

Canadian Memorial Chiropractic College

Academic Quality Assurance Framework

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**By: Office of the Dean, Undergraduate and Graduate Education and Dean, Research
and Assessment**

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ACADEMIC QUALITY ASSURANCE FRAMEWORK

INTRODUCTION

The Canadian Memorial Chiropractic College (CMCC) is committed to providing the highest quality learning experience for all students and maintaining the integrity of its academic programs. To accomplish this, the institution has policies and procedures in place that facilitate quality assurance in the ongoing development, review, and improvement of curricula, courses and programs. CMCC's quality assurance processes are designed to ensure that all academic programs, policies and procedures at the institution:

- Align with CMCC's Vision and Mission Statements, and Strategic Plan;
- Responsively cater to the diverse needs of students;
- Provide continuing relevance to the field of practice;
- Meet or exceed accreditation or degree-level standards; and
- Are subject to continuous quality improvement based on empirical evidence and collegial decision making.

QUALITY ASSURANCE FRAMEWORK

The Academic Quality Assurance Framework (AQAF) outlines the institution's quality assurance process and guides program development at the undergraduate and graduate levels. It is designed to maintain the highest standards of quality in meeting regulatory, legislative, and degree-level requirements, ensuring the integrity of curricula and rigorous quality outcomes through the review of institutional and student performance metrics. Complementing the AQAF, the Assessment and Evaluation Plan details the specific strategies and metrics used to evaluate these standards. Together, they form a comprehensive approach to ensuring academic excellence and continuous improvement within the institution.

QUALITY ASSURANCE PROCESS

The quality assurance framework at CMCC encompasses the full range of curricular and programmatic delivery and assessment at both the undergraduate and graduate levels, including support services that affect the academic quality of the programs. The framework ensures the review of programs and departments on a cyclical basis and supports the development of new programs.

CMCC's quality assurance framework encompasses the following program review processes:

1. a comprehensive self-study for accreditation every four to eight years or as directed by either CCEC, PEQAB or CCE;
2. an ongoing program review, in the form of an annual report, to the President; and
3. a specific department or topic/theme review as directed by the President, with dissemination at the sole discretion of the President.

The three program review processes outlined above evaluate similar quality assurance data, however, they are distinct processes.

ROLES AND RESPONSIBILITIES

Canadian Accreditation

The Federation of Canadian Chiropractic (FCC or Federation) is a national federation of chiropractic regulators, educational institutions, and specialty colleges the purpose of which is to promote effective communication and cooperation among its members relating to education, accreditation and regulation of chiropractic in the public interest that enhances the work of the members collectively and individually. The Council on Chiropractic Education Canada (CCEC) was created by the Federation to interpret the standards and administer the accreditation process to certify the quality and integrity of the Doctor of Chiropractic Programme.

Ontario Ministry of Colleges and Universities

The Ministry of Colleges and Universities (MCU) regulates the degree granting authority of CMCC under the *Post-Secondary Education Choice & Excellence Act, 2000* (the Act). The Postsecondary Education Quality Assessment Board (PEQAB) is an Ontario agency responsible for handling all applications and assessments for ministerial consent under the Act as well as making recommendations to the Minister of Colleges and Universities of Ontario on applications for ministerial consent to offer a degree program. CMCC must demonstrate that its degree programs meet or exceed all standards required by the MCU.

United States of America Accreditation

The Council on Chiropractic Education (CCE) is recognized by the United States Department of Education and the Council for Higher Education Accreditation as the national accrediting body for Doctor of Chiropractic Programs (DCPs) within the United States of America (U.S.A.) as well as equivalent (as determined by CCE) chiropractic educational programs offered outside the U.S.A.

Board of Governors

The Board of Governors (the Board) of CMCC is responsible for the development, welfare, and continuance of CMCC as an accredited institution of higher education in chiropractic and is responsible for all matters of policy pertaining to the direction, operation, and maintenance of the professional, academic and ethical standards of CMCC. The Board is elected in accordance with the laws of Ontario and is comprised of diverse stakeholder groups including chiropractic practitioners as well as members of the general public with a variety of professional backgrounds throughout Canada. Board elections are held annually.

President

The President is responsible for the overall academic direction and strategic development of CMCC. In the context of quality assurance, the President is responsible for ensuring that the policies and procedures established under this framework are carried out. The President reports directly to the Board of Governors.

Vice President, Administration and Finance (VPAF)

The Vice President, Administration and Finance directs the planning, institutional research, implementation, administration and evaluation of institutional effectiveness, assessment, planning programs and/or advancement, and provides leadership and oversees the accreditation processes and Ministry reports for the institution while monitoring compliance with standards and regulations. The VPAF is also the Chief Privacy Officer, and reports to the President.

Dean, Undergraduate and Graduate Education (DUGE)

The Dean, Undergraduate and Graduate Education is responsible for the quality, direction and development of the academic programs and faculty, scholarship and the management of academic resources. The DUGE leads ongoing curricular planning and revision; implements and leads curriculum development, delivery and assessment strategies; ensures program compliance with academic CCEC Accreditation Standards, PEQAB Quality Assurance Standards and Ministry Benchmarks for degree granting, and CCE Accreditation Standards; and develops/operationalizes/maintains policies and procedures that promote quality assurance in the ongoing development, review, and improvement of curriculum, courses and programs. The DUGE reports to the President.

Dean, Clinics (Dean)

The Dean, Clinics initiates the compilation and analysis of comprehensive quality assurance information relating to Clinic programs; initiates the ongoing review of all clinical academic documentation that can demonstrate quality and adherence to entry to practice standards; and readies them for consideration through various levels of institutional review to enhance the quality of all academic programs. The Dean is also the Chief Custodian of patient health records, and reports to the President.

Dean, Research and Assessment (DRA)

The Dean, Research and Assessment is responsible for the quality, direction and development of faculty and scholarship. The DRA leads assessment strategies.

The DRA is responsible for the leadership of research and related innovative programs, including commercial opportunities; expands the scope of research capacity patents, or agreements as appropriate; and monitors and enforces CMCC compliance with relevant legislation and guidelines on research ethics and privacy. The DRA reports to the President.

Chief Information Officer (CIO)

The Chief Information Officer provides leadership and strategic direction for information technology in support of the overall mission of the institution. The CIO is responsible for anticipating and maintaining a vision for future technology needs at CMCC and for recommending strategies, objectives, and initiatives that will best achieve CMCC's strategic goals. The CIO leads and manages CMCC's information technology services, policies and resources, including networking, cybersecurity, data protection, telecommunications, academic, clinical and administrative computing, programming,

networking, support services, instructional technology, and copy and printing services. In addition, the CIO develops and implements IT strategic and tactical activities and works collaboratively with other campus leaders in addressing institutional needs, and has the overall responsibility for ensuring the currency, protection, and integrity of CMCC's data and technology resources. The CIO reports to the President.

Registrar

The Registrar provides leadership in the development, implementation and assessment of priorities and programs relating to the strategic management of its student enrollment agenda. The Registrar oversees policies, programs and services within CMCC's Division of Student Affairs, including: Recruitment, Admissions, Registration, Student Records, Student Financial Aid and Awards, Accommodation and Disability Services, Student Success Initiatives and Advising/Counselling. The Registrar collaborates with the Dean, Undergraduate and Graduate Studies to cultivate partnerships with other post-secondary institutions to facilitate student access, mobility and degree articulation across Canadian and international educational settings. The Registrar is also responsible for ensuring the integrity of CMCC's academic records, academic policies and procedures that facilitate the realization of the academic mission and the management of institutional risk. The Registrar applies expertise in information systems, project management, process improvement, business system analysis, and customer service to support processes and information needs related to recruitment, admissions, enrolment, scholarship and awards, student accounts, student identification, academic scheduling, and student records (including grades, promotions, transcripts, and diploma production). The Registrar reports to the VPAF.

Students' Council and Class Representatives

CMCC students play an active role on institutional committees and working groups, and are often voting committee members. The President of the Students' Council is invited as the President's guest to attend for internal reporting at the annual and semi-annual meetings of the Board of Governors.

Board of Governors Learning and Engagement Committee (LEC)

The Learning and Engagement Committee advises the Board on policies and matters relating to the quality, integrity, and reputation of CMCC's academic and research programs; the alignment of strategic and academic planning and institutional collaboration; and student and faculty engagement and success. The Committee is composed of individuals from the Board of Governors, the Administration, Students' Council, and Faculty Council.

The Committee provides strategic advice to ensure the currency and relevance of curricula, while expanding opportunities through institutional collaborations and resources for students and faculty, so that graduates possess the requisite skills and competencies to enter practice. LEC meets a minimum of two times per year.

Institutional Affairs (IA)

The Institutional Affairs Committee serves as the President's primary advisory group on institutional planning, policy and institutional effectiveness. IA makes decisions on recommendations pertaining to academic policies, procedures and curricular changes, forwarded from the Curriculum Committee. IA meets monthly, or as needed, during the calendar year.

Curriculum Committee (CC)

The Curriculum Committee, chaired by the Dean, Undergraduate and Graduate Education and Dean, Research and Assessment, is responsible for reviewing and assessing all quality assurance information related to all academic programs. The CC uses this information to inform decisions regarding planning for curriculum evolution and policy development. It recommends related academic priorities to the Institutional Affairs Committee. This committee provides evidence-based advice to ensure curricula that is up to date so that graduates possess the skills and competencies required for practice within chiropractic and their subspecialty discipline(s). The CC reviews the development and examination of proposals for new courses and other substantive changes to the curriculum and academic policy, and recommends their approval as appropriate, to Institutional Affairs Committee. The CC meets monthly throughout the academic year.

Institutional Effectiveness Committee

The Institutional Effectiveness Committee, chaired by the Manager, Accreditation and Institutional Effectiveness, is tasked with fostering a culture of continuous improvement through facilitating program review, analyzing procedures and processes that assesses CMCC's effectiveness in fulfilling its mission, goals, objectives and key results. The committee communicates these insights to foster a collective understanding of strengths and areas for improvement that align with CMCC's strategic priorities. The IEC meets monthly and reports updates as needed to the Institutional Affairs Committee or Curriculum Committee.

