

Ontario Universities Council  
on Quality Assurance

# ANNUAL REPORT 2017/2018



**ONTARIO UNIVERSITIES**  
COUNCIL on QUALITY ASSURANCE

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## **Ensuring the value of university degrees in Ontario**

Quality considerations are deeply embedded in university processes and in third-party scrutiny by the Ontario Universities Council on Quality Assurance (the Quality Council). Ontario universities have been at the forefront of Canadian efforts to develop degree frameworks and quality assurance processes, and Ontario's quality assurance system for publicly assisted universities is one of the strongest in the world. Ontario's quality assurance system fosters a culture of quality in all university programs across the province. Its use of arm's-length expert reviewers and attention to both new and ongoing degree programs provides accountability, not just to students but also to faculty, administrators, university governing bodies, government and the people of Ontario.

# A New Era of Quality Assurance in Ontario

A message from the Chair of the Quality Council

**In common** rooms over coffee, it's not unknown for university faculty to comment on the bureaucratic nature of quality assurance systems, no matter what system is in place.

It's also the case that these same faculty members care about their students and devote considerable effort to their education. And since students are largely what universities are about, quality assurance must also be about their learning and experience.

Quality assurance, then, is too important to be regarded as merely bureaucratic. The thought that it involves just ticking off boxes may tick off people who feel that the tickers focus on the trivial, causing the ticked-off to develop strategies to circumvent important regulations. There's probably a maxim in there somewhere: The quality of a system is believed to vary inversely with the quantity of its bureaucratic regulation.

Of course we need rules and regulations for quality assurance in Ontario universities. But we need the right ones, and at an appropriate level. Since it would be self-defeating not to be open to assessment of the quality of our Quality Assurance system itself, the Quality Council and the Ontario Council of Academic Vice-Presidents (OCAV) commissioned a review this past year, including a self-study and an external review panel of internationally respected experts. All the

documentation can be found on the Quality Council's [website](#), including the next steps to be undertaken by an Implementation Committee.

The review will help the Quality Council to resist any drift towards greater bureaucratic complexity. The first and most important recommendation to emerge from the review is this: There should be a Statement of Quality Assurance Principles, and the Quality Assurance Framework should be recast as a set of principles with guidance about the implementation of those principles in practices that recognize institutional diversity.

What's good about principles is that they can achieve their object in more than one way, and take account of particularities in different institutions. They can provide reasons for rules, taking the mindlessness out of box-ticking.

Over the next months the Implementation Committee will develop the Statement of Principles. Among the issues to be addressed are two fundamental questions: What's being assessed in quality assurance? And whose responsibility is it?

The answer to the first is usually programs. What, though, if we were to think not abstractly about course content but concretely about the actual people in those programs? The answer then would be that we're interested in the quality



“ Among the issues to be addressed are two fundamental questions: What’s being assessed in quality assurance? And whose responsibility is it?

of the experience of the students who take those programs. Viewing quality that way would open up areas that we don’t usually attend to, such as supports for learning outside the classroom.

As for the second question, our answer is that responsibility belongs to the institution offering the program. The problem is that responsibility within institutions tends to get passed around, and sometimes passed up the line when those closest to the experience don’t have, or are reluctant to take, the authority for decisions. A healthy bureaucracy assigns, and discharges, responsibility close to the places where the consequences are experienced.

In developing the Statement of Principles, the Quality Council and OCAV will consult with Ontario universities and other bodies on questions such as these. We will invite participation in these deliberations from all with an interest in the quality of university education in Ontario.

The business of assuring quality in Ontario universities is carried out by many willing and experienced people whose work deserves recognition. The members of the Council and its committees are listed elsewhere; they all are to be thanked, but some names deserve special mention.

This past year saw Alice Pitt join the Quality Council, replacing John Shepherd, who merits

our gratitude. Denis Hurtubise and Brenda Brouwer have completed their terms; thanks to them as well. Jeff Berryman, a stalwart on the Appraisal Committee – and its chair from the start till 2016-17 – leaves with our deep appreciation; as does Jan Polgar who has served two terms.

As the quality assurance staff across Ontario universities knows well, the Secretariat has continued to provide exemplary service; thanks to Cindy Robinson and Shevanthi Dissanayake, who were joined for four months by Sarah Amatruda. Special thanks this year to Alan Harrison, who stepped into the office of the Executive Director as he left the Provost’s office at Queen’s. Not only did he direct the usual operations of the Council; he contributed extensively to the review of the Council and to the response that will guide the implementation of the recommendations that emerged from that important process. The review, as many readers will know from experience, required a good deal of planning and documentation, and I thank Cindy Robinson for taking this on, in addition to her regular duties. Thanks too to Julia Colyer from the Council of Ontario Universities for assistance with the review.

