



**British Columbia  
Degree Quality Assessment Board**

**12<sup>th</sup> Annual Report  
1 April, 2014 - 31 March, 2015**

**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 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 the word “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
- John Stubbs, Vice-Chair
- Garth Evans
- Don Page
- Frank Pasacreta
- Robert Rogerson (term ended November, 2014)
- Carolyne Smart
- Laurel Douglas
- Don McKendrick
- Doug Owrarn

Ex-officio Members:

- Rob Fleming, Executive Director/ Co-Chair, BCCAT
- Claire Avison, Assistant Deputy Minister, Ministry of Advanced Education
- *Vacant, private training sector representative*

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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.

*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. The Secretariat consists of:

Dorothy Rogers, Director  
Rosalyn Kilpatrick, Education Officer  
Dao Luu, Education Officer  
Dawn House, Education Officer  
Vicki Simmons, Senior Policy Analyst  
Craig Mayer, Research Officer  
Janet Jothen, 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. Derek Apel	Dr. David Good	Dr. Ken Rasmussen
Dr. Heather Banham	Dr. Peter Hausdorf	Dr. Malcolm Reeves
Dr. Ronald Bond	Dr. Mryka Hall-Beyer	Dr. Kjell Rubenson
Dr. Brian Burtch	Ms. Karin Jager	Dr. Erich Schellhammer
Dr. Wayne Caldwell	Dr. Peter Keller	Dr. Nadine Schuurman
Dr. Robert Campbell	Dr. Saul Klein	Dr. Greg Sears
Dr. Brian Carr	Dr. John Klironomous	Dr. Andrew Seidel
Dr. Colleen Collins	Dr. Penny LeCouteur	Prof. Andrea Soberg
Dr. Michael Conlin	Dr. David Lefebure	Dr. Kelly Sundberg
Dr. Stephen Duguid	Dr. Stephen Long	Dr. David Thomas
Ms. Lian Dumouchel	Dr. Peter Meekison	Dr. David Twynam
Dr. Salvador Ferreras	Dr. John Munro	Dr. Ilan Vertinsky
Dr. Lee Foote	Dr. Cara Nelson	Dr. John Walsh
Dr. Alison Gill	Ms. Nancy Pagé	Dr. John Waterhouse
Dr. Brian Gillespie	Dr. Ross Paul	Dr. Roger Wolff
Dr. Michael Goldberg	Dr. Susan Pepper	

<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

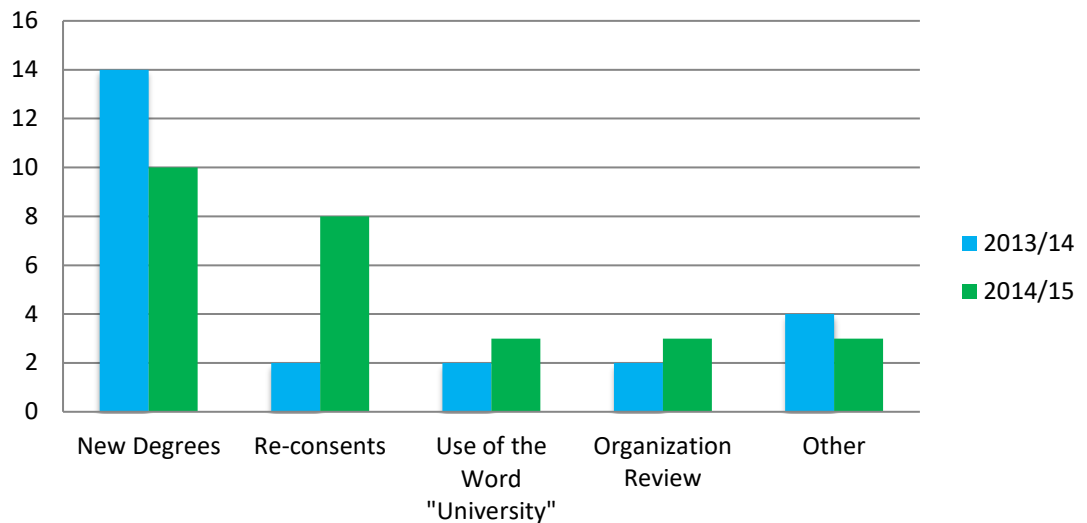
*Recommendations to the Minister*

During the period of April 1, 2014 to March 31, 2015, the Board made 27 recommendations to the Minister (these included recommendations on submissions received during the 2013/14 reporting cycle):

- 10 recommendations on new degree programs.
- 8 recommendations on re-consent of degree programs.
- 3 recommendations on consent of use of the word “university”.
- 1 recommendation on exempt status.
- 3 recommendations on organization reviews.
- 1 recommendation on extension of consent.
- 1 recommendation on the sale of an institution.

