Campus Alberta Quality Council

Thirteenth Annual Report

1 April 2016 – 31 March 2017

CAQC 13th Annual Report
1 April 2016 – 31 March 2017

Alberta Government

Campus Alberta Quality Council

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26 July 2017

Honourable Marlin Schmidt
Minister, Advanced Education
Room 403 Legislature Building
10800 97 Avenue
Edmonton, AB T5K 2B6
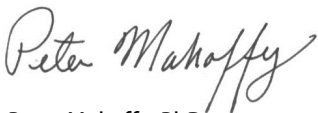
Dear Minister Schmidt:

RE: Campus Alberta Quality Council Thirteenth Annual Report

On behalf of the Campus Alberta Quality Council (CAQC), we have the pleasure of providing you with our Thirteenth Annual Report for the period 1 April 2016 through 31 March 2017. This report highlights some of the main activities in which CAQC has been engaged during a busy and productive year. On Council's recommendation, ten degree programs proposed by resident institutions were approved – five undergraduate and five graduate. Each program was thoroughly examined and evaluated using the standards established and published by CAQC.

During the reporting year, Council's ongoing activities continued to promote and support effective quality assurance at both institutional and system levels. In 2016/2017, Council established a representative working group to explore options for extending audits to institutions beyond the Comprehensive Academic and Research Institutions (CARI) sector. Council's Monitoring Standing Committee (MSC) reviewed and provided feedback with respect to the results of eight cyclical program reviews from six institutions and draft institutional cyclical review policies from two institutions. Further, as an outcome of a collaborative initiative over the past several years between MSC and the Vice-Presidents Academic at Grant MacEwan University, Mount Royal University, NAIT and SAIT, these institutions have used their new format for reporting scholarly activity data to Council. Our Proposal Review Standing Committee has completed its work with the CARIs on creating variations to Part B of the degree program proposal template to be used for restructured and renamed programs, and new programs with substantial new features. The first system-wide *Alberta Forum on Post-secondary Student Learning Outcomes*, which was co-organized by Council, the Alberta Council on Admissions and Transfer, and the Ministry took place on 18 May 2016 in Calgary and, based on the feedback we received, was very beneficial to the system. We are proud that the Government of Yukon has approached the Government of Alberta to have CAQC provide quality assurance services as Yukon College moves to offer its own degree programs. To enhance communication with its stakeholders, Council is reaching out to faculty through their associations and looking for ways to increase the engagement of students in quality assurance within their institutions. Council also continues to maintain strong communication links with the Ministry and other stakeholders.

We actively participated in the government's Agencies, Boards and Commission (ABC) review of Council, and are eager to act on the recommendations from this review. As well, we look forward to recruitment of several new members as this process was postponed due to the ABC review. CAQC is committed to the quality of the degree programming offered in Alberta and we are confident that institutions within the system share that responsibility appropriately with Council and with the Ministry. We would like to acknowledge the excellent work of Council members and the Director and three other members who comprise the highly skilled and professional Secretariat. We also thank the Ministry for on-going support and confidence in our work.

Sincerely,

Peter Mahaffy, PhD
Co-Chair

Art Quinney, PhD
Co-Chair

CAQC Mandate

The Campus Alberta Quality Council is an arms-length quality assurance agency that makes recommendations to the Minister of Advanced Education on applications from post-secondary institutions seeking to offer new degree programs in Alberta under the terms of the *Post-secondary Learning Act (PSLA)* and the Programs of Study Regulation (91/2009). CAQC's Mandate and Roles Document outlines the Minister's and Council's responsibilities and accountabilities.

Other than degrees in divinity, all new degree programs to be offered in Alberta (including those proposed by non-resident (out-of-province) institutions) must be approved by the government. Council is charged with the quality review of new degree program proposals referred to it by the Minister. It also monitors degree programs to ensure Council's standards of quality continue to be met. In carrying out its responsibilities, Council works proactively with degree granting institutions to support their own efforts to build and maintain effective quality assurance processes and practices.

Activities of Council

Council is committed to ensuring the quality of proposed degrees, and encouraging institutions to continue enhancing the quality of their degree programs. During the reporting year, Council focused on the following activities:

- ▸ conducting program proposal evaluations and making recommendations to the Minister on applications from post-secondary institutions to offer new degree programs
- ▸ monitoring approved degree programs to ensure their compliance with Council's conditions and quality standards
- ▸ refining Council's procedures and assessment practices with respect to program proposals and monitoring activities
- ▸ conducting a preliminary review of Council's quality assessment processes with respect to degree programs offered by non-resident institutions in Alberta (NRIs)
- ▸ working with post-secondary institutions to assist them in improving the quality of new proposed degree programs
- ▸ providing feedback to institutions on the results of their program cyclical reviews
- ▸ offering advice to institutions on Council's quality standards and review and monitoring processes
- ▸ assessing the feedback from the *Alberta Forum on Post-secondary Student Learning Outcomes* and disseminating the Forum report and other information about learning outcomes on CAQC's website
- ▸ working on defining the concept of teaching effectiveness within the context of Council's activities
- ▸ increasing the effectiveness of Council's operations through revising the CAQC self-assessment instruments
- ▸ working with the Ministry on initiatives related to Council's mandate
- ▸ communicating the role of Council to stakeholders within the province and strengthening communication networks with other provincial quality assurance agencies and the public.

