



## Private Training Institution Standards

### 1. Mission Statement and Organizational Goals

**The owner has approved a clearly articulated mission statement and organizational goals that identify the academic character and aspirations of the organization.**

The evidence to be submitted should include:

- Published mission statement
- Published organizational goals
- Description of how the organization plans to meet its owner's mission and goals
- Key information about the organization, including:
  - Current academic calendar
  - History of the organization
  - Governance and academic structure
  - Summary of the organization's future plans for growth

### 2. Governance and Administrative Capacity

**The organization has the legal characteristics, governance structure, and administrative capacity necessary to organize and manage a reputable, effective, and high-quality institution.**

The evidence to be submitted should include:

- Organization's full legal name
- Operating name
- Acronym (if applicable)
- Website URL
- Addresses for the head office, the main campus, and all other operating sites, as well as telephone and email contacts
- Legal status (sole proprietor, partnership, society, corporation)
- Articles of incorporation, bylaws, partnership agreements, charter, statutory authority, or other document(s), including documentation relevant to any relationship with parent, subsidiary, or other corporate groups
- Key information about the owners and operators of the organization, including:
  - Organization chart(s) identifying names and position titles of owners, officers and/or board members including contact information. This chart(s) is to clearly indicate the relationship between owners, governance, and managing bodies, and any other body or person that has



granted approval for the institution's operation, or is responsible for oversight of the organization

- The organization's process for the selection, evaluation, and succession of governing board members
- Name and qualifications of the senior educational and administrative officer.
- A letter signed by the applicant's legal representative that gives the Quality Assurance Review Advisory Committee (QARAC) the right to enter into communications with third parties, including other quality assurance bodies that will provide the QARAC any and all information relevant to the organization's compliance or noncompliance status with any accrediting or regulatory body (i.e., Teachers Association, Registered Nurses Association of the Northwest Territories and Nunavut)
- Number of employees (faculty, administration, support staff), including a breakdown of full-time and part-time staff
- List of faculty and staff collective bargaining units, as applicable
- List of institutional membership (i.e., Universités Canada, Polytechnics Canada, Canadian Association of University Teachers, etc.)
- Number of students enrolled, including whether full-time or part-time
- Description of how administrative policies and practices ensure that business practices and decisions support the academic integrity of programs and protect students' interests
- Description of the organization's process to include appropriate participation by qualified academic staff and appropriate forms of consultation with students and external agencies, such as professional associations and/or licensing bodies in the development of the curriculum, academic policies and procedures
- Description of the administrative structure for the development, implementation, and improvement of programs – also identify who within the organization will provide the leadership of this process. Attach terms of reference of any committee(s) within the organization involved in the development and/or decision-making pertaining to curriculum, academic policies, and procedures
- A business plan (at least five years) for operations, detailing the commitment to the academic quality of the program content and delivery
- The academic credentials of senior administrators
- The academic credentials of faculty

### 3. Academic Freedom and Integrity

**The organization promotes a full and balanced treatment of the commonly held academic body of knowledge, theories and opinions, and encourages testing the limits of knowledge and communicating research findings and the implications of those findings to the academic community and beyond**

The evidence to be submitted should include:

- Policies and procedures on:



- Academic freedom that recognizes and protects the rights of individuals in their pursuit of knowledge without fear of reprisal by the organization or third parties, and that protect the rights of individuals to communicate acquired knowledge and the results of research freely
- Academic honesty and procedures for their enforcement with corresponding orientation plan ensuring that students and faculty have a clear understanding
- Ownership of the intellectual products of employees and students
- Compliance with copyright and intellectual property issues (i.e., digital rights management and the use of object learning repositories)
- Verification of student identity for coursework and examinations, and for the control of examinations, including but not limited to security, time limits, and the selection of proctors/invigilators
- Details of when students or staff are required to adhere to a statement of faith and/or a code of conduct, they are notified of the requirement prior to employment or admission
- The principles of natural justice are followed in the event of alleged violations of any policy or contractual arrangement concerning any required statement of faith and/or code of conduct
- Description of how the organization upholds formal ethical research standards, where the organization conducts research in the Northwest Territories
- Description of how the institution is meeting regulations around the research being conducted
- Description of how the safeguards that assure the authentication of student identity and the integrity of student work
- Description of how the organization's curriculum development, content, and delivery procedures and practices ensure an academic environment that includes:
  - A full and balanced treatment of commonly held:
    - Academic bodies of knowledge
    - Theories
    - Opinions with respect to the individual subjects and general discipline areas that comprise the program of study
  - Students and faculty engagement about these various theories and opinions

#### 4. Academic Policies

**The organization has published academic policies that support its mission and educational objectives and ensure quality and relevance.**

