



# British Columbia Degree Quality Assessment Board

11<sup>th</sup> Annual Report  
1 April, 2013 - 31 March, 2014

Ministry of Advanced Education

# Degree Quality Assessment Board

## *Roles and Responsibilities*

The Degree Quality Assessment Board (the Board) reviews and makes recommendations to the Minister of Advanced Education (the Minister) on applications for:

- new degree programs and exempt status<sup>1</sup> submitted by British Columbia public post-secondary institutions and private and out-of-province public post-secondary institutions;
- use of the word “university” submitted by private and out-of-province public post-secondary institutions; and
- renewal of consent for existing degree programs and consents for use of “university” under the *Degree Authorization Act*.

The Board recommends to the Minister policies, criteria and guidelines that will apply for the purposes of giving or refusing consent or approval or attaching terms and conditions to consent. The Board also monitors organizational performance against strategic plans and compliance with applicable legislation and government direction, accounting to government and stakeholders through appropriate reporting.

## *Composition of the Board*

The Board is composed of up to eleven voting members and three non-voting members. The voting members are selected for their background, experience and interest in post-secondary education, and include representatives from the private and public post-secondary degree-granting sectors, the business community, students and the general public. The three non-voting members are from the Ministry and the private training and transfer and articulation sectors. Please see Appendix 1 for Board Member biographies.

## *Board Members*

Voting Members:

- Nicholas Rubidge, Chair
- Richard Tees, Vice-Chair (term ended December, 2013)
- John Stubbs, Vice-Chair (effective March, 2014)
- Garth Evans
- Don Page
- Frank Pasacreta
- Robert Rogerson
- Carolyne Smart
- Laurel Douglas
- Don McKendrick
- Doug Owram

Ex-officio Members:

- Rob Fleming, Executive Director/ Co-Chair, BCCAT

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<sup>1</sup> Institutions with proven track records (10 years’ history in enrolling students in programs in B.C. at a particular degree level) and appropriate governance mechanisms in place may apply for “exempt status” at a specific degree level. For example, if an institution meets the 10-year prerequisite period for baccalaureate degrees and satisfies other criteria for exempt status, the institution could apply for exempt status in respect of new baccalaureate degrees. When an institution has been granted exempt status at a certain degree level, proposals submitted for new degree programs at that level would go directly to the Minister for approval following the 30-day peer/public review period on the Ministry’s website. The board does not review the proposal unless the Minister has concerns about it and refers it to the board.

- Karin Kirkpatrick, Registrar, PCTIA
- Ian Rongve, Assistant Deputy Minister, Sector Strategy and Quality Assurance Division (to November, 2013)
- Claire Avison, Assistant Deputy Minister, Sector Strategy and Quality Assurance Division

**Board Secretariat** The Governance and Quality Assurance Branch of the Ministry of Advanced Education provides secretariat support to the Board. The Secretariat provides policy and procedural advice, organizes meetings and expert review panels, and responds to inquiries from the public and applicant institutions. As of March 31, 2013 the Secretariat consists of:

Dorothy Rogers  
 Rosalyn Kilpatrick  
 Dao Luu  
 Dawn House  
 Vicki Simmons  
 Craig Mayer  
 Janet Jothen

*Director*  
*Education Officer*  
*Education Officer*  
*Education Officer*  
*Policy Analyst*  
*Research Officer*  
*Contract Administrator*

## Expert Reviewers

The Board relies on the expert opinions of highly qualified reviewers. The Board examines suggestions received from the Board Secretariat and the institution to be reviewed and then determines the level of review and provides recommendations to the Board Secretariat based on the expertise of the members.

These external experts review submissions of new degree programs and other applications<sup>2</sup>, provide advice to the Board and are integral to the Board's role in ensuring that new proposed degree programs at both private and public post-secondary institutions meet the Minister's criteria.

The willingness of these experts to serve on review panels, and the quality of their advice, has greatly assisted the Board in conducting its work.

Board members and the external experts engaged by the Board adhere to a Conflict of Interest and Confidentiality Policy which ensures that Board members and external experts avoid any actual or perceived conflict of interest including that which might impair or impugn the independence, integrity or impartiality of the Board.

