

**EXCERPTS FROM  
DEGREE QUALITY ASSESSMENT BOARD MEETING NOTES  
regarding Lansbridge University**

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**EXCERPTS FROM 2004 MEETING NOTES**

**April 5, 2004**

**Agenda Item 3 – Ministry report**

Deborah Hull provided an update on the following issues:

***Discussion Items***

**Applications received:**

- Lansbridge University, a private for-profit institution from New Brunswick, also affiliated with Kingston College, has submitted a MBA proposal and an application to use the word “university”. The criteria for use of the word “university”, is not finalized but the minister has been briefed on the criteria and has asked the secretariat to meet with The University Presidents’ Council. Lansbridge’s application to use the word “university” cannot proceed until the criteria is established. Frank Gelin mentioned that he thought Lansbridge had moved its corporate offices to B.C. Would they then be considered an in-province or out-of-province institution?

**May 10, 2004**

**Agenda item 5) Review of proposals received**

**Lansbridge University – Master of Business Administration**

- Decision on whether organization review is required.
  - The board agreed that an organization review is required.
- Decision on whether expert review of program is required.
  - The board agreed to conduct a program review. Sydney Scott, Dean of Business at BC Open University was suggested as a reviewer.

***Action Items***

- *The secretariat will follow-up with the following organizations regarding the board’s recommendation to conduct external reviews:*
  - *Organization and program reviews: Lansbridge University (MBA)*

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**June 14, 2004**

**Agenda Item 3 – Ministry report**

Deborah Hull provided an update on the following issues:

***Discussion Items***

**Applications received**

- Lansbridge University has posted a MBA proposal and an application for use of the word “university”. Lansbridge is considering whether to proceed with its applications as it has concerns about how any changes could impact their programs in New Brunswick.

**July 12, 2004**

**Agenda Item 3 – Ministry report**

Paul Goyan provided an update on the following issues:

***Discussion Items***

**Applications Received**

- Lansbridge University has applied for use of the word “university” and a M.B.A. and are undergoing final revisions.

**October 4, 2004**

**Agenda Item 3 – Ministry report**

Paul Goyan provided an update on the following items:

***Discussion Items***

➤ ***Applications received:***

On the agenda this month:

- *Lansbridge University* – MBA and Use of University – resubmitted to Secretariat

**Agenda item 5) – Review of proposals received**

**5 k) and l) Lansbridge University – Master of Business Administration and use of the word “university”**

- The chair opened the floor to discussion on whether expert reviews should be conducted on these submissions. **It was agreed that both an organization review and program review should be conducted.** However, a question was asked whether the organization review should be conducted before the program review. It was also noted that Lansbridge has only submitted one degree program so far. Is this sufficient for application for use of the word “university”?

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- A number of suggestions were put forward for names of reviewers s. 22  
s. 22 but it was agreed that the secretariat should contact the panel members that conducted the review for LearningWise Inc. to conduct the reviews for Lansbridge's submissions. Paul Goyan mentioned that Lansbridge had suggested 2 individuals associated with Upper Iowa University and Arkansas Tech and asked if the board would consider having a fourth reviewer? **It was decided that a fourth reviewer was not necessary.**
- It was noted that Lansbridge has been in contact directly with the minister's office regarding their submissions. It was also noted that there are plans for a future campus in Richmond.

***Action Items***

- *The secretariat will contact Lansbridge University to advise them of the requirement for the reviews. The secretariat will contact individuals that were on the panels for LearningWise organization review and program review panels to determine their availability to conduct an expert review.*

**November 8, 2004**

**Agenda Item 3 – Ministry report**

Paul Goyan provided an update on the following items:

***Discussion Items***

- Applications received this month:
  - *Lansbridge University* – BBA submitted to secretariat (fee not paid yet)

**December 13, 2004**

**Agenda Item 3 – Ministry report**

Paul Goyan provided an update on the following issues:

- c) Status of expert review panels
- *Lansbridge University* – Panel for organization review and use of the word “university” will be Jock Munro (Chair), Gordon Farrell, and John Watson. The site visit is on December 21<sup>st</sup> and the report is due on January 14<sup>th</sup>. The panel for the program review has not yet been confirmed, but it is hoped that the review will take place in January

**Not Responsive**

**Not Responsive**

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**EXCERPTS FROM 2005 MEETING NOTES**

**January 17, 2005**

**Agenda Item 3 – Ministry report**

Paul Goyan provided an update on the following items:

**3 d) Status of expert review panels**

- *Lansbridge University:*
  - Organization review* – site visit was on Dec. 21<sup>st</sup>. Panel has requested more information, so the report will be completed once the information is received.
  - Program review* – site visit for the MBA and BBA was on Jan. 11<sup>th</sup>. Panel has requested a revised proposal. The report will be completed once revised proposal is received.