Working Groups and Focus Groups

Working Groups and Focus Groups are created by the Dean, Undergraduate and Graduate Education, Dean, Research and Assessment, and Dean, Clinics on recommendation from the Curriculum Committee, relating to the academic programs and research. All Working Groups and Focus Groups report directly to the Curriculum Committee via the DUGE and DRA.

Undergraduate Student Promotion Committee (SPC)

The Undergraduate Student Promotion Committee has responsibility for supporting and promoting student success by monitoring and reviewing student academic progress, supports for academic accommodations, and reviewing final academic status in each year of the program. The committee makes recommendations for promotion and graduation in accordance with academic policy, and the program requirements as outlined in the Academic Calendar.

The committee annually reviews and analyzes student progress data to identify performance trends and opportunities to enhance student engagement, and reports outcomes to various stakeholders including the Executive Leadership Team and Curriculum Committee.

In Year IV, each student is tracked for achievement of grades, clinical experiences including patient visits, and competencies.

Graduate Studies Residency Program Student Promotion Committee

The Graduate Studies Residency Program Student Promotion Committee has responsibility for supporting and promoting student success by monitoring and reviewing student academic progress as it relates to the requirements of the Graduate Studies Residency Programs, developing and monitoring integrated advising plans for students at academic risk, reviewing the implementation of academic accommodations for students with disabilities, and reviewing final academic status in each year of the program and making recommendations for promotion and graduation in accordance with academic policy, and the program requirements as outlined in the Academic Calendar.

The committee annually reviews and analyzes student progress data to identify performance trends and opportunities to enhance student engagement, and presents such to various institutional stakeholders, including the Executive Leadership Team and Curriculum Committee.

Undergraduate Admissions Advisory Committee

The Undergraduate Admissions Advisory Committee recommends to the Registrar the roster of applicants to be considered for admission in a given application cycle. Offers of admission are extended to the applicants with the highest admissions scores. The number of applicants receiving an offer of admission is based upon enrollment yield projections made by the Registrar.

Graduate Studies Residency Programs Admissions Advisory Committee

The Graduate Studies Residency Programs Admissions Advisory Committee recommends to the Registrar the roster of applicants to be considered for admission in a given application cycle. Offers of admission are extended to the applicants with the highest admissions scores. The number of applicants receiving an offer of admission are based upon enrollment yield projections made by the Registrar and the Director of Graduate Studies. Upon receiving all relevant information, the final determination is made by the Dean, Undergraduate and Graduate Studies.

Program Advisory Committee (PAC)

Under the quality assurance and best practices set forth by Ontario's Postsecondary Education Quality Assessment Board, as a Benchmark for the Program Content Standard, CMCC must ensure that a Program Advisory Committee is established for the Doctor of Chiropractic Program (DC). The Committee provides strategic advice to ensure the currency and relevance of curricula, while expanding opportunities through

institutional collaborations and resources for students and faculty, so that graduates possess the requisite skills and competencies to enter practice. The PAC may play an active ongoing role in support of the program, however, is not authorized to make decisions on behalf of the program. The PAC reports and makes recommendations to LEC and CC through the Dean, Undergraduate and Graduate Education and Dean, Clinics.

Educational Technology Committee (ETC)

The Educational Technology Committee (ETC) is a standing committee that brings together Undergraduate and Graduate education, Information Technology (IT), Faculty, and Library Services, with student representation from Students' Council. The Educational Technology Committee serves as a forum for sharing plans for implementation and assessment of Educational Technologies, while ensuring that these technologies best suit the academic needs of learners and of the institution. The ETC also helps ensure that best pedagogical practices for the use of technology and online learning are followed.

Information Technology Committee (ITC)

The Information Technology Committee (ITC) is established as a standing committee to provide recommendations, guidance, and strategic direction for all matters related to information technology (IT) at CMCC. The ITC serves as a collaborative body to ensure that the college's IT resources and initiatives align with its overall mission, goals, and long-term vision.

Academic Partnerships and Collaborative Relationships Committee (APCRC)

The Academic Partnerships and Collaborative Relationships Committee brings together Undergraduate and Graduate Education, Clinics, Research, Force Sensing Table Technology™ (FSTT®) representation, Continuing Education and Advancement. The APCRC serves as a forum to share and explore partnership opportunities, and create strategies to maintain and grow existing collaborations in Canada and abroad. The APCRC plays an active ongoing role in support of the partnerships and collaborations, however, is not authorized to make decisions on behalf of CMCC.

Equity, Diversity and Inclusion (EDI) Committee

The Equity, Diversity and Inclusion Committee discusses, advises and makes recommendations on matters related to equity, diversity and inclusion at CMCC in order to maintain an environment free of discrimination and intolerance. The EDI Committee brings together stakeholders from across the institution, including Student Services, Human Resources, Curriculum Development, students and faculty with a diverse mix of backgrounds and competencies. While the committee is not a decision-making committee, its members act as advocates of EDI, promote a culture of EDI within their respective teams and are able to bring forward recommendations to the various decision-making bodies/committees.

Enterprise Risk Management Program

CMCC considers Enterprise Risk Management to be fundamental to good management practice and a significant aspect of corporate governance. Effective management of risk supports and contributes to the achievement of CMCC's strategic and operational goals and objectives.

1. CMCC has created an environment that proactively identifies opportunities and threats, and supports and encourages their assessment, mitigation and monitoring on an ongoing basis.
2. Enterprise risk management is an integral part of CMCC's decision making processes and routine management and is incorporated within the strategic and operational planning processes at all levels.
3. A CMCC Risk Register is used to document and assess risks across the institution and is reviewed by the Executive Leadership Team.
4. A Strategic Risk Register is reported on to the Board of Governors.

Business Continuity Plan

The business continuity plan accounts for reducing or eliminating the negative impact of unexpected events. The plan becomes active after the initial event has occurred, where it is safe to resume work duties although normal operations are not yet possible. In doing so, the plan includes: threat identification and risk measure, critical operations and services, alternate operational solutions, impact of business disruptions, and prevention and mitigation of risks. The plan is supported through joined efforts of CMCC's Emergency Management Team and Institutional Planning personnel. These groups are relied upon for decisive actions that keep staff and students informed and engaged, as well as to provide resources for essential operations to continue during and after an event.

CMCC's capability to implement business continuity through online delivery of the curriculum and remote operations of other services has been tried and tested. As a result of this experience, enhancements to continuity plans relating to academic support and service are reviewed in an effort to strengthen CMCC's mitigation of risks over the long-term.

Faculty Council

The Faculty Council, reporting to the President, is the official voice of the faculty within CMCC on all matters relevant to the academic program. The Faculty Council Executive is responsible for filling positions within CMCC reserved for representatives of the faculty as a whole, in accordance with its constitution and by-laws. For example, the Faculty Council elects from among its number, members to serve on institutional committees such as the Curriculum Committee, Institutional Affairs Committee, and Learning and Engagement Committee. The Chair is invited as the President's guest to attend for internal reporting at meetings of the Board of Governors.

Students' Council (SC)

The Students' Council is an independent and separately incorporated organization representing all undergraduate students at CMCC. Elected members of the SC's Board of Directors liaise directly with affiliated academic and non-academic administrators to provide timely and responsive feedback on the delivery and assessment of academic programming.

Undergraduate Academic Council (UAC)

The Undergraduate Academic Council, chaired by the Dean, Undergraduate and Graduate Education, provides an opportunity for undergraduate students and administration to meet and discuss issues and ideas to ensure that student concerns are addressed quickly. The UAC also provides undergraduate students with the opportunity to review and have input into new initiatives and proposed changes directly related to the student experience.

Research Ethics Board (REB)

The Research Ethics Board operates under the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans (TCPS) of the Canadian Institutes of Health Research (CIHR), the Belmont Report, the Natural Sciences and Engineering Research Council of Canada (NSERC), and the Social Sciences and Humanities Research Council of Canada (SSHRC), as well as the Privacy Act. The REB operations are consistent with the policies of the Office of Human Subjects Research of the US National Institutes of Health (NIH). The functions of the REB are to:

1. Perform both expedited and full ethical reviews of research proposals, as appropriate under the TCPS to ensure the ethical and dignified treatment of research volunteers and human remains;
2. Facilitate content-expert peer review and consultative feedback to investigators through the Office of Research Administration (ORA) and the REB Chair for investigators who request this service; and
3. Review ethical policies and procedures and provide feedback and recommendation to the Dean, Research and Assessment upon request.

COMMITTEES

Board of Governors Learning and Engagement Committee (LEC)

1. MANDATE

The Learning and Engagement Committee advises the Board of Governors on policies and matters relating to the quality, integrity, and reputation of CMCC's academic and research programs; the alignment of strategic and academic planning and institutional collaboration; and student and faculty engagement and success.

The Committee provides strategic advice to ensure the currency and relevance of curricula, while expanding opportunities for students and faculty with institutional collaborations and resources, so that graduates possess the requisite skills and competencies to enter practice.

2. MEMBERSHIP (minimum 15 voting members)

Chair: Member of the Board Executive Committee (votes only if there is a tie)

Board Members as appointed by the Board Chair and including:

- Dean, Undergraduate and Graduate Education
- Dean, Research and Assessment
- Vice President, Administration and Finance
- Dean, Clinics
- Registrar
- Chief Information Officer
- A Students' Council Representative and a Faculty Council Representative

3. RESPONSIBILITIES

1. Overall

- a. Advise the Board on institutional compliance with Board Policy within the mandate of this Committee.