**Paul Gooch**

## **An introduction to Ian Orchard**

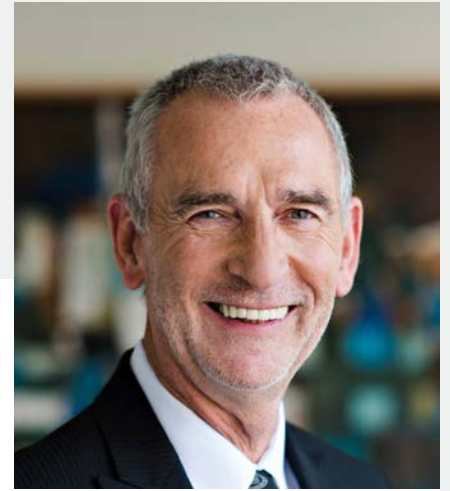
**Ian Orchard** thought his academic administrative positions had finished when he retired from his roles as Vice-President, University of Toronto and Principal, University of Toronto Mississauga (2002-2008), and Vice-President and Provost, University of Waterloo (2014-2017). He had returned to his research lab as a Professor Emeritus, but when opportunity came knocking to continue in an area so intimately involved in the student experience, he jumped at the chance. And so on September 10, 2018, Orchard became Senior Director Academic, Quality Assurance.

Orchard, a neurobiologist by training, is passionate about research and enhancing the student experience. Orchard finds his neuroscientific explorations of the insect nervous system invigorating. He was part of a consortium that sequenced the genome of the kissing bug, the insect that causes deadly Chagas disease in Central and South America.

Equally invigorating are his interactions with students and his desire to improve the student experience. As Vice-Provost Students at the University of Toronto, he implemented the University's financial aid program that has enabled so many students to afford to attend the University, and also established guaranteed funding packages for doctoral-stream students, the first of its kind in Canada. As Principal of the University of Toronto Mississauga, Orchard led the growth and development of the Mississauga campus; enrolment doubled and buildings valued at a total of \$250 million were constructed to enhance student, teaching, and research space. In recognition of his contributions, the University established the Ian Orchard Student Initiatives Fund which "supports university-recognized student groups who have inspiring and engaging projects or events that enhance the student experience and foster a sense of campus community".

Given Ian Orchard's commitment, accomplishments, and high reputation for the quality of university experience, the Quality Council is delighted to welcome him as the Senior Director, Academic.

**Paul Gooch**



## Enhancing the student experience

A message from the Senior Director,  
Academic

**I think** we can agree that quality assurance is ultimately about the quality of experience of Ontario's students and their achievements in programs that lead to a degree or diploma. It is about ensuring the value of the university degree in Ontario, and of ensuring that our highly qualified graduates continue to be the engine of innovation and growth for the Ontario economy. And as 2018 marks the eight-year anniversary of the Quality Assurance Framework, I can see an evolution of quality assurance, informed by the recent External Review Panel report which acknowledges "the desire to expand the focus of quality assurance beyond that of the institutions demonstrating compliance with the established standards of quality to that of encouraging investments in quality improvement".

The intimate and indeed integral nature of quality assurance with the student experience attracted me to the position of Senior Director Academic, Quality Assurance. The position allows me to contribute to enhancing the student experience and to collaborate with universities to help drive quality improvement. This is made all the more possible by the highly professional team within the Quality Assurance Secretariat, which skillfully manages the Quality Council and its committees that oversee quality assurance;

by the dedicated service provided by the members of Council and its Appraisal and Audit committees; and of course the passionate and dedicated members of the university community who offer such outstanding and innovative programming that leads to student success.

The External Review Panel has made suggestions for taking quality assurance to the next international level. It recommends an evolution of the system, not a revolution. The Quality Council and Quality Assurance Framework should reflect international trends in higher education quality, focusing on the primary agents for assuring quality, the universities, and on the confidence that can be placed in their operation. We might imagine an evolution of the maturing system, moving towards recognizing past performance and adjusting oversight accordingly, granting trust to those that have displayed increasing quality assurance competencies.

I am looking forward to contributing to this evolution, and working closely with the community and Implementation Committee which will consider and facilitate the implementation of the recommendations arising from the External Review Panel.

**Ian Orchard**

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THE YEAR  
IN REVIEW







The 2017-18 year, the Quality Council's eighth, has been an active one, as we attended to business as usual while laying the groundwork for an evolution in how our business gets done.

The Quality Council's Appraisal Committee received 63 new program submissions and approved 60 new programs. Of these new programs, 16 were undergraduate programs, 20 were master's programs, 15 were graduate diplomas, and nine were PhD programs. A full analysis of the new program approvals can be found in the appendix and on the Quality Council [website](#).

The Quality Council also carried out three audits, at Laurentian University, the University of Guelph and the University of Waterloo. This year's audits, in the sixth year of the eight-year audit cycle, continued to demonstrate that Ontario universities have a strong commitment to quality assurance, and are dedicated to continuous improvement in program delivery and in setting and measuring the learning outcomes that contribute to successful futures for their students. The Summary Reports of Principal Findings [of all audits are available](#) on the Quality Council website.

