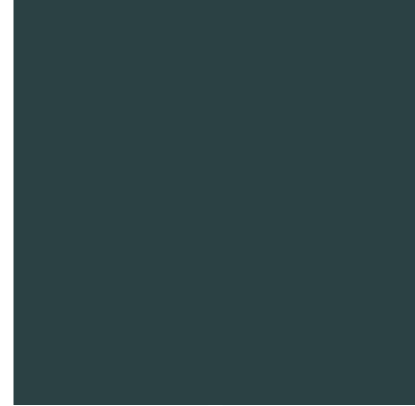
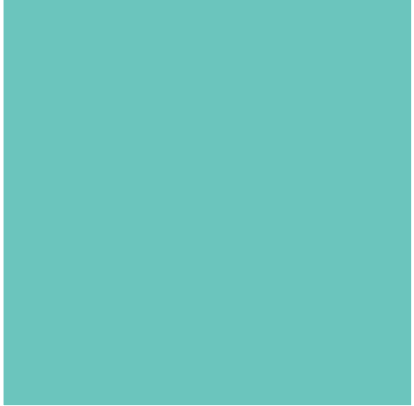


**Quality Assurance  
Process Audit  
Institution Response**



College of  
New Caledonia



## Vision

**Learning together, changing lives, creating futures.**

**lhulh whuts'odutel'eh** (we will learn together),  
**lhk'enazdulkat** (we change ourselves),  
**nus 'uztelelh** (we will create the future).

## Mission

Provide access to lifelong learning and to facilitate the achievement of educational and personal goals. We are responsive to the diverse needs of our students, our employees, and the communities in our region. In a dynamic, consultative environment, we deliver quality programs and promote the success of every student.

## Values

### Respect

We respect and value each individual by being inclusive and embracing the diversity of our learners and college communities.

### Accountability

We are accountable to each other and to the college community for our actions and for achieving our commitments.

### Integrity

We act with integrity, fulfilling promises and ensuring open, respectful relationships.

### Transparency

We conduct ourselves in an open, honest, and transparent manner.

### Relationships

We work together to advance CNC in its academic mission and in fostering respectful relationships.

## Acknowledgement of Territories and Aboriginal Partners

CNC is honoured to work with the Aboriginal people in this region, inclusive of the First Nations, Métis and Inuit peoples. We acknowledge the graciousness of the First Nations peoples in welcoming those who are seeking knowledge on their traditional unceded territories. CNC has campuses in six communities, serving 22 First Nations communities.



## INSTITUTION'S RESPONSE TO THE ASSESSOR'S REPORT

CNC has benefited enormously from the Quality Assurance Process Audit (QAPA). The process of preparing for the audit forced us to reflect upon our own processes of quality assurance in our programming, and self-identify areas needing improvement. The QAPA review panel verified many of those areas where we realized we had significant work to do, and we thank them for their dedication and thoughtfulness in conducting their assessment. We also offer our thanks to the Degree Quality Assurance Board for facilitating what has been a valuable learning process for CNC. The proposed actions all align with our Strategic Plan *Ihulh whuts'odutel'eh* and our Academic Plan *nus'uztelelh*, and we are excited to implement these activities to continue ensuring that all CNC students receive quality training and education for learning across a lifetime. I would like to offer a particular thanks to all the administrators, operational staff, and faculty who participated in the review process. The review panel emphasized the enthusiasm displayed by all involved, and CNC looks forward to continuing to draw upon this energy to continually improve our programming for all of our learners, now and in the future.



# QUALITY ASSURANCE AREAS OF FOCUS

Commitment to Continuous Improvement		
Program Quality Assurance Policies, Processes, and Frameworks		
Data-Informed Practices		
Budget Allocations		
Program Review Cycle and Schedule		
Program Advisory Committees		
Shared Understanding of Quality Assurance		
Data Integration and Committee Alignment		
Program Mapping		
Repositories		
Indigenous Ways of Being, Doing, and Knowing		
Communication Strategies		

## Strategic Plan Goals

Learning Across a Lifetime	
Student Success Focused Education and Training	
Organizational Strength and Agility	
Community Engagement and Partnership	

## Academic Plan Themes

Access and Flexibility	
Quality	
Relevance	
Academic Culture	

Figure 1: Focus Areas in Alignment with CNC Plans



# COMMENDATIONS

## College of New Caledonia's Commitment to Continuous Improvement

The Panel's acknowledgement of CNC's commitment to continuous improvement recognized that it will take time to fully develop and implement quality assurance processes across the College. It is important to leverage the enthusiasm of those already engaged in the work to maintain momentum and progress.

### Actions:

- Develop and provide professional learning around quality assurance.
- Continue to assess resource requirements, roles, and responsibilities to meet the needs of the institution regarding quality assurance.

## Program Quality Assurance Policies, Processes, and Frameworks

The Panel identified the Centre for Teaching & Learning (CTL) as integral to the work of quality assurance. CTL has established the Academic Quality Assurance (AQUA) team to lead the development, implementation, and oversight of quality assurance processes across the College. This team is collaborating with academic schools, the office of Institutional Research (IR), and senior academic leadership to develop policies, processes, and frameworks around quality assurance.

### Actions:

- Continue research into best practices in quality assurance to inform College policy and process development.
- Identify and develop accountability mechanisms.
- Continue to develop and implement communication and training on quality assurance.

## Data Informed Practices

The Panel endorsed Strategic Enrollment Management (SEM) strategies as best practice.

