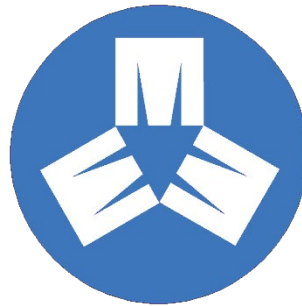


Multi-Year Business Plan

2022-2023 to 2024-2025



Maritime Provinces Higher
Education Commission

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INTRODUCTION

We are pleased to present the MPHEC's 2022-2023 to 2024-2025 Business Plan. The purpose of the plan is to define and communicate the Commission's roadmap to success. It is made up of four parts:

1. **About the MPHEC** – Provides an overview of the Commission's governance framework and core functions.
2. **Strategic Plan** – Presents the Commission's three-year improvement strategies and the activities it will undertake to meet these.
3. **Operational Plan** – Outlines the objectives and activities to be undertaken by the Commission in order deliver on its operational mandate.
4. **Accountability Framework** – Presents the process to report on progress in executing the Business Plan.

ABOUT THE MPHEC

The Commission is an arm's-length organization accountable to the Ministers responsible for post-secondary education (PSE) in the Maritimes, through the Council of Atlantic Ministers of Education and Training (CAMET) and its Board of Directors.

The Commission operates with 12 permanent staff as well as contractual employees. The work of the Commission is guided by a board, made up of 19 members and the CEO (ex-officio, non-voting). The board membership includes representation, across the three Maritime Provinces, from the Commission's key stakeholder groups:

1. Universities
2. Government & Non-Government Leaders
3. Students
4. Public-at-large

The Commission's mission is **to assist institutions and governments in enhancing the post-secondary learning environment**. It achieves this through the following core functions:

1. Quality assurance
2. Data and research
3. Cooperative action
4. Provision of services to the provinces



In carrying out its work, the Commission gives first consideration to improving and maintaining the best possible service to students as lifelong learners.

Quality Assurance

The Commission's quality assurance (QA) framework brings together two major tools:

1. Program assessment prior to implementation and
2. Quality assurance monitoring.

Program Assessment

The program assessment process includes two stages.

A **Stage I** (SI) (expedited) Assessment is a staff-led analysis based on established assessment standards.

A **Stage II** (SII) Assessment is an iterative process with institutions and the joint QA Committee of the Association of Atlantic Universities (AAU) and the MPHEC. The Committee works collaboratively with institutions to address proposals that do not readily meet the established assessment standards.

Quality Assurance Monitoring

The Commission follows up with institutions after program implementation to monitor that institutions are meeting conditions to approval, and are internally assessing their existing programs with a focus on students and learning.

New Brunswick & Nova Scotia Degree Granting Acts

Under the New Brunswick and Nova Scotia Degree Granting Acts, the Commission, at the Ministers' request and on a cost-recovery basis, carries out assessments of private institutions and their programs to ensure they meet agreed-upon standards of quality.



Data & Research

The Commission collects, stores, and maintains data about post-secondary education in the region through the following data sources:

1. Post-Secondary Student Information System (PSIS),
2. Graduate Outcomes (GO) Survey and,
3. Special data collections.

Post-Secondary Student Information System (PSIS)

Each year, the Commission collects, through PSIS, data on institutions' program and course offerings, student demographics, program and course registration, and credit transfer to fulfill many information needs for the Commission, provincial governments, institutions and others invested in post-secondary education (PSE). The Commission has been collecting student data from universities since 1980 and from colleges since 2017.

Graduate Outcomes (GO) Survey

The GO survey is administered every two years and provides information on financing education, employment outcomes, graduate mobility, and further education. It focuses on Maritime university bachelor's degree graduates and follows a six-year cycle, which includes two graduating cohorts (both interviewed two years after graduation, with one of those two cohorts also interviewed six years after graduation).

Other Data Sources

From time to time the Commission conducts special data collections to address emerging issues. It also uses third party data (e.g. Statistics Canada) to add value to its existing data sources and avoid duplication of effort.

Statistical Research Products

From these sources of data, the Commission makes available to governments, institutions, students and the public-at-large value-added statistical and research products in support of evidence-based decision-making and to increase awareness of, and dialogue on, Maritime PSE issues and opportunities.

The focus of the Commission's research products is identifying the characteristics of educational pathways and other factors that impact student progression, credential completion and graduate outcomes.