Thank you to the expert reviewers who provided evaluations this year<sup>3</sup>:

Dr. Bernard Adell	Dr. Janice Hoshino	Dr. Patrick Ross
Mr. Jeffrey Berryman	Dr. Rosmy Jean-Louis	Bonnie Sadler Takach
Dr. Konstantin Beznosov	Dr. Bruce Kapron	Dr. Marleny Saldana
Prof. Joost Blom	Dr. Saul Klein	Dr. Martin Silverstein
Dr. Brian Burtch	Dr. Josée Leclerc	Dr. Richard K. Smith
Dr. Kenneth Carlaw	Dr. Darrin Lehman	Dr. Rosalie Tung
Dr. Gwen Chapman	Dr. Ian McCarthy	Dr. David Twynam
Dr. Sandra Collins	Dr. Wayne McCready	Dr. Miguel Vargas Martin
Dr. Michael Conlin	Dr. John Munro	Dr. Ilan Vertinsky
Dr. Harold Coward	Dr. Jennifer Nicol	Dr. John Waterhouse
Dr. John Craig	Ms. Anne Papas	Dr. Neil Watson
Dr. Russell Currie	Dr. Ross Paul	Dr. John Winterdyk
Mr. John DeGrace	Prof. David Percy	Dr. Roger Wolff
Dr. Brian Gillespie	Dr. Adele Reinhartz	Dr. Murray Young
Dr. Stanley Hamilton	Ms. Sharon Romero	

<sup>2</sup> Experts may also review applications for exempt status and for institutions governed by the *Degree Authorization Act*, applications for use of the word "university".

<sup>3</sup> The list of expert reviewers includes those that were involved in a quality assessment report where the report was submitted during the period covered by this report.

### *Conflict of Interest and Confidentiality*

Board members must also adhere to the Guidelines for Conduct of Government Appointees to B.C. Agencies, Boards and Commissions developed by the Board Resourcing Development Office. External experts are also expected to adhere to the spirit of these guidelines.

### *Degree Authorization Website*

The Board and the Ministry communicate with post-secondary stakeholders and members of the public via the Degree Authorization website. The website provides information about the Board, the quality assessment process, assessment criteria, guidelines and policies, relevant legislation, applications currently under review, recommendations of the Board and decisions of the Minister.

## **Activities of the Board**

### *Recommendations to the Minister*

During the period of April 1, 2013 to March 31, 2014, the Board made the following recommendations to the Minister (these included recommendations on submissions received during the 2012/13 reporting cycle):

- 14 recommendations for new degree programs.
- 2 recommendations for re-consent of degree programs.
- 2 recommendations for re-consent of use of the word “university”.
- 2 recommendations for organization review.
- 4 recommendations for Change of Consent.
  - 1 request for delay of program start date.
  - 2 location change requests.
  - 1 name change request.

### *Other Activities*

During the period of April 1, 2013 to March 31, 2014, the Board completed the following:

- 15 recommendations for review panels to be convened.
- 13 issues related to performance and quality assurance standards identified for review of special terms and conditions of consent or provisions of the Board.

### British Columbia Public Institutions' Applications Requiring Board Review

Institution	Program	DQAB Recommendation	Minister's Decision
British Columbia Institute of Technology	Bachelor of Science in Food Technology and Operations Management	Recommend Approval	Approval Granted September 12, 2013
Capilano University	Bachelor of Design in Visual Communication	Recommend Approval	Approval Granted February 12 2014
Douglas College	Bachelor of Arts in Applied Psychology/ Honours	Recommend Approval	Approval Granted July 3, 2013
Justice Institute of British Columbia	Bachelor of Law Enforcement Studies	Recommend Approval	Approval Granted September 18, 2013
University of the Fraser Valley	Bachelor of Arts, Major in Economics	Recommend Approval	

