



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— FOLLOW-UP (18 MONTH) REPORT

LAMBTON COLLEGE

DATE SINCE LAST UPDATE TO OCQAS: February 5, 2021

DATE OF PREPARATION OF REPORT: October 5, 2022

REPORT PREPARED BY: Heather Torres, Associate Director, Reporting, Quality Assurance & Decision Support



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? (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 current status of each specific deliverable/ task? (include a completion percentage)
Recommendations/Affirmations (Standard 1)					
Affirmation 1.2: The audit panel affirms the College's plan beginning in 2020 to enhance the Triennial Review process to include an assessment of the recommendations made in the last Comprehensive Review that were unresolved following the one-year report.	Deliverable 1 Update the Triennial Review process to loop back to unresolved Comprehensive Program Review Recommendations	1.1 Update the Triennial review template (to reference unresolved recommendations) 1.2 Make updated template available to stakeholders (post on website) 1.3 Document the process on the quality assurance process map.	Senior Vice President, Academics and Student Success & Associate Director, Reporting, Quality Assurance & Decision Support	Fall 2022	Task 1.1 – 100% Task 1.2 – 100% complete Task 1.3 – 100% complete



<p>Recommendation R1.2: The audit panel recommends the college put in place a mechanism that clearly articulates and communicates all of the components and associated accountabilities and responsibilities of their program quality assurance system for all stakeholders.</p>	<p>Deliverable 1 Develop and publish a process map providing an overview of all quality assurance processes.</p>	<p>1.1 Review all program review processes and develop a process map. 1.2 Publish the process map on the Institutional Intelligence website for all employees to access. 1.3 Communicate the process map to stakeholders.</p>	<p>Associate Director, Reporting, Quality Assurance & Decision Support</p>	<p>August 2021</p>	<p>Task 1.1 - 100% complete Task 1.2 - 100% complete Task 1.3 - 100% complete *Supporting documentation – Process map</p>
<p>Affirmation 1.3: The audit panel affirms the College’s plan, in light of the provinces decision that it would no longer facilitate the Student Satisfaction survey process, to have the Quality Assurance/Decision Support department explore options and implement an improved platform for collecting, analyzing, and acting on student experience data.</p>	<p>Deliverable 1 Launch an interim student satisfaction survey while the provincial survey is being developed.</p>	<p>1.1 Develop a new survey in consultation with the other colleges 1.2 Distribute the survey to students 1.3 Communicate results to internal stakeholders</p>	<p>Senior Vice President, Academics and Student Success, Associate Vice President – Student Success & Director of Institutional Intelligence</p>	<p>Fall 2020 February 2021 April 2021</p>	<p>Task 1.1 - 100% complete Task 1.2 - 100% complete Task 1.3 - 100% complete</p>



<p>Recommendation R1.5: The audit panel recommends that the College put in place a process to monitor and track recommendations coming out of QA reviews.</p>	<p>Deliverable 1 Develop a master recommendation tracking spreadsheet that is referenced during Comprehensive Program Reviews.</p>	<p>Tasks: 1.1 Develop the tracking spreadsheet and populate with recommendations for all upcoming program reviews.</p>	<p>Associate Director, Reporting, Quality Assurance & Decision Support</p>	<p>August 2022</p>	<p>Task 1.1 - 100% complete</p>
<p>Affirmation R1.7: The audit panel affirms the creation of the Program Records Repository Advisory Team and their work to create a central repository for all program and QA records. Recommendation R1.7: The audit panel recommends that the College fulfils its affirmation.</p>	<p>Deliverable 1 Create a central repository for all final/approved program records.</p>	<p>Tasks: 1.1 Develop a Terms of Reference (ToR) for the Repository 1.2 Consult with stakeholders & receive approval for ToR 1.3 Build the Repository & create a process to audit the documentation uploads 1.4 Provide access to the Repository 1.5 Communicate the Repository to stakeholders</p>	<p>Associate Director, Reporting, Quality Assurance & Decision Support</p>	<p>September 2021 Fall 2021 Winter 2022 October 2022 October 2022</p>	<p>Task 1.1 – 100% complete Task 1.2 – 100% complete Task 1.3 – 100% complete Task 1.4 – 75% complete**Further consultations are being completed to ensure College leaders are provided with a walk through of the repository Task 1.5 – 0% complete before full access is granted</p>