2. Academic Programs and Research

- a. Monitor academic and research programs, resources and policies regarding their consistency with CMCC's Mission and Vision;
- b. Review and monitor the academic strategic plans and student learning outcomes;
- c. Review and monitor the research strategic plans and related outcomes;
- d. Monitor the continuing education program regarding its maintenance of a viable and effective program to meet the profession's needs and responsibilities;
- e. Review minutes of the Program Advisory Committee (PAC) and make appropriate recommendations;
- f. Review and make recommendations to the Board on matters arising from accreditation reports, input from active practitioners, external reviews, and performance indicators (e.g. professional licensure examinations); and

- g. Review and recommend to the Board the appropriate action on new academic diploma or degree programs proposed by the administration.
3. Faculty Engagement and Success
 - a. Monitor institutional policies relating to faculty and academic life to support CMCC's appointment, promotion, and retention of the highest quality of faculty; and
 - b. Monitor CMCC's provision of opportunities for the continued development of faculty relating to teaching, research, and service.
 4. Student Engagement and Success
 - a. Advise the Board of Governors on matters relating to student learning and engagement, retention, and success; and
 - b. Monitor policies and plans that promote a safe and healthy environment conducive to a high quality student experience, characterized by academic success, personal growth and development, and opportunities for co-curricular engagement.
 5. Institutional Collaborations
 - a. Monitor the status of institutional collaborations;
 - b. Review and recommend to the Board appropriate action on new collaborations proposed by Administration;
 - c. Advise Administration on such matters that may advance institutional relations; and
 - d. Monitor policies and plans as they apply to institutional collaborations, including academic affiliations.
 6. Risk Management
 - a. Review and provide recommendations to the Board on CMCC's enterprise-wide risks and risk measures related to the Committee mandate.

Chair's Role and Responsibilities

The Chair is responsible for calling meetings of the Board Learning and Engagement Committee, the agenda, and the record. The Chair is expected to provide efficient and effective leadership within a collegial and open environment. The Committee Chair sets the agenda in collaboration with the Board Chair and the President.

Definitions

N/A

Meetings

Minimum of twice per year.

Procedures

A quorum consists of a majority of voting members. Robert's Rules of Order will be used as guidelines and are the basis for proceedings. In order to deal efficiently with agenda items, members should receive all materials for review and consideration one week before meetings.

This Committee reports to Board of Governors.

Record

The Board Liaison/Board Secretary provides administrative support to the Board Learning and Engagement Committee. Minutes and documentation for meetings are posted on the Board web site and are shared with all Committee members prior to meetings.

Institutional Affairs (IA)

1. MANDATE

The Institutional Affairs Committee serves as the President's primary advisory group on institutional planning, policy, and institutional effectiveness.

2. MEMBERSHIP (10 voting members)

Chair: President (votes only if there is a tie)

Voting Members:

1. Associate Vice President, Institutional Advancement and Communications
2. Chair, Faculty Council
3. Chief Information Officer
4. Dean, Clinics
5. Dean, Research and Assessment
6. Dean, Undergraduate and Graduate Education
7. Director, Human Resources and Employee Engagement
8. President, Students' Council
9. Registrar
10. Vice President, Administration and Finance

Non-voting Member:

1. Manager, Accreditation & Institutional Effectiveness

3. RESPONSIBILITIES

The primary responsibilities of the Institutional Affairs Committee are to:

1. Review and make recommendations to the President regarding the approval of institutional strategic plans;
2. Review and make decisions on recommendations on policies and procedures forwarded by the Curriculum Committee;
3. Review and make recommendations to the President on policies and procedures relating to non-academic matters;
4. Communicate to faculty, staff, and students on matters relating to institutional strategy and policy;
5. Review and assess the key performance measures for CMCC on a regular basis;
6. Identify and respond to internal and external issues that may impact CMCC;
7. Review and make recommendations to the President regarding technological and physical infrastructure as it relates to academic priorities and plans;
8. Review, revise, and approve proposals for the establishment, oversight, evaluation, and modification of academic programs (e.g., External Reviews);
9. Review and approve quality assurance proposals and processes;
10. Review affiliations and other collaborative initiatives with institutions and organizations for recommendation to the President for approval;

11. Review and make decisions on substantive changes to undergraduate and graduate courses;
12. Review and make decisions on both new, and changes to existing admission requirements, and academic regulations pertaining to undergraduate and graduate programs; and
13. Identify areas of concern to CMCC and delegate responsibility for finding a solution to the appropriate group.

Chair's Role and Responsibilities

The Chair is responsible for calling scheduled and special meetings of Institutional Affairs Committee, the agenda, and the record. The Chair is expected to provide efficient and effective leadership within a collegial and open environment. The Chair sets the agenda with input from the members, and others in the CMCC community.

Definitions

Substantive Change to a course is defined as any change, deletion or addition of 30% or more overall, to: topics covered in a course description or topical outline. Changes in course title, course number or the level of the course; or changes in methods of delivery; or any course change that involves budget is also considered a substantive change.

Meetings

Institutional Affairs meets monthly, or as needed, during the calendar year.

Procedures

Institutional Affairs is committed to fostering a climate of trust, appreciation, and equitable treatment for the work and perspective of all involved in academic matters at CMCC. In order to deal efficiently with agenda items, members should receive all materials for review and consideration one week before meetings.

A quorum consists of a majority of voting members. At the discretion of the Chair, observers may attend meetings and provide comments. Robert's Rules of Order will be used as guidelines and are the basis for proceedings.

Record

The Office of the President provides administrative support for the Institutional Affairs. Agendas and the minutes of meetings are posted on Knowledge Information Resources Online (KIRO), CMCC's learning management system.

Curriculum Committee (CC)

1. MANDATE

The Curriculum Committee, chaired by the Dean, Undergraduate and Graduate Education and Dean, Research and Assessment, is responsible for reviewing and assessing all quality assurance information related to all academic programs. The CC uses this information to inform decisions regarding planning for curriculum evolution and policy development. It recommends related academic priorities to the Institutional Affairs Committee. This committee provides evidence-based advice to ensure curricula that is up to date so that graduates possess the skills and competencies required for practice within chiropractic and their subspecialty discipline(s). The CC reviews the development and examination of proposals for new courses and other substantive changes to the curriculum and academic policy, and recommends their approval, as appropriate, to Institutional Affairs Committee.

2. MEMBERSHIP (24 voting members)

Co-Chairs: Dean, Undergraduate and Graduate Education and Dean, Research and Assessment (vote only if there is a tie)

Voting Members:

1. Dean, Clinics
2. Three Directors, Undergraduate Education (Years I, II, and III)
3. Director, Experiential and Integrative Learning
4. Two Directors, Clinical Education and Patient Care
5. Director, Graduate Studies
6. Director, Library Services
7. Director, Curriculum and Faculty Development
8. Registrar, Student Services
9. Three Graduate Studies Program Coordinators (one from each of the Residency programs), or designate in each domain
10. One Graduate Student Representative
11. Education Coordinator, Simulation Labs
12. Seven Department Chairs
13. Two Faculty Representatives (appointed by the Faculty Council for a two-year term)
14. Vice President Academic, Students' Council

Non-Voting Members:

15. Manager, Accreditation and Institutional Effectiveness
16. Curriculum Designer, Curriculum and Faculty Development

3. RESPONSIBILITIES

The Curriculum Committee initiates academic change to the undergraduate Doctor of Chiropractic program and Graduate Studies programs. Its primary responsibilities are to:

1. Review program quality assurance information, identify concerns, and facilitate development of solutions for recommendation to Institutional Affairs Committee;

2. Develop and/or review proposals for new programs and substantive change to existing programs and associated academic policies, and make recommendations relating to these initiatives to Institutional Affairs Committee;
3. Develop and/or review proposals for new courses and substantive change to existing courses and make recommendations relating to these initiatives to Institutional Affairs Committee;
4. Develop and review proposals for the introduction of new educational technologies and make recommendations relating to these initiatives to Institutional Affairs Committee;
5. Develop and review proposals regarding physical infrastructure changes as they relate to academic priorities and plans and make recommendations relating to these initiatives to Institutional Affairs Committee;
6. Investigate new innovations with regard to curriculum, technology or physical infrastructure change associated with academic priorities;
7. Create Working Groups as needed to investigate specific issues or concerns and develop proposals for recommendation to the Curriculum Committee;
8. Oversee and manage the work and responsibilities of all Working Groups; and
9. Respond to issues delegated by Institutional Affairs Committee.

Chair's Role and Responsibilities

The Chairs are responsible for calling scheduled and special meetings of the Curriculum Committee, the agenda, and the record. The Chairs are expected to provide efficient and effective leadership within a collegial and open environment. The Chairs set the agenda with input from the members, and others in the CMCC community.

Definitions

Non-Substantive Change to a course is defined as a change, deletion or addition of less than 30% overall to topics covered in a course description or topical outline over a three-year period; changes in faculty.

Substantive Change to a course is defined as any change, deletion or addition of 30% or more overall, to: topics covered in a course description or topical outline. Changes in course title, course number or the level of the course; or changes in methods of delivery; or any course change that involves budget is also considered a substantive change.

Meetings

The Curriculum Committee meets monthly, or as needed. Additional meetings may be called under special circumstances.

Procedures

The Curriculum Committee is committed to fostering a climate of trust, appreciation, and equitable treatment for the work and perspective of all involved in academic matters at CMCC. In order to deal efficiently with agenda items, members should receive all materials for review and consideration one week before meetings.

A quorum consists of fourteen voting members. All meetings are open to observers. The Chairs will acknowledge observers and provide an appropriate time for observer comments, if requested. Robert's Rules of Order will be used as guidelines and are the basis for proceedings.

Proposals to change courses that are eligible for transfer credit must undergo consultation with the Registrar before changes are advanced.

Record

The Office of the Dean, Undergraduate and Graduate Education provides administrative support for the Curriculum Committee. Agendas and the minutes are posted on Knowledge Information Resources Online (KIRO), CMCC's learning management system.