### Private and Out-of-Province Public Institutions' Applications Requiring Board Review

Institution	Program	DQAB Recommendation	Minister's Decision
Adler School of Professional Psychology	Master of Counselling Psychology: Arts Therapy	Recommend Consent	Consent Granted July 30, 2013
Acsenda School of Management	Change to Consent: Delay of Program Start Date	Recommend Implementation Extension	
Athabasca University	Application to use the word "university"	Recommend Consent	Consent Granted March 27, 2014
Athabasca University	Master of Counselling: Art Therapy	Recommend Consent	Consent Granted March 27, 2014
City University of Seattle	Bachelor of Arts in Management	Recommend Consent	
Columbia College	Change to Consent: Change in Location	Recommend Consent	Consent Granted April 12, 2013
Corpus Christi College	Change to Consent: Name Change Request	Board not supportive	
New York Institute of Technology	MBA with Concentrations (Finance) and (Tourism)	Recommend Consent	Consent Granted July 30, 2013
New York Institute of Technology	Master of Science in Information, Network and Computer Security	Recommend Consent	Consent Granted July 30, 2013
Pacific Coast University for Workplace Health Sciences	Bachelor of Disability Management	Recommend Consent	Consent Granted August 7, 2013
Queen's University	Application to use the word "university"	Recommend Consent	Consent Granted June 26, 2013
Queen's University	National Executive MBA and Accelerated MBA	Recommend Consent	Consent Granted June 26, 2013
Trinity Western University	Juris Doctor	Recommend Consent	Consent Granted December 17, 2013
Trinity Western University	Change to Consent: Change in Location	Recommend Consent	<i>Minister approval not required</i>

## *Determination of New Degrees*

*Determination of new degrees, requests for degree/credential name changes, and changes to consent.*

The Degree Program Review Criteria and Guidelines include a provision that allows institutions to request the Board's determination on whether a change in program offering is of sufficient magnitude to be classed as a new degree requiring Board review and/or approval of the Minister.

During 2013/2014, the Board reviewed nine requests received from institutions requesting the Board's determination of whether changes were of such a magnitude that they constituted a new degree and would require more formal review. The Board determined that five of the nine requests did constitute a new degree. The Board also determined that four requests be approved without review as a new degree.

### **Determination - New Degree Requiring Review**

*In October, 2013 the Board approved the updated template on Determination of New Degree as drafted by the Secretariat.*

Date Reviewed	Institution	Program
2013-Jun-10	<i>Vancouver Community College</i>	The Board reviewed VCC's proposed changes to the Bachelor of Hospitality Management program. The Board determined that the changes were of significant magnitude to constitute a new degree and a full proposal will need to be submitted to undergo a degree program review.
2013-Jun-10	<i>Camosun College</i>	The Board reviewed Camosun's proposed name change to the Bachelor of Business Administration, Major in Marketing Communications Management program. The Board determined that the changes were of significant magnitude to constitute a new degree and a full proposal will need to be submitted to undergo a degree program review.
2013-Oct-28	<i>Capilano University</i>	The Board reviewed Capilano's requested changes to the Bachelor of Music in Jazz Studies program. The Board determined that the changes were of significant magnitude to constitute a new degree and a full proposal will need to be submitted to undergo a degree program review.
2014-Mar-31	<i>Thompson Rivers University</i>	The Board reviewed TRU's requested changes to the Bachelor of Business Administration program. The Board determined that the changes were of significant magnitude to constitute a new degree and a full proposal will need to be submitted to undergo a degree program review.

2014-Mar-31	<i>Thompson Rivers University</i>	The Board reviewed TRU's requested changes to the Bachelor of Technology (Technology Management) program. The Board determined that the changes were of significant magnitude to constitute a new degree and a full proposal will need to be submitted to undergo a degree program review.
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### **Determination - Approved without Review as New Degree**

<b>Date Reviewed</b>	<b>Institution</b>	<b>Program</b>
2013-Jun-10	<i>Art Institute of Vancouver</i>	The Board reviewed AIV's request to reduce the number of credits in its degree programs from 194 to 180 quarter-credits. The Board approved the request given that AIV is removing what is no longer relevant.
2013-Jul-15	<i>British Columbia Institute of Technology</i>	The Board reviewed BCIT's request to change the name of the Bachelor of Technology in Radiation Therapy to Bachelor of Science in Radiation Therapy. The Board determined that the proposed name change did not constitute a new degree and that no further action was required by BCIT.
2013-Sep-16	<i>Simon Fraser University</i>	The Board reviewed SFU's notice of intention to replace the Certificate in Italian Studies with a Minor in Italian Studies. The Board determined that the change did not require a review.
2014-Feb-24	<i>Douglas College</i>	The Board reviewed Douglas' revisions to the Bachelor of Business Administration program. The Board determined that the proposed changes were not of significant magnitude to constitute a new degree and recommended that a one person desk audit be conducted to examine the changes in the program since 2012.



## *Withdrawing a Proposal*

Institutions are able to withdraw a proposal at any time prior to the Minister's decision. Institutions are informed at the time of application that withdrawn applications are posted publicly to ensure transparency and accountability in the quality assessment process.