In 2016/2017, Council held four meetings, and in keeping with its desire to visit institutions, met at St. Mary's University, The King's University, Southern Alberta Institute of Technology (SAIT), and the University of Calgary. In each case, the host institution had an opportunity to present on its current programs, quality assurance processes, success in implementing approved programs, and future plans.

Action Plan 2016-2019

As required by the *Public Agencies Governance Framework,* all advisory councils accountable to the Minister are expected to have an action plan identifying priorities to be undertaken during a three-year planning cycle in order to fulfill their mandates. To align its work with this expectation, Council adopted its fifth Action Plan at the September 2016 meeting. The plan outlines three goals and 21 priority initiatives. As of 31 March 2017, the implementation status of CAQC's priority initiatives was as follows:

Goal 1: CAQC will carry out quality reviews of new programs that are well-developed, efficient, and evidence-based.

Priority initiative	Results achieved
► *Continue to explore additional ways to work with institutions to emphasize a culture of effective program-level teaching and learning effectiveness as they develop new programs.*	▪ continued discussion of program-level indicators of teaching and learning effectiveness and quality assurance ▪ invited Dr. Lynn Taylor, University of Calgary's Vice-Provost (Teaching and Learning) to present her research findings at CAQC's September 2016 retreat, which spurred an engaging discussion on indicators of program level teaching and learning effectiveness ▪ began a review of possible *Handbook* changes designed to highlight the concepts of "teaching effectiveness" and "learning outcomes"
► *Conduct a systematic review of Council's quality assessment processes and guidelines and experience with respect to program proposals from non-resident institutions.*	▪ reviewed and proposed recommendations emanating from a systematic review of Council's quality assessment processes and guidelines, and its experience with program proposals and monitoring of approved degrees from non-resident institutions
► *Revise Council's Organizational Evaluation Framework for undergraduate programs.*	▪ adopted changes to the undergraduate organizational evaluation framework at the December 2016 meeting
► *Work with the Ministry to develop a mechanism to assure that collaborative delivery arrangements involving Council-recommended degree programs meet Council's quality standards and conditions.*	▪ reviewed and provided feedback on annual reporting by three Mount Royal University (MRU) programs delivered in collaboration with Medicine Hat College and Red Deer College and one Northern Alberta Institute of Technology (NAIT) program delivered in collaboration at Keyano
► *Work with institutions to incorporate more fully the use of student learning outcomes and their assessment in new program development.*	▪ following a successful *Alberta Forum on Post-secondary Student Learning Outcomes* on 18 May 2016, began a discussion of Council's expectations for the articulation of learning outcomes in new program proposals ▪ at the September 2016 retreat, discussed the Ministry's work on student learning outcomes with the Director of Post-secondary Programs ▪ at the February 2017 meeting, agreed to form a subcommittee to work on draft definitions for the glossary section of the *Handbook*; also discussed the Alberta results of a survey on learning outcomes commissioned by the Council of Ministers of Education, Canada ▪ Proposal Review Standing Committee (PRSC) continues to examine learning outcomes as part of its review of all new program proposals

Goal 2: Council will ensure that degree programs approved on recommendation of CAQC continue to meet Council's quality standards and conditions.

Priority initiative	Results achieved
► *Work with institutions to more fully use student learning outcomes and their assessment in their quality assurance of degree programs.*	▪ started a discussion of Council's expectations for the assessment of learning outcomes in cyclical reviews ▪ Monitoring Standing Committee (MSC) continues to look for evidence of learning outcomes assessment as part of its review of cyclical program review results

Priority initiative	Results achieved

▶ *Work with institutions to develop indicators of program level teaching and learning effectiveness for the purpose of quality improvement.*

- discussed institutional initiatives to foster excellence in teaching and learning with SAIT and the University of Calgary at Council's December 2016 meeting

▶ *Continue to work with sectors to further refine expectations for scholarly activity to support high quality programs using, as appropriate, adaptations of frameworks such as Boyer's models of scholarship.*

- provided feedback to MRU, NAIT and SAIT on their scholarly activity reporting in the new format, based on the discussions MSC had with the Vice-Presidents Academic (VPAs) of Baccalaureate and Applied Studies Institutions (BASIs) and Polytechnic Institutions (PIs) over past reporting periods
- continued to communicate with the VPAs of the Independent Academic Institutions (IAIs) regarding developing scholarly activity expectations for this sector
- provided feedback on scholarly activity reporting by the Comprehensive Community Institution and the Specialized Arts and Culture Institution offering degree programs approved on Council's recommendation

▶ *Assist in the development of quality assurance processes within Campus Alberta through collaborative interactions with institutions, such as developing and/or hosting future workshops, webinars and similar learning opportunities.*

- added a new section on Learning Outcomes to the website, including the final report emanating from the *Alberta Forum on Post-secondary Student Learning Outcomes* and other resources
- the Secretariat is exploring options for using the government platform and the Ministry's support systems to develop collaborative interactions with institutions
- Co-Chairs were interviewed by the University of Lethbridge as part of its quality assurance process review

▶ *Initiate processes for the second round of audits with the CARIs and consider extension of the audit process for the monitoring of degree granting institutions beyond the CARI sector.*

- tried to establish a date for a discussion with the Comprehensive Academic and Research Institutions (CARIs) to plan the 2018 round of audits for CARIs
- established and held the first meeting of the Audit Criteria Committee comprising CAQC members and representatives from the CARI, BASI, PI and IAI sectors

Goal 3: Council will work proactively with institutions, government and other stakeholders to support delivery of quality degree programs to serve the best interests of adult learners.