					*Supporting documentation – ToR for the Program Records Repository
Recommendations/Affirmations (Standard 2)					
<p>Affirmation R2.1: The audit panel affirms the college’s undertaking that with more and more of Lambton’s new program development utilizing program descriptions rather than Ministry-generated program standards, the writing and vetting of PVLO’s rests with the College and its program development personnel. Lambton College’s Learning Development Committee as well as the ad hoc teams that support new programs through the development phase, need to take on a greater role in the vetting of PVLOs. This vetting process will become formalized in 2020.</p>	<p>Deliverable 1 Update program development procedures to incorporate SME involvement in the development of local PVLO’s.</p>	<p>Tasks: 1.1 Update to PAC policy to indicate the involvement of SME’s during the development of a new program and PAC committee.</p>	Associate Director, Reporting, Quality Assurance & Decision Support & Senior Vice President, Academics and Student Success	October 2022	Task 1.1 - 95% Policy changes have been made and vetted through approval channels. The final approval is with the BOG, which will take place in October 2022.
		2.1 Update process to ensure adherence to the policy and incorporating SME involvement	Program Development Coordinator	August 2021	Task 2.1 - 100% complete
		2.2 Map program descriptions to Ministry-generated program standards	Director Teaching & Learning Commons	August 2021 and ongoing	Task 2.2 – 100% complete



<p>Affirmation R2.3: The audit panel affirms the college's undertaking that all Academic Teams as well as the Assessment Working Group continue to work together to strengthen the connection between outcomes and how assessment takes place. It is the goal of these efforts to make assessment transparent for learners: students should easily see how the assessment is tied to the PVLO's, EES and course outcomes.</p>	<p>Deliverable 1 Assessment mapping completed for all courses.</p>	<p>Tasks: 1.1 Process for consistent assessment mapping determined.</p>	Director of Teaching and Learning Commons	December 2022	50% complete
		<p>2.1 Schedule for assessment mapping by course created.</p>	Director Teaching & Learning Commons and Deans of Academic Schools	February 2023	25% complete
		<p>3.1 Initial phase of course assessment mapping completed.</p>	Deans and Associate Deans of Academic Schools	June 2023	3.1 - 25% complete
		<p>3.2 Second phase of course assessment mapping completed.</p>		June 2024	3.2 - 0% complete
<p>3.3 Final phase of course assessment mapping completed.</p>	June 2025	3.3 - 0% complete			
<p>Recommendations/Affirmations (Standard 3)</p>					



<p>Affirmation R3.3: The audit panel affirms that Lambton College has challenges in its ability to recruit and retain PAC membership especially within some niche program areas. This challenge can impact the frequency of PAC meetings as well as the breadth and depth of “Industry” feedback and input. The Academic Division has recognized this ongoing challenge, has implemented a process to</p>	<p><i>(The Affirmation and Recommendation have the same deliverables)</i></p> <p>Deliverable 1 Create a mechanism to track the yearly PAC participation and membership.</p>	<p>Tasks:</p> <p>1.1 Create a PAC scorecard that tracks the yearly activity and membership of every PAC that is presented to the Board of Governors every Spring.</p>	<p>Senior Vice President, Academics and Student Success</p>	<p>February 2022</p>	<p>Task 1.1 - 100% complete*</p> <p>*Supporting documentation – PAC Scorecard template</p>
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<p>verify PAC meeting frequency via the annual program prioritization process, and is committed to exploring alternative methods of meeting participation for PAC members.</p> <p>Recommendation R3.3: The audit panel recommends that the college develop a mechanism to ensure PACs are operating in alignment with their policy and takes steps to regularly evaluate membership to ensure it aligns with the policy.</p>		<p>Tasks:</p> <p>2.1 Update the PAC policy to extend the membership length.</p> <p>2.2 Appropriate stakeholders are consulted for approval.</p> <p>2.3 The Board of Governors to approve all changes to the PAC policy.</p>	<p>Associate Director, Reporting, Quality Assurance & Decision Support & Senior Vice President, Academics and Student Success</p>	<p>September 2021</p> <p>January 2022</p> <p>October 2022</p>	<p>Task 2.1 - 100% complete</p> <p>Task 2.2 - 100% complete</p> <p>Task 2.3 - 90% - updated policy is going to the October 2022 BOG meeting for approval</p>
<p>Recommendations/Affirmations (Standard 4)</p>					
<p>Recommendation R4.2 The audit panel recommends that the college put into place mechanisms that ensure that innovation, and the sharing and evaluation of new strategies, methods and tools for teaching and learning are made an</p>	<p>Deliverable 1 Academics focused day during annual College Innovation Week</p>	<p>Recruiting presenters to share innovations in academic practice.</p>	<p>Director Teaching & Learning Commons & Manager Development and Outreach-Applied Research and Innovation</p>	<p>February 2024</p>	<p>50% complete (years 2 of 4 completed)</p>



