



**ONTARIO UNIVERSITIES**  
COUNCIL on QUALITY ASSURANCE

# ANNUAL REPORT

June 2012 – July 2013



## Mission

The Ontario Universities Council on Quality Assurance is the provincial body responsible for assuring the quality of all programs, leading to degrees and graduate diplomas that are granted by Ontario's publicly assisted universities, and the integrity of the universities' quality assurance processes. Through these practices, the Quality Council also assists institutions to improve and enhance their programs. In fulfilling its mission, the Quality Council operates in a fair, accountable and transparent manner with clear and openly accessible guidelines and decision-making processes, and through reasoned results and evidenced-based decisions.

## Mandate

The roles and responsibilities of the Quality Council, while respecting the autonomy and diversity of the individual institutions, are the following:

- to guide Ontario's publicly assisted universities in the ongoing quality assurance of their academic programs
- to review and approve proposals for new graduate and undergraduate programs
- to ensure through regular audits that Ontario's publicly assisted universities comply with quality assurance guidelines, policies and regulations for graduate and undergraduate programs
- to communicate final decisions to the Ministry of Training, Colleges and Universities
- to review and revise, from time to time for future application, the Council of Ontario University's quality assurance protocols in light of its own experiences and developments in the field of quality assurance
- to liaise with other quality assurance agencies, both provincially and elsewhere
- to undergo regular independent review and audit at intervals of no longer than eight years

### **Ontario Universities Council on Quality Assurance**

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## Message from the Chair of the Quality Council Sam Scully



The *Quality Assurance Framework* (QAF), the charter document of the Quality Council on which Ontario's public universities agreed in 2010, is now in full operation. In many ways the universities and the Council are, of course, still in transition as we all learn to implement the QAF. Thus the responsibilities of the Council are yet to be fully understood and embraced by those developing and delivering programs. Still, we are making good progress, and the Council enjoyed a very productive third year.

The Mission of the Quality Council states that it "assists institutions to improve and enhance their programs", and it does so in a variety of ways, as this Report illustrates. At the same time, the Council is "the provincial body responsible for assuring the quality of all programs...and the integrity of the universities' quality assurance processes." This dualism in our Mission, of assistance and assurance, requires us to discover an appropriate balancing of the two roles, and we also continue to work to discover the appropriate tone and modes of communication with the institutions. Our goal must be to emphasize the facilitative aspect of our Mission while not reneging on our obligation of "assuring quality". We are very conscious of the obligation to be fair and consistent in the evaluative aspects of our work, and work hard to honour this obligation.

This Report contains a summary of the new programs that the Council, on the recommendation of the Appraisal Committee, has approved. In all the variety one can observe several contemporary trends: the growing number of graduate programs, the applied or vocational focus of many of the programs at all levels, and, above all, the innovative cast of much that is listed there. A very great deal of the new programming is responding to the changing demand of students and society, and that response powerfully demonstrates the creativity and innovation of the universities in these times.

The continuing effectiveness and efficiency of the Quality Council, the Appraisal Committee and now the Audit Panel are due in considerable measure to the wisdom and hard work of our Secretariat under the leadership of Donna Woolcott and her team (Cindy Robinson, Shevanthi Dissanayake and Barbara Kelly). We must acknowledge the support and cooperation of the universities and all those who volunteer their time to this significant work. We should all take great pride in what we are collectively achieving, even as we must continue to strive to enhance the quality of the Province's programs and work.

## Message from the Executive Director Donna Woolcott



This third Annual Report marks a milestone for the Ontario Universities Council on Quality Assurance: the implementation of the final phase of the quality assurance process, the Audit. Each university is audited on an eight-year cycle to examine its adherence to its ratified Institutional Quality Assurance Processes (IQAP). Audits were conducted at the University of Ottawa and Brock University in this first audit year. The volume of appraisal activity (including new program approvals) was greater in the third year than in the second as is reflected in data presented later in this report.

These quality assurance activities take place in the universities in very challenging times. The turbulence of last year continues as funding pressures mount, and government policies and direction change. Despite an environment of reduced resources and uncertainty, universities are responsive to demands of changing labour markets, discoveries and developments in many fields, technological and other changes in teaching and learning, and to student feedback. While universities are meeting student and societal demand for new undergraduate and graduate programs they are amplifying efforts to sustain and improve quality. New forms of program delivery are emerging with advances in technology and its application in and out of the classroom. The Quality Council sees evidence that programs are making progress in identifying and assessing learning outcomes; still many continue to be challenged by this new approach. The April 2013 Symposium on Learning Outcomes Assessment, co-sponsored and organized by the Quality Council, attracted a large audience and more than 70 speakers from Ontario universities. During my visits to several universities, I have observed the continuing commitment to quality assurance including the transition to a learning outcomes approach.