Working Groups and Focus Groups

Working Groups and Focus Groups are created by the Dean, Undergraduate and Graduate Education, Dean, Research and Assessment, and Dean, Clinics on recommendation of the Curriculum Committee, to investigate and develop proposed solutions to specific issues relating to academic programs and research.

Membership in a Working Group and Focus Group is determined by the DUGE and DRA on recommendation from members of the Curriculum Committee. Members of Undergraduate Working Groups and Focus Groups may be drawn from outside the Curriculum Committee and include students, staff, and faculty. Generally, an email call is sent to all faculty and students inviting participation on a specific Working Group or Focus Groups.

Working Groups and Focus Groups are overseen by and report directly to the Curriculum Committee via the DUGE and DRA.

Institutional Effectiveness Committee (IEC)

1. MANDATE

The Institutional Effectiveness Committee (IEC), chaired by the Manager, Accreditation and Institutional Effectiveness is tasked with fostering a culture of continuous improvement through facilitating program review, analyzing procedures and processes that assesses how effectively CMCC is advancing its mission, goals, objectives and key results, and communicating this to ensure a shared understanding of strengths and opportunities is aligned with CMCC's strategic priorities.

2. MEMBERSHIP

Chair: Manager, Accreditation and Institutional Effectiveness

1. Vice President, Administration and Finance
2. Dean, Undergraduate and Graduate Education
3. Dean, Research and Assessment
4. Dean, Clinics
5. Director of Education, Year IV (x 2)
6. Director of Education, Year I-III (x 3)
7. Director, Faculty Development and Curriculum
8. Registrar
9. Chief Information Officer
10. Business Analyst
11. Director, Graduate Studies (quarterly)

3. RESPONSIBILITIES

1. Implement a comprehensive assessment framework for evaluating the Doctor of Chiropractic degree program;
2. Ensure that the curriculum as a whole is appropriately composed and integrated across all four years of the DC program, including identifying gaps and opportunities for continuous improvement;
3. Prepare an Annual Program Effectiveness Report;
4. Advise CMCC on how to integrate institutional effectiveness measures into program learning outcomes and the associated decision-making framework;
5. Develop, review, and propose institutional effectiveness measures and benchmarks to evaluate the degree to which CMCC fulfills its mission, goals and objectives;
6. Analyze institutional level data outcomes (e.g., student learning outcomes assessment results; student engagement/ campus climate/ employee survey results) to inform program and institutional decision-making and planning;
7. Maintain and support objectives and key results (OKRs) in alignment with the Strategic Plan;
8. Support each division in developing and realizing their goals and objectives as they relate to the Strategic Plan;

9. Perform work and provide evidence in support of compliance criteria for the Council on Chiropractic Education Canada (CCEC) and Council on Chiropractic Education in the United States (CCE-US) accreditation standards for continued accreditation;
10. Perform work and provide evidence to ensure compliance with the Postsecondary Education Quality Assessment Board (PEQAB) standards for ministerial renewal; and
11. Review related Self Study submissions and offer feedback in support of a continuous improvement cycle for the DC program.

4. REPORTING STRUCTURE

The IEC, through the Chair, will make updates to Institutional Affairs and recommendations to ELT.

Chair's Role and Responsibilities

The Chair is responsible for calling scheduled and special meetings of the Institutional Effectiveness Committee, the agenda, and associated minutes. The Chair is expected to provide efficient and effective leadership within a collegial and open environment. The Chair sets meeting agendas with input from the members, and others in the CMCC community. The Chair may invite guests as appropriate.

Meetings

The Institutional Effectiveness Committee meets monthly for the first six months, quarterly thereafter.

Procedures

The Institutional Effectiveness Committee is committed to fostering a climate of trust, appreciation, and equitable treatment for the work and perspective of all involved in academic matters at CMCC. In order to deal efficiently with agenda items, members should receive all materials for review and consideration one week before meetings.

Record

The Office of the President provides administrative support for the Institutional Effectiveness Committee. Agendas and the minutes are posted on Knowledge Information Resources Online (KIRO), CMCC's learning management system.

Undergraduate Student Promotion Committee (SPC)

1. MANDATE

The Student Promotion Committee has responsibility for supporting and promoting student success by:

1. Monitoring and reviewing student academic progress as it relates to the requirements of the Doctor of Chiropractic program;
2. Developing and monitoring integrated advising plans for students at academic risk;
3. Reviewing the implementation of academic accommodations for students with disabilities;
4. Reviewing final academic status in each year of the program and making recommendations for promotion and graduation in accordance with academic policy, and the program requirements as outlined in the Academic Calendar; and
5. Annually reviewing and analyzing student progress data to identify performance trends and opportunities to enhance student engagement, and presenting such to various institutional stakeholders.

2. MEMBERSHIP (8 voting members)

Chair: Director, Student Affairs (votes only if there is a tie)

Voting Members:

1. Director of Education, Year I
2. Director of Education, Year II
3. Director of Education, Year III
4. Director, Experiential and Integrative Learning
5. Two Directors of Clinical Education and Patient Care
6. Student Success Counsellor
7. Student Success Advisor

Non-voting Members:

8. Registrar
9. Dean, Undergraduate and Graduate Education
10. Dean, Research and Assessment
11. Dean, Clinics

Guests:

Other members of the institution (faculty, staff, students) may be invited to participate in committee meetings to discuss aggregate data and trend analysis. Discussion and review of individual student performance data may only occur with official members of the committee.

3. RESPONSIBILITIES

1. In preparation for each meeting, the Directors of Education and the Directors of Clinical Education and Patient Care will provide updated academic progress data for students in

their associated year of the program. Such data includes, but is not limited to, course grades to date and outcomes on examinations. It is imperative that faculty submit examination results within two weeks of the examination's administration, per the Grades policy, to ensure that the Directors can assess the necessary data for review.

2. The Committee reviews the status of each student identified as being at academic risk and determines the best approach for advising and intervention, depending on the student's needs and the person who is best positioned to provide advising. Typically, students who have failed two or fewer examinations will be invited to meet with the Director of Education, while students with three or more examination failures will be invited to meet with the Student Success Advisor or the Student Success Counsellor. Where required, the development, implementation and monitoring of an advising/success plan will be mutually agreed upon by the student and the associated advisor.
3. The Student Success Advisor oversees and monitors the repository of common data relating to the committee's work including progress data, as provided above, and notes from individual advising sessions with students, including details of agreed upon advising/success plans. Such a repository will be accessible only to committee members on a restricted access common drive, with data encrypted as necessary.
4. The Committee reviews the effectiveness of the implementation of academic accommodation plans for students with disabilities. The review of these plans is to ensure that the institution is fully and effectively meeting its legislated obligations in a manner that promotes inclusion and minimizes barriers to student success, and that students are fulfilling their obligations as outlined in associated academic policy. The individual academic progress of students with academic accommodations is not subject to review by the committee unless the student falls within the definition of being at academic risk. Should changes to accommodation plans or the manner in which they are implemented be recommended, such a recommendation will be undertaken by the Student Success Counsellor and subject to review in accordance with academic policy.
5. In cases where it is recommended that a student not be promoted in or graduate from the academic program, such a recommendation is made to the Registrar, the Dean, Undergraduate and Graduate Education and Dean, Research and Assessment, and the Dean, Clinics. The decision is communicated to the student in accordance with the Academic Standing and Status Policy.
6. Annually, the committee undertakes a review of student progress data to explore and identify opportunities relating to curriculum and pedagogy.

Chair's Role and Responsibilities

The Chair is responsible for scheduling meetings, taking summary notes, and presenting recommendations regarding student promotion to the Registrar, Dean, Undergraduate and Graduate Education and Dean, Research and Assessment, and Dean, Clinics.

Definitions

A student at academic risk is a student who:

1. Has received an unsuccessful grade on two or more examinations in a given academic module;

2. Has received an unsuccessful final grade in two or more courses in a given academic year, or who may be likely to be unsuccessful in 20% or more of the credits in a given academic year;
3. Is on academic probation (cumulative GPA less than 2.0 but greater than 1.7); and
4. Is enrolled part-time.

Meetings

The Undergraduate Student Promotion Committee meets a minimum of four times per academic year:

1. During the third week following the completion of each of the four academic modules in the DC program, and
2. At other times to review exceptional matters at the request of the Dean, Undergraduate and Graduate Education and Dean, Research and Assessment, the Dean, Clinics and the Registrar.

Procedures

Where possible, the committee should aim to establish consensus on recommendations that adversely impact a student's promotion or graduation. In the event that the committee does not reach consensus, the matter is referred to the Registrar, the Dean, Undergraduate and Graduate Education and Dean, Research and Assessment, and the Dean, Clinics for further consideration.

Record

Given the confidential nature of student grades, and the often sensitive nature surrounding the circumstances under which students fall into academic risk, the Committee's meetings are confidential and, as such, no detailed minutes are taken. Information cannot be shared by committee members with any other member of the institutional community, unless otherwise deemed necessary by the Registrar, the Dean, Undergraduate and Graduate Education and Dean, Research and Assessment, and the Dean, Clinics.

Summary notes are taken by the Director, Student Affairs, with a written recommendation for promotion or graduation where required.

The records are maintained and stored electronically in the Office of Student Services, in a confidential, password protected file on the Student Services drive.

Graduate Studies Residency Programs Student Promotion Committee

1. MANDATE

The Graduate Studies Residency Programs Student Promotion Committee has responsibility for supporting and promoting student success by:

1. Monitoring and reviewing student academic progress as it relates to the requirements of the Graduate Studies Residency Programs;
2. Developing and monitoring integrated advising plans for students at academic risk;
3. Reviewing the implementation of academic accommodations for students with disabilities;
4. Reviewing final academic status in each year of the program and making recommendations for promotion and graduation in accordance with academic policy, and the program requirements as outlined in the Academic Calendar; and
5. Annually reviewing and analyzing student progress data to identify performance trends and opportunities to enhance student engagement, and presenting such to various institutional stakeholders.

