

March 29, 2023

Dr. Kathy Denton, Acting Chair
Degree Quality Assessment Board
DQABsecretariat@gov.bc.ca

Re: JIBC Response to QAPA Assessors' Report

Dear Dr. Denton,

JIBC had the opportunity to experience DQAB's Quality Assurance Process Audit (QAPA) of our academic programs in fiscal year 2022/2023. This process proved to be invaluable and validating from both a learning and outcomes perspective.

Preparing for the audit ensured a timelier process for what we had already embarked upon, namely:

- the review of numerous educational policies and procedures;
- the implementation of revised processes for course and program development, change, suspension, and termination;
- the implementation of a revised comprehensive program review process;
- the launch of a new annual program review process; and
- the establishment of an Academic Affairs intranet site to serve as a resource and central repository for the multitude of newly created resource documents, guides, manuals, and templates.

The audit criteria outlined in the *QAPA Handbook* proved to be most helpful; specifically, it informed our program review revision considerations. It challenged us to contemplate more defined and rigorous processes for program quality assessments; it encouraged us to develop more standardized documentation reports for our reviews; it supported us in improving our accountability expectations for quality assurance; and it heightened our efforts to continue effective change management strategies with the goal of further embedding a culture of quality assurance.

Feedback from program staff and faculty who have undergone the revised comprehensive program review process was positive. While all acknowledged the significant time commitment to conduct such a thorough review, they also expressed the value of the updated process and ultimately the result, which was richer and more informed recommendations to improve their programs.

Participating as an observer in another institution's QAPA site visit the year prior to our site visit helped tremendously in alleviating trepidation about the audit process, right from the Institution Report to the selection of the exemplars, through to the Site Visit and Assessors' Report. Our experience as an

observer played out in our own site visit on December 6 & 7, 2022 with the peer assessors' demonstrating a supportive tone throughout their time with us.

The commendations, affirmations, and recommendations from the site visit validated that we were on the right track for improving our program quality assurance processes while acknowledging that we still have more to do. Attached is our Action Plan in response to the Assessors' Report. If you have any questions or require clarification, please do not hesitate to contact me at cvaughan@jibc.ca.

I would like to thank the peer assessors, Dr. Maureen Wideman (chair), Dr. John Winterdyk, and Dr. Robert Adamoski for their thoughtful, encouraging, and esteemed feedback. I would also like to thank Dao Luu for her support and patience with all our questions throughout the process.

Sincerely,

A handwritten signature in black ink, appearing to read "C. Vaughan". The signature is fluid and cursive, with a long horizontal stroke at the end.

Colleen Vaughan
Vice-President, Academic

Attachment: JIBC Action Plan



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Office of the Vice-President, Academic

JIBC Action Plan & Response to the Quality Assurance Process Audit (QAPA)

Site visit December 6-7, 2022

Overview

This action plan was developed in consultation with JIBC’s Program Review Steering Committee, faculty, and staff within the JIBC community. We anticipate these groups and individuals will continue to engage in conversations and work that supports the Institute in achieving the goals and timelines proposed in this action plan. JIBC’s Academic Affairs, Institutional Research, and Centre for Teaching, Learning, and Innovation will also provide significant leadership and direction to implement these actions. JIBC’s Program Council will continue to collaborate on updating JIBC’s education policies and procedures.

Assessors’ Recommendations

1. Broadening and honing data collection from students and graduates – i.e., being more creative in gathering graduate and employer data.