In addition, in the context of continued accountability, the Quality Council also received and approved one-year responses from Lakehead University, Ryerson University, Trent

University and York University, in which these universities reported on improvements they have made in response to audit recommendations.

In October, the Quality Council held [Educating for the Future 2018](#), a symposium on learning outcomes and experiential learning, bringing together professionals in Ontario's postsecondary sector to share insights and best practices to ensure students receive the knowledge and skills they need to prepare for the future.

At the more than 90 sessions in the two-day program in Toronto, attendees discussed the latest trends, technology and research on the development and assessment of learning outcomes and hands-on learning. The breakout sessions took a deeper look at how professionals in the sector can help students prepare for the transition from postsecondary education to successful careers through academic quality and work-related education.

The focus for the panel led by Valerie Walker, Vice-President of Talent and Skills at the Business Council of Canada and Brien Convery, Director of Talent Acquisition at the Royal Bank of Canada – which also included four extremely articulate recent graduates/current students (Emily Fleck, a Queen's University student, Hannah Fleming, a University of Waterloo and RBC co-op student; Shannon Kelly, a recent graduate of Wilfrid Laurier University, and Josh Roberts, a Seneca College and RBC co-op

student) – was on graduates’ job readiness, and how partnerships between postsecondary institutions and business can help ensure that students are able to take their learning outcomes and experiences into workplaces. Such partnerships are beneficial for all – businesses, students, and PSE institutions. The panelists described their approaches for building and sustaining partnerships as best practices for supporting students as they take the first steps in their careers, and Symposium delegates heard first hand from those students. The attendees from government were also able to hear about the

good work being done with respect to existing partnerships, so that they might begin to think about expanding partnership opportunities in support of Ontario’s students and businesses. Much creative work is helping graduates and businesses thrive.

Another significant event this year was the beginning of a process to evolve how the Quality Council works with universities on the quality assurance process. An Expert Review Panel convened with the Quality Council and numerous stakeholders for two days in May, and delivered a report recommending 15 ways the Council should

## QA in Action 1: Appraising new programs

Quality assurance is ultimately about student learning and experience and therefore plays a key role in student success. The Quality Council, through its committees, approves programs and audits universities processes to enable quality improvement. One of many examples of how the program approval process leads to positive outcomes can be seen at Laurentian University.

Laurentian has been teaching a Master of Indigenous Studies (MIS)

program since it was approved by the Quality Council in 2013. Dr. Pamela Toulouse, Associate Professor and Associate Vice-President, Academic and Indigenous Programs at Laurentian, said the quality assurance process “gave us a different lens through which to look at how we work,” adding that “it forced us to reflect on our successes and our challenges.”

Although the process of new program appraisal is detailed and rigorous, Dr. Toulouse says it not only helped lay the groundwork for the successful program, but also spurred more creativity and flexibility across the University in deploying resources.

The program appraisal process requires universities to show evidence that the new programs they are proposing will be appropriately staffed to ensure student success.

With faculty resources stretched, Dr. Toulouse says, her team staffed the MIS program with teachers and supervisors from across the University, from departments such as architecture, Geography, and Health – with positive interdisciplinary results.

The two-year program, which accepts eight students annually (and is open to indigenous and non-indigenous students), has seen its graduates head into meaningful employment that not only contributes to Ontario’s economic and social health, but also forges important connections to the indigenous community. The students have, for example, found work in health, government, research, wind energy and as relationship brokers between mining companies and local indigenous communities.

# LAURENTIAN

evolve in order to help institutions develop better quality-assurance processes, leading to a nimbler, more responsive system. While more details can be found later in this report, the panel's core recommendation is that the process for assuring quality at Ontario's universities should evolve into one that reflects international trends and best practices. This means simplifying program approvals and moving towards institutions assuming increased responsibility for their own quality assurance, supported by routine audits – thereby improving the system's efficiency, strengthening its oversight, increasing universities' accountability, and maintaining a high level of transparency.

### Preparing Students for Tomorrow's Workplaces

A high number of the new undergraduate and graduate programs appraised and approved by the Quality Council in 2017-18 are responding to labour market demands for the knowledge and skills the province needs. Program content and delivery is also evolving, with innovative experiential opportunities and work integrated learning, partnerships with the external community, and increasing use of online and blended modalities.

Data analysis is a skill increasingly in demand across most industries, whether in the manufacturing or service sectors. Newly approved programs in this field include the University of Toronto's Specialist in Data Science BSc, and Wilfrid Laurier University's Data Science BSc and Mathematical and Statistical Modelling PhD. In the associated field of artificial intelligence, Queen's University has introduced a Master of Management in AI, designed to train a new type of professional skilled in managing AI projects in organizations.