2. MEMBERSHIP (6 voting members)

Chair: Director, Graduate Studies (voting)

Voting Members:

1. Graduate Studies Residency Programs Coordinators
2. Director, Student Affairs
3. Student Success Counsellor

Non-Voting Members:

4. Registrar
5. Dean, Undergraduate and Graduate Education

Guests:

Other members of the institution (faculty, staff, students) may be invited to participate in committee meetings to discuss aggregate data and trend analysis. Discussion and review of individual student performance data may only occur with official members of the committee.

3. RESPONSIBILITIES

1. In preparation for each meeting, the Program Coordinators provide student progress data. Such data includes, but is not limited to, course grades to date and outcomes on examinations. It is imperative that faculty submit assessment results within two weeks of the assessment's administration, to ensure that the Director can assess the necessary data for review.
2. The Committee reviews the status of each student identified as being at academic risk, and determines the best approach for advising and intervention, depending on the student's needs, and the person who is best positioned to provide advising. Where

required, the development, implementation and monitoring of an advising/success plan is mutually agreed upon by the student and the associated advisor.

3. The Director, Graduate Studies oversees and monitors the repository of common data relating to the committee's work including progress data as provided in 2., and notes from individual advising sessions with students, including details of agreed upon advising/success plans. Such a repository is accessible only to committee members on a restricted access common drive, with data encrypted as necessary.
4. The committee reviews the effectiveness of the implementation of academic accommodation plans for students with disabilities. The review of these plans is to ensure that the institution is fully and effectively meeting its legislated obligations in a manner that promotes inclusion and minimizes barriers to student success, and that students are fulfilling their obligations as outlined in associated academic policy. The individual academic progress of students with academic accommodations is not subject to review by the committee unless the student falls within the definition of being at academic risk. Should changes to accommodation plans or the manner in which they are implemented be recommended, such a recommendation is undertaken by the Student Success Counsellor, and subject to review in accordance with academic policy.
5. In cases where it is recommended that a student not be promoted in or graduate from the academic program, such a recommendation is made to the Registrar and the Dean, Undergraduate and Graduate Education. The decision is communicated to the student in accordance with the Academic Standing and Status Policy.
6. Annually, the committee undertakes a review of student progress data to explore and identify opportunities to inform curriculum and pedagogy.

Chair's Role and Responsibilities

The Chair is responsible for scheduling meetings, taking summary notes, and presenting recommendations regarding student promotion to the Registrar and Dean, Undergraduate and Graduate Education.

Definitions

A student at academic risk is a student who:

1. Has received an unsuccessful grade on two or more academic requirements in a given academic term;
2. Has received an unsuccessful final grade in one course; and
3. Is on academic probation.

Meetings

The Graduate Studies Residency Programs Student Promotion Committee meets a minimum of twice per academic year, and at other times to review exceptional matters at the request of the Dean, Undergraduate and Graduate Education.

Procedures

Where possible, the committee should aim to establish consensus on recommendations that adversely impact a student's promotion or graduation. In the event that the committee does not reach consensus, the matter will be referred to the Registrar, and the Dean, Undergraduate and Graduate Education for further consideration.

Record

Given the confidential nature of student grades, and the often sensitive nature surrounding the circumstances under which students fall into academic risk, the Committee's meetings are confidential, and as such, no detailed minutes are taken. Information cannot be shared by committee members with any other member of the institutional community, unless otherwise deemed necessary by the Registrar, or the Dean, Undergraduate and Graduate Education.

Summary notes are taken by the Director, Graduate Studies, with a written recommendation for promotion or graduation where required.

The records are maintained and stored electronically in the Office of the Director, Graduate Studies in a confidential password protected file on the Graduate Studies drive.

Undergraduate Admissions Advisory Committee

1. MANDATE

The Undergraduate Admissions Advisory Committee is charged with:

1. Recommending to the Registrar the candidates for admission to the Doctor of Chiropractic program in an academic year;
2. Overseeing and ensuring the quality control of assessment teams during the admissions interview process;
3. Reviewing any files for which assessment teams were unable to determine an outcome, and making recommendations regarding admission;
4. Conducting any additional assessments (e.g. reference checks or re-interviews) arising from applications for which assessment teams were unable to reach an agreement on admissibility; and
5. Providing advice to the Registrar and Vice President, Administration and Finance with regard to the ongoing innovation of admissions practices and initiatives to ensure the institution's compliance with accreditation and regulatory standards for student admissions.

2. MEMBERSHIP (9 voting members)

Chair: see responsibilities (voting)

Voting Members:

1. Three members of faculty
2. One Academic Director (from any of Directors of Education, Years I-III or Directors of Clinical Education and Patient Care)
3. One Administrative staff member
4. President, Students' Council
5. Vice-Presidents, Students' Council
6. Director, Student Affairs

Non-voting members:

7. Recruitment and Admissions Officer
8. Registrar

Recording Secretary:

9. Student Services and Records Administrator

3. RESPONSIBILITIES

1. The Registrar appoints committee members upon recommendations and for terms as follows:
 - a. Faculty members are recommended by Faculty Council;
 - b. The Academic Director and administrative staff member are recommended by the Vice President, Administration and Finance;

- c. Faculty and Administration members are appointed for a 3-year term, which may be renewed once;
 - d. Ex-officio positions are on a continuing basis; and
 - e. The Chair is appointed from among the faculty or the Academic Director members for a one-year term by the Vice President, Administration and Finance.
2. In preparation for each meeting, the Recruitment and Admissions Officer and Registrar provide admissions data for the applicant pool of the incoming class. Such data includes, but is not limited to, applicant GPA, degree type and status, undergraduate institution, interview and personal statement scores.
 3. The Committee reviews the overall trends of the current applicant pool, historical trends, issues related to interview assessments, and current best practices in postsecondary recruitment and admissions.
 4. Where required, the Committee may recommend changes to an applicant's final admit score based on issues identified in the admissions process such as interview, personal statement or GPA score.
 5. The Student Services and Records Administrator is responsible for taking minutes during all Committee meetings.
 6. The Recruitment and Admissions Advisor oversees and monitors the repository of data relating to the committee's work including applicant data and trends as provided in 1. and 2. above.
 7. The committee reviews the effectiveness of the admissions selection interview process to ensure that the institution is fully and effectively meeting its legislated obligations in a manner that promotes integrity, inclusion, and student success.
 8. Annually, the committee undertakes a review of student progress data to explore and identify opportunities to inform recruitment and admissions practices.

Chair's Role and Responsibilities

The Chair is responsible for scheduling meetings and presenting recommendations regarding the candidates for admission to the Doctor of Chiropractic program to the Registrar and Dean, Undergraduate and Graduate Education and Dean, Research and Assessment.

Meetings

The Undergraduate Admissions Advisory Committee meets minimum one time per year. Additional meetings may be called as needed.

Procedures

Quorum for the Undergraduate Admissions Advisory Committee is five voting members, of whom at least one is a Students' Council member, and two are faculty.

The Registrar provides an annual report for information to the Institutional Affairs Committee following the conclusion of the admissions process. Additional items for consideration by the Institutional Affairs Committee may come forward on an as needed basis.

Record

Given the confidential nature of candidate applications the Committee's meetings are confidential, and as such, meeting minutes and information cannot be shared by committee members with any other member of the institutional community, unless otherwise deemed

necessary by the Registrar or the Dean, Undergraduate and Graduate Education and Dean, Research and Assessment.

The records are maintained in the Office of the Registrar, on a confidential Student Services Division drive.

Graduate Studies Residency Programs Admissions Advisory Committee

1. MANDATE

The Graduate Studies Residency Programs Admissions Advisory Committee is charged with:

1. Recommending to the Registrar the candidates for admission to the Graduate Studies Residency Program in an academic year;
2. Participating in the admissions interview process; and
3. Providing advice to the Registrar and Dean, Undergraduate and Graduate Education with regard to the ongoing innovation of admissions practices, and initiatives to ensure the institution's compliance with accreditation and regulatory standards for student admissions.

2. MEMBERSHIP (6 voting members)

Chair: Director of Graduate Studies, Chair (votes only if there is a tie)

Voting Members:

1. Three Program Coordinators, one from each of the Graduate Studies Residency Programs
2. One Administrative representative from Student Services
3. One Administrative staff member
4. One Graduate Student

Non-voting members:

5. Registrar

Recording Secretary:

6. Administrative Assistant, Graduate Studies

3. RESPONSIBILITIES

1. The Graduate Studies Residency Programs Admissions Advisory Committee reviews documentation and decides who will be interviewed, interviews the applicants, and makes recommendations on those to be accepted.
2. Annually, the committee undertakes a review of student progress data to explore and identify opportunities to inform recruitment and admissions practices.

Chair's Role and Responsibilities

The Chair is responsible for scheduling meetings, providing documentation, leading the interview process and presenting recommendations regarding the candidates for admission to the Graduate Studies Residency Programs to the Registrar and the Dean, Undergraduate and Graduate Education.

The Chair appoints the Administrative Staff members for a renewable three-year term and the Graduate Student for a one-year term.

Meetings

The Graduate Studies Residency Programs Admissions Advisory Committee meets at one time per academic year.

Procedures

Quorum for the Graduate Studies Residency Programs Admissions Advisory Committee is four voting members at least two of whom are a Program Coordinator from one of the Graduate Studies Residency Programs. In the event of a tie, the Chair will cast the deciding vote.

The Chair and Registrar provides an annual report for information to the Institutional Affairs Committee following the conclusion of the admissions process. Additional items for consideration by the Institutional Affairs Committee may come forward on an as needed basis.

Record

Given the confidential nature of candidate applications the Committee's meetings are confidential, and as such, meeting notes and information cannot be shared by committee members with any other member of the institutional community, unless otherwise deemed necessary by the Registrar or the Dean, Undergraduate and Graduate Education.

The records are maintained in the Office of Graduate Studies, on a confidential Graduate Studies Division drive.