Priority initiative	Results achieved

▶ *Continue Council's proactive interaction and dialogue with institutions and sectors to support quality assurance processes and new program proposal development.*

- continued to communicate regularly with officials from post-secondary institutions to explain Council's principles and procedures and to seek input on the best ways to serve the interests of the post-secondary system and its learners
- continued to collect and review feedback from reviewers and applicant institutions regarding the effectiveness and efficiency of Council's assessment processes
- regularly updated content on CAQC's website to enhance Council's communication with its stakeholders and members of the public

▶ *Explore the potential of developing increased recognition of the quality of Alberta degrees nationally and internationally.*

- started a website modernization project to:
  - enhance access to accurate, concise, and engaging online information that will help visitors understand Alberta's degree program approval and quality assurance processes; and
  - enhance Alberta's online presence and ability to showcase the value proposition of CAQC

- *Explore with stakeholders the potential for using modes such as social media, blogs, and webinars to increase Council's visibility and enhance dialogue on quality assurance initiatives.*

  - through its Secretariat, began exploring options for using the government platform and the Ministry's support systems for developing new communication modes

- *Consider the feedback from the Alberta Forum on Post-secondary Student Learning Outcomes co-hosted with the Ministry and ACAT and determine how to disseminate the results and implications for Council's work.*

  - reviewed the final report from the *Alberta Forum on Post-secondary Student Learning Outcomes*, and a report prepared by Dr. Peter Mahaffy and Dr. Paul Gooch based on their attendance at the Ontario Universities Council on Quality Assurance's (OUCQA) *Learning Outcomes: Evolution of Assessment* symposium held on 17-18 October in Toronto
  - added a new Learning Outcomes webpage to CAQC website to disseminate the results of the Forum and provide information on related sources

- *Work with the Ministry as it implements its review of agencies, boards, and commissions (AE's Business Plan 2016-19, Strategy 1.3), and consider the outcomes of the review.*

  - met with the contractors conducting a review of CAQC under Phase One of the Agencies, Boards and Commission as a full Council and individually
  - the report has not yet been sent to Council for its review and response

- *Work with the Ministry on initiatives and policies that are relevant to Council's mandate, especially any review of adult learning.*

  - the adult learning review is being subsumed under phase three of the ABC Review process and CAQC expects to be consulted in the next year

- *Through Council's Co-Chairs, commit to continued regular communication with the Minister and senior Ministry officials.*

  - hosted the Minister and Deputy Minister at separate Council meetings and the Co-Chairs liaised regularly with the Assistant Deputy Minister
  - Co-Chairs met with the Minister

- *Through Council's Co-Chairs and Secretariat, continue to enhance consultation and share effective practices with post-secondary quality assurance agencies in Canada.*

  - through its Secretariat, continued to participate in monthly networking teleconferences with quality assurance committees in other jurisdictions

- *Initiate discussions with Alberta post-secondary students about quality assurance of degree programs.*

  - Co-Chair presented to student leaders at the Ministry's meeting with them on 28 February 2017

- *Initiate discussions with Alberta post-secondary faculty about their role in quality assurance of degree programs.*

  - Co-Chairs met with the Confederation of Alberta Faculty Associations' Executive on 9 February 2017
  - Co-Chairs are planning to meet with Alberta Colleges & Institutes Faculty Association's Presidents during the next reporting period

- *Explore how CAQC's mandate relates to the role of indigenization in Alberta degree programs.*

  - began a discussion on how quality assurance relates to the role of indigenization in Alberta degree offerings

Other Activities

Committees

In addition to ad-hoc committees, Council has two standing committees to facilitate its work.

Proposal Review Standing Committee

In 2016/2017, PRSC
- reviewed 10 fully expedited review (FER) requests and completed nine program desk reviews
- reviewed and provided feedback on program changes proposed by two institutions
- completed review of implementation and annual reporting referred to it by MSC for two programs
- completed its work on creating variations to Part B of the degree program proposal template to be used for restructured and renamed programs, and new programs with substantial new features
- began its review of the FER criteria
- began consideration of substantive program changes for two programs submitted by one institution

Monitoring Standing Committee

In 2016/2017, MSC
- reviewed and provided feedback on
  - the annual reporting submitted by 11 resident and seven non-resident institutions (106 programs in total)
  - the annual reporting follow-up information submitted by one institution
  - draft institutional cyclical review policies submitted by two institutions
  - the results of eight cyclical program reviews from six institutions
  - draft scholarly activity reporting templates by two institutions

Stakeholder Engagement

As reported under the Action Plan's priority initiatives, CAQC continues to actively engage with institutional and Ministry stakeholders.