New skills are also needed for emerging or growth areas in health and medicine. The increasing demand for innovative health-care managers and professionals is being addressed by new programs that include a Graduate

Learning outcomes measure how students will be enabled to carry the skills they've learned forward in their career. It's about moving the students forward and moving society forward, solving the big problems and making a difference.

*Colleen Willard-Holt, Dean of Education, Wilfrid Laurier University and Quality Council member, on the importance of setting and measuring learning outcomes.*

Diploma in Pharmaceutical and Healthcare Management and Innovation and a PhD in Health Quality from Queen's University, Ryerson University's Master of Health Administration in Community Care, and a Graduate Diploma in Mental Health and Addictions Nursing at Trent University. And as medical fields are being transformed with new paths of discovery, new programs include the University of Toronto's Master of Health Science in Medical Genomics, and a Graduate Diploma in Applied Health Sciences and Bachelor in Biomedical Engineering at Western University.

Universities identified market needs in creating other programs approved this year, such as the University of Waterloo's GDip in Climate Risk Management, designed for professionals who are tasked with managing risks to their organizations from climate change and Trent University's Masters and GDip in Instrumental Chemical Analysis, responding to "a critical need" for graduates to operate complex testing instruments for industrial and laboratory uses.

Advances in public security and crime-fighting technology are also calling for new skills, as reflected in recent approvals of several new programs, including Trent University's Master in Forensic Science, and Wilfrid Laurier University's Master of Public Safety and GDip in National Security.

A [complete list of programs](#) approved by the Quality Council since 2011 can be found on its website.

## QA in Action 2: Auditing for success

GUELPH

Quality assurance is also about auditing universities processes that ultimately leads to quality improvement, as observed by the University of Guelph.

For university administrators and faculty, such as at Guelph, going through a quality assurance audit might initially be viewed as something akin to a visit to the dentist. The paperwork for the desk audit can number into thousands of pages, involves a great deal of self-evaluation, and can take up to a year, even before the Quality Council's auditors visit the campus for three days of rigorous interviews with faculty and staff.

But from the point of view of the University of Guelph's Dr. Cate Dewey, Interim Associate Vice-President Academic, there's no doubt who benefits most: students. Putting institutions' feet to the fire on how their programs integrate and measure learning outcomes is one of the most important contributions the process makes to the quality of education universities deliver.

The audit process is "a microscope on what we're doing and whether we're achieving the learning outcomes and making programs as good as they can possibly be," says Dr. Dewey, whose own department, Veterinary Medicine, was one of the nine selected for audit under the process.

Teaching staff and Guelph's QA team reached out to current students and alumni, among other stakeholders, for extensive feedback on programs, positive and negative. Dr. Dewey says that although the "self-study" component of the audit is quite intensive, faculty welcome and benefit greatly from the feedback, and that it informs the improvements they make to the programs being appraised, with a positive knock-on effect across all departments.

As a result of the audit, Quality Council made a number of recommendations and suggestions to improve Guelph's quality assurance processes and practices, particularly on how they align with its own Institutional Quality Assurance Process, or IQAP. But the Quality Council's audit summary praised the University's "significant dedication to the often complex and demanding work of developing quality programs, providing an excellent student learning experience, and maintaining the engagement of faculty, staff and students in a large-scale educational environment."

One outcome of the audit will be a change in how the University deals with quality assurance in programs that also submit to professional accreditation. This is an issue that also will be studied by the Implementation Committee overseeing changes recommended by the External Review Panel.

## Moving Forward: The Quality Council Embarks on Change

As Canada's economy and society continue to be disrupted by technological change, Ontario universities are adapting and evolving in the way they deliver their programs to students. And so, it follows, must the Quality Council also evolve in how it fulfills its mission of quality assurance.

Early in 2018, the independent External Review Panel, consisting of three senior academics with wide expertise in international quality assurance practices, convened to examine the work of the Quality Council and the function of the Quality Assurance Framework. In May, the Council received the External Review Panel's report, which contains 15 recommendations.

The panel's recommendations can be summarized into three key areas:

- » **Statement of principles.** The creation of a statement of quality assurance principles – a 'Quality Code' – that articulates the rationale for the processes that are currently set out in the Quality Assurance Framework. The new principles should reflect that the QA system is evolving and maturing and should recognize the diversity of member universities.
- » **A 'nimbler', more flexible system.** Allow institutions to have more 'earned autonomy' and self-regulation in quality assurance, while retaining the Quality Council's oversight role and maintaining the importance of accountability in the quality assurance process. These measures, the panel said, would allow institutions to be more nimble and entrepreneurial in adapting and creating new programs based on Ontario's social and economic needs.

- » **A lighter bureaucratic burden.** The Quality Council should implement simpler processes, in parallel with its new statement of principles, in order to ease the amount of administrative work faced by universities undergoing the program appraisal and audit processes, and focus more on how each institution is fulfilling the requirements of its own IQAP. The Quality Council would retain the final say on program approvals.