The following applications were withdrawn during the period covered by this report:

### ***Withdrawn Applications***

<b>Institution/ Program</b>	<b>Status</b>	<b>Date</b>
<b>Douglas College</b>		
Bachelor of Arts in Criminology (Applied Baccalaureate)	Withdrawn	May 31, 2013
<b>Kwantlen Polytechnic University</b>		
Bachelor of Arts (Minor in Education)	Withdrawn	May 14, 2013
<b>PCU College of Holistic Medicine</b>		
Bachelor of Traditional Chinese Medicine in Acupuncture	Withdrawn	August 22, 2013
<b>Trinity Western University</b>		
PhD in Religious Studies	Withdrawn	October 9, 2013
<b>University Canada West</b>		
Master of Education (Educational Leadership)	Withdrawn	January 9, 2014
<b>Vancouver Animation School</b>		
Bachelor of Arts in Character Animation	Withdrawn	July 9, 2013
<b>Victoria College of Art</b>		
Bachelor of Fine Arts	Withdrawn	March 6, 2014

### *Reporting and Monitoring – Private and Out-of-Province Public Institutions*

In addition to a quality assessment process, the *Degree Authorization Act* (DAA) requires all consent holders to submit annual reports to the Ministry and the Board including information on the institution, its operations in British Columbia, student demographics, the degree programs under consent and how they are continuing to meet or exceed performance standards under the established criteria.

In conjunction with the annual reporting cycle, representatives of the Ministry and Board Secretariat conduct an annual performance meeting with institutions to ensure that the quality of education is continually improving and meeting the needs of students. These meetings focus on evidence-based outcomes and act as a means to follow up on issues that have been raised in relation to current performance and quality assurance standards.

Annual performance reports are compiled for the Board and the Ministry regarding the annual performance of these institutions. The site visit and performance reports are informed by the institution's annual report and site visit, as well as the initial organization review, program review(s), and any concerns or issues brought to the Ministry's attention during the reporting cycle. The reports include general observations, examples of good practice noted and recommendations and requirements for the institution to enhance quality, where necessary. Any issues that arise as a result of the annual performance report are followed up on throughout the year and consent holders are required to report in the following year on the steps they have taken to address these issues or areas of concern.

Seventeen institutions were required to report for the 2012/2013 reporting year. Annual reports were submitted by July, 2013 and annual performance meetings were conducted with ten institutions from July to December 2013. The performance reports were sent to each institution and institutions were given the opportunity to provide a response before the Board reviewed the individual reports and the institution's response.

### *Substantive Changes*

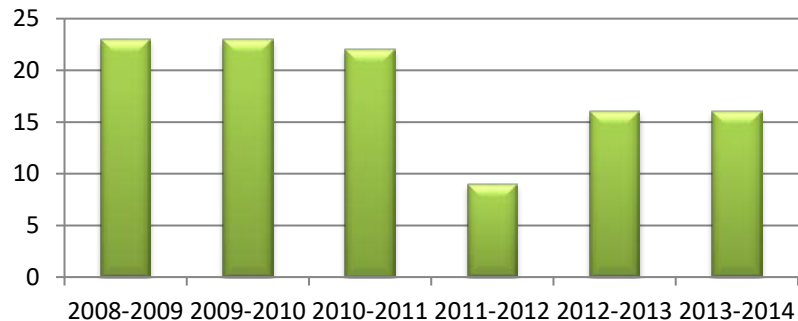
Under the Standard Terms and Conditions of Consent the Board also reviewed applications from private and out-of-private public institutions for substantive changes such as changes to an institution's "doing business as" name, location changes and changes to program implementation dates.

## Looking Back - Applications Received

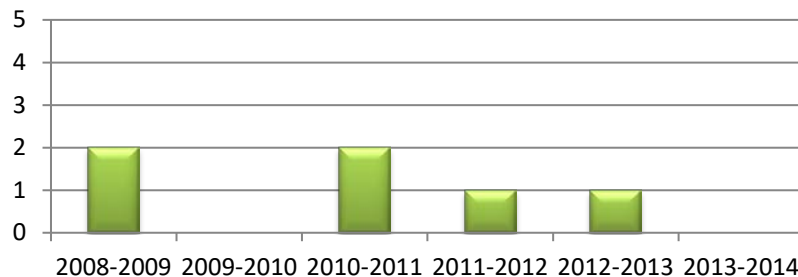
### *Board in Review*

Since the establishment of the DQAB in 2002, 239 program applications, 24 applications for use of the word “university” and 13 applications for exempt status have been received requiring board review. Applications include renewal of consents.