The evidence to be submitted should include:

- Admission, continuation and graduation policies that are consistent with the objectives of the organization's programs



- Description of how qualified academic staff, students and external agencies are included in the development of curriculum and academic policies
- Academic policies that support the organization's mission and educational objectives
- Description of the organization's commitment to the academic quality of program content and delivery

## 5. Financial Planning and Resources

**The institution is financially stable and has the resources to complete programs, ensure that the number of students assumed in the business plan can complete the program(s) in the event of revenue shortfalls or costs that are higher than estimated.**

The evidence to be submitted should include:

- Demonstrated financial capacity, including financial management procedures and appropriate planning to:
  - Provide a stable learning environment
  - Ensure that the number of students assumed in the business plan can complete the program if revenue falls short of the business plan or costs exceed the estimated allowances
- Description of how the organization's business plan addresses the organization's future educational enrolment, physical and fiscal growth in the NWT, including:
  - Most-likely and worst-case scenarios, projected over five years, which includes the revenue and expense sources by category
  - Assumptions embedded in the plan/budget for the five-year period
  - Description of the major risks to the most-likely scenario and mitigation plans for these risks. Note: cover risks in the context of likelihood, consequences, causes, and mitigation. Concentrate on the few risks that could materially affect the budget
  - A budget narrative, providing context and rationale for the most-likely scenario, telling the "story" of how the organization intends to develop the proposed program over the next five years
- The financial information contained in the business plan that indicates the organization has:
  - A financial base adequate to support activities consistent with its mission and educational objectives
  - The required financial resources for start-up and ongoing operating costs
- Information on the source of funds to be invested
- The organization's policy that requires the regular auditing of the organization's financial methods, performance, and stability by a qualified third-party accountant in accordance with generally accepted accounting practices



- The organization's annual reporting format that permits the owner to review whether the criteria described above are being met
- Description of the realistic achievability of the base plan

## 6. Ethical Conduct

**The organization has ethical standards that are shared with faculty, staff and students pertaining to fair and honest business practices that guide the organization's business operations.**

The evidence to be submitted should include:

- The statement of ethical standards created by the owner relating to fair and honest business practices that will guide the organization's conduct in the course of operations in the NWT
- Policies and practices, including its past performance, that reflect integrity and ethical conduct
- The conflict-of-interest policy
- Disclosure of any legal or administrative actions pending against the organization, or any of its owners, officers, administrators or instructors by any law enforcement agency
- Policies and practices that are necessary to meet its obligations under the *Access to Information and Protection of Privacy Act* and any other legislation that may apply concerning the collection and use of personal information

## 7. Faculty and Staff

**Faculty and instructional staff are qualified to achieve the organization's mission and academic goals.**

**The institution's human resource development and management policies and practices are appropriate and effective.**

The evidence to be submitted should include:

- The organization's staffing formula, including:
  - How the formula ensures the development and delivery of the program in each of the fields of specialization identified in the program
  - How the formula addresses the demands of the projected student enrolment
- Description of how the organization has sufficient full-time faculty to:
  - Ensure quality standards are maintained
  - Ensure a high degree of consistency and continuity of curriculum development and delivery
  - Develop and deliver the program in each of the fields of specialization identified in the program
- Curriculum Vitae reflecting academic credentials held by faculty are appropriate to the courses taught, which:



- Define the academic/professional credentials required by faculty to teach all courses in the program and, where appropriate, serve as research supervisors and/or members of examining committees, project committees, review committees, etc.
- Policies pertaining to faculty
- Evidence that the organization's capacity is supported by an appropriate balance between continuing or ongoing faculty appointments and temporary appointments
- Evidence of due diligence on hiring and provisions to guard against fraudulent credentials (i.e., the institution has evidence on file of the highest academic and/or professional credential claimed by faculty members)
- The organization's reporting structure
- Description of the required regular review of faculty performance, including student evaluation of teaching and/or supervisor
- Description of the means of ensuring that faculty knowledge of the field is current through professional development, scholarship and research
- Description of how the organization supports the professional development of faculty, including the promotion of curricular and instructional innovation, as well as technological skills, where appropriate

## 8. Information Services and Systems

**The organization's libraries and learning resources (physical and electronic) are appropriate to its mission and objectives. Information services and learning resources for students and faculty appropriately support the academic program.**

The evidence to be submitted should include:

- Description of how the organization provides reasonable student and faculty access to learning and information resources (such as databases, computing equipment, library and classroom equipment and laboratory facilities) sufficient in scope, quality, accessibility, and type to support students and faculty in the academic program offered by the organization
- Description of how the organization shows its commitment to providing and maintaining the necessary learning and other resources specific to the program, and to supplement them as necessary
- Description of how the organization ensures that it has sufficient library resources for the number of students enrolled and for the level of study
- Description of the organization's library and services, include other information services available to students and faculty
- The name, position and qualifications of the person(s) who provides or facilitates library services
- Explanation of how library services are systematically evaluated to ensure they are meeting the needs of the students and program(s)