Not Responsive

**February 14, 2005**

**Agenda Item 3 – Ministry report**

Paul Goyan provided an update on the following:

- d) Status of expert review panels
  - *Lansbridge University:* Organization and program review reports are due the week of Feb. 14<sup>th</sup> and will be forwarded to Lansbridge for response.

**March 14, 2005**

**Agenda Item 3 – Ministry report**

Paul Goyan advised the Board that Jock Munro, Carolyn Smart and Michael Lo, president of Lansbridge University would be joining the meeting to discuss Lansbridge University's submissions.

**Agenda Item 7 – Review of proposals received**



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e) Lansbridge University – use of “university” and organization review

- *Decision on application for use of the word “university”*
- The Chair welcomed Jock Munro, panel chair for Lansbridge University’s (LU) organization and use of “university” reviews.
- Jock Munro indicated that the panel was impressed with Michael Lo and Bill Garrett’s presentation and indicated that they came away feeling that they were serious and experienced educators who could deliver credible degree programs. Michael Lo has a master’s degree, has taught at BCIT, and has been an investor & manager of the Kingston Education Group. Bill Garrett has PhD in Psychology and was a VP academic at an Ontario community college.
- Jock indicated there are still some questions that need to be addressed. For use of “university”, the panel gave Lansbridge four “meets” the criteria and two “conditionals”. The overall assessment for the organization review was “fails” to meet the criteria.
- Questions that are still outstanding with respect to use of “university” are:
  - mix of faculty (FT and PT);
  - library and information resources; and
  - role of research (in keeping faculty current).
- Particular issues with respect to the organization review are:
  - Calendar (has since been provided).
  - Faculty - lack of policies concerning relationship of faculty members to the institution, recruitment of faculty (FT and PT) at proposed salaries, faculty teaching load and amount budgeted for faculty.
  - Concern about financial viability of Lansbridge. Jock indicated that financial statements were not provided before or after the site visit, so the panel looked for information available publicly – i.e. financial statements for Learnsoft Corporation. Lansbridge has since provided financial statements dated August 31 for LU, but clarification is still required with respect to the number of organizations within the Kingston Education Group (KEG) and their relationship with each other.
  - A letter dated March 1, 2005 indicates that Kingston will provide administrative services and give LU the right to use 12<sup>th</sup> Ave campus of Kingston College, but it was noted that it is not a contract.
  - Limited resources have been allocated for the library.
  - Student contract (under the student protection and awareness criterion) was not provided.
  - Academic disciplinary procedures are different. Disputes are dealt with by the provost and not by a committee, as would be the case in a public university.
  - Inconsistency in documentation (between policy manual, business plan etc.).

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- With respect to financial capacity, a question was asked if LU had provided the information necessary to draw a conclusion or if insufficient information had been submitted. Jock indicated that it was a mix of both.
  - A question was asked about the business plan - if enrolment projections were realistic. Jock noted that there is unmet demand locally (at the BBA level) and that they will recruit offshore. A question was asked about student/faculty ratio and class sizes. The panel did not address this.
  - The Board asked if LU's application to register with PPSEC was mentioned. It was not. Jim Wright provided further clarification noting that the application was turned down as LU was not an accredited institution. This was a PPSEC requirement for a degree granting institutions.
  - A question was asked if LU was planning to offer any of the New Brunswick based on-line programs in BC. Jock indicated that the courses in BC will be classroom based.
  - The Board asked if use of "university" would make LU eligible for designation for student loans. Paul Goyan indicated that if LU is given consent for use of "university" and specific degree programs, they'd be eligible.
  - A question was asked if Michael Lo had purchased a new university in California. Misinformation regarding this purchase was from a copy of the speech that wasn't actually delivered. Paul Goyan confirmed that Lansbridge did not purchase Armstrong University.
  - **The Board agreed that more complete information is required before the Board can make a recommendation on the organization review and use of "university". The Board agreed to outline the issues and questions and give Lansbridge the opportunity to provide clarification.**
  - The Chair asked if the panel would be available to review further information. Jock indicated that he would have to check with the other panel members, but thought it would be possible. not responsive  
not responsive
  - The Chair thanked Jock Munro for addressing the Board. Jock left the meeting at 11:35 a.m.
- f) Lansbridge University – Bachelor of Business Administration and Master of Business Administration
- *Decision on program proposal*
  - Carolyn Smart, panel chair for the BBA and MBA program reviews joined the meeting at 11:35 a.m. Carolyn prefaced her comments to the Board by indicating that the panel report was based on the revised proposal. At the site visit, the panel had raised a number of issues with the original proposal. After consulting with Dorothy Rogers and Paul Goyan, the panel asked LU for a revised

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proposal. The review is therefore more favourable than it would have been, if revisions hadn't been made prior to the report being drafted. Carolynne noted that the program review was done 2-3 weeks after the organization review and that the revised proposal was reviewed 2 weeks after that.

