

***STRICTLY CONFIDENTIAL***

**APDC/ASA EXECUTIVE SUMMARY TEMPLATE**

**FOR PROGRAM REVIEW**

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| **Subject:** | **School of Justice and Business Studies**  **Program Review Report** |  |
| **Program** | **Emergency Management (Ontario College Graduate Certificate)** | |
| **Presented by:** | **Jim Drennan** | |
| **Action:** | **For Discussion / Information** | |

**SOURCE**

• Fleming’s Quality Assurance Process (College Policy 2-207)

• ASA Committee mandate (Board Policy 1-102J) to conduct reviews of existing programs of instruction on an ongoing basis, subject to current regulation, legislation and policy directives

**PROGRAM STRENGTHS**

Emergency Management is among only two programs in the province devoted to delivering college-level applied learning in the field of Emergency Management. As such, it attracts students who are focussed, motivated, and engaged. The program is very well respected and our graduates are highly sought after across the country and internationally. At present, we have former graduates employed at Ministry of Natural Resources, Emergency Management Ontario, Attorney General, Transportation(MOT), Chalk River Nuclear Facility, Husky Energy, Region of Peel, CGI Group Inc, Alberta Emergency Measures, Alberta Health Services, City of Calgary, City of Sault Ste. Marie, Aboriginal Affairs and Northern Development Canada (AANDC).

The focus on a client-model of education results in a hands-on, applied learning that means when our students graduate, they are workplace-ready. Our feedback from industry partners who have hired our graduates repeatedly confirms this. This client model approach also distinguishes us from York University’s Master of Arts in Disaster and Emergency Management which is explicitly academic in its approach, as well as Sheridan’s program, which doesn’t offer an integrated client model. This client model also translates into a program that has an extremely high community value, a result of having industry relationships directly embedded in opportunities for learning.

The Emergency Management program also benefits from its alignment with the Canadian Emergency Management Business Continuity Standard, Z1600CSA, a practice that builds both credibility and relevance to the industry. While this alignment with this standard also sets our program apart from both York and Sheridan, we also work to ensure that we are providing students with as many industry “value adds” as possible, for example, students complete many Emergency Management Ontario certifications throughout the program, and have an opportunity to prepare for and challenge the DRI ABCP (Disaster Recovery Institute, Associate Business Continuity Professional) exam. Most recently, we’re working to develop a relationship that would provide students with an opportunity to certify as a AEM,( Associate Emergency Manager) designation of IAEM, (International Association of Emergency Managers).

**PROGRAM CHALLENGES**

The most significant challenge faced by the Emergency Management program is that we are a small, single-cohort program. The client model that provides such strength to the program does demand small, focussed class sizes and a high rate of direct faculty interaction. While in terms of teaching and learning, this is a benefit, from the broader college perspective this does mean that we do not meet our contribution expectation of 36% (the most recent costing analysis shows EMP at 18.6% contribution to overhead). We feel strongly though, that the reputation of the program, combined with the community value of our industry relationships, does offset this shortfall in financial contribution.

Another challenge faced within our program is maintaining faculty. As a specialized program, all faculty are heavily involved in the industry and this means it can be difficult to find instructors who have the flexibility required to teach our students. What’s more, when there is a high level of faculty turnover, it can be more of a challenge to maintain consistency across the program of study, semester to semester, and year to year. This is a challenge that we must continually strive to overcome, however, as the Program Advisory Council, as well as the Program Review Panel strongly advise that faculty in the program maintain strong and direct connections to an industry that is continually evolving.

**KPI RESULTS**

It is worth noting that KPI data can be difficult to interpret in single-cohort programs as the samples sizes are, by nature, extremely small. In all of the KPI categories, across all five years of reporting, the single largest sample size is 23, with many significantly smaller than that.

KPI 1: Graduation Rate:

* As a post graduate certificate, graduation rates are as is typical, much higher than the College score. We do have graduation rates just slightly below the System scores, but not enough to be cause for significant concern.