- Any relevant information, such as a library resources report or agreements with other organizations, where resources and services are shared

## 9. Student Services and Student Protection

**The organization upholds integrity and ethical conduct in its relations with students. Student learning is evaluated systematically and there are clearly defined criteria.**

- Students receive regular progress reports.
- Student recruitment and admission activities are conducted in a fair and ethical manner.
- The program's admissions and progression policies enable recruitment, retention, and recognition of high-quality students who have the capacity and preparation necessary to meet the challenges of the program and to successfully complete their program.

The evidence to be submitted should include:

- Reports, materials, and advertising that are produced in a full, accurate, and truthful manner for students
- Description of how student recruitment follows fair business practices, including the advertisement of credit transfer arrangements
- Description of the admissions process and how it is consistent with the institution's mission and academic goals
- A policy for evaluating and awarding credit transfers that is systematic and satisfies current program course requirements
- Description of how students are informed about the credit transfer arrangement currently in place
- The credit transfer policy
- Description of the method(s) and/or instruments used to ensure that, prior to registration, students are provided with all relevant policies and procedures:
  - Description of how the organization confirms that students are aware of the relevant policies and procedures provided
- Policies and procedures for student withdrawal, dismissal and refunds
- Description of how the student's academic records are secured
- A policy and example of the student enrolment contract
- The policy and procedure for arrangement in the event of the organization closing or program termination, including the financial methods the institution has selected to ensure the repayment of unearned funds (i.e., prepaid tuition and fees owing to students)



- Description of how report materials and advertising are produced in a thorough, accurate and truthful manner
- Key information about the organization's policies, programs, and the organization itself
- Description of what is published in the academic year calendar
- Description of how the organization follows ethical business practices and protects the student's interests
- Description of how the organization informs students about e-learning components, blended, hybrid, or online delivery.
- Description of how students are informed about the technological requirements, additional costs and the kind of support and protection available to them

#### 10. Dispute Resolution

**The institution deals with disputes between the institution and its students, the institution and its faculty, and faculty and students, using policies and procedures that adhere to the principles of natural justice and are fair, reasonable and effective.**

Principles of natural justice should minimally include that an individual has a right to:

- Fair and expeditious resolution of disputes
- Know and understand the charges or complaints made against them
- Be heard in response to charges or complaints made against them, before any disciplinary decision is taken

The evidence to be submitted should include:

- Policy on an individual's right to a fair and expeditious resolution to a dispute, and describe how the organization ensures this right
- Description of how the organization ensures that individuals know and understand the charges or complaints made against them
- Description of how the organization, before any disciplinary decision is taken, ensures the individual is heard in response to charges or complaints made against them
- The job description of the individual(s) identified as being responsible for dealing with complaints and who may facilitate the informal and satisfactory resolution of disputes
- Policies and procedures that are to be followed for the investigation and examining of evidence for disputes that cannot be informally resolved
- Description of the process by which all complaints are reviewed by the organization and how the information is used to improve operations



## 11. Facilities

**The organization has the facilities, including laboratories, classrooms, technology, and specialized equipment, as well as the existence of plans and methods for managing health and safety matters appropriate to support the program(s) being offered.**

The evidence to be submitted should include:

- A description of the physical facility(s), including location of campus and/or satellite operations
- A description of the equipment, technology, and support services that support student activities and organization's operational requirements
- Any agreements with other institutions, where resources and services are shared
- Policies and procedures for all emergency and safety matters considered that will ensure a safe environment for students, faculty and staff. Describe how the organization is prepared to respond to emergency situations and critical incidents
- Description of additional resources being considered that may be needed for future development over the next five years

## 12. Internal Quality Assurance and Organizational Evaluation

**The organization has a program that regularly assesses the effectiveness of its educational programs, services, and operations that demonstrate continuous quality improvement.**

The evidence to be submitted should include:

- The organization's policy and procedures on internal reviews, including the policy framework
- Description of how all relevant stakeholders are involved in ongoing quality assurance procedures
- Description of how changes and improvements are rolled out
- The Terms of Reference of the organization's quality assurance body
- The organization's quality assurance process
- The process used to respond to the results and recommendations of the external quality assurance review, specifically identified terms and conditions
- Description of how the organization conducts student outcome reviews that address:
  - Enrolment
  - Student retention rates
  - Student learning outcomes
  - Student completion times
  - Student employment outcomes
  - Graduate satisfaction
  - Employer satisfaction