Program Advisory Committee (PAC)

Requirement for Program Advisory Committee

Under the quality assurance and best practices set forth by Ontario's Postsecondary Education Quality Assessment Board, as a Benchmark for the Program Content Standard, CMCC must have that a Program Advisory Committee (PAC) for the Doctor of Chiropractic Program (DC).

1. MANDATE

The PAC provides strategic advice to ensure the currency and relevance of curricula, while expanding opportunities for students and faculty with institutional collaborations and resources, so that graduates possess the requisite skills and competencies to enter practice. The PAC may play an active ongoing role in support of the program, however, is not authorized to make decisions on behalf of the program.

2. MEMBERSHIP

Members of the PAC are selected by CMCC for their expertise and leadership in their respective fields. They may be drawn from private and public organizations and agencies, professional bodies, other academic institutions, or from the community-at-large. Normally, the PAC will not have more than one representative from the same organization. A member may not appoint a designate to act in their place. CMCC will replace any member who is unable to continue participating on the committee or who has resigned. CMCC full-time, part-time, or contract employees and students are not eligible to be members of the PAC; however, their input may be sought by the committee when appropriate. Membership on the PAC does not imply endorsement by CMCC of a particular company, product or service. CMCC Alumni are considered for PAC membership when appropriate.

The PAC will have at least eight members and additional members at the discretion of the Dean, Undergraduate and Graduate Education and Dean, Clinics. The term for committee members is three years with one renewal. If a member is appointed as a result of their participation in an organization, and that member leaves the organization which they represent, that person will be deemed to have resigned, unless the committee requires their continued expertise.

The Chair is selected either by election or acclamation by the members of the Program Advisory Committee. The Chair serves a two-year term and may be re-elected for one additional two-year term, when circumstances warrant.

It is acknowledged that: CMCC encourages diverse program advisory membership; CMCC is committed to providing equal opportunity in accordance with relevant legislation; CMCC does not discriminate nor tolerate discrimination on the basis of race, colour, religion, sex, age, national origin, marital status, sexual orientation, gender identity, genetic information, or against any individual with disabilities in their participation on the PAC.

3. RESPONSIBILITIES

The Program Advisory Committee is to direct its attention to, and may:

1. Inform curriculum development, to help ensure that graduates possess the competencies, knowledge, and skills required by the profession;
2. Advise on matters related to outside accreditation, where appropriate;
3. Assist in determining current and projected demand for program graduates;
4. Assist in identifying ways in which the program can most effectively meet societal needs;
5. Formally endorse the curriculum as part of CMCC's Self-Study and participate in the program review process;
6. Support the identification of student placements and graduate employment opportunities;
7. Promote the Program in the external community; developing links with the profession and the broader community; and
8. Strive to achieve best practice in the DC program.

Chair's Role and Responsibilities

The Chair of the PAC provides leadership to the Committee and encourages the members to consider issues from a broad perspective.

The Chair will:

- Set the agenda;
- Chair all meetings; and
- Liaise through the Office of the Dean, Undergraduate and Graduate Education in the preparation of meeting schedules and agendas; follow-up on action items as required; review and approve meeting minutes prior to distribution; and submit annual reports and periodic updates to the Learning and Engagement Committee (LEC) outlining major accomplishments of the committee, recommendations for program improvement, and any identified program concerns.

In the event that the PAC Chair is unavailable or unable to perform these responsibilities, on a temporary basis, the Chair shall appoint a member to carry out such duties.

Meetings

Normally two meetings per year.

Procedures

Quorum for this committee is fifty percent (50%) of the membership plus one. Only PAC members are eligible to vote. Voting can be completed electronically when appropriate.

CMCC's staff serve as the secretariat to the PAC providing support with setting up meetings, booking times and spaces, etc.

Record

The Office of the Dean, Undergraduate and Graduate Education provides administrative support for the PAC. Agendas, the minutes, and documentation are maintained and stored electronically on a confidential Academic Division drive.

Educational Technology Committee (ETC)

1. MANDATE

The Educational Technology Committee (ETC) is a standing committee that brings together Undergraduate and Graduate education, Information Technology (IT), Faculty, and Library Services, with student representation from Student Council. The Educational Technology Committee serves as a forum for sharing plans for implementation and assessment of Educational Technologies, while ensuring that these technologies best suit the academic needs of learners and of the institution. The ETC also helps ensure that best pedagogical practices for the use of technology and online learning are followed.

Executive Sponsor

Dean, Undergraduate and Graduate Education

2. MEMBERSHIP

The membership of the ETC includes representatives from the following:

- Director, Curriculum and Faculty Development
- Information and Technology
- Library Services
- Student Services
- Undergraduate and Graduate Studies
- Faculty Council
- Student Council
- ExamSoft Subcommittee Chair

Reporting Structure

The Committee Chair reports to the Dean, Undergraduate and Graduate Education, and provides updates to the Curriculum Committee. Tools of measurement and measures of success will be reported under strategy I.B: Deliver a curriculum that is competency driven, clinically led, evidence-informed and enhanced by facilities and technology.

Operation of the Committee

1. The Educational Technology Committee meets monthly. More frequent meetings may be required during budget development and may be arranged at the call of the Chair.
2. Approved agendas and minutes of all meetings are kept and appropriately posted on KIRO. Material is posted within one week of approval.
3. The Committee makes recommendations regarding the composition of sub-committees and working groups to be constituted as required.

Information Technology Committee

1. MANDATE

The Information Technology Committee (ITC) is established as a standing committee to provide recommendations, guidance, and strategic direction for all matters related to information technology (IT) at CMCC. The ITC serves as a collaborative body to ensure that the CMCC's IT resources and initiatives align with its overall mission, goals, and long-term vision. The ITC shall:

- Advise the CIO on IT-related policies, strategies, and investments.
- Provide guidance in the implementation of IT projects and initiatives, ensuring engagement and communication with all stakeholders.
- Promote innovation and emerging technologies to enhance the educational, clinical and administrative functions of CMCC.
- Review IT-related challenges and risks, ensuring the security and integrity of CMCC data and systems.
- Foster collaboration and communication among different CMCC departments and stakeholders involved in IT.

2. MEMBERSHIP

The ITC shall consist of representatives from various CMCC constituencies to ensure a comprehensive perspective on IT matters. The membership composition is as follows:

- Chair: The Chief Information Officer (CIO), responsible for presiding over meetings, setting the agenda, and representing the ITC to the CMCC community.
- Other Executive Representatives: The other members of the Executive Leadership Team (ELT), and/or one or more administrative staff members nominated by an ELT member to represent their divisional interests.
- IT Experts: One or more IT experts with specialized knowledge and experience, appointed by the CIO.
- External Advisers: External experts or consultants may be invited on an ad hoc basis to provide specialized insights and guidance.
- Secretary: The ITC Chair may appoint a secretary or designate an existing staff member to handle administrative tasks, record minutes, and maintain documentation.
- Chair ETC: The chair of the Educational Technologies Subcommittee, of the Curriculum Committee, shall be a member of ITC ex-officio.

3. RESPONSIBILITIES

The ITC shall have the following responsibilities:

- a. Strategic Planning: Review and advise on CMCC's IT strategic plan, ensuring alignment with institutional goals and priorities.
- b. Resource Planning: Review and make recommendations regarding major IT projects and expenditures.

- c. **Project Oversight:** Review the scope, progress and outcomes of active IT projects and initiatives, providing guidance and addressing challenges as needed. Review the outcomes of completed IT projects, providing retrospective feedback and lessons learned.
- d. **Policy Development:** Review IT policies, procedures, and standards ensuring alignment with institutional goals and priorities.
- e. **Risk Management:** Review IT-related institutional risks and vulnerabilities, and provide input on strategies to mitigate them.
- f. **Technology Assessment:** Evaluate emerging technologies and their potential impact on CMCC, advising on their adoption or integration.
- g. **Data Governance:** Review data governance policies, ensuring the responsible management of CMCC data assets.
- h. **Communication and Collaboration:** Promote communication and collaboration among IT stakeholders and the CMCC community.
- i. **Reporting:** Provide periodic reports and updates to the CMCC administration, faculty, staff, and students on ITC activities and decisions.
- j. **Ad Hoc Committees:** Establish ad hoc committees or working groups as necessary to address specific IT-related issues or initiatives.
- k. **Review of Terms of Reference:** Periodically review and update these Terms of Reference to ensure they remain relevant and effective.

The ITC will meet regularly, and recommendations will be made by consensus or majority vote. Members are expected to act in the best interests of CMCC and to maintain confidentiality regarding sensitive IT matters discussed during meetings.

Reporting Structure

The ITC Chair provides updates to the Institutional Affairs (IA) Committee.

Meetings

The ITC shall meet quarterly, or as often as may be required, at the discretion of the Chair.

Academic Partnership and Collaborative Relationship Committee (APCRC)

1. MANDATE

The Academic Partnerships and Collaborative Relationships Committee brings together Undergraduate and Graduate Education, Clinics, Research, Force Sensing Table Technology™ (FSTT®) representation, Continuing Education and Advancement. The APCRC serves as a forum to share and explore partnership opportunities, and create strategies to maintain and grow existing collaborations in Canada and abroad. The APCRC plays an active ongoing role in support of partnerships and collaborations, however, is not authorized to make decisions on behalf of CMCC.

The APCRC exchanges ideas, solicits advice and feedback, represents CMCC in strategic academic partnership and collaborative relationship discussions, and strives to increase the number of innovative and strategic partnerships, and enhance co-ordination through an integrated approach to planning and delivery.

2. MEMBERSHIP (10 members)

Chair: Dean, Research and Assessment

Members:

1. Director, Research Partnerships and Health Policy
2. Dean, Clinics
3. FSTT® representation
4. Director, Graduate Studies
5. Director, Curriculum and Faculty Development
6. Director, Development and Clinic Advancement
7. Registrar
8. Continuing Education
9. Faculty
10. Graduate student

Key CMCC contacts are represented on the committee and determined based on subject matter expertise and role. Additional committee members are recommended by the APCRC to the Executive Leadership Team and President for approval.

