the findings of the audit panel.

It is the finding of the audit panel that Loyalist College has established quality assurance policies, processes, and practices. As evidenced through the Self-Study report and site visit, Loyalist has committed effort and resources to achieve and improve its current level of quality assurance. The primary reasons for the college achieving its current level of quality assurance:

- The commitment to overall quality, development and delivery of quality programming, the collaboration between college departments with the end goal of fostering an inclusive and thriving environment for students, as well as a sense of community where everyone felt they played a part in quality assurance and student success.
- A continuous improvement mindset based on self-identified affirmations.
- Where the college is not yet able to provide evidence of the results of more recent changes, or changes not yet implemented (in part due to the COVID-19 pandemic and in part to the significant turnover in leadership positions), the plans are mostly in place, and if implemented consistently, the outcomes will reflect improved quality assurance. A few examples include the updated processes for program development, reviews, renewal, and mapping, as well as several of the college's affirmations provided in the Self-Study report.
- In reality, some of these mechanisms, either missing or not fully tested, impact various requirements. The Audit Panel provided recommendations on QA mechanisms where they most impacted the requirement and was careful in avoiding penalizing the college twice for the same mechanism.
- While there is not a weighting system that describes some requirements and standards as more important than others, there are some requirements and standards that have a far greater impact on the overall quality assurance systems. In the Audit Panels perspective, many recommendations are centered around these types of high impact areas.

As outlined in the following commentary, the audit panel has assessed that the college has demonstrated a "Formal Effort", with a rating of "Met" on three of the six CQAAP standards, and "Partially Met" on the remaining three. It should be noted that only one standard was met on all requirements within that standard.

The Audit Panel identified in the report and remains of the opinion that many of the plans and processes are very new, and while are expected to yield positive results, had not yet been implemented or were just implemented. The Audit Panel invites Loyalist College to consider a re-assessment at the 18-month mark to demonstrate the progress and evidence that they are working as intended.



2. Results

a. Audit Results

Standard	Result		
1	<input type="checkbox"/> Met	<input checked="" type="checkbox"/> Partially Met	<input type="checkbox"/> Not Met
2	<input type="checkbox"/> Met	<input checked="" type="checkbox"/> Partially Met	<input type="checkbox"/> Not Met
3	<input checked="" type="checkbox"/> Met	<input type="checkbox"/> Partially Met	<input type="checkbox"/> Not Met
4	<input checked="" type="checkbox"/> Met	<input type="checkbox"/> Partially Met	<input type="checkbox"/> Not Met
5	<input checked="" type="checkbox"/> Met	<input type="checkbox"/> Partially Met	<input type="checkbox"/> Not Met
6	<input type="checkbox"/> Met	<input checked="" type="checkbox"/> Partially Met	<input type="checkbox"/> Not Met

Audit Decision: *(select one)*

- Mature Effort
- Organized Effort
- Formal Effort

On April 21, 2026, the OCQAS Management Board changed Loyalist College's Audit Decision from 'Formal Effort' to 'Organized Effort', after a thorough review of the work done by the college in the last two years to address the panel's recommendations



STIPULATIONS

1. Commendations

Provide clear statements that articulate areas where the college has shown exemplary or leadership in the field of quality assurance and improvement. These are mechanisms that are especially good and may be worthy of emulation by other colleges in the system.

There are three elements of Loyalist's processes and practices that stand out as making significant contributions to the quality of the college's operations:

- Loyalist's focus on student feedback and engagement through the student leaders' forums is deeply integrated in many of the QA processes.
- The sense and engagement of community through PACs and other connection points is extremely strong.
- Loyalist College's commitment, openness and transparency to the strengths and weaknesses of their QA is extremely strong and will serve them well in many of the recommendations and implementation activities.

2. Affirmations

Provide clear statements that articulate areas where the college itself has found a weakness, identified the weakness, and intends to correct it (a plan of action has already been articulated). In effect, this is affirming the college's judgment and findings of its own self-study.