In the previous year, the Board made 24 recommendations to the Minister.

### Board Recommendations to the Minister



### *Other Activities*

During the period of April 1, 2014 to March 31, 2015, the Board completed the following:

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

### *A Resource for the System*

Throughout the year, over 100 separate degree programs, proposals and issues from the 25 public post-secondary and 20 private and out-of-province public post-secondary institutions are monitored by the Board. These include items for the Board's review, determination and recommendation as well as issues that the Board discusses, examines, monitors or provides advice on.

- Degree programs, proposals and issues from public post-secondary institutions are reviewed or monitored by the Board an average of twice a year.
- Degree programs, proposals and issues from private and out-of-province post-secondary institutions are reviewed or monitored by the Board an average of nearly three times a year.

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

<b>Institution</b>	<b>Program</b>	<b>DQAB Recommendation</b>	<b>Minister's Decision</b>
British Columbia Institute of Technology	Bachelor of Engineering in Mining and Mineral Resource Engineering	Recommend Approval	Approval Granted December 15, 2014
British Columbia Institute of Technology	Application for Exempt Status	Recommend Approval	
British Columbia Institute of Technology/ Simon Fraser University	Master of Science in Ecological Restoration	Recommend Approval	
Vancouver Community College	Bachelor of Hospitality Management	Recommend Approval	Approval Granted September 19, 2014
Vancouver Island University	Master of Community Planning	Recommend Approval	Approval Granted September 19, 2014
Vancouver Island University	Master of Geographic Information Systems Applications	Recommend Approval	Approval Granted December 15, 2014

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

<b>Institution</b>	<b>Program</b>	<b>DQAB Recommendation</b>	<b>Minister's Decision</b>
Acsenda School of Management	Bachelor of Business Administration with Concentrations	Recommend Consent	Re-Consent Granted September 5, 2014
Adler University	Application to use the word "university"	Recommend Consent	Consent Granted September 19, 2014
Adler University	Master of Arts in Community Psychology	Recommend Extension of Consent	Extension of Consent Granted March 18, 2015
Adler University	Master of Arts in Organizational Psychology	Recommend Consent	Re-Consent Granted August 2, 2014
Adler University	Master of Public Policy and Administration	Recommend Consent	
Alexander College	Associate of Arts	Recommend Consent	Re-Consent Granted September 5, 2014
Art Institute of Vancouver	Bachelor of Design in Graphic Design	Recommend Consent	Re-Consent Granted March 18, 2015
Columbia College	Associate of Arts	Recommend Consent	Re-Consent Granted August 2, 2014
Columbia College	Associate of Science	Recommend Consent	Re-Consent Granted August 2, 2014
Fairleigh Dickinson University	Master of Science in Hospitality Management Studies	Recommend Consent	Consent Granted December 3, 2014
LaSalle College International	Bachelor of Applied Arts in Fashion Business	Recommend Denial	Consent Denied December 3, 2014
LaSalle College International	Bachelor of Applied Arts in Interior Design	Recommend Denial	Consent Denied December 3, 2014
Queen's University	Cornell-Queen's Executive MBA	Recommend Consent	Re-Consent Granted April 13, 2015

University Canada West	Application to use the word "university"	Recommend Consent	Re-Consent Granted February 3, 2015
University Canada West	Master of Business Administration	Recommend Consent	Re-Consent Granted February 3, 2015
Yorkville University	Application to use the word "university"	Recommend Consent	
Yorkville University	Bachelor of Business Administration	Recommend Consent	

### *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 2014/2015, the Board reviewed four 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 one of the four requests did constitute a new degree. The Board also determined that three requests be approved without review as a new degree.

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

<b>Date Reviewed</b>	<b>Institution</b>	<b>Program</b>
2015-Mar-30	<i>Thompson Rivers University</i>	The Board reviewed TRU's proposal for four minors: Project Management Minor; Management Information Systems Management Minor; Financial Services Minor, and; Leadership Minor. The Board determined that the changes were substantive given the number of minors proposed and the changes to the structure of the program and determined that TRU was required to submit a full proposal.