The Quality Council and its Appraisal and Audit Committees are populated with committed members who are diligent in ensuring the continued successful implementation of the Quality Assurance Framework. I particularly acknowledge the outstanding leadership of Quality Council Chair, Sam Scully; Appraisal Committee Chair, Jeff Berryman; and Appraisal Committee Vice-Chair, Sandy Welsh. I also want to thank outgoing members of both groups including Cheryl Regehr, Eric Nay, Doug Evans and Kathy Shailer whose terms ended in June 2013. Ten auditors were appointed to the Audit Panel in 2012-2013, and six actively served as auditors in this first year of audits.

The accomplishments we have achieved this past year would not have been realized without the dedication of the members of my team in the Quality Assurance Secretariat. Cindy Robinson and Shevanthi Dissanayake provided outstanding co-ordination and administrative assistance. We were fortunate to have Barbara Kelly join us near the end of the year to provide support on the final stages of development of the Quality Council's new website and other projects. They were in regular contact with members of the universities, responding to questions and providing assistance and advice on request. I thank them for their support.

## Overview of the Roles of the Quality Council

The work of the Quality Council is summarized in the following chart. Detailed descriptions of the results of this work can be found throughout this Report.

Established in 2010 by the Council of Ontario Universities (COU)

Guided by the *Quality Assurance Framework* to help institutions improve and enhance for-credit programs

Oversight of quality assurance processes of all for-credit undergraduate and graduate programs at Ontario's publicly assisted universities

At arm's length from Government and Ontario's universities

Responsible for new program approvals and audits, assisted by the Quality Council's Appraisal and Audit Committees

The *Guide to the Quality Assurance Framework* offers practical suggestions, references, templates and examples of best practice to assist universities in their quality assurance work

## Appraisal Activity

The data presented in Table 1 below suggest vibrant and increasing program development activities in Ontario's universities.

About one-third of the proposals were for undergraduate programs and a further 30% were for new master's programs. Details about the approved programs contained later in this report indicate that many of the new programs being developed are interdisciplinary and applied in nature, reflecting contemporary student interests and response to emerging social, economic and professional developments.

Appraisal of 26 reports included those still in effect from the previous Ontario Council on Graduate Studies (OCGS) review process and those programs "Approved to Commence, with Report" by the Quality Council. Most (92%) of these reports were accepted indicating that any outstanding quality assurance issues had been addressed appropriately by the university.



*"We take great pride in our QA process; it gives us opportunity to work with departments, not only to review, but to develop new and innovative graduate programs. The process supports cross-faculty and multidisciplinary discussions as we conceive and create timely programs that are responsive to the global environment."*

*Dr. Janice Deakin, Provost and Vice-President Academic, Western University*

**Table 1: Comparison of Appraisal Activity**

Appraisal Activity by New Program Type	Total Submitted in:		In Progress at June 30:		Total Completed in:	
	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13
New Undergraduate	11	25	3	4	8	21
New Master's	18	21	8	2	10	19
New Doctoral	4	9	2	1	2	8
New Graduate Diplomas	19	9	8	3	11	6
New Field in Graduate	0	1	0	1	0	0
New Collaborative (Graduate)	5	4	2	0	3	4
<b>Total: New Programs</b>	<b>57</b>	<b>69</b>	<b>23</b>	<b>11</b>	<b>34</b>	<b>81</b>
Reports	23	26	26	2	23	24
<b>All Appraisals</b>	<b>80</b>	<b>95</b>	<b>49</b>	<b>13</b>	<b>57</b>	<b>105</b>

### Timelines for Appraisal

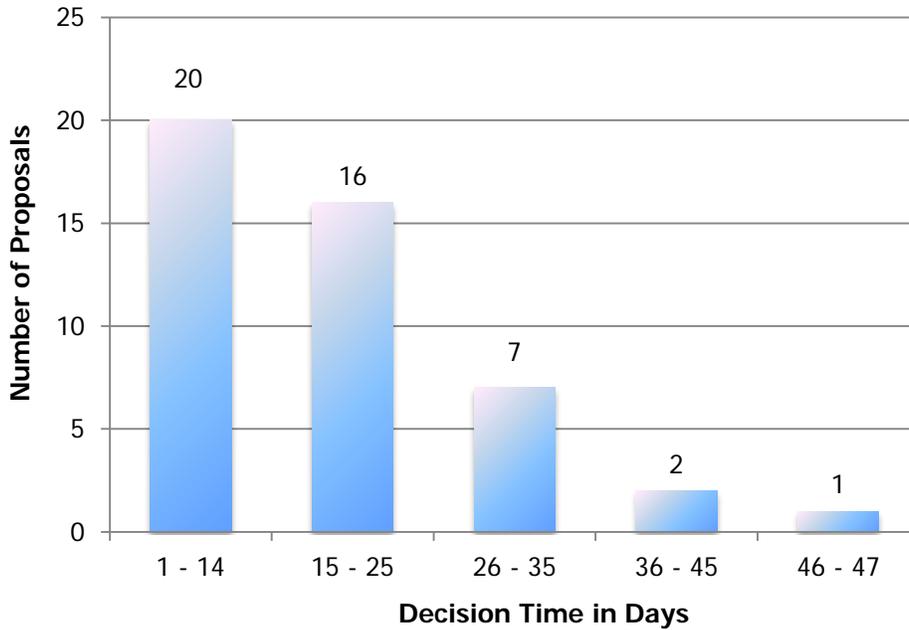
The Quality Assurance Framework promises that a university will normally receive a decision on a proposed new program within 45 days of submission. When the Appraisal Committee requires additional information, the university should receive a decision within a further 30 days of the Committee receiving a satisfactory response to its request. The charts below illustrate the Quality's Council degree of success in meeting these target turnaround times.