- The main issue for the panel relates to faculty. The panel is not convinced that LU will be able to acquire the faculty (PhDs with 5 years experience) that will be required to teach the MBA program. Those people are in very short supply and they are the same people that all the other major universities are targeting.
- A question was asked about competitiveness of the MBA market. Carolynne noted that one of panel members had indicated that competition is good for all institutions. Although the BBA contributes to the mandate to increase access, the MBA does not. It was noted that the BBA program is a general BBA (i.e. no streams or concentrations) so the major market for these programs may be offshore. The Board asked if there was any discussion about hiring faculty from offshore. Carolynne noted that there was a passing reference to faculty availability from elsewhere.
- A question was asked about faculty teaching loads. Carolynne indicated it was four courses – a typical university load per year with professional development time (i.e. 2 and 2.) The Board asked if the panel discussed the FT faculty to be hired. Carolynne indicated that initially LU said they would start up with 5 FT faculty – one of whom would be the dean. The Board also asked why LU would be paying a differential for the faculty for the graduate programs (\$50K for BBA; \$65K for MBA). Carolynne noted that information wasn't in her documentation, but that it was unusual. Normally faculty would teach both programs.
- A discrepancy between the business plan and program proposal was noted with respect to specializations. Carolynne confirmed that the panel reviewed the general BBA (with no specializations.) Paul Goyan noted that the business plan was developed over a year ago, which could account for the discrepancy. The Board then asked if Carolynne knew if there was a reason that LU was not pursuing specializations. Carolynne noted that Michael Lo indicated there was a market for a general BBA. Carolynne questioned whether students would be job-ready with a general BBA, but she also noted that there was no evidence of consultation with potential employer groups in BC.
- Some concern was expressed that a consultant can change a proposal so as to meet the Board's criteria. However, it was agreed that implementation of the program and protection of students and the post-secondary system is what is key. The Chair noted that the Board can recommend additional conditions to consent, which the institutions must report and be monitored on.
- Carolynne commented that Michael Lo has integrity and that he is an entrepreneur.
- The Board agreed to give LU the opportunity to provide more complete information. For example, clarification is required on faculty workload (i.e.

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number of courses per semester.) The Chair also expressed the view that the language of instruction should be in English.

- Carolyn Smart left the meeting at 12:15 pm.

The Board broke for lunch at 12:15 p.m. and reconvened at 12:40 p.m.

- The Board agreed to discuss the following with Lansbridge:
  - Corporate structure
  - Finances
  - Faculty
  - Facilities/Library
  - Academic and non-academic decision making (Frank)
  - Research

Michael Lo, Bill Garrett and Mike Dickhout from Lansbridge University joined the meeting at 12:50 p.m. Introductions were made by round table.

- The Chair indicated that the Board had reviewed the proposals, expert reports and Lansbridge's comments with respect to the organization review, use of "university" and degree program submissions. The Chair indicated that board members had a number of questions, but invited Lansbridge to make opening comments.
- Michael Lo thanked the Board for reviewing the applications and described how the idea of offering university programs in BC via Lansbridge University evolved.

Finances

- Tom Simons asked Lansbridge to talk about the overall organization and how the various entities are related to each other. Michael Lo indicated that the main operation was Kingston and that over time, Kingston has grown to five campuses – three in BC and two in Ontario. Kingston Education Group (KEG) was formalized through the acquisition of Lansbridge, and consists of a number of educational related organizations. KEG now controls Learnsoft, Lansbridge University, Kingston College and Kingston High School. Learnsoft was the first entity that owned Lansbridge. He indicated his hope is to achieve a "global education village" from grade school to graduate school and that a major force is international education.
- Tom Simons noted it appears that a network of companies support each other and asked if there are formal contracts between companies. Michael Lo indicated some do and some are "contract by conduct". For example, Learnsoft makes software available to Lansbridge on a licensing basis.
- Tom Simons indicated that it would be helpful to understand how the rest of the organization would support the company that is making the application. Michael Lo indicated that Kingston College has been in operation for 15 years and has been very successful. Kingston College is committed to providing the



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administrative infrastructure for Lansbridge. Stan Shapiro asked if Kingston is committed to providing operating losses during startup? Michael Lo indicated yes. Mike Dickhout noted that this is stated in financial information provided. Tom Simons suggested that it could be made more definitive that Kingston will support. Michael Lo agreed and will make that more explicit. Michael Lo further clarified that “Western Cluster” refers to operations in BC (i.e. Kingston College, Kingston High School and Lansbridge University.) The financial statements do not include Ontario operations.