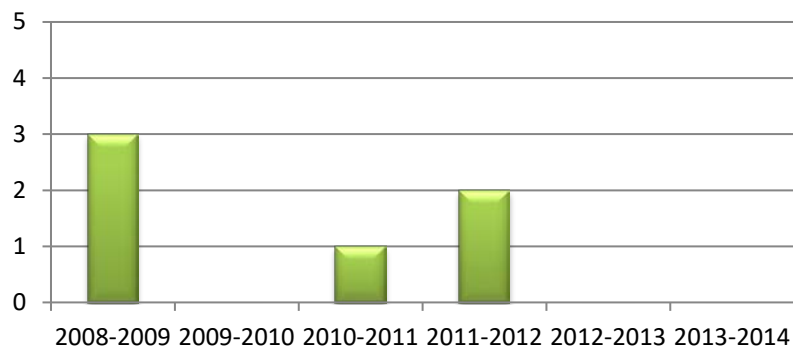
**Number of Degree Program Applications  
Received Requiring Board Review**



**Number of Use of the word "university"  
applications Received Requiring Board  
Review**



**Number of Exempt Status Applications  
Received Requiring Board Review**



## Other Activities and Accomplishments

### *Reviews and Recommendations*

The Board reviewed and recommended approval of the updated British Columbia Quality Assessment and Quality Assurance Handbook and accepted and approved the updated Annual Reporting Guidelines.

During the year, the Board reviewed initial documentation regarding a possible Inter-provincial Protocol on Degree Recognition. The Board encouraged further development for mutual recognition among Canadian Quality Assurance/ Assessment Agencies.

The Board also reviewed and accepted a number of external reports related to its mandate including the British Columbia Council on Admissions and Transfer's Associate Degree Review.

### *Looking Towards the Future*

In 2014/15, the DQAB will continue to review applications for new degree programs, use of "university" and exempt status. With the increasing number of new degree proposals given consent under the *Degree Authorization Act (DAA)*, the DQAB continues to experience a shift in workload from new applications to monitoring existing programs based on evidence-based outcome reviews and established reporting mechanism. This includes reviewing and making recommendations on applications for renewal of consent submitted by institutions whose period of consent is about to expire.

The Board is committed to further reviewing the current criteria and guidelines for degree program review, exempt status, organization review and use of the word "university" based on recent changes in process and the continuing complexity of proposals. Based on information arising from the Performance Reporting and Monitoring process, the Board will review English language proficiency, language requirements and the language testing used by institutions. The Board will also analyze Applied Degrees in general in preparation of receiving further applied degree program proposals in the future.

The Board members look forward to working with the Minister of Advanced Education and Ministry staff as well as stakeholders and students to ensure the Province of British Columbia continues to build a reputation as a jurisdiction of post-secondary educational excellence.

## Appendix 1 - Board Members

### DQAB Member Biographies

#### **Nicholas Rubidge, Chair**

Nicholas Rubidge upon his retirement from the presidency of the College of the Rockies was appointed president emeritus. Rubidge serves as chair of the Province of British Columbia's Degree Quality Assurance Board and prior to his appointment to DQAB he was chair of the BC Post-Secondary Employers Association. He is presently a member of the Board for the Ontario Colleges Quality Assurance Service. He has more than 40 years' experience in the post-secondary system. Before joining the College of the Rockies, Rubidge served 23 years in various capacities in the Provinces Ministry of Advanced Education, lastly as director of the colleges and institutional planning branch at the Ministry of Advanced Education and Labour Market Development, Training and Technology in Victoria and as vice-president of Royal Roads University. In 1975, Rubidge was one of the educational administrators hired to create a multi-campus college for the East Kootenay region. That college became East Kootenay Community College and was later renamed College of the Rockies. He has represented the province and Canada at various national and international venues, such as the council of Canadian ministers of education, the commonwealth ministers of education and meetings of the south east Asia ministers of education. His educational background includes a master's degree in agricultural economics and a doctorate in adult education from the University of British Columbia, and a bachelor of science degree from London University in England.