Of the appraisals completed in 2012-13, 46 (or 48%) did not require any further interaction with the university making the submission. Of these straightforward proposals, 43% of the Quality Council and Appraisal Committee decisions were made in under 15 days. Virtually all (98%) of the decisions were communicated to the universities within 45 days of submission, with only one taking 47 days. The Quality Council's level of commitment to the turnaround times resulted in little impediment to the creation of new programs by Ontario universities.

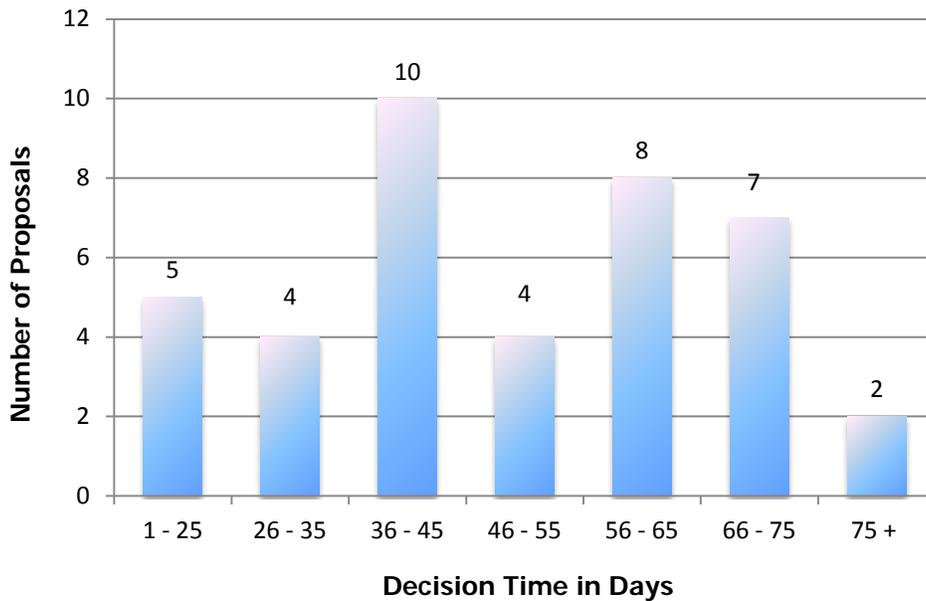
For the remaining completed submissions, there were 40 (or 42%) of the proposals that required additional information from and interaction with the submitting university. Of these, 61% were completed within 45 days and all but two appraisals were completed within the 75 day turnaround time. The length of time it took the universities to submit the requested additional information was the biggest factor in these longer turnaround times.

The charts include appraisals that were in progress at the year-end of 2011-12, but completed in 2012-13.

The following chart reflects the time taken for the Quality Council and its Appraisal Committee to make a final decision for proposals that did not require any additional information or interaction with the university:



The second chart reflects the decision time taken for proposals that included a request for additional information from, or interaction with, the university:



## Program Approvals



By year-end, the programs listed below were “Approved to Commence” or “Approved to Commence, with Report” by the Quality Council and its Appraisal Committee. The Quality Council’s website features brief descriptions of these [approved programs](#).

**Table 2: Program Approvals for 2012-13**

University and Program	Degree
<b>Carleton University</b>	
• African Studies (Collaborative Program)	Master’s Level
• Digital Humanities (Collaborative Program)	Master’s Level
• Health Science	BHSc
• Health: Science, Technology and Policy	MSc (HSTP)
• Health: Science, Technology and Policy	Graduate Diploma (Type 2)
• Health: Science, Technology and Policy	Graduate Diploma (Type 3)
• Philanthropy and Nonprofit Leadership	MPNL
• Philanthropy and Nonprofit Leadership	Graduate Diploma (Type 3)
<b>Carleton University – Dominican University College<sup>1</sup></b>	
• Bachelor in Theology / Baccalauréat en théologie	BTh
• Bachelor of Arts in Philosophy with minor in Ethics / Baccalauréat ès arts en philosophie avec mineur en éthique	BAPh (Eth)
• Bachelor of Arts with concentration in Philosophy / Baccalauréat ès arts avec concentration en philosophie	BAPh

<sup>1</sup> Carleton University revised its Institutional Quality Assurance Process to include the academic programs of its affiliate, Dominican University College.