3. RESPONSIBILITIES

1. The Committee shares information on collaborations and partnerships, and facilitates in the oversight and coordination of relationships.
2. The Committee operates a confidential risk-based process of scrutiny of the rationale for, and strength of, the academic partnership or collaborative relationship, and link to Strategic Plan. The APCRC may make a recommendation to the President for a potential partnership.
3. The Committee develops recommendations regarding the composition of sub-committees and working groups to be constituted as required.

Chair's Role and Responsibilities

The Chair provides efficient and effective leadership within a collegial and open environment, and is responsible for calling meetings, the agenda and minutes.

The Chair provides updates to the Executive Leadership Team in response to the Strategic Plan. Tools of measurement and measures of success are reported under strategies:

- IV.B.1 Critically appraise models and emerging opportunities for university affiliation for CMCC with other post-secondary institutions.
- IV.B.2 Enhance collaborative opportunities for education, faculty development, clinical care and research in Canada and abroad.
- IV.B.3 Establish CMCC as a leading global resource for chiropractic education.

The Chair provides updates to the Board Learning and Engagement Committee, eliciting Board action if required.

Meetings

The APCRC meets two times per year. More frequent meetings may be required during budget development and may be called by the Chair.

Procedures

The APCRC liaises through the Office of the Dean, Research and Assessment in preparation of meeting schedules and agendas; follow-up on action items as required; review and approval of meeting minutes prior to distribution; and submission of periodic updates to the Learning and Engagement Committee outlining major accomplishments, recommendations and any identified concerns.

Record

The Office of the DRA provides administrative support and ensures that approved agendas and minutes of all meetings are kept and appropriately posted on Knowledge Information Resources Online (KIRO), CMCC's learning management system. Material is posted within one week of approval.

Equity, Diversity and Inclusion (EDI) Committee

1. MANDATE

The Equity, Diversity and Inclusion Committee serves as a forum to explore and share actions to support a community at the Canadian Memorial Chiropractic College (CMCC) where students, staff, and faculty feel acknowledged, respected and a sense of belonging.

The EDI Committee develops recommendations on matters related to equity, diversity, and inclusion at CMCC in order to maintain an environment free of discrimination and intolerance.

2. MEMBERSHIP (8 members)

Co-Chairs: Selected from the Committee by the Vice President, Administration and Finance (VPAF) based on their experience with equity, diversity, and inclusion.

Members:

1. Co-Chairs (2)
2. Division of Student Services Representative (1)
3. Division of Human Resources Representative (1)
4. Administrative/Professional Staff Representative (2)
5. Curriculum and Faculty Development Representative (1)
6. Faculty Representative (2)
7. Students (2)
8. Other stakeholders at the discretion of the Co-Chairs

3. RESPONSIBILITIES

1. To identify EDI issues pertaining to the needs of students, staff, and faculty and provide feedback/recommendations on trends or issues that may impact the institution's delivery on its commitment to equality, diversity, and inclusion.
2. To highlight successes, identify challenges/barriers, and monitor changes, recommending innovative ways of addressing identified issues that will contribute to positive change at CMCC.
3. To garner information on the attitudes, experiences, beliefs, and perceptions of students, staff, and faculty regarding EDI at CMCC to:
 - a. Better understand the extent to which the CMCC campus climate supports diversity, equity, and inclusion;
 - b. Inform and improve EDI policies; and
 - c. Inform and support EDI practices at CMCC.
4. To support initiatives within CMCC's Strategic Plan related to EDI, with a particular focus on:
 - a. Goal II.A: Improve the health and wellbeing of the campus community
Strategy II.A.1 – Cultivate a culture of inclusion on campus.
 - b. Goal II.C: Establish CMCC as an employer of choice.

Strategy II.C.1 – Review and revitalize our statement of institutional values to reflect the contemporary context of education and the diverse backgrounds of our employees and students.

5. To make recommendations for strategies to best engage students, staff, and faculty of CMCC in the building of a more equitable, diverse, and inclusive environment at CMCC.
6. To review Terms of Reference for the EDI Committee annually to ensure ongoing relevance and appropriateness.

Chair’s Roles and Responsibilities

The Co-Chair provide efficient and effective leadership within a collegial and open environment. The Co-Chairs report to the Vice President, Administration and Finance and are responsible for calling meetings, setting the agenda, and maintaining appropriate records.

Meetings

Meetings are held 3-4 times per year. Additional meetings may be called by the Co-Chairs if needed.

Procedures

The EDI Committee reports to the Vice President, Administration and Finance, however members are responsible for providing updates of their discussions to their respective divisions and other committees as deemed relevant.

Record

The Administrative Assistant to the Vice President, Administration and Finance provides administrative support for the committee and ensures that approved agendas and minutes of all meetings are kept and appropriately posted on Knowledge Information Resources Online (KIRO), CMCC’s learning management system.

Undergraduate Academic Council (UAC)

1. MANDATE

The Undergraduate Academic Council, chaired by the Dean, Undergraduate and Graduate Education, provides an opportunity for undergraduate students and administration to meet and discuss issues and ideas to ensure that student concerns are addressed quickly. The UAC also provides undergraduate students with the opportunity to review and have input into new initiatives and proposed changes directly related to the student experience. The Council feedback on new initiatives and proposed changes is provided to Working Groups and the Curriculum Committee.

2. MEMBERSHIP (19 members)

Chair: Dean, Undergraduate and Graduate Education

Members:

1. Dean, Clinics
2. Three Directors, Undergraduate Education (Years I, II and III)
3. Director, Experiential and Integrative Learning
4. Two Directors, Clinical Education and Patient Care
5. Director, Library Services
6. Director, Curriculum and Faculty Development
7. Registrar
8. Eight Class Representatives: Two from each of Years I, II, III, and IV

3. RESPONSIBILITIES

Class Representatives are responsible for:

1. Communicating with their respective classes to determine issues, concerns or ideas that the class may have regarding the academic program;
2. Bringing to the attention of the Dean, Undergraduate and Graduate Education issues, concerns and ideas that students in their respective classes raise;
3. Providing assistance and suggestions for the resolution of concerns raised when possible; and
4. Providing student input into new initiatives and all proposed changes to the undergraduate education program.

Undergraduate Administration is responsible for:

1. Addressing issues, concerns and ideas raised by students at Council in a timely and efficient manner; and
2. Ensuring that students are apprised of and have an opportunity to provide timely input into new initiatives and all proposed changes to the Doctor of Chiropractic Degree program.

Chair's Role and Responsibilities

The Chair is responsible for calling scheduled and special meetings of the Council, the agenda, and minutes. The Chair is expected to provide efficient and effective leadership within a collegial and open environment.

Meetings

The Council meets for one hour monthly, or as needed, during the academic year.

Procedures

The Council is committed to fostering a climate of trust, appreciation and equitable treatment for the work and perspective of all involved in academic matters at CMCC.

Record

The Office of the Dean, Undergraduate and Graduate Education provides administrative support for the Council. Agenda and the minutes of meetings are posted on Knowledge Information Resources Online (KIRO), CMCC's learning management system.

Research Ethics Board (REB)

1. MANDATE

The Research Ethics Board operates under the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans (TCPS) of the Canadian Institutes of Health Research (CIHR), the Belmont Report, the Natural Sciences and Engineering Research Council of Canada (NSERC), and the Social Sciences and Humanities Research Council of Canada (SSHRC), as well as the Privacy Act. The REB operations are consistent with the policies of the Office of Human Subjects Research of the US National Institutes of Health (NIH).

The REB establishes the standards for and policies of review of research involving human subjects guided by and consistent with the Canadian Tri-council policy statement: Ethical conduct for research involving human subjects. The REB may elect to review individual proposals and is the final authority on routine ethics review. REB decisions, notwithstanding appeals to the appeals board, are final. No research that requires REB review may be conducted in the absence of REB approval. Although CMCC may refuse to allow research to proceed within its jurisdiction, this does not influence the REB's decision that the proposal is ethically acceptable. The REB has the authority to halt research that is not in compliance with these policies. The REB has the authority to terminate research that is unethical.

2. MEMBERSHIP (minimum of 5 members)

Chair: Appointed by the Dean, Research and Assessment from nominations made by the Manager, Office of Research Administrator (ORA) and the DRA.

Members:

1. At least two members must have expertise in research disciplines, fields, and methodologies in chiropractic;
2. One member must be knowledgeable in ethics (Tri-Council Policy Statement training certified, unless specialized ethical concerns demand additional expertise);
3. One member must be knowledgeable in the law (not currently retained by, or representing CMCC);
4. One member who represents the community, and has no affiliation with CMCC;
5. One member who is knowledgeable in privacy legislation.

Substitute members and/or ad hoc advisors:

1. Substitute members are nominated and appointed by the Chair of the REB, on recommendation of the Manager, ORA. They may be nominated to allow the REB to continue its function in the event of illness or other unforeseen eventualities, without altering membership composition set out in this section. Substitute members will have appropriate knowledge, expertise and training to fulfil their duties.
2. Ad hoc advisors may be invited to provide content expertise with respect to proposed research according to the policies of the REB.
3. Substitute members are to be distinguished from ad hoc advisors by their ability to be present for in camera discussions and to take part in voting.

3. RESPONSIBILITIES

1. Perform both expedited and full ethical reviews of research proposals, as appropriate under the TCPS to ensure the ethical and dignified treatment of research volunteers and human remains;
2. Facilitate content-expert peer review and consultative feedback to investigators through the ORA and the REB Chair for investigators who request this service; and
3. Review ethical policies and procedures and to provide feedback and recommendations to the Dean, Research and Assessment upon request.

No project involving human subjects or data from human subjects (including cadaver materials) may proceed without a determination of REB acceptance based on policies and procedures set out by the REB from time-to-time and published through the ORA.