The Quality Council and OCAV agree that the time is right to move into the next phase of quality assurance for Ontario's universities, reflecting international best practices. A steering committee has examined the External Review Panel's recommendations in detail, and based on its analysis, the Quality Council and OCAV have formed an Implementation Committee to look at how to move forward on the panel's report, and will consult over the next few months with universities and other stakeholders, including the government. The Quality Council aims for positive changes that will increase the system's efficiency, strengthen oversight, increase universities' accountability, and ensure transparency. [More details on the review](#) can be found on the Quality Council website.

## QA in Action 3: Driving program improvements

# CARLETON

The Quality Council's requirement for cyclical program reviews (CPR) has been influential in driving improvements to Carleton University's academic programs, according to the University's Vice-Provost & Associate Vice-President (Academic), Lorraine Dyke. Dr. Dyke says she conducted an analysis of the major modifications that had been made in recent years to Carleton's existing programs, and found that 35 per cent had derived from the CPR process.

Dr. Dyke says the external reviewers who examine programs "provide very helpful advice," adding: "When an outside expert brings a critical eye to your programs, it gives you a very good idea of what's working and what's not working."

A primary benefit of the quality assurance process is the opportunity it provides to bring faculty members together to discuss curricula and how programs should evolve, Dr. Dyke says. She adds: "Ultimately, it's not about what faculty want to teach – it's about what students need to learn."

## APPENDIX 1

# Program Data

**Table 1:** New Program Approvals Over Three Years: 2015 – 2018

	Undergraduate	Master's	Doctoral	Graduate Diplomas (GDip)	Collaborative <sup>1</sup> (Graduate)	Total: New Programs
<b>Total Submitted In:</b>						
2015 – 2016	18	30	11	18	1	<b>78</b>
2016 – 2017	9	12	5	17	-	<b>43</b>
2017 – 2018	14	20	10	19	-	<b>63</b>
<b>Total Approved<sup>2</sup> in:</b>						
2015 – 2016	15	28	9	17	1	<b>70</b>
2016 – 2017	10	13	6	16	-	<b>45</b>
2017 – 2018	16	20	9	15	-	<b>60</b>

Brief descriptions of all approved programs can be found on the [Quality Council's website](#).

**Table 2:** New Program Approvals for 2017-18

University and Program	Degree
<b>Carleton University</b>	
Interdisciplinary Science and Practice	BSc
Management	MSc
<b>University of Guelph</b>	
Critical Studies in Improvisation	MA and PhD
Food Industry Management	BBRM (Honours) and Co-op option
<b>Lakehead University</b>	
Chemical Engineering	MSc
<b>McMaster University</b>	
Global Health	PhD
Master of Business Administration (Blended Learning Part-Time)	MBA
Psychotherapy	MSc
Statistics	PhD

<sup>1</sup> There was a definitional change from "Collaborative Program" to "Collaborative Specialization", approved in September 2016. Subsequently, Collaborative Specializations are no longer submitted for approval under the Expedited Approval process and are handled internally by the universities.

<sup>2</sup> These numbers can include appraisals that were still active from a prior year.

**Table 2:** New Program Approvals for 2017-18 (continued)

University and Program	Degree
<b>OCAD University</b>	
Creative Writing	BFA
<b>Queen's University</b>	
English Language and Literature	MPhil
Global Development Studies	PhD
Health Quality	PhD
Master of Management in Artificial Intelligence	MMAI
Pharmaceutical and Healthcare Management and Innovation	GDip (Type 3)
Translational Medicine	MSc/PhD
<b>Ryerson University</b>	
Financial Analysis	GDip (Type 3)
Juris Doctor	JD
Health Administration (Community Care)	MHA(CC)
<b>Trent University</b>	
Bioenvironmental Monitoring and Assessment	MBMA and GDip (Type 3)
Conservation Biology	BSc (Honours)
Educational and Community Leadership	GDip (Type 3)
Forensic Science	MScFS
Instrumental Chemical Analysis	GDip (Type 3)
Master of Instrumental Chemical Analysis	MICA
Master of Management	MMgt
Mental Health and Addictions Nursing	GDip (Type 3)
<b>University of Ottawa – Saint Paul University</b>	
Social Innovation	BA (Honours)
<b>University of Ottawa</b>	
Acting	BFA
Ethics and Political Philosophy	BA (Honours)