University and Program	Degree
<ul style="list-style-type: none"> <li>Bachelor of Arts with double major in Philosophy and in Theology / Baccalauréat ès arts avec double spécialisation en philosophie et en théologie</li> </ul>	BAspPhTh
<ul style="list-style-type: none"> <li>Bachelor of Arts with Honours in Theology and Philosophy / Baccalauréat ès arts conjoint en théologie et en philosophie</li> </ul>	BATHPh
<ul style="list-style-type: none"> <li>Bachelor of Arts with major in Philosophy and minor in Theology / Baccalauréat ès arts avec majeure en philosophie et mineure en théologie</li> </ul>	BAspPh
<ul style="list-style-type: none"> <li>Bachelor of Arts with major in Theology and minor in Philosophy / Baccalauréat ès arts avec majeure en théologie et mineure en philosophie</li> </ul>	BAspTh
<ul style="list-style-type: none"> <li>Bachelor of Arts with major in Theology and minor in Philosophy / Baccalauréat ès arts avec majeure en théologie et mineure en philosophie</li> </ul>	BAspTh
<ul style="list-style-type: none"> <li>Bachelor of Philosophy / Baccalauréat en philosophie</li> </ul>	BPh
<ul style="list-style-type: none"> <li>Bachelor of Philosophy with minor in Ethics / Baccalauréat en philosophie avec mineure en éthique</li> </ul>	BPh (Eth)
<ul style="list-style-type: none"> <li>Doctorate in Theology / Doctorat en théologie</li> </ul>	PhD
<ul style="list-style-type: none"> <li>Master's in Theology / Maîtrise en théologie</li> </ul>	MTh
<ul style="list-style-type: none"> <li>Master of Arts in Theology / Maîtrise ès arts en théologie</li> </ul>	MATH
<b>Lakehead University</b>	
<ul style="list-style-type: none"> <li>Electrical and Computer Engineering</li> </ul>	PhD
<ul style="list-style-type: none"> <li>Mechanical Engineering</li> </ul>	MSc
<b>Laurentian University</b>	
<ul style="list-style-type: none"> <li>Master of Indigenous Relations</li> </ul>	MIR
<b>McMaster University</b>	
<ul style="list-style-type: none"> <li>Astrobiology (Collaborative Program)</li> </ul>	Master's & Doctoral Levels
<ul style="list-style-type: none"> <li>Bachelor of Arts in Justice, Political Philosophy and Law</li> </ul>	BA (Hon)
<ul style="list-style-type: none"> <li>Bachelor of Professional Communication (Honours)</li> </ul>	BPC (Hon)
<b>Queen's University</b>	
<ul style="list-style-type: none"> <li>Environmental Studies</li> </ul>	PhD
<ul style="list-style-type: none"> <li>Master of Management Analytics</li> </ul>	MMA
<b>Ryerson University</b>	
<ul style="list-style-type: none"> <li>Bachelor of Education (Primary/Junior) / Early Childhood Studies (Joint Program with York University)</li> </ul>	BA/BEEd

<b>University and Program</b>	<b>Degree</b>
• Biomedical Sciences	BSc
• Digital Media	MDM
• Sport Media	BA
<b>University of Guelph</b>	
• Tourism and Hospitality	MSc
• Tourism Research	Graduate Diploma (Type 3)
• Tourism Studies	Graduate Diploma (Type 1)
<b>University of Ontario Institute of Technology</b>	
• Nuclear Design Engineering	Graduate Diploma (Type 3)
<b>University of Ottawa</b>	
• Environmental Sustainability / durabilité de l'environnement (Collaborative Program / programme pluridisciplinaire)	Master's Level
• Gestion de la performance organisationnelle / Organizational Performance Management	Graduate Diploma (Type 3)
• Electronic Business / Affaires électroniques	PhD
• Leadership and Management / leadership et gestion	Graduate Diploma (Type 3)
<b>University of Ottawa – Saint Paul University</b>	
• Conflict Studies	PhD
<b>University of Toronto</b>	
• Environmental Studies	BA
• Master of Engineering in Cities Engineering and Management	MEngCEM
• Musculoskeletal Sciences (Collaborative Program)	Master's & Doctoral Levels
• Public Health Policy (Collaborative Program)	Master's & Doctoral Levels
<b>University of Waterloo</b>	
• Classical Studies	MA
• Green Energy	Graduate Diploma (Type 1)
• Honours Bachelor of Health Promotion	BHP
• Integrated Water Management (Collaborative Program)	Master's & Doctoral Levels
• Master of Arts in Public Issues Anthropology	MA
• Master of Climate Change	MCC
• Master of Environmental Studies in Sustainability Management	MES
• Master of Health Evaluation	MHE