#### **Richard Tees, Vice-Chair**

Richard Tees is a professor emeritus of psychology at the University of British Columbia (UBC). He has acted in UBC management and advisory roles for 40 years, serving as head of the psychology department and on its senate for 15 years. Tees was a member of the executive of the UBC Okanagan transition management team that oversaw the establishment of a second campus of UBC in Kelowna, serving as its acting deputy vice-chancellor and academic vice-president until July 2006. He is the past president of the Canadian Society for Brain, Behaviour and Cognitive Science and the Canadian Council of Departments of Psychology, and a past chair of the Natural Sciences and Engineering Research Council grant selection committee. Tees received his doctor of philosophy in psychology (biopsychology) from the University of Chicago and a bachelor of arts with honours from McGill University. His academic honours include election as a Fellow in each of the three major North American scholarly societies: the Canadian Psychological Association, the American Psychological Association and the American Psychological Society.

#### **John Stubbs, Vice-Chair**

John Stubbs is a professor emeritus of history and past president and vice-chancellor of Simon Fraser University. A long-time university executive and educator, Stubbs has served as president and vice-chancellor of Trent University, associate dean of arts at the University of Waterloo, governor of Sir Sandford Fleming College, and a member of the executive of the Council of Ontario Universities. He has taught politics and history at Trent University and history at the University of Waterloo. He is the author of articles and papers on British political history and the history of journalism. Stubbs is a former director of BC Hydro and the Laurier Institution. In the past, he served as a director for the Association of Universities and Colleges of Canada, the Vancouver Board of Trade, and the Business Council of British Columbia. He served as a director of the Canada Millennium Scholarship Foundation from 1999 to 2010. Stubbs holds a bachelor of arts from the University of Toronto, a master of science from the London School of Economics, and a doctor of philosophy from Oxford University.

### **Garth M. Evans**

Garth M. Evans lives in Burnaby BC and practices law with the Vancouver law firm of Barbeau Evans & Goldstein concentrating on real estate, commercial and corporate matters. He graduated from the University of British Columbia in 1971 with a bachelor of arts (economics) and in 1974 with a bachelor of laws and was called to the British Columbia Bar in 1975. In 1981 he was awarded the Canadian Medal of Bravery. He was the chair of the Solicitors' Issues Committee of the BC Branch of the Canadian Bar Association from 2003 to 2007. He was a Burnaby city councillor from 2005 to 2008 and is a member of the Burnaby Board of Trade. He is actively involved in the management of a number of small businesses. He is a member of the B.C. Medical Association Environmental Health Committee and chair of its Water Quality Subcommittee and a director of a number of non-profit societies including Fairhaven United Church Homes Society and L'Arche Greater Vancouver Society.

### **Donald M. Page**

Don Page is currently Trinity Western University's Senior Fellow and Professor Emeritus in the Master of Arts in Leadership (MAL) program. He served as the university's academic vice president for ten years before establishing the MAL program and the Laurentian Leadership Centre in Ottawa. He has also served as the program director for the Executive Leadership Institute for training new university presidents and chief academic officers. Before joining the university in 1989, he was a foreign policy analyst and speech writer in the Department of Foreign Affairs and International Trade. He has conducted workshops on leadership and team building for non-profit and business organizations and government departments throughout Canada and in the United States, Kenya, South Africa, and China. He has published more than six dozen studies on foreign affairs, public history, and leadership, the most recent being his book on Servant Empowered Leadership: A Hands-On Guide to Transforming You and Your Organization. He holds his B.A., M.A., and Ph.D. degrees in history from the University of Toronto.

### **Frank Pasacreta**

Frank Pasacreta has over 30 years of experience in Industrial Relations. Prior to his retirement in December 2007 he spent 18 years with the BC Maritime Employers Association (BCMEA), most recently as President and CEO, and before that as Executive Vice-President and Vice-President of Operations. As CEO he was responsible for all of the BCMEA activities including, Health & Safety, Collective Bargaining, Labour Relations, Recruitment and Training, Claims Management, Information Services, Payroll & Benefits, Legislative Advocacy and the Longshore Despatch Centres. Prior to joining the BCMEA in 1987 he held a variety of senior positions in the Human Resources field with the Provincial Department of Labour, BC Labour Relations Board, Construction Labour Relations and Canada Post. Frank, who lives in Kelowna, has served as a fundraiser for the Lions Gate Hospital 911 Relay for 10 years and volunteers as an account executive for the United Way. Pasacreta currently serves as a Director and Chair of the Board of the Industry Training Authority and as Director of the Templeton Secondary School Education Foundation. He is a former Director of Family Services of Greater Vancouver, Greater Vancouver Gateway Council, Western Marine Community and Federal Employers Transportation & Communications (FETCO).

