



Title	<b>Education Services Renewal</b>
Policy No.	D.1.1
Approval Body	Board of Governors, Education Council (advice)
Policy Sponsor	Vice President, Academic & Research
Last Revised/Replaces	April 26, 2001
Effective Date	April 5, 2017

1. The Dean/Director is responsible to initiate and guide the renewal process in consultation with faculty/instructors, staff and administrators.
2. Education Service Area renewals will be conducted every 5-7 years. The Vice President, Academic & Research will establish this schedule.
3. Every Education Service Area will have the following general standards and essential elements regardless of their specific function:
  - a. Mission
    - i. A mission statement that is compatible with the College's vision, mission and strategic direction; compatible with professional standards and reflects a commitment to student learning and development
  - b. Organization
    - i. Clearly stated goals and objectives
    - ii. Updated operational manuals and guidelines
    - iii. Organizational chart
  - c. Resources
    - i. Employees with relevant skills and qualifications to accomplish mission, goals, and objectives
    - ii. Employees professional development opportunities
    - iii. Space, technology infrastructure and other required resources relative to existing needs and anticipated growth
  - d. Policy and governance
    - i. Policies and practices that align with College governance requirements of the respective Education Service Area
  - e. An outline of best practices, ethical principles, standards, statements, or codes that guide the educational service area, as applicable.
4. The Education Service Area renewal will include an internal self-study undertaken by faculty/instructors, staff, and administrators that systematically reviews and generates a

written report on strengths, weaknesses, needs, and recommendations for quality improvement. The self-study will be based on a broad range of indicators relevant to the Education Service Area. The indicators or metrics will be agreed upon through consensus among the Dean/Director, faculty/instructors, staff and administrators of the Service Area. Identification of relevant metrics that can be gathered on an annual basis to assist in monitoring demand, quality, operational efficiency and effectiveness of the Education Service Area. Factors to consider when developing service performance metrics may include but are not limited to:

- a. Demand:
  - i. Trends in demand
  - ii. Demand at comparator institutions
  - iii. Relationship between service demand and student success and access
  - iv. Information about demographics and demand
- b. Quality:
  - i. National standards, legislation and other benchmarks
  - ii. Link to service standards
  - iii. Measures of users' opinions of quality and other feedback (surveys, focus groups, etc.)
  - iv. Expert opinions on quality (consultants, specialists, etc.)
  - v. Quality measures at comparator institutions
  - vi. Mandated service provision or service standards
  - vii. Relationship between service quality and student satisfaction, health and wellness
- c. Operational efficiency and effectiveness:
  - i. Effectiveness of service delivery
  - ii. Effectiveness of technology and tools used for the delivery of such services
  - iii. Trends in revenue and expenses
  - iv. Revenue and expenses in comparable departments or comparable institutions
  - v. Ratios of administrators/support staff, full-time/part-time/ temporary staff, faculty/instructors
  - vi. Requirements for specialized equipment and/or IT, related capital and support costs, etc.
  - vii. Space quantity and quality and ratios of space per staff, space per student; fluctuations in space needs by time of day/year, etc.
  - viii. Space and accessibility for staff and clients, modifications and costs to meet accessibility requirements

ix. Effectiveness of health and wellness initiatives

5. The renewal will also include an external review, conducted by a panel of at least two professionals with expertise in the Education Service Area. This review will include a site visit, with a focus on benchmarks and emerging standards that any similar Education Service Area can reasonably be expected to achieve. The panelists will be provided a copy of the self-study report. Input from the broader College community will be included. Protocol for identification and selection of the panel members will be developed by the Vice President, Academic & Research or respective Senior Administrator in co-operation with the Dean/Director, faculty/instructors, staff and student representative. The external review panel will prepare a report and submit to the Vice President, Academic & Research who will then share that report with the appropriate Dean/Director and Service Area
6. A report with an action plan will be prepared by the Service Area in consultation with the Dean/Director that includes a summary of the self-study and external review findings.
7. An institutional response to the report prepared by the Vice President, Academic & Research or respective Senior Executive will be submitted to Education Council along with the report.
8. Education Council will review the institutional response and action plan report and provide an update to the Board of Governors regarding any recommendations they may decide to make.
9. The outcomes of the report and action plan will inform the College and service area's planning process. The report goes into the yearly departmental integrated planning process.
10. The action plan will be reviewed and updated each year by the department and Dean/Director.
11. A copy of each of the following documents will be kept in the office of the Vice President, Academic & Research and in the Archives;
  - a. The External Panel Review;
  - b. The Response of the Vice President, Academic & Research; and
  - c. The Self-Study Report.

**RELATED POLICY**

Refer to D.1.1 Education Services Renewal Policy.