<b>University and Program</b>	<b>Degree</b>
<ul style="list-style-type: none"> <li>• Master of Therapeutic Recreation</li> </ul>	MTR
<ul style="list-style-type: none"> <li>• Pharmacy</li> </ul>	PhD
<b>University of Windsor</b>	
<ul style="list-style-type: none"> <li>• Advanced Practice Oncology/Palliative Nursing</li> </ul>	Graduate Diploma (Type 3)
<ul style="list-style-type: none"> <li>• Kinesiology</li> </ul>	PhD
<ul style="list-style-type: none"> <li>• Master of Actuarial Science</li> </ul>	MAcSc
<ul style="list-style-type: none"> <li>• Master of Medical Biotechnology</li> </ul>	MMB
<b>Western University</b>	
<ul style="list-style-type: none"> <li>• Ancient Philosophy</li> </ul>	MA
<ul style="list-style-type: none"> <li>• Diploma in Professional Education</li> </ul>	Graduate Diploma (Type 3)
<ul style="list-style-type: none"> <li>• Doctor of Education</li> </ul>	EdD
<ul style="list-style-type: none"> <li>• Law</li> </ul>	PhD
<ul style="list-style-type: none"> <li>• Major in Arts and Humanities</li> </ul>	BA
<ul style="list-style-type: none"> <li>• Master in Professional Education</li> </ul>	MPEd
<ul style="list-style-type: none"> <li>• Master of Public Health</li> </ul>	MPH
<ul style="list-style-type: none"> <li>• Surgery</li> </ul>	MSc
<b>Wilfrid Laurier University</b>	
<ul style="list-style-type: none"> <li>• Community Music</li> </ul>	MA
<ul style="list-style-type: none"> <li>• Kinesiology</li> </ul>	PhD
<ul style="list-style-type: none"> <li>• Social Justice and Community Engagement</li> </ul>	MA
<ul style="list-style-type: none"> <li>• Social Work</li> </ul>	BSW
<b>York University</b>	
<ul style="list-style-type: none"> <li>• Bachelor of Education (Primary/Junior) / Early Childhood Studies (Joint Program with Ryerson University)</li> </ul>	BA/BEd
<ul style="list-style-type: none"> <li>• Electrical Engineering</li> </ul>	BASc
<ul style="list-style-type: none"> <li>• General Interpreting</li> </ul>	Graduate Diploma (Type 1)
<ul style="list-style-type: none"> <li>• Global Health</li> </ul>	BA/BSc
<ul style="list-style-type: none"> <li>• Language and Literacy Education</li> </ul>	Graduate Diploma (Type 2)
<ul style="list-style-type: none"> <li>• Language and Literacy Education</li> </ul>	Graduate Diploma (Type 3)
<ul style="list-style-type: none"> <li>• Master of Accounting</li> </ul>	MAcc
<ul style="list-style-type: none"> <li>• Master of Conference Interpreting</li> </ul>	MCI
<ul style="list-style-type: none"> <li>• United States Studies</li> </ul>	BA

## Annual Reports on Major Modifications



In addition to the vibrant new program activities underway in the universities, strong evidence is seen in the Tables that follow that universities are active in strengthening their existing programs. These changes are being made in response to new developments that are taking place in the field; improvements in teaching and learning strategies; response to student feedback; response from employers; improvements in technology. Table 3 (below) summarizes the 245 programs that underwent

328 major modifications, as reported in the Annual Reports on Major Modifications submitted by 20 of the 21 member universities in 2012-2013.

The category of “Other” was most commonly selected. Table 4 below describes in more detail these 90 “other” major modifications. The second most significant number of modifications made during the course of the year was to add 40 new specializations, honours, options, concentrations, or streams to an undergraduate program. A further 31 course and/or program requirement changes were made to the universities’ undergraduate programs, and 18 new fields, concentrations, or streams were added to graduate programs.

Finally, 40 undergraduate and graduate programs were closed across Ontario’s universities in 2012-2013.