The areas of improvement that were presented by Loyalist College in its Self-Study report (described in each section) are summarized below in italics as they were presented in the Self-Study report and their inclusion here expresses the audit panel's affirmation for each of them.

Note that the number of self-identified areas of improvement are considered as evidence of the college's commitment to addressing opportunities for improvement. They are presented in order of presentation in the college's Self-Study submission.

(1.5) Loyalist College will revise Annual Program Quality Assurance report template to ensure quality reporting on progress towards addressing recommendations.

(1.5) Loyalist College will ensure consistent reporting of Program Quality Assurance results with program teams.

(2.1) Loyalist College will revise the course outline template to ensure a consistent approach.

(2.2) Loyalist College will revise and disseminate the curriculum map template and monitor compliance to ensure consistency.



(3.3) Loyalist College will ensure PAC activity is consistent and meets minimum requirements of ACAD 105.

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:

- *Committee membership*
- *Frequency of meetings*
- *Institutional reporting*

This affirmation will ensure PAC activity meets the minimum requirements set by the policy based on a current lapse in consistent practice as evidenced within the self-study.

(4.2) Loyalist College will develop a professional development framework for faculty members to ensure:

1. *Effective tracking of participation*
2. *Adequate support to employees at all stages of career.*

(5.2) Loyalist College will complete a policy review process.

(5.6) Loyalist College will develop a missed evaluation policy to ensure:

A consistent practice to student access to evaluation with a restorative approach.

Loyalist College does not currently have a missed evaluation policy. This has resulted in inconsistent practices. While there is an academic appeal policy (ACAD 210), this policy does not include missed evaluations within its scope. This affirmation aims to ensure students are subject to consistent practices in the instance of a missed evaluation. There is an added focus on ensuring the developed policy is restorative in nature and aimed at ensuring fair access to evaluation.

(6.3) Loyalist College will develop an institutional quality assurance process aimed at supporting the quality and development of student services.

3. Recommendations

Provide clear statements that articulate areas as needing improvement.

Recommendations may also be made in relation to areas of concern identified by the college in its self-study, and for which no plan of action has been articulated by the college.

RECOMMENDATION #1

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.



RECOMMENDATION #2 (Requirement 1.1)

We recommend that the college involve the Board in strategic planning to help inform their decision-making activities when overseeing QA processes.

RECOMMENDATION #3 (Requirement 1.2)

We recommend that the college actively monitor and track the consistency in the adherence to the established schedule for comprehensive five-year reviews of programs.

RECOMMENDATION #4 (Requirement 1.2)

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.

RECOMMENDATION #5 (Requirement 1.5)

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.

RECOMMENDATION #6 (Requirement 1.7)

The panel recommends that the college complete the development of the new repository to provide access to documents related to the program lifecycle.

RECOMMENDATION #7 (Requirement 2.1)

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 through all program development and renewal activities for all programs.

RECOMMENDATION #8 (Requirement 2.2)

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 processes.

RECOMMENDATION #9 (Requirement 4.4)

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.

RECOMMENDATION #10 (Requirement 5.1)

The panel recommends that the college formalize a process that ensures all stakeholders are appropriately, effectively, and consistently informed of policies and procedures.

RECOMMENDATION #11 (Requirement 5.2)

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.

RECOMMENDATION #12 (Requirement 5.7)

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.

RECOMMENDATION #13 (Requirement 6.1)

The panel recommends the college implements faculty performance appraisals beyond the probationary requirements in support continuous professional development planning.

RECOMMENDATION #14 (Requirement 6.2)

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.

RECOMMENDATION #15 (Requirement 6.3)

The panel recommends that the college implement a continuous, coordinated, and systematic process for evaluating and documenting the adequacy of academic support and advising services and improving these services where necessary.

RECOMMENDATION #16 (Requirement 6.4)

The panel recommends that the college puts mechanisms in place to ensure that all support services staff are appropriately evaluated through regular and consistent performance appraisals.

RECOMMENDATION #17 (Requirement 6.5)

The panel recommends that the college establish practices and approaches to increase uptake of professional development opportunities and ensure that communication to support staff about expectations are in place.