



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

### **MOHAWK COLLEGE**

DATE OF AUDIT VISIT: June 10 to 12, 2024

SUBMISSION DATE: July 23, 2024

**PREPARED BY:** Sandra Sukhan, Lindi Prendi, and Andrea Mickelson



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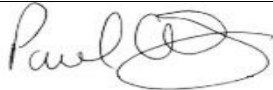


**APPROVAL OF THE AUDIT REPORT**


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

Signature: 	Date: September 17, 2024
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**CHAIR- OCQAS MANAGEMENT BOARD**

Charles Pankratz Signature: 	Date: August 26, 2024
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**AUDIT PANEL MEMBERS**

Chair: Dr. Sandra Sukhan Signature: 	Date: July 8, 2024
Panelist: Lindi Prendi Signature: 	Date: July 8, 2024
Panelist: Andrea Mickelson Signature: 	Date: July 8, 2024



## STIPULATIONS

### 1. Commendations

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. (Ensure that the commendable quality assurance mechanisms are provided within their context and have sufficient detail to be clear to any reader.)

The Audit Panel would like to provide the following three commendations to Mohawk College:

#### **Commendation 1 (R6.1, R6.3): Performance Management Process**

The Audit Panel would like to commend Mohawk College on its efforts around its annual schedule and execution of performance management for all staff as outlined in the Self-Study.

The panel heard from staff who acknowledged that performance takes time and effort, but they very much appreciated conversations with their supervisors where they could reflect on their previous year's work and set goals for the upcoming year. They also said that their professional development plans for the following year included a focus on students (academics), subject matter (remaining current in their field of expertise) and college-wide initiatives (UDL, technology, EDI, Indigenous, International). They also appreciated opportunities to celebrate their achievements and learning. More experienced faculty would like to explore alternate ways in which their performance reviews could be conducted. Front Line staff appreciated the semi-annual check-in with their manager.

#### **Commendation 2 (R2.3): Student Experience**

Mohawk College is commended for its exceptional dedication to student and graduate satisfaction, as evidenced throughout the recent audit process. From the very first to the last Audit Panel interview, it was evident that student and graduate satisfaction serves as the cornerstone of Mohawk College's strong culture of quality. Students and graduates proudly spoke about the unwavering commitment of faculty, the accessibility of student supports and resources, invaluable 'real-life' learning experiences, and their deep-seated desire to give back to the College.

During the interviews, students and graduates described their educational journey at Mohawk College as a 'powerful learning experience,' emphasizing how well-prepared they felt for the workforce upon graduation. The recurring theme of faculty availability and genuine care further underscores the positive impact of your institution's supportive environment.

#### **Commendation 3 (R1.2, R4.2): Program Quality and Faculty Development**



From faculty to administration, the Audit Panel heard the impact that Center for Teaching and Learning Innovation (CTLI) has to the quality assurance culture of the institution and to student success. Their support ensures that Requirement 1.2 is well supported. They provide an agile response and collaboration to programming/services e.g. workshops on AI, newcomer training. The focus on UDL and related training and resources, support Requirement 4.2. The CTLI supports quality through programs' life cycle. One participant expressed that "We benefit greatly from CTLI from their structured approach to course design" and "CTL has been great in helping us with applying UDL principles."

## 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.

**Requirement 5.2** - The college will continue to review its policies to ensure relevance and consistency in the sector given the changing postsecondary landscape, and to maintain alignment with the review schedule outlined in its Policy Renewal and Development Policy.

**Requirement 5.8** – The college will continue to support the academic quality of all programs offered through partner institutions including completing annual and Comprehensive Program Reviews, sharing and benchmarking course level curriculum to approved Mohawk College programs, and enhancing student experience.

**Requirement 6.1 & Requirement 6.3** - The college will continue implementation and review of the "People Strategy" recruitment efforts, its timelines and deliverables.

## 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.

The Audit Panel would like to provide the following six recommendations:

### **Recommendation 1 (R 1.5)**

The Audit Panel recommends that the College clearly articulate consistency and responsibility for reporting on how recommendations and action plans arising from the QA processes have been implemented.

### **Recommendation 2 (1.7)**

The Audit Panel recommends that a full repository of program records is maintained, past the 18-month report.



**Recommendation 3 (2.3)**

The Audit Panel recommends that the College provide clearer communication to students about opportunities for Prior Learning Assessment and Recognition.

**Recommendation 4 (3.3)**

The Audit Panel recommends that the College ensure that all PAC members receive a thorough orientation at the beginning of their tenure and a refresher if they have been serving for several years.

**Recommendation 5 (R 4.3)**

The Audit Panel recommends that the College provide clear information to faculty about the importance of timely, constructive and equitable evaluation of student achievement as per the Student Assessment Policy.

**Recommendation 6 (R 5.2):**

The Audit Panel recommends that all policies be updated to meet the College's Policy Development and Review Policy which states: Policies will be reviewed every five years.

**CONCLUSIONS**

General comments and summary of the findings of the Audit Panel.

Mohawk College is committed to quality assurance processes, and the Self-Study and audit visit attest to the success the College has had in creating a culture where quality assurance is considered in all work processes and practiced across all campuses and with partner institutions.

The Self-Study and supporting evidence reflected the immense effort put into preparing for the audit and the audit visit.

The virtual audit visit was well organized, with participant groups ready and well prepared for the interviews. The IT support helped to make using a virtual platform seamless. Conversations with each group indicated that they understood the commitment to quality assurance and its connection to the College's strategic plan, goals and priorities.

The Audit Panel gave an overall rating of Mature Effort to the College with each standard receiving an overall rating of Met. There were four specific requirements that were Partially Met with recommendations for each of them.

An exemplary Best Practice that could be shared with other colleges is the Performance Management Process which was spoken of highly by faculty and staff. All appreciated the



efforts that are made to ensure their commitment to enriching the lives of students is both recognized and celebrated.

**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