**Table 3: 2012-2013 Reported Major Modifications by Program Level and Type**

<b>Type of Major Modification</b>	<b>Total</b>
<b>Undergraduate</b>	
Add specialization, honours, option, concentration, stream	40
Change course/program requirements	31
Closure of a program	28
Closure of a specialization, honours, option, concentration, stream	16
Change program name	13
Add new pathway for college students	12
Add new freestanding minor	9
Change program learning outcomes	5
Add co-op option	4
Change faculty/other essential resources	3
Closure of a minor	2
Other	58
<b>Undergraduate Total</b>	<b>221</b>
<b>Graduate</b>	
Add new field, concentration, stream	18
Closure of a program	12
Closure of a field, option	7
Change admission requirements	6
Change program name	6
Change course/exam requirements	5
Change field name	5
Add international partner/locale to an existing program	3
Change program learning outcomes	3
Add co-op, internship, practicum	2
Add Major Research Paper	2
Add new combined program	2
Add new unit to collaborative program	2
Change mode of delivery	2
Add part-time/full-time/course based option	2
Other	32
<b>Graduate Total</b>	<b>107</b>
<b>Grand Total</b>	<b>328</b>

Of the 90 major modifications reported as being “Other”, 10 were for new undergraduate modules, and a further seven were for the introduction of a new undergraduate certificate. At the graduate level, 11 major modifications were for changes to program requirements.

**Table 4: 2012-2013 Examples of “Other” Reported Major Modifications by Type**

<b>Type of Modification</b>	<b>Total</b>
<b>Undergraduate</b>	
New module	10
Establishment of a new undergraduate certificate	7
Add new minor	4
Change to admission requirements	4
New diploma	4
New option/minor/streams/pathway	4
New specialization	4
Addition of practicum	2
Change of specialization name	2
Change specialization to major	2
Change stream name	2
Closure of an undergraduate certificate	2
Name change	2
Miscellaneous “Other”	9
<b>Undergraduate Total</b>	<b>58</b>
<b>Graduate</b>	
Change course/program requirements	14
Create/Abolish course(s)	6
Change course description	2
Change fields	2
Expansion to include other language(s)	2
Multiple changes	2
Miscellaneous “Other”	6
<b>Graduate Total</b>	<b>36</b>
<b>Grand Total</b>	<b>94</b>

## Audits

Consistent with “best practice” quality assurance in place internationally, the Quality Assurance Framework calls for the audit of each Ontario publicly assisted university every eight years to ensure that the university is undertaking its quality assurance activities in conformity with its ratified Institutional Quality Assurance Policies (IQAP). These activities include the development of new programs, the modification of existing programs, and the arm’s-length external review of all programs at least every eight years.

The first two universities to be audited were Brock University and the University of Ottawa. Site visits by the Audit Teams took place in 2012-2013.



“The Audit, coming shortly after the introduction of our IQAP, was beneficial to Brock as it provided an opportunity to reflect on our use of our IQAP. While still awaiting the approved Auditor’s Report, the draft report provided recommendations and suggestions for improving the functioning of our quality assurance processes, taking into consideration best practices and our operationalizing the IQAP over the past three years. These changes will result in an improved quality assurance process at Brock University.”

Dr. Gregory Finn, Vice-Provost and Associate Vice-President, Academic, Brock University

**Chart 4: Audit Process Overview**



## Outreach

In follow-up to the successful 2012 Symposium, the [Symposium on Learning Outcomes Assessment: Practically Speaking](#) was held in Toronto on



April 22 and 23, 2013. University and college faculty and others directly involved in the assessment of learning outcomes made up the Symposium's 85 speakers and workshop presenters. Plenary sessions featured leading experts in learning outcomes assessment from Ontario, Australia and the U.S. More than 360 faculty members, deans, senior administrators and others involved in this area of work attended the event.

Dr. Thomas Angelo (below) was the keynote speaker. Dr. Angelo, an internationally recognized expert in learning outcomes assessment, currently serves Queens University of Charlotte (NC) as Founding Director of the Center for the Advancement of Faculty Excellence, Assistant Provost, and Professor of Higher Education. He led three highly interactive sessions that considered lessons



in the 30-year history of the learning outcomes assessment "movement." He touched on practical, research-based guidelines to help postsecondary institutions focus their efforts into an efficient and sustainable approach.

*"Thomas Angelo's presentation was a gold standard that future presenters should emulate."*

*Feedback from a Symposium Delegate*

The co-sponsors of the 2013 Symposium were the Council of Ontario Universities, the Ontario College Quality Assurance Service, the Ontario Council on Articulation and Transfer, and the Ontario Universities Council on Quality Assurance (Quality Council).

During the Symposium, the Quality Council hosted a special breakfast meeting for those responsible for quality assurance in the universities. This was an opportunity for participants to share both challenges and best practices in their quality assurance activities.

To enhance communication with its stakeholders and members of the public, the Quality Council committed to the strengthening of its organizational identity and, as part of that process, the redevelopment of its [website](#). Nearing completion by year's end, the website aims to reflect the fairness, accountability and transparency that supports the quality assurance process.

Easy-to-navigate menu items will include the policy document, [Quality Assurance Framework](#), and its companion piece, [Guide to the Quality Assurance Framework](#).

## On the Horizon

Now that the Quality Council is fully operational, the goal is to raise awareness about the important role it plays in assuring the highest quality of programs leading to degrees and graduate diplomas granted by Ontario's publicly assisted universities.