Conferences and Presentations

As it is important that Council's assessments be recognized and understood both within and outside the province, Council's Chair or Co-Chairs, members, and the Secretariat Director attend meetings and conferences and, in some cases, make presentations relating to Council's work. This year, Council's Co-Chairs, accompanied by the Secretariat Director, made a presentation to the University of Alberta's Academic Standards Committee on CAQC and learning outcomes. As well, one of the Co-Chairs presented on quality assurance in post-secondary education and the Alberta experience, and participated in a panel discussion, at the Symposium on Higher Education Reform in Ukraine that took place at the University of Alberta. The same Co-Chair also represented Council at the OUCQA's symposium on *Learning Outcomes: Evolution of Assessment* in Toronto.

Evaluations and Recommendations

The process of approval for new degree programs being proposed in Alberta is as follows[1]:

Application to the Minister

↓

System coordination review by Ministry

↓

Referral to Council for organizational review (if necessary) and program quality review

↓

Council's recommendation to the Minister

↓

Minister's Decision

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[1] A complete description of the program approval process in Alberta including the role of CAQC can be found on Council's website at
http://www.caqc.gov.ab.ca/application-process/degree-program-approval-process.aspx.

Council's evaluation process is rigorous, depends heavily on impartial external peer review, and takes into consideration the institutional context and the experience of an institution in offering degree programming. When an institution proposes its first degree program, a first degree program at a new level, or other precedent-setting degree, it will normally be subject to a full assessment by Council, including both an organizational and a program review.

For institutions that have experience in offering degree programs at the level of the degree being proposed, a FER (no organizational evaluation and a desk review by Council's PRSC and Secretariat rather than engaging external evaluators for the program review) or partially expedited review (PER – one not requiring an organizational evaluation) may be possible, according to Council's criteria.

As Council is committed to fostering continuous development and enhancement of degree programs, it applies iterative processes in discussions with institutions during the review process and after a program's approval (CAQC's principle 9).

*Applications Referred to Council and Council Recommendations*

In 2016/2017, Council made recommendations to the Minister on nine programs (four baccalaureate and five graduate programs), all of which were subject to a FER by PRSC acting on behalf of Council.

Subsequently, the Minister approved these nine programs. The Minister also approved one undergraduate program recommended by Council during the previous reporting period.

As of 31 March 2017, Council was reviewing one graduate program undergoing a PER. As well, it was awaiting further information from one institution on two program proposals, both at the graduate level. One of these programs is undergoing a full program review by Council; the organizational part of the review took place during the reporting year and involved a CAQC-appointed external evaluation team.

Maximizing the efficiency of review processes is a high priority for Council. With few exceptions, the review process is shorter for FERs than for PERs. The proportion of review type under Council's consideration varies annually (e.g., in 2016/2017, all completed reviews underwent a FER, compared with 36% in 2015/2016, 87% in 2014/2015, 47% in 2013/2014, 92% in 2012/2013 and 57% in 2011/2012).

In 2016/2017, the time it took for a Council review from receipt of an institution's full program proposal to Council's recommendation to the Minister ranged from 23 to 61 days excluding the time during which Council was waiting for additional documentation from institutions. Comparing this range with the range in 2015/2016 (five programs had undergone FER ranging from 27 to 115 days, with three of the programs taking four months to complete the review), we see an improvement in the efficiency of the FER review process in 2016/2017 (see below).
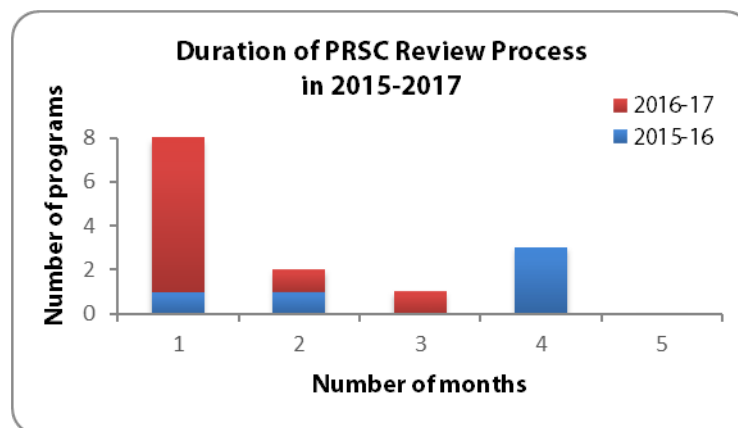
In part, this change can be attributed to the fact that fewer proposals required follow-up information in 2016/2017 (five of nine proposals). In 2015/2016, all FER reviews involved asking institutions to provide additional information; some also involved teleconferences between PRSC and the institution to clarify certain components of the proposal. In 2016/2017, the longest review (61 days) involved consideration of follow-up information and meetings with the institution and the Ministry.

Overall, Council's review time is affected by factors such as
- the completeness of the institution's proposal
- whether an organizational evaluation is required before the program review
- the time it takes to recruit external reviewers and establish a site visit date mutually agreeable to all reviewers and the institution (e.g., reviews typically do not occur in the summer)
- whether the institution is asked to provide further refinements of the proposal (e.g., submit a revised proposal)
- the number and scope of reviews of additional information that are needed before a recommendation can be made to the Minister.

The following table outlines the proposals reviewed by Council and/or the degree programs approved by the Minister on recommendation of Council between 1 April 2016 and 31 March 2017.