Cooperative Action, Services to Provinces

In addition to quality assurance and data and research (which make up the bulk of the Commission's work), the Commission is also responsible for:

1. Stimulating cooperative action; and,
2. Providing services to provinces by request.

Cooperative Action

The Commission facilitates cooperation within the Maritimes, with other provinces and with external partners in order to develop cost-effective and collaborative approaches to post-secondary education administration, programs, and policies.

Services to Provinces

The *MPHEC Act* allows the Commission to provide services to the provinces and to institutions (for example, assessments under the *New Brunswick Degree Granting Act*, the accreditation of Bachelor of Education programs in Nova Scotia). Services are generally provided on a cost-recovery basis and primarily to the provinces.

STRATEGIC PLAN

The Commission's strategic plan outlines the Commission's three-year improvement strategies and the activities it will undertake to meet these. It was developed by the Commission's Board, in consultation with provincial governments and Maritime universities as the primary consumers of the Commission's products and services.

The following is a visual depiction of the Commission's three-year strategic plan to help the Commission communicate its strategy to its stakeholders. It identifies the Commission's three-year practical vision as well as the improvement strategies, aligned to the strategic priority areas identified by the Board, the Commission will pursue in order to achieve this practical vision. Following this visual depiction is the Commission's action plan outlining the specific activities (and timelines) it will undertake in 2022-2023 (year one of its three-year plan) to meet its improvement strategies. This action plan will be updated annually.