**Table 2:** New Program Approvals for 2017-18 (continued)

University and Program	Degree
<b>University of Toronto</b>	
Bachelor of Information	BI
Health Research	GDip (Type 3)
Master of Accounting and Finance	MAccFin
Medical Genomics	MHSc
Specialist in Data Science	Honours BSc
<b>University of Waterloo</b>	
Architectural Engineering	BASc
Climate Risk Management	GDip (Type 3)
Sustainability Management	PhD
<b>Western University</b>	
Applied Health Sciences	GDip (Type 3)
Biomedical Engineering	BME
<b>Wilfrid Laurier University</b>	
Border Strategies	GDip (Type 3)
Data Science	BSc (Honours)
Countering Crime	GDip (Type 3)
Emergency Management	GDip (Type 3)
Geographic Information Systems and Data Analytics	GDip (Type 3)
Humanities with Leadership Foundations	BA (Honours)
International Education Studies	BA (Honours)
International Social Work	GDip (Type 2)
Master of Public Safety	MPS
Mathematical and Statistical Modelling	PhD
National Security	GDip (Type 3)
<b>York University</b>	
Digital Media	MA, MSc, PhD
Intermedia	BFA
Master of Marketing	MMKG
Master of Supply Chain Management	MSCM

## Timelines for Program Approvals

The Quality Assurance Framework (QAF) indicates that a university will normally receive a decision on a proposed new program within 45 days of submission provided that the submission is complete and the Appraisal Committee does not require more information from the University in order to assess the proposal. 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.

It is a priority of the Quality Council and Appraisal Committee to meet frequently (each met 11 times in 2017-18) in order to allow timely introduction of new programs by the universities.

The Quality Council met the target turn-around time of approval for all proposals submitted that did not require any additional clarification. In total, 32 of the 60 approvals made in 2017-18 were approved within 45 days of submission to the Quality Council. Decisions were made for 15 of the complete proposals

within 35 days and for those proposals that involved some interaction with the university, 17 also were approved within 45 days. For the remaining 28 proposals that took longer than 45 days, additional information from and interaction with the submitting university was required before approval.

## Changing, Improving and Closing University Programs

The QAF stipulates that each university will report to the Quality Council on an annual basis the major modifications made to its programs. In addition to the vibrant new program activities underway in the universities, universities are also active in strengthening their existing programs. These changes are 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.

Members of the Quality Council carefully review each reported modification to ensure that the distinction between a major modification and a new program is being appropriately observed. The Quality Council will therefore seek answers to any questions and concerns it may have from the reporting university.

Annual Reports on Major Modifications were submitted by all of the member universities in 2017-2018. 363 programs that underwent 473 major modifications were reported.

## APPENDIX 2

## Membership of the Quality Council in 2017-18

### Dr. Paul Gooch, Chair

Paul W. Gooch holds a Ph.D. in Philosophy from the University of Toronto, where he has taught for four decades. He has held a number of administrative posts throughout his career, including Vice-Provost dealing with faculty issues, academic integrity, and academic policy including reviews at the University of Toronto. From 2001 until June 2015, Dr. Gooch was President of Victoria University, federated with the University of Toronto. His research and publications are in ancient philosophy, philosophical theology, philosophy of religion, and ethics.

Dr. Gooch has broad knowledge of Canadian universities, and extensive experience in conducting, commissioning and appraising academic and institutional reviews. He has reviewed academic programs in several provinces, and has been a member of the Campus Alberta Quality Council since 2012.

### Dr. Brenda Brouwer, Member / Graduate Dean Representative

Brenda Brouwer was Vice-Provost and Dean of the School of Graduate Studies (SGS) at Queen's University. She had responsibility for the administrative oversight of over 120 graduate programs and had a mandate to support student achievement, program development, and uphold the highest standards in graduate degree programs.

Dr. Brouwer serves as a Board member of the Canadian Association of Graduate Studies and was Chair of the Ontario Council on Graduate Studies.

### Dr. Erika Chamberlain, Academic Colleague Representative

Erika Chamberlain is Dean of Law, Western University. Prior to her faculty appointment, Chamberlain

graduated as Gold Medalist from Western Law in 2001, served as law clerk to Mr. Justice Major at the Supreme Court of Canada, and was called to the Bar of Ontario in 2002. She received her doctorate from the University of Cambridge, where she was a Commonwealth Scholar, SSHRC Doctoral Fellow, and recipient of the WM Tapp Studentship in Law at Gonville and Caius College.

Dr. Chamberlain has authored numerous articles on tort law, with a particular focus on the tort liability of public authorities. She is the author of *Misfeasance in a Public Office* (2016), co-author of *The Law of Torts in Canada*, 3d ed. (2010) and *Cases and Materials on the Law of Torts*, 9th ed. (2015), and a co-editor of *Emerging Issues in Tort Law* (2007) and *Tort Law: Challenging Orthodoxy* (2013). Professor Chamberlain is a founding member of Western's Tort Law Research Group, and was a co-organizer of the Sixth Biennial Conference on the Law of Obligations in 2012. She has also published extensively in the field of impaired driving law and alcohol-related civil liability, and has served as a legal research associate for Mothers Against Drunk Driving (MADD) Canada since 1999.

Dr. Chamberlain has won several teaching awards at the Faculty of Law and at Western University. She has been active in Western's Institutional Quality Assurance Process at both the undergraduate and graduate levels, and oversees Western Law's professional accreditation processes.