integral part of Lambton's teaching and learning practice.	Deliverable 2 Annual Teaching and Learning Day during Fall Study Break	Creating a program of events to support innovation in methods and tools for teaching and learning.	Director Teaching & Learning Commons	October 2025	0% complete – first Fall Teaching and Learning Day Planned October 2022.
Affirmation R4.3: The audit panel affirms that Lambton College needs to provide greater support to faculty in developing, and checking for, assessment methods that consistently have characteristics of authenticity, transparency, and alignment with course outcomes.	Deliverable 1 Professional Development sessions and website/instructional content related to assessment.	Tasks: 1.1 Develop content for website and complete annual updates.	Director, Teaching & Learning Commons	June 2025	25% complete (year 1 of 4 completed)
		2.1 Assessment specific professional development for all full-time faculty.		June 2025	42% complete
Recommendations/Affirmations (Standard 5)					
Affirmation R5.2: The audit panel affirms the colleges finding that the timely review and maintenance of academic policies is an area for improvement. The current processes are labour intensive and are person dependent. The College has identified an opportunity to adopt a "Policy Management"	Deliverable 1 Investigate mechanisms to store policies and track changes. RISC inventory mimic Fields, owner	Tasks: 1.1 Identify options of software system 1.2 Create our own Policy Management system 1.3 Test Policy Management system 1.4 Formalize the process to move forward with policy updates and reviews	Senior VP Strategy and Corporate Services & Information Technology Director	23-24 Fiscal Year	1.1 - 100% complete 1.2 – 100% complete 2.1 – 0% 2.2 – 0% *It was determined an in-house solution leveraging existing



<p>software system, which will provide for seamless central administration of policy review and update. The QA/ Decision Support department will be implementing this advancement in the 20/21 fiscal year.</p>					<p>infrastructure was the ideal option. However, with the impact of COVID, some changes in human resources have impacted the progression of this project. We continue to evaluate the best mechanism to proceed with the project. In the meantime, we have continued to dedicate efforts to clean-up our policy reviews.</p>
<p>Recommendation R5.8: The audit panel recommends that the College develop appropriate academic policies and procedures governing the establishment of informal and formal arrangements with external educational bodies regarding program admission, progression, laddering, awarding of</p>	<p>Deliverable 1: Explicitly clarify the processes for admission, progression, and graduation of Partner campuses.</p>	<p>Tasks: 1.1 Develop a policy 1.2 Consult with stakeholders for approval 1.3 Publish the policy</p>	<p>Senior Dean, International Education & Computer Studies</p>	<p>March 2022</p>	<p>1.1 - 100% complete 1.2 – 100% complete 1.3 – 100% complete *Supporting documentation – Policy (section 9-13 specifically relate to this recommendation)</p>



additional credits, certification, and QA.		Tasks: 1.1 Design supporting documentation to showcase our QA processes with the Private Partnerships	Senior Dean, International Education & Computer Studies	July 2022	1.1 – 100% complete *Supporting documentation - QA Data Collection QA Processes
		Tasks: 1.1 Build a website on our corporate website, www.lambtoncollege.ca showcasing the Private Partnership QA processes and performance metrics (student and graduate satisfaction).	Senior Dean, International Education & Computer Studies	March 2023	1.1 – 25% complete - the College’s entire website is currently being redeveloped
Recommendations/Affirmations (Standard 6)					
Affirmation R6.2: The audit panel affirms the colleges view that engaging faculty in structured professional development activities provided by the College is an ongoing challenge. Ongoing and relevant professional development opportunities that result in a strong	Deliverable 1 Increase the accessibility of professional development opportunities for faculty.	Tasks: 1.1 Create an online repository for PD Sessions	Director, Teaching & Learning Commons & Organizational Development Coordinator	May 2020	1.1 – 100% complete
		1.2 Record professional development sessions whenever possible and post to repository.		May 2020	1.2 – 100% complete and ongoing



uptake by faculty are important to ensure that the College maintains its innovative and forward focused edge. The Director, Teaching and Learning Commons, is focused on addressing this opportunity to provide broad engagement of faculty in locally provided professional development.		2.1 Deliver flexible PD sessions (in-person and remote attendance) when possible	Director Teaching & Learning Commons	May 2022	2.1 - 100% complete and ongoing

Add (copy and paste from above) additional tables as required to complete the exercise.

2. Provide additional comments (if applicable).

With the impact of the global pandemic, there have been shifts and restructuring within the College’s academic human resources. The changes have been focused on leveraging our collective learnings from the pandemic in our ongoing commitment to the quality improvement of the teaching and learning experience of our students. A recent example of a change that has been undertaken is the addition of a new position, Dean of Academic Excellence & Teaching Innovation. This position is accountable for the leadership, growth, and excellence in the areas of teaching, instructional design, curriculum design, professional development, accreditation, and program development. Over the next year, the new Dean will be contributing to the program review processes and identifying areas for continuous improvement opportunities.



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