KPI 2 Overall Employment Rate

KPI 3 Related Employment Rate

KPI 4 Graduate Satisfaction with Generic and Vocational Learning Outcomes

KPI 11 Graduate Satisfaction with Program

* It is difficult to comment on any kind of pattern based on extremely low respondent numbers in the Emergency Management program. See Appendix 1, attached, for originating data.

KPI 8: Student Satisfaction with Learning Experience

KPI 9: Student Satisfaction with Teachers

* As noted above, it is difficult to determine any clear pattern based on small sample sizes, however, it is worth noting that our scores in both of these categories for 2012 were disappointingly low. A recommendation will be made to devote time to investigating this further and developing a response plan, if necessary.

Please see Appendix 1 for program excerpt from the KPI Report

**STUDENT DEMAND**

* The student demand for the Emergency Management Graduate Certificate is strong, meaning that our enrolment growth is outpacing the system and is equal to or greater than 3%
* It is important to note that Fleming and Sheridan are the only two programs that offer this program with complete registration data, and, that both have small intakes, however, according to our enrolment data, Fleming’s program has a mean growth rate of 19%.

Please see Appendix 2 for program excerpt from the Enrolment Trend Report

**COMPETITOR ANALYSIS**

* The competitor analysis for the Emergency Management Graduate Certificate is strong, meaning Fleming’s conversion ratio is greater than 2 below the system.
* As above, it is important to note that Fleming and Sheridan are the only two programs that offer this program with complete registration data, and, that both have small intakes, however, according to our conversion data, Fleming’s program has been consistently below the system and Sheridan.

Please see Appendix 3 for program excerpt from the Conversion Report.

**FINANCIAL ANALYSIS**

* The financial analysis for Emergency Management is weak.
  + Contribution to overhead: 18.6%
  + Program Weight: 1
  + Funding Unit: 1
* As a relatively low cost program, the only way to increase the contribution to overhead is to increase enrolment, which puts in jeopardy one of the key strengths of the program, it’s focussed client model and small size.

**SUMMARY OF RECOMMENDATIONS**

A summary of the recommendations contained within the full report.

***NOTE: Recommendations should clearly differentiate between those strategies that build upon strengths versus those developed to address any gaps that may exist***

Recommendations Building on Program Strengths:

1. Change the title of the program from Emergency Management to Emergency Management and Business Continuity and revise Program Outcomes to reflect this inclusion
2. Explore the possibilities for a co-op and/or apprenticeship opportunity for students
3. Strengthen the pathway between Fleming’s Justice and Business programs and the EMP post grad certificate
4. Work with other Justice programs in the development and implementation of a “Skills for Justice” scenario room
5. Develop relationship and explore educational opportunities with Seneca’s Air Flight School coming to the Peterborough Airport
6. Update website and develop social media presence as a way to attract strong student candidates and share success stories of program and graduates

Recommendations Developed to Address Gaps Identified:

1. Review assessments across the program to ensure an effective and relevant combination of assessment strategies
2. Explore Continuing-Education opportunities for elements of the program to be delivered as either continuing education or contract training opportunities.
   * For example, blended learning options that would be attractive to part-time or remote students, or an Emergency Management outreach program that could provide customized contract training to community partners in police (Peterborough Lakefield Community Police), fire (Eastern Ontario Fire Service), healthcare (Peterborough and Cobourg hospitals), etc.
3. Develop a relationship and potential pathway with York University’s Master of Arts in Disaster and Emergency Management

**PROGRAM REVIEW PANEL**

**Program Review Panel Meeting Date**: February 5th, 2013

**Program Review Panel Participants**:

Dean: Jim Drennan

Program Co-ordinator: Rod Manley

Chair: Deb Holts

Curriculum Consultant: Wendy Morgan

Program Faculty/Support: Brandi Brown

External Members: Jodi DeNoble(City of Peterborough)

David Duncan(Ministry of Natural Resources)

Dave Croft (current EMP Student)





