

Managing Changes in Leadership from one CPR to the Next

- How to manage changes in leadership from CPR to CPR (8 years is usually beyond the time line of any one department head or Dean)

Some related observations from the first cycle of audits

Some ways to ensure more than one person is “in the know”:

- During one audit, the QA Key Contact described how one Dean used regularly scheduled monthly meetings with program chairs / directors to ask for updates on progress made toward implementing action items.
- In another audit, auditors commended the practice of incoming chairs being provided with the last three annual monitoring reports on their first day in their new positions, which helped maintain momentum and continuity.
 - NOTE: This practice would be helpful to also build into the requirements for onboarding a new Dean
- Similarly, another university reported that follow-up on monitoring reports was also a priority for the onboarding of a new Chair of a program or department.
 - NOTE: Again, this practice would be helpful to also build into the requirements for onboarding a new Dean
- In another case relating to the monitoring of a new program, the audit revealed that representatives from at least one program continuously referred to its original program proposal and the recommendations of the external reviewer, which helped the faculty make improvements to the program as it was becoming established. In so doing, the program was well-prepared to write the formal self-study and assess their progress when the first CPR was undertaken.

Additional onboarding-related advice from the Secretariat

- The AVPA's Office could build in an orientation specifically on the goals of and requirements for quality assurance as part of the onboarding for new Program Chairs, Deans, etc.
 - In particular, new Deans, Vice-Deans and Program Chairs will need, at an early stage in their new role, to understand the IQAP procedures that they have become responsible for.
 - Similarly, it would be very helpful to also orient new leadership to the benefits of the QA processes, including CPRs.
- All incoming new leaders should be provided with a status report of the CPRs for the Department / Faculty (complete, in progress and upcoming).
- Similarly, a briefing on any new program(s) either being developed, newly launched and monitored, or approaching their first CPR would be equally helpful.

- Ensuring wherever possible all QA-related documentation (and, ideally, communications) are stored on a shared drive or central QA data management system allows someone to step in mid-QA process, or launch the next CPR with all of the historical information at their fingertips.