



Ontario College Quality Assurance Service

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

COLLEGE QUALITY ASSURANCE AUDIT PROCESS (CQAAP)

Executive Summary (Translation)

Collège La Cité

DATE OF AUDIT VISIT: May 27-29, 2025

SUBMISSION DATE: June 26, 2025

PREPARED BY: [Mélanie Côté](#)



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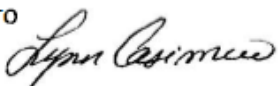


APPROVAL OF THE AUDIT REPORT


This report represents the findings of the College Quality Assurance Audit Process for *insert name of college*.

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.

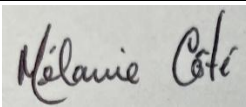
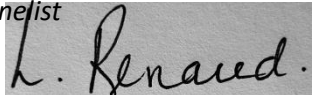
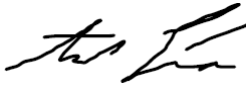
COLLEGE PRESIDENT

Lynn Casimiro Signature:  <small>Signer ID: 92FHUMAX12...</small>	Date: Aug 26, 2025
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CHAIR- OCQAS MANAGEMENT BOARD

Signature: 	Date: September 26, 2025
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AUDIT PANEL MEMBERS

Mélanie Côté, Chair Signature: 	Date: August 25, 2025
Linda Renaud, Panelist Signature: 	Date: August 25, 2025
André Léger, Panelist Signature: 	Date: August 25, 2025



STIPULATIONS

1. Commendations

The following are areas in which Collège La Cité has demonstrated exemplary practices in quality assurance and continuous improvement.

Collaboration

Combines multiple requirements (1.1)

Collaboration is more than a strength within the College; it is a dynamic culture that is present at all levels, fostering not only the achievement of common objectives but also contributing to the continuous improvement of a quality assurance system that values student success. Numerous examples from the testimonies collected during the audit visit illustrate collaborative work—whether within a sector team, between sectors and departments, or through committee projects advancing the orientations of the strategic plan, the collection of data enabling informed decision-making on programs, and the sharing of best practices among faculty members.

Using Data to Make Decisions

Requirements 1.3 and 1.4

It is undeniable that the College collects, compiles, and analyzes data and information from various sources and involved parties in relation to program quality. Whether for each stage of the program life cycle, student support services, finances, or other areas, the importance of this data was highlighted repeatedly. The ability to access this information on a dynamic platform such as Power BI, which also allows for comments, represents a considerable advantage. This interactive feature not only facilitates the analysis and interpretation of data but also encourages active and collaborative participation by all those involved. As a result, the decisions made are better informed, more transparent, and aligned with the institution's actual needs and strategic objectives.

Action Plans

Requirement 1.5

The audit team wishes to highlight the remarkable work of the College with respect to the follow-up of action and improvement plans arising from the comprehensive and annual program reviews. After hearing from the deans, the program coordinators, and the BAQPE team, it is evident that this step is a priority for the College. Their commitment to ensuring the continuous improvement of program quality is clear. Furthermore, it is very encouraging to note that the College plans to implement a dedicated solution for monitoring and accountability in relation to the progress of action plans. This initiative demonstrates a clear intention to strengthen transparency and efficiency in the implementation of improvements.



Feedback

Requirement 4.3

La Cité has demonstrated considerable efforts to promote a learning culture, highlighting the positive relationships between faculty members and the student population. The various forms of feedback provided by faculty throughout the learning process have been widely recognized. The impact of this feedback was emphasized by several participants in the audit visit, including students and graduates, the deans, the teaching directors, as well as members of the Program Advisory Committees. This feedback, referred to as “life feedback”, was deemed essential not only to affirm professional knowledge but also to support the personal development of students. This incredibly strong and proud affirmation demonstrates that learning extends beyond the classroom.

Capstone Activities and Integration Projects

Requirement 4.4

Finally, the audit team wishes to emphasize that capstone activities and integration projects are particularly valued by students and graduates. Innovative initiatives and practical experiences—such as a simulated employment setting in an accounting firm, the immersive one-week Multi Platforms experience in journalism, or professional kitchen practice serving real clients—were widely recognized for their significant impact on both the professional and personal confidence of students. These activities and projects not only allowed students to deepen their practical competencies but also played a crucial role when graduates entered the job market.

2. Affirmations

The following affirmations were formulated by Collège La Cité based on its self-evaluation as part of the 2025 College Quality Assurance Audit Process (CQAAP). The audit team supports each of these affirmations as opportunities for continuous improvement for the College, which will contribute to the quality assurance of its academic programs and services.