### Actions:

- AQUA will continue to engage with SEM sub-committees to develop goals, processes, and matrices that are data-informed and student-centered.

## Budget Allocations

The Panel acknowledged CNC's plan to align budgetary planning with SEM and quality assurance processes is sound and necessary.

### Actions:

- Establish and confirm budget lines that are specific to continuous improvement in quality assurance processes, personnel, and resources.



# AFFIRMATIONS

## Policies and Procedures

CNC has initiated development of policies and procedures for continuous improvement and quality assurance. The Panel endorsed this effort with suggestions on key points to consider and include as the work moves forward.

### Actions:

- Define and set expectations for quality assurance processes at CNC.
- Identify interdependencies of policies and work across departments.

## Policy Repositories

The Panel affirmed CNC's observation that the College has inadequate processes for cataloguing and archiving institutional documents relevant to quality assurance work.

### Actions:

- Assess needs for cataloguing, archiving, and accessing quality assurance documentation.
- Explore tech solutions that may be appropriate based on needs assessment outcomes.

## Program Review Cycle and Schedule

The Panel agreed with CNC that formal program reviews that include external reviewers is a promising idea. Additionally, developing proactive processes and schedules that are timely and manageable would be valuable.

### Actions:

- Identify and develop standards for engaging external reviewers.
- Collaborate with academic schools and IR to continue work on program review schedules.

## Program Advisory Committees

CNC and the Panel recognize the importance of Program Advisory Committees and acknowledge the gaps in current processes to engage and include them in program review and quality assurance.

### Actions:

- Review, update, and operationalize processes to form and engage program advisory committees.



# RECOMMENDATIONS

## Advancing a Shared Understanding of Quality Assurance Standards Based on the Quality Assurance Process Audit (QAPA) Standards Manual

QAPA has accelerated academic quality conversations at CNC. The audit has raised awareness of how various program teams engage in quality assurance activities and the value of those activities. As we work to support quality assurance processes across the institution while keeping the wholistic student experience in mind, we will continue to leverage this work and the growing institutional focus on quality.

### Actions:

- Develop an action plan to support movement toward shared understanding of quality assurance standards.

## Data Integration and Committee Alignment

Work is underway at CNC to support data integration and alignment. CNC is invested in collecting and making quality data accessible to decision makers, partners, and stakeholders. Key internal players in this work included but not limited to are IR, Academic Deans and Student Affairs Leadership, CTL, AQUA, SEM Committees, and Education Council.

An institutional survey working group will inform program quality assurance processes. Transparent and shared resources for survey development, initiation, deployment, data record management, and analysis of results will also be developed. Identifying and using appropriate survey feedback is a priority.

### Actions:

- Develop a matrix of data used to inform decision-making, ensure it is accessible, and plan for the appropriate collection and analysis of the data.
- Engage key internal stakeholders in creating shared resources to illustrate the flow of information from committee to committee, and roles and responsibilities across shared workflows and independent workflows.



## Program Mapping

This recommendation falls in line with the goals of CNC's SEM Academic Committee, the work of AQUA, and the requirements of accrediting bodies. As a result of these mutual interests, curriculum mapping to support program review and development has been increasing at CNC. AQUA has developed a curriculum mapping guide, is offering educational opportunities to faculty, and is exploring curriculum mapping tools and best practices.

### **Actions:**

- Develop a comprehensive program mapping framework.
- Identify and implement curriculum management tools for streamlining processes and ensuring consistent record keeping.

## Repositories

AQUA is developing a centralized cataloguing and archiving system to ensure consistency of how and where program review documents are stored. CNC sees the importance of providing faculty, staff, administrators, and other relevant stakeholders with consistent access to a repository of current and historical documentation. As mentioned above, CNC is exploring curriculum management tools to assist with consistent record keeping and document storage practices.

### **Actions:**

- Establish an academic quality assurance document repository, including a matrix that identifies the levels of access extended to various employee groups and other relevant stakeholders.

## Program Advisory Committees

CNC is actively working toward consistent engagement with program advisory committees.

### **Actions:**

- Operationalize the current program advisory committee policy and procedures.





## Indigenous Ways of Being, Doing, and Knowing

CNC is committed to integrating Indigenous objectives across all pillars of our Strategic and Academic Plans. We will leverage our internal resources (e.g., Yinka Dene Council, Aboriginal Studies Faculty, and Indigenous knowledge holders) to inform and co-create program development and review policies and procedures.

### **Actions:**

- Partner with Indigenous knowledge holders to weave Indigenous ways of learning, sharing, and knowing into program development and review policies and procedures. This will inform academic quality work and be integrated into other actions here.

## Communication Strategies

CNC agrees the process of communicating new or revised policy and process change requires an effective and comprehensive strategy. CNC's Marketing and Communications team is developing a framework and action plan to support the communication of such strategic and operational imperatives to the college community.

### **Actions:**

- CNC's Marketing and Communications team will, in its frameworks and action plans, identify strategies to support clear, consistent, accessible messaging regarding policies and procedures specific to quality assurance.

## Program Review Cycles

Currently, CNC is piloting program review activities to engage faculty and stakeholders to inform a model that meets the needs of students and the broader CNC community. Scheduling program reviews is an iterative process, driven by the intersectionality of departmental input and program needs. CNC is committed to developing robust program quality assurance practices.

### **Actions:**

- Provide resources to support cyclical reviews. Analyze feasibility, resources availability, and constraints.
- Complete program review policy and procedures and redevelop new program development policy and procedures.