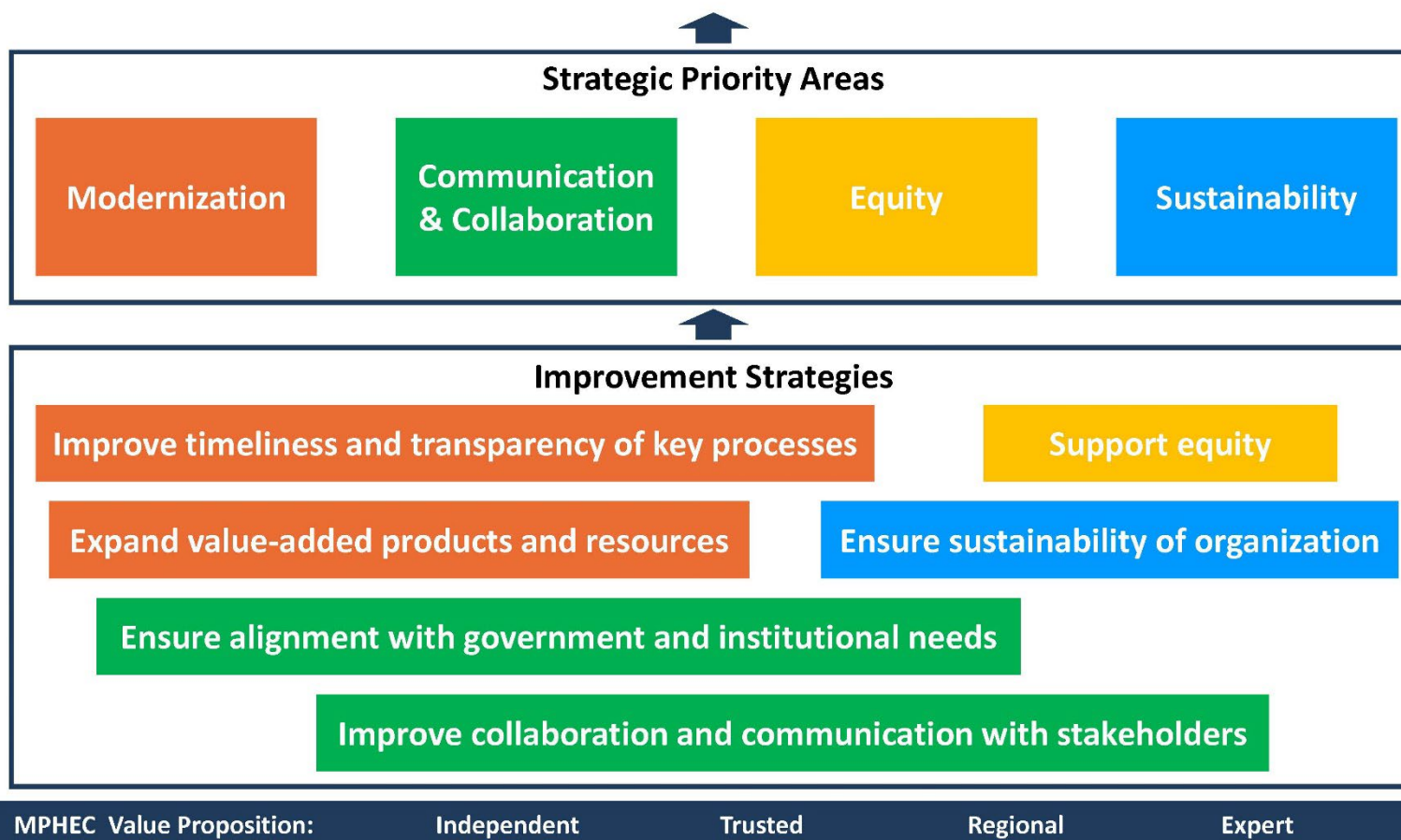




2022-2023 to 2024-2025 MPHEC STRATEGIC PLAN

Three-Year Practical Vision:

To be recognized for providing reliable, timely and accessible information and value-added and timely quality assurance assessments and resources to support learner success.



2022-2023 Strategic Action Plan

Strategic Priority Area: MODERNIZATION		
Quality Assurance ¹		
Improvement Strategy	Activity	Timeline
1. Improve timeliness and transparency of key processes	Release new information requirements and assessment standards for program assessment	December 2022
	Implement other improvements to program assessment process	Ongoing
	Develop a streamlined process for the assessment of certificate and diploma programs	December 2022
	Explore options for electronic submissions of program proposals	March 2023
	Update information requirements for new programs under the New Brunswick (NB) Degree Granting Act ²	October 2022
	Update other policies under the NB Degree Granting Act (program and institutional assessments) ³	To be determined
2. Expand value-added products and resources	Publish a Maritime Certificate and Diploma Framework	July 2022
	Define the process for approving existing programs that will continue in an online format post-pandemic	November 2022
	Publish Guidelines for Institutional Frameworks for Online Learning to guide future development and implementation of online programs	December 2022
	Develop (as a member of the Nova Scotia Working Group on Micro-credentials) a process/standards to provide assurances that micro-credentials offered by universities in Nova Scotia are of quality (and explore expanding process to New Brunswick and Prince Edward Island)	March 2023

¹ The estimated timelines for any work related to QA are subject to change based on the number of program proposal submissions from public universities, the number of responses to conditional approvals and the number of assessments under the New Brunswick Degree Granting Act

² Timeline is dependent on other work under the NB DGA



Data & Research		
Improvement Strategy	Activity	Timeline
1. Improve timeliness and transparency of key processes	Review and streamline the Post-secondary Student Information System (PSIS) data collection procedures	To be determined
	Explore options to provide stakeholders better access to MPHEC data	March 2023
2. Expand value-added products and resources	Publish report on: Pathways to a first PSE credential, leveraging data from Statistics Canada's Education and Labour Market Longitudinal Platform (ELMLP)	May 2022
	Publish jointly with the Canadian University Survey Consortium, (CUSC) collaboration group: Profile and experience of first-year Maritime university students (CUSC 2019, CUSC 2022)	Winter 2023
	Develop standard enrolment and credentials granted statistics and reports for colleges	Fall 2022
	Publish report on: First-year student course load and winter term persistence (new measures)	Fall 2022
	Publish report on: Impact of COVID-19 on first-year student course load, persistence and progress	Fall 2022
Strategic Priority Area: COMMUNICATION & COLLABORATION		
Improvement Strategy	Activity	Timeline
1. Improve collaboration and communication with stakeholders	Host workshop(s) for universities to learn about the MPHEC quality assurance processes	March 2023
	Develop communication plan	March 2023
2. Ensure alignment with government and institutional needs	Survey universities on longer-term impact of COVID-19 on pedagogy and e-learning	Fall 2022
	Explore ways to ensure alignment with government and institutional needs (to be rolled into communication plan noted above)	March 2023
	Work with the three provincial governments to amend their respective MPHEC Act to allow the sharing of data	March 2023
Strategic Priority Area: EQUITY		
Improvement Strategy	Activity	Timeline
1. Support equity	Improve the collection of student demographic data	March 2023
	Explore how best the MPHEC can support equity	March 2023



Strategic Priority Area: SUSTAINABILITY		
Improvement Strategy	Activity	Timeline
1. Ensure sustainability of organization	Provide services on a cost-recovery basis to generate revenue	Ongoing
	Explore opportunities for operational efficiencies	Ongoing

OPERATIONAL PLAN

The Commission's operational plan outlines the day-to-day activities carried out by the Commission in order to fulfil its operational mandate. It is organized along the Commission's core functions.