The Quality Council's new [website](#) provides a window into the Quality Council's role, and features two key documents – the [Quality Assurance Framework](#) and the [Guide to the Quality Assurance Framework](#), which is a helpful resource for those responsible for quality assurance at Ontario universities.

However, it is also important that the public understands how the Quality Council assures the highest standards for Ontario university students, and that universities are dynamic, innovative institutions whose programs are evolving with the times. The Council will seek to increase public awareness of its Mission and results.

In the coming year, the Quality Council will also work to strengthen its relationships with those responsible for Quality Assurance at Ontario universities, in an effort to broaden the understanding of the Framework and to expedite the process. The Council will also build relationships with quality assurance agencies in other parts of Canada with an eye to sharing best practices and improving efficiency.

In the first three years of operation, the Quality Council has recognized that universities benefit from guidance from the Council in the areas of policy and procedure. The Council will continue to act as a resource and extend this service as it works to fulfil the Mission.

The Quality Council's collaboration with similar organizations led to successful conferences in 2012 and 2013. That cooperation will continue in the coming year as planning begins for a third Learning Outcomes event scheduled for the fall of 2014.

The Quality Council welcomes suggestions and advice on how to enhance its performance and fulfil its Mission, and looks forward to another productive year.



## Membership of the Quality Council in 2012-2013

There are nine voting members of the Quality Council, including its Chair. Eight are appointed by the Ontario Council of Academic Vice-Presidents (OCAV) following an open nomination process for three-year terms, renewable once. The citizen member is appointed by the Council of Ontario Universities' Executive Committee.

### **Dr. Sam Scully, Chair**

Sam Scully, now a postsecondary education consultant, served eight-year terms as Provost and Vice-President Academic at both the University of Victoria and Dalhousie University. Since he retired in 2007, he has been engaged in quality assurance work, including policy development and conducting unit reviews, and in assisting Canadian universities with their searches for senior academic positions.

### **Dr. Ronald Bond, Out-of-Province Quality Assurance Expert**

Ronald Bond, now a consultant, is experienced in all levels of academic administration. He served as Provost from 1997 to 2006 at the University of Calgary, where he was named Provost Emeritus by the Board of Governors and has been invested as a member of the Order of the University of Calgary. Dr. Bond has completed two terms as Chair of the Campus Alberta Quality Council and is currently the Interim Chair of the Canadian Research Knowledge Network and Vice-Chair of the newly created Saskatchewan Higher Education Quality Assurance Board.

### **Dr. Sue Horton, Graduate Dean Representative**

Sue Horton is Associate Provost, Graduate Studies, at the University of Waterloo. She has served as Vice-President, Academic at Wilfrid Laurier University, Interim Dean at the University of Toronto, Scarborough, and Associate Dean in Arts and Science, University of Toronto. She has also served on one of the selection panels for the Premier's Discovery Awards, as Chair of the CIDA Tier 2 selection committee, as Vice-Chair of the Board of the International Food Policy Research Institute in Washington, D.C., and as Treasurer of the Board of the African Economic Research Consortium.

### **Mme. Maureen Lacroix, Citizen Member**

Maureen Lacroix's experience in Northern health care spans three decades in a variety of roles, ranging from frontline nursing to positions of senior leadership and administration. She was a member of the Laurentian University Board of Governors from 1996 to 2009, including serving as Chair of the Board of Governors from 2001 to 2003. She currently chairs the Northern Ontario Cancer Centre Foundation.

### **Dr. Moira McPherson, Undergraduate Dean Representative**

As the Deputy Provost at Lakehead University, Moira McPherson is responsible for leading the development of a new academic plan, program review and Lakehead's transition to the Quality Assurance Framework. She represents the Office of the Provost and Vice-President (Academic) on several Senate Standing Committees, including Undergraduate Studies, Continuing Education

and Distributed Learning, and is a member of the Graduate Studies and Deans' Councils. She served as Acting Vice-President (Academic) in 2010-11.

**Mr. Eric Nay, Academic Colleague Representative**

Eric Nay, an Associate Professor at OCAD University, has served as Assistant Dean of the Faculty of Liberal Studies and, most recently, two consecutive terms as Associate Dean of Liberal Arts and Sciences and the School of Interdisciplinary Studies. He has represented OCADU at COU as the University's Academic Colleague. An architect by education and training, Mr. Nay has helped establish and maintain quality standards and practices for programs, minors and graduate programs in his role at his own institution, and has served on many committees and subcommittees in his role at COU.

**Dr. Patrick Oosthuizen, Academic Colleague Representative**

Patrick Oosthuizen, a professional engineer, was born and educated in South Africa. After teaching several years at the University of Cape Town, he joined the Department of Mechanical and Materials Engineering at Queen's University in 1968. An award-winning teacher, Dr. Oosthuizen teaches mainly in the areas of Compressible Fluid Flow, Aerospace Engineering, Heat Transfer and Energy Systems. He was also greatly involved with the CDIO initiative in engineering education in its earlier stages, in particular investigating the criteria that define a high-quality engineering program.