### Beverly Harris, Citizen Member

Beverly Harris earned a BA in Political Science from the University of Waterloo prior to obtaining a Bachelor of Laws from the University of Ottawa. From 1982 to 1990, she practiced law at Cassels, Brock in

Toronto, where she specialized in administrative law. In April 2008 she completed a 10-year term as Chair of the Health Services Appeal and Review Board and the Ontario Hepatitis C Review Committee, two provincial adjudicative tribunals. She is currently an adjudicator and mediator for the Ontario Human Rights Tribunal.

Ms. Harris served as a member of the Board of Governors at Wilfrid Laurier University for 16 years beginning in 1995. During her tenure, she chaired the Board of Governors for four years and also was Chair the Council of Chairs of Ontario Universities and the corresponding council for Board Chairs at the former Association for Universities and Colleges of Canada (now Universities Canada).

### Dr. Denis Hurtubise, Member / Out-of-Province Quality Assurance Expert

Denis Hurtubise served as Associate Professor (1993-2000) and later Vice-President, Academic and Research at Saint-Paul University in Ottawa from 2000 to 2007, where he was principally responsible for academic and research planning, marketing, international and library services. As Dean of Studies at Université du Québec en Outaouais from 2007 to the end of 2011, he was responsible for the development and the evaluation of numerous undergraduate and graduate programs. During his tenure as Dean of Studies he was a member of the task force that prepared the current version of the Province of Quebec's Program Proposal Evaluation Process and Procedures. Between 2012 and 2014 he worked as a higher education consultant including for the network of Université du Québec on the intake

and academic integration of international students at the undergraduate level in Quebec universities. Dr. Hurtubise was Associate Vice-President Academic, Francophone Affairs at Laurentian University from 2014 to 2016. He then became chief negotiator for the university's faculty union while earning a Master of Science in Management and Leadership. He now teaches philosophy at Laurentian University.

#### **Dr. Sioban Nelson, Member / OCAV Representative**

Sioban Nelson serves as both Vice-Provost, Academic Programs and Vice-Provost, Faculty & Academic Life at the University of Toronto. As Vice-Provost, Academic Programs, Dr. Nelson leads the university's quality assurance process for undergraduate and graduate programs, working closely with its faculties and schools and with other postsecondary institutions. She is the contact person in the Provost's Office for divisional academic planning, cross-faculty interdisciplinary initiatives, and university-wide academic policy matters. Dr. Nelson is the senior assessor to the university's Committee on Academic Policy and Programs of Academic Board, and a member of the Academic Board. In her role as Vice-Provost, Faculty & Academic Life, Dr. Nelson's primary area of responsibility is academic personnel issues, including policy development. The Office of Faculty & Academic Life has responsibility for the development and oversight of a wide variety of policies and programs to support the institutional goal of appointing, promoting and retaining the best-educated, most intellectually creative faculty it can identify.

Former Dean of the Lawrence S. Bloomberg Faculty of Nursing, and

former chair of the Council of Health Sciences, Dr. Nelson is a Professor in the Faculty of Nursing, a Fellow of the Canadian Academy of Health Sciences, and a Fellow of the American Academy of Nurses. She is co-editor of the Culture and Politics of Healthcare Work series for Cornell University Press. Her current research interests include labour mobility and the global health workforce, and health professional regulation and the transnational history of nursing.

#### **Dr. Alice Pitt, Member / OCAV Representative**

Alice Pitt assumed the role of Vice-Provost Academic at York University in December 2012. Prior to this appointment, she served as Dean of York's Faculty of Education from 2008 to 2012 and also as the Faculty's Associate Dean, Pre-Service from 2002 to 2007, where she led curriculum renewal efforts as well as the design of experiential components, including the expansion of partnerships with schools and community organizations. Dr. Pitt received her PhD in education from the University of Toronto specializing in curriculum theory, critical/feminist pedagogy, and cultural studies in education; she has published widely in these fields, as well as teacher education. She has been a colleague at York since 1995, becoming a Full Professor in 2009.

As the Vice-Provost Academic, Dr. Pitt plays a lead role in planning, implementing and monitoring several key academic initiatives and priorities within the university. Working closely with colleagues in Senate and across Divisions/Faculties, she has responsibility for a range of core activities including quality assurance and faculty affairs. In addition, she provides senior management leadership to advance York's activities

related to enhancing access, community engagement and collaboration with other postsecondary institutions.

#### **Dr. Jeff Smith, Member / Academic Colleague Representative**

Jeffrey Smith earned his BSc at Trent University in 2000 and his PhD at York University in 2005. For three years he worked as a Post-Doctoral Fellow and a Research Associate at the Ottawa Institute of Systems Biology at the University of Ottawa. In 2008, he was hired as a faculty member at Carleton University and is currently an Associate Professor in the Department of Chemistry and Institute of Biochemistry. His research program includes the use of mass spectrometry and microfluidics to develop novel quantitative proteomic and lipidomic strategies and apply these to monitor the dynamics of proteins and lipids from a systems biology point of view.