Alberta Publicly-funded Institutions Program	Type of Review	CAQC Recommendation /Status	Minister's Decision	Date
Athabasca University				
Master of Business Administration (Hockey Management)	Program*	To Approve	Approved	13 Feb 2017
Burman University				
4-year Bachelor of Science (Wellness)	Program	To Approve	Approved	2 June 2016
Concordia University of Edmonton				
Master of Public Health	Program	With Institution		
Master of Education in School Leadership	Program	Under Review		
Doctor of Psychology	Organizational & Program	With Institution		
University of Alberta				
Doctor of Pharmacy	Program*	To Approve	Approved	30 Aug 2016
Doctor of Pharmacy for Practicing Pharmacists	Program*	To Approve	Approved	30 Aug 2016
Doctor of Pharmacy (Bridging Program for BSc in Pharmacy Students)	Program*	To Approve	Approved	30 Aug 2016
Master of Science in Urban and Regional Planning	Program*	To Approve	Approved	30 Sept 2016
Doctor of Philosophy in Indigenous Studies	Program*	To Approve	Approved	14 March 2017
University of Calgary				
4-year Bachelor of Science (Mathematics)	Program*	To Approve	Approved	10 Feb 2017
Master of Arts (Languages, Literatures and Cultures)	Program*	To Approve	Approved	13 Feb 2017
Doctor of Philosophy (Languages, Literatures and Cultures)	Program*	To Approve	Approved	13 Feb 2017

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* Fully Expedited Review

Evaluation Teams

Council's fifth principle states that peer evaluation is an essential component of Council's evaluation of degree programs. The involvement of independent peer evaluators is very important as they provide expert advice to Council and to institutions proposing new degree programs. As well, they provide assurance to learners regarding the quality of degree programs, and promote the quality of Alberta programming in other jurisdictions. Therefore, recruitment of appropriate external experts to assist with Council's evaluations is vital as the quality of the reviewers affects the quality of the review, which in turn affects the quality of the program under review. Council ensures the external reviewers' perspectives brought to the evaluation process are a judicious mix of relevant disciplinary expertise and an objective external point of view. Council employs three types of expert teams:

▸ *Organizational evaluation teams* assist Council in examining the extent to which the systems and processes of the institution establish its capacity to achieve excellence in providing learning credentials at the degree level.
▸ *Program evaluation teams* help ensure that degree programs offered by institutions are of an acceptably high quality and comparable in quality to other degree programs in Alberta and Canada.
▸ *Comprehensive evaluation teams* help fulfill Council's monitoring role with respect to periodic evaluations of institutions offering approved degree programs.

Once the review is completed, team members and the institution are asked to provide feedback about their experience and offer suggestions for improving the review process. As this is a continuous process, at their September 2016 retreat, Council members reviewed the feedback and considered refinements to review processes, documents and advice. Overall, the feedback indicates a high level of satisfaction with the work of Council and its Secretariat.

Evaluators are senior academics and/or academic administrators from institutions offering approved degree programs in Alberta or elsewhere in Canada. In 2016/2017, Council conducted one organizational and one comprehensive evaluation involving CAQC-appointed review teams (six experts in total – three from Alberta and one each from British Columbia, Saskatchewan and Ontario). This number is significantly lower than in the previous years when PER reviews constituted a significant part of all reviews.

Council acknowledges the commitment of the following reviewers who provided their evaluation services during the 2016/2017 reporting year:

Dr. Kim Dotto	BCIT	Dr. Robert McCulloch	University of Regina
Dr. Joseph Doucet	University of Alberta	Dr. Elizabeth Smyth	University of Toronto
Dr. Andrew Hakin	University of Lethbridge	Dr. Heather Zwicker	University of Alberta

Prior to review by Council, all program proposals are expected to undergo an assessment by independent external experts recruited by the institution.

Monitoring and Periodic Review

The Programs of Study Regulation (91/2009) outlines Council's responsibilities with respect to monitoring of approved degrees. Monitoring may take various forms including annual reporting, periodic reporting, comprehensive evaluations, audits, as well as review of results of an institution's cyclical program reviews. Council may also ask for reporting prior to or after implementation of a new program. The extent of monitoring varies based on Council's appraisal of the institution's experience and capacity in offering degree programs, its assessment of the rigour and quality of application of the institution's internal review processes, any issues identified as part of the proposal review and/or follow-up to the annual reporting, substantive program changes and issues related to compliance with Council's minimum staffing standards.