Quality Assurance

Objective	Activity	Timeline
1. Provide assurances that programs offered by universities within the MPHEC's scope meet established standards of quality	Assess new and modified programs prior to implementation	Ongoing
	Validate that all programs with enrolments have been approved by the Commission	October 2022
	Confirm that conditions to approvals have been met	Ongoing
2. Provide assurances that universities within the MPHEC's scope have an appropriate QA framework to ensure the on-going quality of their programs and services offered to students	Complete the second cycle of the monitoring of institutional Quality Assurance (QA) frameworks at Nova Scotia College of Art and Design and the Université de Moncton (i.e. site visit, external report, follow-up to report)	Final reports: February 2023
	Carry out the QA monitoring process with three to four new universities	Site visits: March/April 2023



Data & Research

Objective	Activity	Timeline
<p>1. Provide data and research to uncover important trends and emerging issues in the Maritime post-secondary sector</p> <p>2. Support evidence-based decision making by the region's governments and institutions</p> <p>3. Disseminate data and analysis in relevant/usable formats</p>	Publish Class of 2018 in 2020: University Experience of Recent Graduates	May 2022
	Publish Class of 2018 in 2020: Mobility of University Graduates After First Degree	Fall 2022
	Publish Profile of Class of 2020 in 2022	March/April 2023
	Publish Employment Profile of Class of 2020 in 2022	March/April 2023
	Publish 20 standard statistical tables on university enrolment and credentials granted	November 2022
	Publish interactive graphs and three downloadable databases in an open data format on university enrolment and credentials granted	November 2022
	Publish university full-year full-time equivalent (FTE) statistics to support funding formulas	November 2022
	Publish update of persistence and graduation rates	May 2022
	Publish update of time-to-degree statistics	June 2022
	Publish tuition fees, ancillary and residence fees statistical tables	August 2022
	Publish Annual Digest on University Enrolment	January 2023
	Provide custom-generated statistics to stakeholders	Ongoing
	Provide advice and support to government and institutions	Ongoing
<p>4. Collect, store and maintain quality, comprehensive, and relevant student and graduate data</p>	Maintain the Post-Secondary Student Information System (PSIS) database and reporting tools	Ongoing
	Collect university PSIS data	August 2022
	Collect college PSIS data	March 2023
	Run Graduate Outcomes (GO) Survey of Class of 2020 in 2022	In field: September-December 2022
	Run IT security program	Ongoing
	Run privacy program	Ongoing



Cooperative Action

Objective	Activity	Timeline
1. Foster collaboration, communication and cooperation	Provide QA related advice and support to institutions	Ongoing
	Support the New Brunswick/Prince Edward Island Educational Computer Network	Ongoing
	Participate on various national, regional, and provincial committees and working groups	Ongoing
	Host meetings on Data Collection and Research with stakeholders	2-3 meetings per year
	Host college working group meeting(s)	1-2 meetings per year
	Host Canadian University Survey Consortium (CUSC) collaboration group meeting(s)	Fall 2022
	Support Future NB's experiential learning initiative with data, analyses and expertise	As required
	Support evidence-based decision making in New Brunswick by providing data and expertise to the New Brunswick Institute of Research Data and Training	As required
	Support the Council of Atlantic Ministers of Education and Training (CAMET) Atlantic Student Tracking System initiative by providing data, analyses and expertise as required	As required
	Support the Council on Articulations and Transfer of New Brunswick by providing benchmarking data and a report on college to university transfers	March 2023



Services to Provinces

Objective	Activity	Timeline
1. Provide services to the Provinces as requested	Support the post-secondary budget in Prince Edward Island	Ongoing
	Administer funding under the <i>Preferred Admissions Agreement</i> between Prince Edward Island and Nova Scotia as well as the rehabilitation (i.e. physiotherapy and occupational therapy) funding between Newfoundland and Nova Scotia	Ongoing
	Undertake institutional reviews and program assessments for private degree-granting institutions in New Brunswick	Ongoing
	Develop process and handbook to carry out full accreditation of Bachelor of Education programs offered by universities in Nova Scotia	February 2023

ACCOUNTABILITY FRAMEWORK

The Commission will review its operational and strategic plans herein annually to monitor progress and to update the planned activities in its strategic action plan for the upcoming year. It will report on its progress in its Annual Report, and through its quarterly reports and annual budget submission to the Council of Atlantic Ministers of Education and Training (CAMET).