Dr. Smith is also the Director of the Carleton Mass Spectrometry Centre (CMSC) and maintains a diverse group of collaborations with researchers from numerous Canadian institutions, including the University of New Brunswick, the University of Ottawa, the Ottawa Hospital Research Institute and the Royal Canadian Mounted Police, and is funded through the Canadian Institutes of Health Research, the Natural Sciences and Engineering Research Council, the Canada Foundation for Innovation and the Ontario Research Fund. At the CMSC, he oversees technical and business teams that work with industry, academia and the public sector to improve products and processes and improve the health of Canadians. He has been nominated for and has won awards for his teaching in analytical chemistry and

analytical biochemistry at the second, third, fourth and graduate levels with specialization in the area of mass spectrometry-based technologies. He also currently serves as the Academic Colleague for Carleton University.

**Dr. Colleen Willard-Holt,  
Undergraduate Dean  
Representative**

Colleen Willard-Holt was the inaugural dean of Laurier's Faculty of Education and has held that role since 2008. Previously, she coordinated the Elementary Education Program and served as the director of Initial Teacher Certification Programs at Pennsylvania State University Harrisburg. She received her PhD. in Educational Psychology from Purdue University.

At Laurier, Dr. Willard-Holt is active at all levels of university governance, including serving on committees responsible for academic planning, strategic enrolment management, multi-campus governance, institutional priorities and resource management team, and resource-centred management. She was also a member of the committee responsible for developing Laurier's Institutional Quality Assurance Procedures (IQAP), and has served as an external reviewer for an Ontario Master of Education program. Provincially, she has chaired the Ontario Association of Deans of Education group and serves on the Accepting Schools Expert Panel for the Ministry of Education.

In her role as Dean of the Faculty of Education, Dr. Willard-Holt is well-versed in the university's quality assurance processes. She oversaw the development of the Master of Education and Minor in Education programs, led the first cyclical review of the Bachelor of Education and led both the undergraduate and graduate

education programs through provincial accreditation processes. Prior to coming to Ontario, she co-led her institution's initial accreditation by the National Council for Accreditation of Teacher Education (NCATE), participated in two statewide accreditation processes, and served on multiple teams accrediting other institutions.

**Dr. Alan Harrison, Interim  
Executive Director (ex-officio)**

Dr. Harrison is an experienced university administrator, having most recently served as Provost and Vice-Principal (Academic) at Queen's University. Dr. Harrison previously served as Provost and Vice-President (Academic) at the University of Calgary and at Carleton University, before which he spent 26 years at McMaster University, rising through the academic ranks before serving as Chair of the Department of Economics and Dean of Social Sciences. He is a PhD graduate of the University of Essex in England and an accomplished teacher and researcher. He has also spent some time as a Fellow at the Higher Education Quality Council of Ontario, where his research focused on competencies and credentials.

## 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.

### Members of the Appraisal Committee, 2017-2018

- » Dr. Phil Bates, Faculty of Engineering, Royal Military College of Canada
- » Dr. Jeff Berryman, Faculty of Law, University of Windsor
- » Dr. Gregory Finn (Chair), Department of Earth Sciences, Brock University
- » Dr. Brian Frank, Faculty of Engineering and Applied Science, Queen's University
- » Dr. Sofie Lachapelle (Vice-Chair), Department of History, University of Guelph
- » Dr. Penelope Lockwood, Faculty of Arts and Science, University of Toronto
- » Dr. Jan Polgar, School of Occupational Therapy, Western University
- » Dr. Barry Warner, Department of Earth and Environmental Sciences, University of Waterloo
- » Dr. Alan Harrison (ex-officio), Interim 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).

### Members of the Audit Committee, 2017-2018

- » Dr. Suzanne Crosta, Professor, McMaster University
- » Prof. Katherine Graham, Professor, Carleton University
- » Dr. Michel Laurier, Professor, University of Ottawa
- » Dr. Wayne Loucks, Associate Professor Emeritus, University of Waterloo
- » Dr. Douglas McDougall, Professor, University of Toronto
- » Dr. Sarah McKinnon, OCAD University
- » Dr. John Pierce (Chair), Professor, Queen's University
- » Dr. Michael Plyley, Professor, Brock University
- » Dr. Peter Sutherland, Professor Emeritus, McMaster University

## 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, 2017-2018

- » Sarah Amatruda, Quality Assurance Officer
- » Shevanthi Dissanayake, Coordinator
- » Olga Paladi, Quality Assurance Officer
- » Cindy Robinson, Manager, Quality Assurance
- » Alan Harrison, Interim Executive Director



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COUNCIL on QUALITY ASSURANCE