Annual Reporting	To enable timely feedback regarding approved degree programs, all institutions except CARIs are required to submit their annual reporting by 1 November so the assessments of these reports, prepared by MSC, can be reviewed by Council at its winter meeting. An institution will not be required to report annually on a program if Council is satisfied with the results of the institution's cyclical review of the program. At the same time, Council may reinstate its annual reporting requirement for those programs which, in its opinion, need improvements with respect to their quality (e.g., as evidenced by the results of program cyclical reviews).
Comprehensive Evaluation	In addition to annual reporting, Council normally conducts at least one comprehensive evaluation of a resident institution offering approved degree programs no sooner than in the sixth academic year after the institution begins offering its first degree program. This review typically includes the results of the institution's cyclical reviews of some of its approved degree programs using external evaluators. A subsequent comprehensive evaluation may be conducted.
	In 2016/2017, Council conducted its first comprehensive evaluation of SAIT. Council has scheduled its first comprehensive evaluation of Alberta College of Art and Design in 2021/2022. Grant MacEwan University (GMU), MRU and NAIT have undergone their first comprehensive evaluation.
Cyclical program reviews	Council's third principle recognizes that the primary responsibility for academic and institutional quality assurance rests with degree granting institutions themselves. Therefore, Council, through its MSC, assists institutions in the development of their internal cyclical review policies and provides feedback on the results of cyclical program reviews. This increasing aspect of monitoring activities is very important as it provides Council with an opportunity to contribute to the development of the institutional quality assurance systems which is the underlying factor in their pursuit of offering quality programming to their students.
Quality assurance of programs delivered in collaboration	As a fairly recent phenomenon, the number of degree programs delivered in collaboration between either BASIs or PIs and Comprehensive Community Institutions is increasing within the province. As CAQC expects that programs delivered in collaboration will be of similar quality to the approved programs offered on the home campus, it provides its feedback on developing collaborative arrangements as well as monitors programs on host campuses after program implementation (e.g., through including them in its annual reporting processes, expectation that institutions offering degrees in collaboration review programs both on home and off-site locations, etc.).

Membership of Council

Council consists of 11 members appointed by the Minister, including a chair and 10 members representing expertise in the post-secondary system (brief biographical information about the members is available in Appendix 1).

Over the reporting period, Dr. Peter Mahaffy and Dr. Art Quinney continued to share the Chair's responsibilities. CAQC is grateful for their exceptional leadership and contributions.

On completion of their terms in June 2016, Council extended its gratitude to Dr. Neil Besner and Dr. John Waterhouse for their commitment to Council's quality assurance work.

As of 31 March 2017, three member positions were vacant.

The following 10 individuals served on Council in 2016/2017:

Co-Chairs	*Peter Mahaffy*	
	Art Quinney	
Members	*Neil Besner (until 30 June 2016)*	*Gordon Nixon*
	Gurston Dacks	*Janet Paterson-Weir*
	Judy Eifert	*John Waterhouse (until 30 June 2016)*
	Paul Gooch	*Robert Woodrow*

CAQC Secretariat

The CAQC Secretariat, provided by the Ministry of Advanced Education, assists the Co-Chairs and Council in their activities by providing expert advice on matters of policy and procedure, organizing all Council and subcommittee meetings, helping to set meeting agendas and preparing background documentation, drafting publications, helping to orient new members, and performing environmental scanning. As well, it coordinates all aspects with respect to Council's external evaluation teams and the Secretariat's Director or Manager serves as an advisory member on the teams to provide advice and ensure consistency across reviews.

The Secretariat also provides information and advice in response to inquiries from various agencies, current and prospective applicants, and members of the public about matters related to quality assurance of new degree programs. It also maintains the Council's website and SharePoint sites.

As of 31 March 2017, the Secretariat consisted of:

|	
Director	*Marilyn Patton*
Manager	*Guy Germain*
Research Officer	*Alex Makar*
Office Manager	*Shirley Miskowicz-Thomson*

A Glance Back

Since its creation in 2004, Council has been involved in the review of numerous degree programs at the baccalaureate and graduate levels. In particular, it has recommended approval of 219 programs (150 baccalaureate and 69 graduate). The table below provides an annual distribution of programs recommended by Council.

Number of programs recommended by CAQC for approval by year
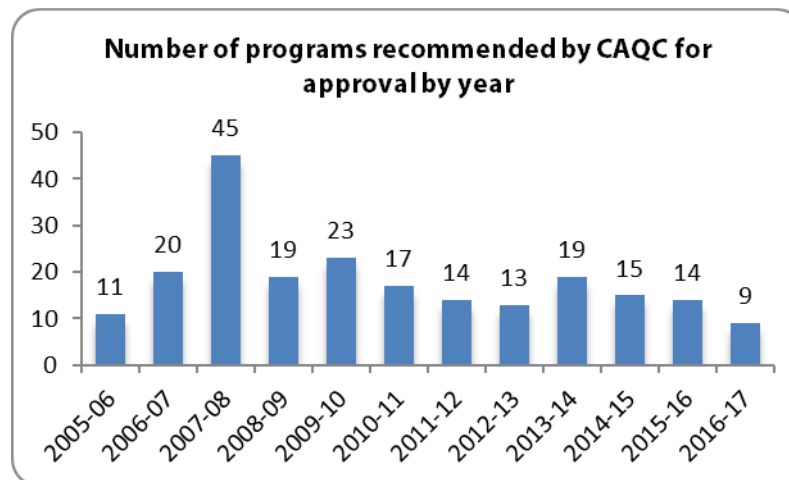
Of these 219 programs, 66 were proposed by BASIs, 11 by PIs, 97 by CARIs, 27 by IAIs, 15 by NRIs, and one each by a Comprehensive Community Institution, a Specialized Arts and Culture Institution and a private resident institution.[2] The chart below shows the percentage distribution of programs recommended by Council by post-secondary sector (the three institutions with one Council-recommended program were combined under 'Other').

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[2] For information on classification of post-secondary institutions in Alberta within the six sector model see Chapter 2.1.2 of the *CAQC Handbook* at www.caqc.gov.ab.ca.

