COLLEGE QUALITY ASSURANCE AUDIT PROCESS (CQAAP)

AUDIT REPORT

NORTHERN COLLEGE

DATE OF SITE VISIT: November 5, 2018

PREPARATION DATE: November 9, 2018

SUBMISSION DATE: November 11, 2018

PREPARED BY: Janice Mawhiney Priest

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Ontario College Quality Assurance Service
Service de l'assurance de la qualité des
collèges de l'Ontario

APPROVAL OF THE AUDIT REPORT

This report represents the findings of the College Quality Assurance Audit Process for *Northern 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
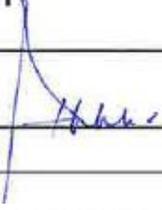
Signature:	Date: April 2, 2019

CHAIR- OCQAS MANAGEMENT BOARD

Signature: *L. Jay Warkentin*	Date: March 19, 2019

AUDIT PANEL MEMBERS

Chair: Janice Priest Signature:	Date: January 15, 2019
Dennis Dowker Signature: *Dennis A. Dowker*	Date: January 15, 2019
Sandra Surkhan Signature: *DR. Sandra Surkhan*	Date: January 15, 2019

EXECUTIVE SUMMARY

1. **Conclusions**
   General comments and summary of the findings of the audit panel.

> Northern College is committed to quality assurance processes. The Self Study and site visit attest to the success the college has had in creating a culture where quality assurance is considered in all work processes. The College submitted a well-prepared Self Study report that included appropriate reflection and supporting evidence.
>
> The site visit was very well organized and included stakeholders who were both internal and external. The commitment shown by the Board of Governors to quality assurance processes as well as the Mission and Strategic Plan of the College was noteworthy. The Strategic Plan informs the day to day work of the entire College community.
>
> All stakeholders are part of the quality assurance processes and the Quality Assurance Committee incorporates all campuses and employee groups. Their work is appreciated by all components of the Northern College community.
>
> During the site visit the Panel met with representatives of stakeholders including the Board of Governors, Senior Management, students, support staff, Deans, faculty and coordinators, Program Advisory Committee members, graduates and near graduates, the Quality Assurance leads, and the Vice President Academic. Each conversation was open and honest. The participants were well prepared to provide helpful information about the quality assurance processes. The information presented at the site visit was consistent with the Self Study Report.

2. Results

a. Audit Results

Standard	Result		
1	☒ Met	☐ Partially Met	☐ Not Met
2	☒ Met	☐ Partially Met	☐ Not Met
3	☒ Met	☐ Partially Met	☐ Not Met
4	☒ Met	☐ Partially Met	☐ Not Met
5	☒ Met	☐ Partially Met	☐ Not Met
6	☒ Met	☐ Partially Met	☐ Not Met

Audit Decision: *(select one)*

☐ Mature Effort
☒ Organized Effort
☐ Formal Effort

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.

Northern College is commended for:
- Incorporating the Mission, Values, and Strategic Plan in work processes and decisions;
- The Quality Assurance Committee's purpose and membership has infused a culture of quality institution wide. The QA Committee ensures everyone is aware of the expectations and makes sure that quality is incorporated into every relevant work process;
- Its commitment to student success across all campuses. Employees resolve to support any student who needs help;
- Its efforts to refresh the Program Advisory Committees and to incorporate a diverse membership including recent graduates on them; and
- The equitable distribution of professional development resources among all full time employee groups.

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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 Panel affirms that:
- The Board of Governors should approve a program cancellation and suspension process after consultation within the College. (R1.1)
- Design a more structured process for program development (procedures, support, templates, maps) (R1.2)
- Data gathering from constituents should be enhanced (R1.3)
- Review all program recommendations from the past five (5) years, summarize how recommendations are best achieved, and what processes were followed when recommendations were not achieved (R1.5).
- Generate more opportunities for Prior Assessment of Leaning Recognition (PLAR) (R2.3)
- Identify and develop additional procedures so that Northern College continues to ensure programs meet or exceeds the credential framework expectations.(R3.2)

- Develop more General Education Course choices for students (R3.2)
- Review the Terms of Reference for PACs to address recommendations from the PAC review, for inclusion of recent graduates in the membership.(R3.3)
- Review of where and how additional experiential learning can be expanded across programs. (R4.4)
- Increased efforts need to be developed to manage and promote the increased volume of articulation agreements (R5.4)
- Improve public awareness of the schedule of policy review to encourage broad participation in policy development.(R5.7)
- Professional development activities and performance reviews for part time employees should be increased. (R6.1)
- The links among performance appraisal, professional development, and professional development funding should be reviewed and articulated (R6.1)
- Succession planning should be continued and incorporated into performance evaluation. (R6.1 and R6.5)

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 Panel recommends the College:
1. Ensure that the results of the experimentations of teaching and learning are shared throughout Northern College (R4.2)

2. Increase the opportunities for imminent graduates to demonstrate achievement of program vocational learning outcomes and incorporate additional experiential learning opportunities throughout the College's programs. (R4.4)

3. Develop a mechanism to evaluate potential partners and articulation agreements and increase the promotion of agreements. (R.5.4)

4. Ensure expectations of professional development and performance evaluations are consistent, clear, and followed. (R6.1)

5. Ensure performance reviews of support staff are followed on a regular basis according to the provisions of the Collective Agreement. (R6.5)