Standard 1

Requirement 1.3

1. The College will develop a shared file with integrated reminders to simplify access to data from the Admissions and Registrar’s Office (BAR).
2. In order to optimize and standardize the use of data, the College plans to develop information sheets explaining each field of the Power BI dashboard.

Requirements 1.4 and 1.5

3. The College will integrate quality assurance procedures into the onboarding process for new management staff in the Teaching sector so that these procedures are known and understood.
4. Facilitate the use of monitoring mechanisms by developing a digital platform that



centralizes the actions identified in the annual continuous improvement plans, the recommendations of the CQAAP, the follow-ups required by accreditation bodies, and the ministerial consents, while specifying the responsible parties and timelines.

Requirement 1.7

5. The College plans to establish a central directory shared between the Office of the VPE, the Office of the Deans, the Teaching directors, the BAR, and the BAQPE, in order to facilitate access to information while protecting its integrity.

Standard 4

Requirement 4.2

6. Scientific posters will be prepared by the College to inform the College community about innovative best practices implemented at the College. They will be disseminated in various places to facilitate access: the internal Alfred platform, the Teams channel Profs@LCC, and the Enseigner à La Cité website.

Requirement 4.4

7. The College has assigned a team to standardize internship manuals so that competencies and VLOs are included, and so that they are available in digital format.

Standard 5

Requirement 5.5

8. The College will identify, at the program development stage, the courses that may be eligible for PLAR and plan the development of PLAR assessment activities in courses with a high probability of prior non-formal learning recognition requests, proactively and not only when a PLAR request is submitted by a student.

Standard 6

Requirement 6.1

9. As part of the plan to integrate the practice of formal performance appraisal for faculty, the College has scheduled meetings within the implementation process to identify strengths and areas for improvement in order to better support the established approach and achieve the stated objectives.

Requirement 6.2

10. The College will develop a directive to frame quality assurance and continuous improvement of services offered to the student population.

3. Recommendations

As an organization with a mature approach to quality assurance, the audit team issues the following seven recommendations, which will allow the College to integrate opportunities both to address partially achieved requirements and to strengthen fully achieved requirements that could benefit from continuous improvement.



Recommendation 1:

Requirement 2.1

The audit team recommends that the College develop a structured mechanism to highlight and strengthen the relevance of the Vocational Learning Outcomes (VLOs), in order to promote a shared understanding and greater recognition among students and faculty members.

Recommendation 2:

Requirement 2.3

Although considered met, the audit team recommends that the College continue the efforts undertaken by the BDPL to improve the PLAR process starting at the program development stage and for courses with a high probability of prior non-formal learning recognition requests.

Recommendation 3:

Requirement 3.3

Include in Administrative Directive PED-02 on Advisory Committees a training component designed to prepare members to provide meaningful feedback on the relevance and quality of academic programs.

Recommendation 4:

Requirement 4.4

Although this requirement was considered met, the audit team recommends that the College complete the affirmation related to Requirement 4.4 by specifying the importance of supporting the achievement of the Vocational Learning Outcomes (VLOs) through standardized mechanisms.

Recommendation 5:

Requirement 5.8

Although this requirement was considered met, the audit team wishes to issue a recommendation in this regard, namely the articulation of a clear and consistent process for the renewal of agreements with external partners for the delivery of a program or a program component.

Recommendation 6:

Requirement 6.1

The audit team recommends that the College ensure the completion of the implementation of the new faculty performance appraisal process within the planned timelines so that each faculty member may regularly receive constructive feedback.

Recommendation 7:

Requirement 6.2

Although considered met, the audit team recommends that the College continue its efforts in developing a directive to frame quality assurance and continuous improvement of all services offered to the student population.



CONCLUSION

Collège La Cité has demonstrated a constant and concerted effort in its approach to quality assurance. The College has provided a mature self-evaluation based on findings, each accompanied by an improvement plan aimed at enhancing or developing quality assurance mechanisms that will contribute to the quality assurance of its academic programs and services.

Collaboration is both an exemplary and fundamental practice at the College. Established at all levels and in various ways, whether in teaching or in services to the student population, collaboration is an integral part of the working environment and directly contributes to student success and well-being.

Although a new Performance Management process is being implemented across the College, it has not yet been completed. Based on the testimonies gathered and the absence of evidence demonstrating the existence of a sufficiently mature previous process, the audit team could not determine this requirement as met.

Notwithstanding this point, the evidence obtained throughout all aspects of the audit highlights the College's commitment to its students, its community, and its staff teams with respect to the quality assurance of its academic programs and services.

Audit Results

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

Audit Decision:

- Mature Effort
- Organized Effort
- Formal Effort