### **Robert Rogerson**

Robert Rogerson is president of Rogerson Academic Services Inc., Victoria BC. He is former vice-president academic at University Canada West, and the former Dean of Arts and Science at the University of Lethbridge. He has also held academic appointments at Memorial University of Newfoundland, where he served as head of geography, assistant director to the Labrador Institute for Northern Studies and executive director of Oceans 2000. At the University of Lethbridge he completed two terms as professor and chair of the geography department. In 2001, he was awarded the Canadian Association of Geographers Award for Excellence in Teaching Geography, and in 2005 was presented with the J. L. Robinson Award for Meritorious Service to the Discipline of Geography by

the Western Division of the Canadian Association of Geographers. He was president (2007-2009) of the Western Division of the Canadian Association of Geographers. Rogerson holds his bachelor of arts (honours) from the University of Liverpool in the U.K., his master of science from McGill University, and his doctor of philosophy from Macquarie University in Sydney, Australia.

### **Carolyne Smart**

Carolyne Smart is professor emeritus of business strategy and former dean of the Faculty of Business Administration at Simon Fraser University. She has spent the last 25 years as an academic and senior administrator at Simon Fraser University. Carolyne is academically trained in the discipline of strategic analysis and planning and she has developed a deep understanding and appreciation of management processes within not-for-profit and entrepreneurial organizations. She has published extensively on issues relating to improving organizational decision-making processes, particularly during crises, and the quality of strategic decisions made by entrepreneurial enterprises. She also is the former director of the Scotia Bank Centre for Women Entrepreneurs and she works extensively with female business owners. Carolyne served as a member of the Board of Directors of the Vancouver Arts Stabilization Team and she has a particular interest in strategic decision-making in arts and cultural organizations. She holds the degrees of bachelor of commerce (marketing), master of business administration (organizational theory) and doctor of philosophy (strategy) from The University of British Columbia.

### **Laurel Douglas**

Laurel Douglas has a background in technology, finance and economic development, and an interest in post-secondary education. She spent 15 years in senior underwriting, strategic planning and business development positions at Chubb Insurance, Alcatel NV, Nortel and JP Morgan in Toronto, Paris, London and Frankfurt. After almost 10 years in Europe, she moved to BC in the mid 1990's, entered the economic development field, and held leadership roles in the Okanagan technology community from 1997 to 2004. She was the founding Executive Director of the Science & Technology Council of the Okanagan (now Accelerate Okanagan). Since 2004, Laurel has been CEO of Women's Enterprise Centre, which provides business loans, advisory services, resources, training and mentors to women business owners throughout BC, from its offices in Kelowna, Vancouver and Victoria. The Centre was the winner of the 2012 national Startup Canada 'Canadian Mentorship Challenge'. Douglas serves on numerous boards, including Women's Enterprise Organizations of Canada and the Central Okanagan Economic Development Commission (since 2003). She received the 'Order of Entrepreneurship' in 2008 from Small Business BC, a silver medal for 'Economic Developer of the Year' from the Economic Development Association of BC in 2009, and was named one of the 'World of Difference 100 Award' winners by The International Alliance of Women in 2011. She spoke at the 2011 Summit of APEC nations on the topic of access to capital, and has provided keynotes and presentations on leadership, mentoring and women's entrepreneurship at national and international academic and industry conferences. Laurel has a BBA from Wilfrid Laurier University (1983), an MBA from INSEAD (1987), and a Post-Baccalaureate Diploma in Community Economic Development from SFU (1995).

### **Don McKendrick**

Don McKendrick resides in Maple Bay on Vancouver Island and currently works as an independent management consultant. His career spans almost 40 years in the pulp and paper sector. Don has worked in senior level positions in operations and corporate services for various companies in BC and Ontario. Most recently, he provided leadership support for the start-up of a world-class pulp mill in Rizhau, China. Previous to this, Don was VP of Operations at Canada's largest paper complex in Crofton BC. Don's academic background includes a degree in Chemical Engineering from the University of British Columbia, a diploma from the Banff School of Advanced Management, a Coaching Certificate from the Learning Institute of Seattle and a diploma from the Centre for Creative Leadership in Greensboro, North Carolina.