**Dr. Cheryl Regehr, OCAV Representative**

Cheryl Regehr is the Vice-Provost of Academic Programs for the University of Toronto with responsibility for ensuring the quality of academic programs and units, academic planning and new program development, cross-faculty initiatives and University-wide academic policies. Former Dean of the Factor-Inwentash Faculty of Social Work, Dr. Regehr is a Professor in the Faculty of Social Work, the Faculty of Law and the Institute for Medical Sciences at the University of Toronto.

**Dr. Bruce Tucker, OCAV Representative**

Bruce Tucker is the Associate Vice-President, Academic Affairs at the University of Windsor. He is responsible for the academic planning and development of new academic programs, and the review of existing undergraduate programs. Dr. Tucker has published widely in both Canada and the U.S. on American intellectual and cultural history, the religious history of early New England, American urban history and Appalachian migration. He is currently working on a study of post 9/11 American political culture.

**Dr. Donna Woolcott, Executive Director (ex-officio)**

Donna Woolcott spent 30 years as a faculty member in Ontario and Nova Scotia including seven years as Vice-President (Academic) at Mount Saint Vincent University (MSVU) in Halifax, Nova Scotia. Prior to joining MSVU, Dr. Woolcott was the Assistant Vice-President (Academic) at the University of Guelph, where she had oversight for the university's internal quality review processes. From 2004 to 2009, Dr. Woolcott served on the Maritime Provinces Higher Education Commission, which oversees new programs approvals and monitor quality assurance at the universities in the three Maritime provinces.

## The Quality Council's Appraisal and Audit Committees

The Quality Council's Appraisal Committee reviews proposals for new undergraduate and graduate programs from Ontario's publicly assisted universities, and makes recommendations regarding their approval to the Quality Council. There were seven voting members on the Appraisal Committee, including the Chair, in 2012-13. The Executive Director, Quality Assurance, is a non-voting *ex-officio* member. Following an open nomination process, members are appointed by the Quality Council for three-year terms, renewable once.

### Members of the Appraisal Committee, 2012-2013

- Dr. Jeff Berryman (Chair), Faculty of Law, University of Windsor
- Dr. Sandy Welsh (Vice-Chair), Faculty of Arts and Science, University of Toronto
- Dr. Kenneth Coley, Department of Material Science and Engineering, McMaster University
- Dr. Douglas Evans, Environmental and Resource Studies, Trent University
- Dr. Christine Gottardo, Department of Chemistry, Lakehead University
- Dr. André Lapierre, Department of Linguistics, University of Ottawa
- Dr. Kathryn Shailer, Faculty of Liberal Studies, OCAD University
- Dr. Donna Woolcott (*ex-officio*), Executive Director

The Quality Council's Audit Committee reviews audit reports prepared by the Quality Council Auditors and makes recommendations to the Quality Council. The audit report describes whether the university has, since its last review, acted in compliance with the provisions of its Institutional Quality Assurance Process (IQAP). The Audit Committee consists of a panel of auditors who are voting members, two of whom are selected Chair and Vice-Chair. The Executive Director, Quality Assurance, is a non-voting *ex-officio* member.

### Members of the Audit Committee, 2012-2013

- Dr. Carolyn Andrew, University of Ottawa (Public Policy)
- Dr. John ApSimon, Carleton University (Chemistry)
- Dr. Alan George, University of Waterloo (Computer Science)
- Dr. Katherine Graham, Carleton University (Public Policy and Administration)
- Dr. Roma Harris, Western University (Information and Media Studies)
- Dr. David Marshall, Nipissing University (Education)
- Dr. Kathleen McCrone, University of Windsor (History)
- Dr. Christine McKinnon, Trent University (Philosophy)
- Dr. Charles Morrison, Wilfrid Laurier University (Music)
- Dr. Marilyn Rose, Brock University (English)

## The Quality Assurance Secretariat

The Quality Assurance Secretariat supports the ongoing business of the Quality Council and its Committees by providing timely information, advice and support. Among other responsibilities, the Secretariat prepares agendas and materials for all meetings and appraisals, takes minutes of meetings, and communicates decisions of the Appraisal Committee and the Quality Council to the appropriate institutions. The Secretariat also supports the Audit process, and provides general quality assurance and appraisal-related advice to Ontario universities.

### Members of the Secretariat, 2012-2013

- Donna Woolcott, Executive Director, Quality Assurance
- Shevanthi Dissanayake, Coordinator, Quality Assurance
- Cindy Robinson, Manager, Quality Assurance
- Barbara Kelly, Project Consultant