## Determination - Approved without Review as New Degree

Date Reviewed	Institution	Program
2014-Jun-23	<i>British Columbia Institute of Technology</i>	The Board reviewed BCIT's proposed credential name change from Bachelor of Technology in Medical Imaging to Bachelor of Health Science. The Board determined that the proposed name change did not constitute a new degree and that no further action was required by BCIT.
2014-Nov-3	<i>Simon Fraser University</i>	The Board reviewed SFU's Notice of Intent for a Minor in Resource and Environmental Management. The Board determined that the proposed Minor did not require a review.
2014-Dec-1	<i>Fairleigh Dickinson University</i>	The Board reviewed FDU's request to add the International Relations specialization to the Bachelor of Arts in Individualized Studies degree program. The Board determined that the specialization was not a new degree and that no further action was required by FDU.

### 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

Institution/ Program	Status	Date
<b>Canterbury Christ Church University</b>		
MSc in International Cybercrime	Withdrawn	Feb 25, 2015
<b>LaSalle College International</b>		
Bachelor of Applied Arts in Fashion Design	Withdrawn	Jan 26, 2015
<b>Thompson Rivers University</b>		
Bachelor of Business Administration, Major in Supply Chain Management	Withdrawn	May 1, 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 may conduct a 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.

Private and out-of-province public institutions are subject to a performance meeting if, for the proceeding twelve months, the institution had outstanding *Special Terms and Conditions of Consent*; concerns had been raised about the institution and/or its degree programs that directly relate to the established quality assessment criteria or the *Standard Terms and Conditions of Consent*; and, substantive or material changes were made in the institution and/or its degree program offerings.

Performance reports are compiled for the Board and the Ministry for the institutions subject to a performance meeting. The performance reports are informed by the institution's annual report and site visit, as well as the most recent 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 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.

Nineteen institutions were required to report on the 2013/2014 academic year and annual reports were submitted by July 31, 2014. Performance meetings were conducted with four institutions in December 2014 and the performance reports were sent to each institution to allow them 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.

### Board Actions

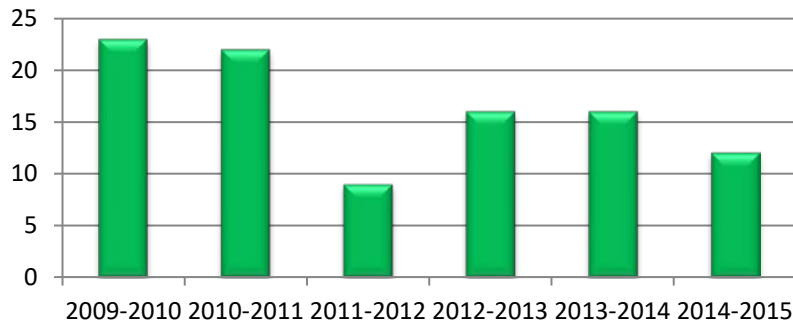
The Board reserves the right to adjust the timing and depth of ongoing monitoring of institutions operating under consent based on an institution's track record of maintaining quality assurance standards. A consent holder's failure to comply with any terms and conditions or any legislative obligation may lead the Minister to amend, suspend or revoke consent. The Board may also recommend that the Minister amend, suspend or revoke consent for institutions and/or degree programs with a history of under-performance and/or non-compliance with quality assurance standards.

## Looking Back - Applications Received

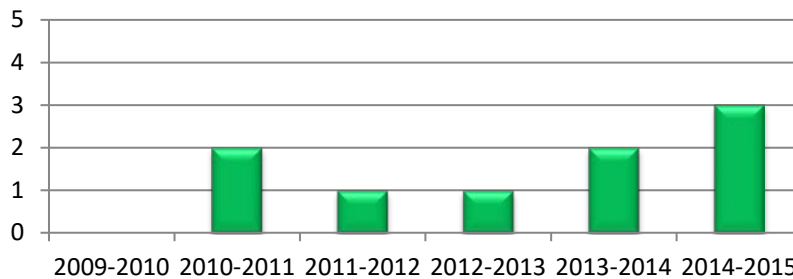
### Board in Review

Since the establishment of the DQAB in 2002, 251 program applications, 29 applications for use of the word "university" and 15 applications for exempt status have been received requiring board review. Applications include renewal of consents.