Programs recommended by Council by sector 2004-2017

- CARI: 44%
- BASI: 30%
- PI: 5%
- IAI: 12%
- NRI: 7%
- Other: 2%
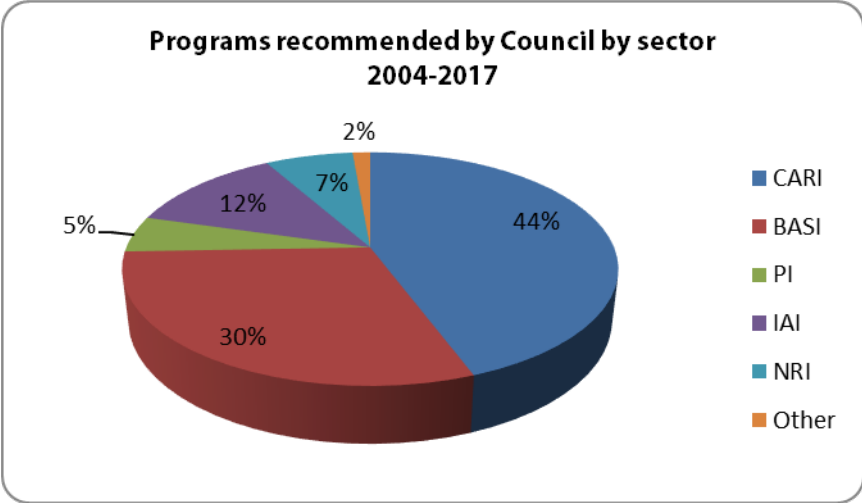
The Minister subsequently approved 212 of these 219 programs, and deferred a decision on six programs. The approval process for one program has not been finalized as the proposing institution ceased its operations in Alberta during the reporting period.

The chart below shows the number of approved programs by institution. Four institutions (University of Alberta, Mount Royal University, University of Calgary, and Grant MacEwan University) account for 62.3% of all programs approved on Council's recommendation.

Degree Programs Approved on Recommendation of CAQC
(Cumulative as of 31 March 2017)

Non-Resident Institutions

Institution	Count	Institution	Count
Andrews University	1	Gonzaga University	2
Cape Breton University	1	La Sierra University	2
City University of Seattle	2	Simon Fraser University	1
Cornell-Queen's	1	Queen's University	2
		University of Northern B.C.	1
		University of Portland	2

Institution	Count
University of Alberta	38
Grant MacEwan University	29
NAIT	3
Concordia University of Edmonton	7
The King's University	2

Institution	Count
University of Calgary	33
Mount Royal University	32
SAIT	7
Ambrose University	6
St. Mary's University	7
ACAD	1

Institution	Count
Athabasca University	7
Burman University	5
University of Lethbridge	19
Lethbridge College	1

Athabasca
Edmonton
Lacombe
Calgary
Lethbridge

As shown below, MRU and GMU together accounted for 76.1% of the total enrolments in CAQC-recommended programs in 2016/2017 and 74.8% of all graduates.

Enrolments and graduates in programs approved on CAQC recommendation (by Campus Alberta sector)

Campus Alberta sector	Number of learners 2015/2016 (FLE)	Number of graduates (since program approval)
Comprehensive Academic and Research Institutions	1,635.08	1,569
Baccalaureate and Applied Studies Institutions	13,770.22	13,131
Polytechnic Institutions	1,536.87	1,815
Comprehensive Community Institutions	164.99	
Independent Academic Institutions	976.96	1,046
Specialized Arts and Culture Institutions	7.30	
Total for all resident institutions	**18,091.42**	**17,561**

There were also 525 unique learners and 155 graduates in 2015/2016 from NRI programs approved on CAQC recommendation.

Since its inception, CAQC has engaged 227 external reviewers, 45% of whom were from Alberta and 55% from other Canadian jurisdictions, the USA and Australia. The table below shows their geographical distribution. *Note: The 'Other provinces' category includes five reviewers from Quebec, three from New Brunswick and one from Prince Edward Island. The 'Out-of-country' category includes three reviewers from the USA and one from Australia.*

Distribution of CAQC external reviewers from 2004-2017

AB 45% · BC 20% · ON 18% · SK 5% · MB 3% · NS 3% · Other provinces 4% · Out-of-country 2%
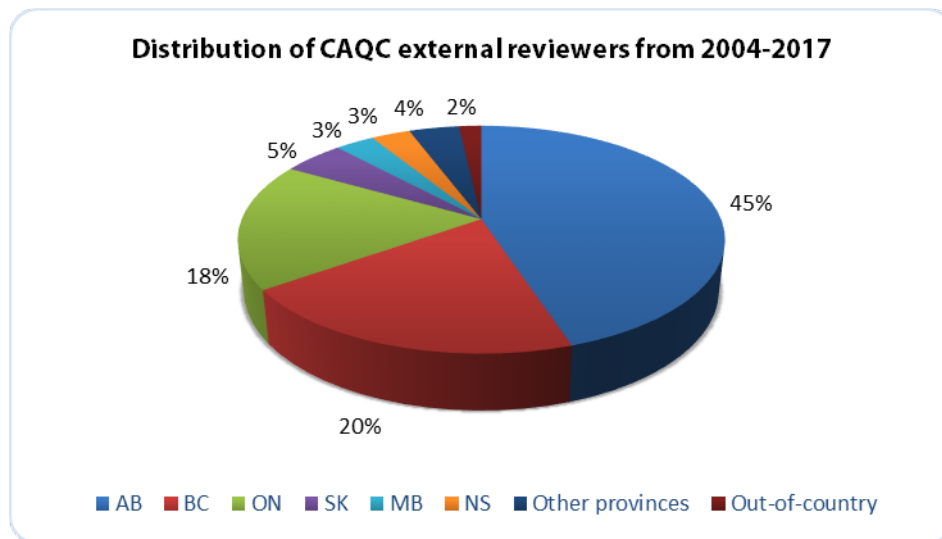
Looking Forward