**Doug Owrap**

Doug Owrap is a Canadian historian who was educated at Queen's University (B.A. , M.A.) and the University of Toronto (PhD). He joined the University of Alberta in 1976 and became full professor in 1985. He served in several administrative positions, becoming Vice-President (Academic) in 1995. As such he was senior vice-president of the university and its chief operating officer. His term was completed in 2003. In 2006 he was recruited to the position of Deputy Vice-Chancellor and Principal of the University of British Columbia's Okanagan campus. He completed his term on June 30, 2012. Professor Owrap has authored or edited nine books and many articles. In recognition of his scholarship he was made a member of the Royal Society of Canada (1990) and won the university's research prize in 1995. Major external roles include the Presidency of the Canadian Federation of Humanities and Social Sciences (2002-2004) and the founding Chair of the Campus Alberta Quality Council (2003-2006), Alberta's accreditation body.

**Rob Fleming**, *Executive Director and Co-chair, British Columbia Council on Admissions and Transfer*. The mandate of the British Columbia Council on Admissions and Transfer is to facilitate admission, articulation and transfer arrangements among institutions, public and private, that are members of the BC transfer system. The Council provides information and assistance to private institutions that are seeking baccalaureate degree approval and that anticipate articulating their courses for transfer credit. The Council's collaborative approach to the planning and administration of policies, practices and projects helps to ensure an accessible and responsive system.

**Karin Kirkpatrick**, *Registrar, Private Career Training Institutions Agency (PCTIA)*. In January of 2011, Karin began as the Registrar and CEO of PCTIA, a BC Provincial Crown Agency regulating the private post-secondary career training sector. Previously, as CEO of the Real Estate Foundation of BC, Karin worked with senior provincial ministries officials on housing issues, and key members and organizations in the real estate industry across British Columbia, funding and planning sustainable and responsible land use projects. For six years Karin was Assistant Dean at the Sauder School of Business and Director of the Centre for CEO Leadership in the University of British Columbia. Karin continues to be regularly featured in Canadian media on issues related to business management, employment issues, and women in business. Currently she sits on the Board of the BC Council for International Education and is an ex-officio Board member with the Provincial Degree Quality Assessment Board. She is a professional member of the Certified Management Accountants Society of BC, the Real Estate Institute of BC, and the BC Human Resource Management of Association. Following in the footsteps of her entrepreneurial family, she was President of the Kirkpatrick Staffing Group, a company she founded in 1994 and sold in 2001. Karin holds a Master of Business Administration degree in Human Resources as well as being a Certified Management Accountant (CMA) and a Certified Human Resource Professional (CHRP). The non-traditional start to her business career was as a musician and song-writer.

**Ian Rongve**, *Assistant Deputy Minister, Sector Strategy and Quality Assurance Division, Ministry of Advanced Education*. Previously, Dr. Rongve was the Executive Director, Planning and Innovation Division with the Ministry of Health and the Executive Director, Knowledge Management and Technology Division with the Ministry of Health. He holds his Bachelor of Commerce (Honours) from the University of Saskatchewan, and his Master of Arts in Economics and his Doctorate in Economics from the University of British Columbia.



**Claire Avison**, *Assistant Deputy Minister, Ministry of Advanced Education*. Claire Avison joined the BC Public Service in 2001, working at the Ministry of Health for five years in the health promotion area before moving to the Ministry of Education in 2006 and assuming responsibility for a broad range of policy matters. The work at the Ministry of Education included a two year term as the Executive Director responsible for the national Consortium for School Health, bringing together senior policy makers from provincial and territorial ministries of health and education along with the Public Health Agency of Canada to work more effectively together on areas of common interest, and, subsequently a lead role in the promotion of healthy schools, the expanded community use of schools and support for vulnerable students. In 2010, Claire began working with the Deputy Minister and ministry executive to ensure policy alignment within the K-12 sector's transformation initiatives. In 2011, Claire was appointed Assistant Deputy Minister, Governance, Legislation and Regulation. Her responsibilities included governance and legislation, teacher regulation, international education, independent schools and labour relations. Claire was also a member of the Board of the BC Public Schools Employers Association and the Board of the BC Council for International Education and served as the government representative on the BC Teachers' Council. In November 2013 she joined the Ministry of Advance Education in the capacity of Assistant Deputy Minister with the Sector Strategy & Quality Assurance Division. She oversees governance and quality assurance, strategic policy and planning, labour relations as well as post-secondary audit and accountability. Claire brings a wide range of experience in policy alignment, governance, legislation and labour relations to her new role with the Ministry of Advanced Education.