The REB may establish rules under which preliminary data on a limited number of subjects, using procedures previously determined by the REB as posing very minimal or no risk, may qualify for approval based solely on those grounds, subject to the discretion of the Manager, ORA and the DRA.

Chair's Role and Responsibilities

The Chair is expected to provide efficient and effective leadership within a collegial and open environment. The Chair is responsible for calling scheduled and special meetings of the REB, the agenda, and minutes.

The decision of whether a study qualifies for expedited review rests with the REB Chair.

Procedures

The REB reports to the Institutional Affairs Committee through the Dean, Research and Assessment.

Meetings

The REB meetings are scheduled on the third or fourth Wednesday of every month. Meetings may be called to deal with specific issues at the discretion of the DRA.

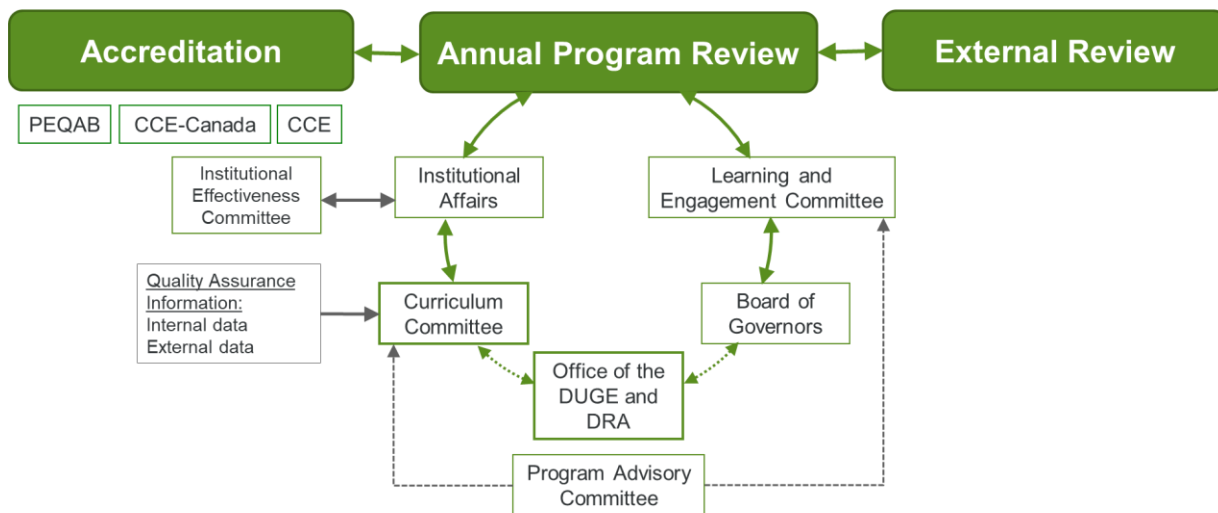
Record

Minutes are kept and maintained on behalf of the REB by the Manager, ORA. These minutes are not generally available but may be accessed for the purposes of internal and external audits, research monitoring, and to facilitate reconsideration and appeals. The release of this information is mediated by the DRA.

PROGRAM REVIEW PROCESSES

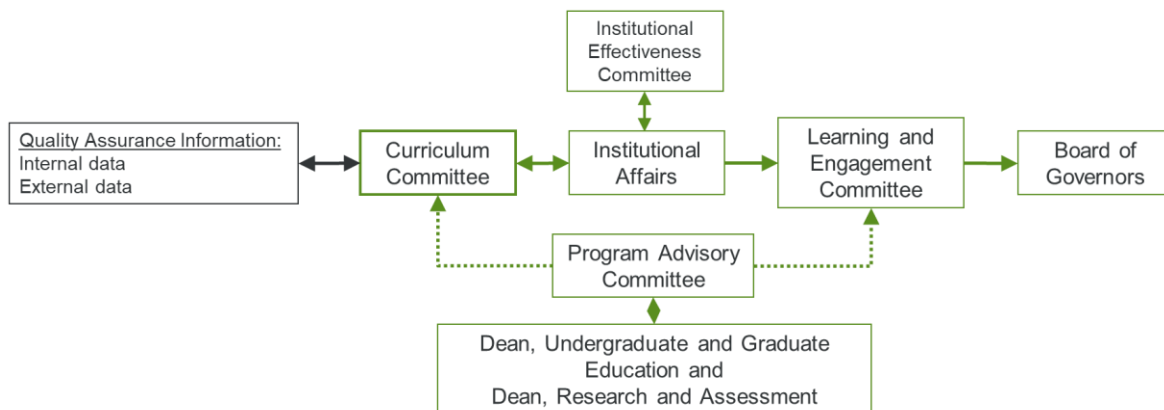
Accreditation, Annual Program Review, and External Review are the program review processes at CMCC, as described below. Each review is cyclical in nature and while the reviews may utilize similar quality assurance data, they are distinct processes that lead to continuous improvements of our Doctor of Chiropractic and Graduate Studies programs. The CMCC Academic Quality Assurance Framework Diagram describes the processes, committees and data used to support the program review processes. These processes include opportunity for reflection and debate on how to continually improve our program and student experience. The Academic Quality Assurance Decision Making Process Diagram describes how institutional data and metrics are used to inform decisions making, and approvals through various institutional committees.

CMCC Academic Quality Assurance Framework Diagram



Revised July 2024

CMCC Academic Quality Assurance Decision-Making Process



Revised July 2024

ACCREDITATION (SELF STUDY)

As a professional degree-granting institution, CMCC is subject to external review by its accrediting bodies. The accreditation process conducted by these bodies occurs minimally every 4 to 8 years and requires a self-study report.

The self-study is a collaborative and transparent process where the report is written by program administrators with input from the broader CMCC community including students, faculty, staff, and the Board of Governors. The self-study report is produced to demonstrate CMCC's compliance to the standards prescribed by its accrediting bodies and to reveal opportunities for improvement.

Once the self-study report is submitted to the accrediting body, the accrediting body may request additional documentation or material for review. Once all requested materials are received by the accrediting body, they will form an external Program Evaluation Committee (PEC) or site-visit team to review the self-study report as well as any other materials submitted for review. The PEC or site-team will then work with CMCC to schedule a site visit to validate and verify the content of the self-study report. Once they have concluded their site visit, the PEC or site team will issue a report outlining the institution's strengths, areas of concern, and opportunities for improvement.

ANNUAL PROGRAM REVIEW

The ongoing program review shall result in an annual report at the end of each academic year using data collected throughout the academic year. The report provides the basis for accreditation related reports and self-studies, supported by the Institutional Effectiveness Committee. A program review process is the result of an in-depth analysis of cumulative quality assurance information as well as documented discussions from the Board of Governors and its Learning and Engagement Committee and institutional committees such as Institutional Affairs Committee, Curriculum Committee, Student Promotions Committee, Program Advisory Committee, and Undergraduate Academic Council. Sources of quality assurance information are described below.

EXTERNAL REVIEW

CMCC conducts specific department or topic/theme reviews at the discretion of the President. The review must include a report which outlines areas of strength and recommendations for improvement and must be submitted to the President. Evidence of revisions made as a result of the review are to be documented and recorded in the minutes of CMCC's Curriculum Committee and/or Institutional Affairs Committee.

SOURCES OF QUALITY ASSURANCE INFORMATION

Sources of Quality Assurance Information include but are not limited to:

Undergraduate Education

Internal

1. Institutional Affairs Committee
2. Curriculum Committee
3. Institutional Effectiveness Committee
4. Program Advisory Committee
5. Faculty Council
6. Educational Technology Committee
7. Working Groups and Focus Groups
8. Student Promotions Committee
9. Undergraduate Admissions Advisory Committee
10. Undergraduate Academic Council
11. CMCC student performance by course outcomes and competencies (grades on Knowledge Information Resources Online (KIRO), CMCC's learning management system), ExamSoft™ Reports
12. Psychometric evaluation process
13. Item analysis of students' assessments
14. Student complaints
15. Course evaluations
16. Clinic Management Team Exit Interviews
17. Clinic File Audit Data
18. Patient Experience Survey
19. CMCC Profession Survey
20. CMCC Student Engagement Survey
21. CMCC Employee Engagement Survey
22. CMCC Key Performance Indicators (KPIs)
23. Student feedback/focus groups
24. Faculty feedback
25. Evidence-Based Research on Chiropractic, Health, and the Scholarship of Teaching and Learning
26. Meta Competency Mapping
27. Meta Competency Tracking
28. Meta Competency Achievement
29. Objective Key Results
30. Program Effectiveness Report

External

1. Canadian Chiropractic Examining Board (CCEB) results
2. National Board of Chiropractic Examiners (NBCE) results
3. External Reviews
4. Accreditation Standards and Reports
5. Ministry of Colleges and Universities Degree Level Standards and Reports

6. Evidence-Based Research on Chiropractic, Health, and the Scholarship of Teaching and Learning

Graduate Studies

Internal

1. Institutional Affairs Committee
2. Curriculum Committee
3. Institutional Effectiveness Committee
4. Graduate Studies Residency Programs Admissions Advisory Committee
5. CMCC student performance by course (grades on Knowledge Information Resources Online (KIRO), CMCC's learning management system)
6. Course evaluations
7. Exit interviews
8. CMCC Profession Survey
9. CMCC Key Performance Indicators (KPIs)
10. Faculty feedback
11. Course curriculum
12. Evidence-Based Research on Chiropractic, Health, and the Scholarship of Teaching and Learning
13. Student Promotion Committee

External

1. Fellowship examination results
2. External Reviews
3. Accreditation standards and reports
4. Ministry of Colleges and Universities Degree Level Standards
5. Evidence-Based Research on Chiropractic, Health and the Scholarship of Teaching and Learning
6. Specialty Colleges (may provide informal input to program following fellowship exams)

ACKNOWLEDGEMENT

Thanks to Ontario Tech University for sharing their Quality Assurance Handbook, Revised 2011 which provided ideas for this work.