We look forward to the results of the CAQC review emanating from the Agencies, Boards and Commission review, receiving the final results of that review, and making any improvements to Council's work based on the outcome of this review.

To ensure renewal of membership, Council anticipates that after completion of its review the Minister will recruit to the three vacant member positions.

Focusing on student needs in the areas of its two core activities, Council will ensure that all new degree program proposals referred to it by the Minister meet its quality standards, and that approved programs continue to meet quality standards after implementation. As a stakeholder in promoting and sustaining quality in the Alberta post-secondary system, Council will continue to actively engage with institutions from various sectors in the development of their internal quality assurance processes.

We expect and are optimistic that several of our multi-year initiatives will continue to contribute significant value to the Campus Alberta.

- First, we will continue our productive discussion with BASIs, PIs and IAIs regarding the most meaningful way of reporting scholarly activity data by these teaching intensive institutions.
- Second, we will begin work with institutional partners on planning the next round of audits at CARIs, and we will continue our work with stakeholders to identify appropriate criteria should Council decide to extend the audit to other institutions.
- Third, building on the interest expressed within Campus Alberta in the *Alberta Forum on Post-secondary Learning Outcomes* and the positive feedback we have received, we will seek opportunities to extend meaningful discussion of this topic.
- Fourth, as an underlying factor in the success of Council's work, we look forward to enhancing our outreach activities through new communication modes, in particular, with our faculty and students.

Council members will actively participate in the Ministry's review of post-secondary institution roles and mandates and are open to working on any other initiative related to Council's mandate.

Dr. Peter Mahaffy, Co-Chair   *Term: 3 September 2015 to 30 June 2017; member since 13 July 2009*
Dr. Mahaffy is Professor of Chemistry at The King's University and co-director of the King's Centre for Visualization in Science. He is active internationally in science and science education, and is a former chair of the Committee on Chemistry Education of the International Union of Pure and Applied Chemistry. He is a 3M National Teaching Fellow and a previous member of the Private Colleges Accreditation Board.

Dr. Art Quinney, Co-Chair   *Term: 3 September 2015 to 30 June 2017; member since 13 July 2009*
Dr. Quinney is a professor emeritus of the University of Alberta, former Chair of the Department of Physical Education and Sport Studies, and former Dean of Physical Education and Recreation. He was Associate Vice-President (Academic) from 2000-2002 and Deputy Provost from 2002-2007.

Dr. Gurston Dacks   *Term: 17 September 2013 to 30 November 2017*
Dr. Dacks is a professor emeritus of Political Science and former Acting Dean of Arts at the University of Alberta. He served on the Board of Governors and the Academic Standards Committee of the University and, in his administrative roles in the Faculties of Arts and Native Studies, participated in preparing undergraduate and graduate program proposals.

Dr. Judy Eifert   *Term: 22 September 2014 to 30 November 2017; member since 1 July 2010*
Dr. Eifert served as Provost and Vice-President Academic, Dean of Continuing Education, Dean of Community and Health Studies, and Department Chair of Nursing at Mount Royal College (now Mount Royal University). She currently works as an educational consultant to colleges and universities in Canada.

Dr. Paul Gooch   *Term: 30 January 2015 to 30 June 2018; member since 30 January 2012*
Dr. Gooch is Professor of Philosophy and former President & Vice-Chancellor of Victoria University, federated with the University of Toronto. He has held various academic administrative posts at the University of Toronto, including Vice-Provost, decanal positions in the School of Graduate Studies, and chair of Humanities at the Scarborough campus.

Dr. Gordon Nixon   *Term: 30 October 2014 to 30 June 2017*
Dr. Nixon is the former Vice President Academic and Dean of Information and Communications Technologies at SAIT Polytechnic. He has served on a number of academic and business committees and boards provincially, nationally and internationally.

Dr. Janet Paterson-Weir   *Term: 30 October 2014 to 30 June 2017*
Dr. Paterson-Weir served as Provost and Vice President, Academic at Grant MacEwan University from 2001-2013. She is the former Executive Dean of Business and Applied Arts and professor of Business at Algonquin College in Ottawa.

Dr. Robert Woodrow   *Term: 22 September 2014 to 30 November 2017; member since 1 July 2010*
Dr. Woodrow is a Professor of Mathematics and Statistics at the University of Calgary. He is the former Deputy Provost and Associate Vice-President (Academic) and served as Associate Dean and Vice Dean in Science. He has been active with mathematics outreach and the activities of the Canadian Mathematics Society.

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