Ref.	Response/Action	Responsibility & Timeline	Implementation Details
1.1.	Conduct Course Evaluation Enhancement Project (CEEP) to identify opportunities to shift efforts from the collection of student feedback to ensuring it is fully utilized to improve teaching and learning across JIBC. Goals include improving response rates, faster dissemination of results to instructors, and greater variety of evaluations to fit the diversity of programming.	Director, Institutional Research CEEP needs analysis: End of Jun/23	The CEEP needs analysis has already begun. Timing of the implementation of the new process will be dependent on the identification of an appropriate software tool, and funding.
1.2.	Develop new annual survey to current students to broaden learner feedback to help JIBC assess student engagement, the learning environment, and the quality of services.	Director, Institutional Research End of Nov/23	Results to be available by fall 2023.
1.3	Develop a strategy for gathering data from graduates of programs not included in DACSO & BGS.	Director, Institutional Research End of Mar/24	

2. More inclusion of students and graduates in overall process.

Ref.	Response/Action	Responsibility & Timeline	Implementation Details
2.1.	Set standards and create guides and tools to engage more students and graduates in the program review process.	Vice-President, Academic End of Aug/23	To be implemented prior to the start of the 2023-24 comprehensive reviews.

3. JIBC continue to explore how to include faculty in self-study process with an understanding the nature of the organizational structure. There is an opportunity to address this more creatively.

Ref.	Response/Action	Responsibility & Timeline	Implementation Details
3.1.	Set standards and create guides tools to engage more faculty in the program review process.	Vice-President, Academic End of Aug/23	JIBC's faculty model consists mainly of part-time sessional or contract instructors, which makes engagement in non-instructional activities challenging. To be implemented prior to the start of the 2023-24 comprehensive reviews.

4. As part of the program review process, faculty information be included that relates to currency in their field.

Ref.	Response/Action	Responsibility & Timeline	Implementation Details
4.1.	JIBC will include a process for documenting faculty currency in JIBC’s pan-institutional faculty development plan. This will support programs undergoing review in completing the section on faculty currency in the self-study template.	Vice-President, Academic End of Mar/24	JIBC has a unique practitioner-scholar instructional model that relies predominantly on part-time sessional faculty who are leaders in their field with recent practice experience and the expertise to deliver excellent instruction. As a result, we feel the majority of our faculty are current in their field. JIBC recognises there is an opportunity for improvement in the documentation of this information, which will be addressed in the pan-institutional plan on faculty development.

5. Continued support for faculty development in areas of teaching and learning, online teaching, applied research, decolonization and Indigenization, culturally responsive teaching, as these skills impact program quality.

Ref.	Response/Action	Responsibility & Timeline	Implementation Details
5.1.	JIBC will continue to support faculty development in these areas, particularly through three of its 2022-2027 Strategic Plan key commitments: <ul style="list-style-type: none"> Fostering the Success of Our People Championing Equity, Diversity & Inclusion Living Indigenous Ways of Thinking, Being, Relating, and Doing 	Vice-President, Academic Ongoing	JIBC will continue to support the ongoing work of the Centre for Teaching, Learning, and Innovation, the Office of Indigenization, the Office of Applied Research and Graduate Studies, Institutional Research, and other departments to provide development opportunities for faculty and staff.
5.2.	Expanded annual faculty survey in 2022 to gather information on faculty development needs.	Director, Institutional Research	Completed

6. Revision to external reviewers' instructions to ensure a more independent analysis of the program and to take advantage of the expertise and professional experience of the panel.

Ref.	Response/Action	Responsibility & Timeline	Implementation Details
6.1.	Revise instructions in External Review Team Guidelines.	Director, Academic Affairs End of Aug/23	To be implemented prior to the start of the 2023-24 comprehensive reviews.

7. JIBC continue to implement change management strategies for faculty and staff related to new program development and reviews, such as sharing review experiences, posting documents to the intranet, etc.

Ref.	Response/Action	Responsibility & Timeline	Implementation Details
7.1.	<p>Strategies re Program Development</p> <ul style="list-style-type: none"> • Posted full program proposals to Academic Affairs intranet site. • Increased Academic Affairs support and oversight. • Established a continuous review and improvement process for the Academic Affairs intranet resource site related to program development, change, suspension, and termination. 	Director, Academic Affairs	Completed
7.2	<p>Strategies re Program Review</p> <ul style="list-style-type: none"> • Posted final comprehensive program review reports to Academic Affairs intranet site. • Established a practice of ongoing feedback on the program review process to identify improvements for the next cycle. • Included representatives from program areas that underwent the comprehensive program review process the previous year in launch meeting of following year's reviews to share experiences. • Included in External Review Team membership a representative from a different JIBC school, usually someone scheduled to conduct a comprehensive review of their program the following year. 	Director, Academic Affairs	Completed
7.3	<p>Other Strategies</p> <ul style="list-style-type: none"> • Included updates from Academic Affairs as a standing agenda item for School Curriculum Committee meetings. • Conducted consultation sessions to gather feedback on JIBC quality assurance processes, and input on JIBC's response to the QAPA recommendations. 	Director, Academic Affairs	Completed