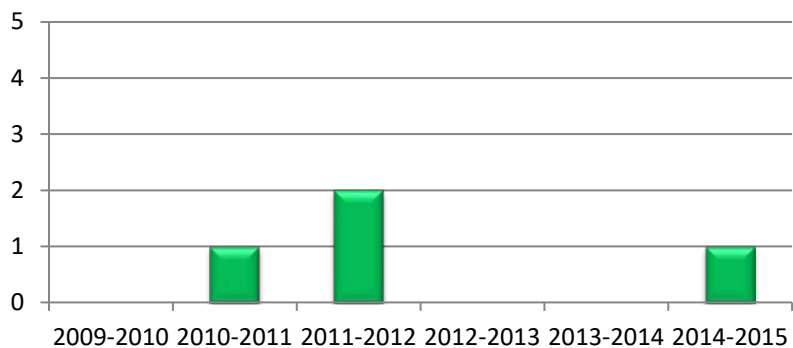
**Number of Degree Program Applications Received Requiring Board Review**



**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 supported the Ministry's proposed revisions to the DQAB Terms of Reference that were, in part, based on the 2011 Review of the Degree Approval Process in British Columbia Report (the Stubbs Report). The Board also supported the Ministry's application to the Minister of Finance to enable DQAB members to receive remuneration.

The Board supported the Ministry with expertise and advice on a number of key issues and priorities, including:

- **90-credit degrees:** the Minister referred a proposal from an exempt institution for a new 90-credit degree program to the Board for the Board's review of the application as well as an assessment of the consequences and impact on the system of authorizing 90-credit degrees.
- **Private institution ownership and sale:** the Board reviewed the business plan, audited financial statements, past practice of the prospective ownership group and student protection concerns in providing advice and making its recommendation to the Minister.
- **English language proficiency:** the Board reviewed the types of language proficiency and/ or placement tests used by DAA and BC public post-secondary institutions including in-house tests. The Board identified areas of improvement required in reporting and the importance of supporting international students given government's commitment through the International Education Strategy. The Board provided advice to the Ministry on moving forward and offering direction to institutions.

The Board also discussed and provided input on a number of current government issues, projects and priorities: the applied degree review process; the transition of the BC Private Career Training Institutions Agency and the new Private Training Act; government trade missions; the Council of Ministers of Education, Canada (CMEC) skills symposium meetings and ADM committee on post-secondary learning outcomes; and a provincial Common Application System.

During the year, the Board reviewed a number of external reports related to its mandate. The Board reviewed and adopted revisions to the BC Associate Degree Framework as prepared by BCCAT. The Board also reviewed and provided guidance on process and language for the draft report on the New Associate Degree in Specialized Studies Requirements as prepared by the New Associate Degree Working Committee.

## Outreach

The Board invited the president of a BC private degree granting institution to a meeting for a discussion on measuring learning outcomes and the overall experience of operating a new private post-secondary institution in the province.

The Board generally holds all of its meetings in downtown Vancouver, however, in 2014/15, the Board also met once at the Ministry's Victoria office and once at a private degree granting institution in Vancouver.

## Looking Towards the Future

In 2015/16, the Board will continue to invite special guests to Board meetings and to visit and host meetings at degree granting institutions. In 2014/15, the Board initiated the process to host a consultation meeting with expert reviewers and instructed the Board Secretariat to develop a proposed list of invitees and discussion topics in anticipation of a meeting in 2015/16. These initiatives are aimed at improving the degree approval process in the province.

In 2014/15, the DQAB will continue to review applications for new degree programs, use of the word "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 mechanisms. This includes reviewing and making recommendations on applications for renewal of consent submitted by institutions whose period of consent is about to expire.

The increasingly complex and dynamic private post-secondary sector in BC places increasing demands on the Board through, for example, greater DAA-type institutions seeking to offer degrees in the province, institutions broadening their range of programs and an increasing number of international students.

With the anticipated revisions to the Board's Terms of Reference, the Board's role and responsibilities will increase to include system coordination assessments of new degrees and conducting periodic audits of internal program review measures at exempt institutions. In addition, at the recommendation of the Minister, the Board will be assessing the consequences of authorizing 90-credit degree programs.

The Board's increased responsibilities combined with an increasingly dynamic post-secondary sector requires a shift in Board composition and the expertise of members in order for the Board to continue to provide quality, expert advice and recommendations to the Minister.

The Board members look forward to continuing to work 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 recently completed a term as interim President, Northern Lights College. 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.

#### **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.

### **Carolyn Smart**

Carolyn 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. Carolyn 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. Carolyn 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 Owram**

Doug Owram 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 Owram 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.

**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 Advanced 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 role with the Ministry of Advanced Education.