8. JIBC more fully incorporate PACs into the program development and review processes. PACs can be valuable in providing expertise from the field during initial planning for comprehensive review with the PAC. The PAC template may assist in process.

Ref.	Response/Action	Responsibility & Timeline	Implementation Details
8.1.	Update Program Advisory Committee (PAC) policy, procedure, and terms of reference to clarify PAC's role in program development and review. Review and revise program development and review policies, procedures, and resources to involve PACs more fully.	Director, Academic Affairs End of Aug/24	To be implemented prior to the start of the 2024-25 comprehensive reviews.

9. Several templates in the program development guide may be helpful for the comprehensive review such as curriculum mapping template.

Ref.	Response/Action	Responsibility & Timeline	Implementation Details
9.1.	Include curriculum mapping and program mapping templates in comprehensive review process.	Director, Academic Affairs End of Aug/23	To be implemented prior to the start of the 2023-24 comprehensive reviews.

10. Closer scrutiny of materials provided in comprehensive reviews. Some material was discussed but not addressed in recommendations.

Ref.	Response/Action	Responsibility & Timeline	Implementation Details
10.1.	Closer scrutiny of materials will be addressed by continuing to provide training and oversight as part of the change management strategy for the new comprehensive program review process.	Director, Academic Affairs Ongoing	In 2021 JIBC launched a significantly revised program review process. Growing pains were expected as part of the maturation of the process.

11. Recommendations from the self-study or external review that were not included in the final summary or Action Plan require a rationale for why they were excluded.

Ref.	Response/Action	Responsibility & Timeline	Implementation Details
11.1.	Closer scrutiny of reports to ensure all recommendations are included will be addressed by continuing to provide training and oversight as part of the change management strategy for the new comprehensive program review process.	Director, Academic Affairs Ongoing	In 2021 JIBC launched a significantly revised program review process. Growing pains were expected as part of the maturation of the process.

12. The QAPA panel notes that they have not seen any follow-up to the revised processes to ensure recommendations are being undertaken. In conversations with program managers, they stated that the process has revealed many areas for program improvement and although the yearly update has not been written, progress is being made according to the Action Plan.

Ref.	Response/Action	Responsibility & Timeline	Implementation Details
12.1.	When the new Comprehensive Program Review process was launched, a bridging project was conducted between the former and new program review processes. Program areas who underwent the former process during the previous seven years were required to put their review recommendations into the new Quality Assurance Action Plan template and provide a status report to Program Council. These programs were not selected as exemplars for the QAPA. As a result their action plans and updates were not included in the institution report provided to the assessors.	N/A	In 2021 JIBC launched a significantly revised program review process. The exemplars selected followed the new process but had not yet reached the annual follow up phase. Annual follow ups to Quality Assurance Action Plans are an integral part of the new process.

13. The QAPA panel is concerned about the sustainability of the new processes as the resources, i.e. funding and people, appear to be extremely limited. The panel feels that more resources be made available to ensure a continuous, rigorous program review across the institution.

Ref.	Response/Action	Responsibility & Timeline	Implementation Details
13.1.	JIBC is aware of the need for additional people and funding for continuous quality improvement of programming. The Institute’s Executive Committee continues to explore how best to address this. In addition, JIBC is hopeful changes to the post-secondary block funding model will help close JIBC’s annual gap in government support for the Institute’s infrastructure and centralized services.	Vice-President, Academic Ongoing	