Faculty

- Roger Blackman asked Lansbridge to provide the Board with an update on faculty, specifically the ratio of FT to PT faculty, their course loads, their qualifications and the amount Lansbridge expects to be pay faculty. He noted that some of the answers to these questions have changed over time. Michael Lo indicated that changes and amendments were made in response to comments from the review panels, and that the comments were most valuable and Lansbridge had benefited from them. Regarding salary scale, Michael Lo indicated that LU had based its budget on history: \$50K for faculty teaching undergraduate programs and \$65K for teaching graduate programs plus 20% fringe benefits. He acknowledged that it is not the high end, but it’s not impossible (although it might not be possible for a public institution.) Michael Lo indicated that faculty would have the opportunity to teach and do developmental work (up to 25% for FT faculty for research.)
- Roger Blackman asked what the teaching load would be for FT faculty. Michael Lo indicated that for an undergrad professor, it would be four courses over two semesters (8 courses a year). For master’s it would be three courses over two semesters (6 courses a year) assuming there is no release time.
- Roger Blackman asked what proportion of courses would be taught by FT and what proportion by PT faculty. Michael Lo indicated it should be a combination; that FT faculty would provide continuity but that sessionals from industry bring a fresh perspective and new knowledge. He indicated LU is committed to hiring five FT faculty - one to be the head of business program, one to do program administration, two for the BBA and one for the MBA. LU will then look at enrolment and bring in FT faculty over time. Michael Lo indicated he wanted to have the right mix of continuity and people with industry experience. A quarter of the courses being taught by FT faculty would be consistent with the plan.
- Stan Shapiro noted that there are separate faculty and separate pay scales for graduate and undergraduate programs. Michael indicated that if a faculty member teaches  $\frac{1}{2}$  in undergraduate and  $\frac{1}{2}$  in graduate level, the contract would call for \$25K and \$32.5K. Michael Lo acknowledged that they may have to increase the budget to attract people. Brian Gillespie ask if there was flexibility within the financial plan if LU had to increase salaries. Michael indicated it would not wipe out operations.

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- Harro van Brummelen ask if LU had any evidence that it was possible to attract faculty at the proposed salary level. Michael Lo gave two examples: one person with a PhD in Chemistry (for the biotechnology program) who has been retained person for the amount in the budget and one with a DBA, who is currently teaching at University of Washington, Bothell, who has indicated they would come to work for the salary indicated in budget. Michael noted that some people are interested in working in a smaller environment. Harro asked if most of the faculty would be recruited from North America. Michael Lo indicated yes, and that they haven't thought about getting faculty from overseas.
- Frank Gelin asked Michael Lo to provide a better understanding of the academic council in relation to the board of governors. To what degree is the academic council advisory to the board and to what degree do they have the final say in matters? Michael Lo indicated that as a private university, they would like to have a certain amount of control; that there has to be a division between education and business, but that he appreciates that decisions must not be based just on business concerns. Academic policies will have the benefit of going through the academic council (i.e by faculty) and that they can strike a balance by making a commitment that they won't approve new programs unless recommended by the academic council.
- Harro van Brummelen asked about class size. Michael Lo indicated that the budget was developed based on 15 students in the BBA and 10 students in the MBA. Michael Lo indicated they have 15 years experience with international recruitment. Harro asked how they arrived at the number for Chinese students. Michael indicated that the future of the market from China is huge and gave an example of scale (a small province in China, with a population of 47 million people.) He also indicated that Australia and NZ had been very successful recruiting students from China and that Canadian immigration policy is behind.
- Stan Shapiro mentioned that within the domestic market, there is a demand for the BBA, but that the MBA market is glutted. Are the figures for the MBA based on foreign students? Is Lansbridge concerned about meeting targets? Are there any plans for adding concentrations to the BBA over time (as a generalist BBA wouldn't attract domestic students)? Michael Lo indicated that they are influenced by the international market. He indicated that the size and enrolment situation is subjective. In Canada, we're not used to a large market. The BC high school program in China, for example, has 6000 students. Michael thinks the estimates provided are very conservative. He indicated that they will add concentrations to the program over time.
- Stan Shapiro asked Michael to talk about facilities – where students will go in the near future and what the plans for expansion are. Michael indicated that they have 17 acres in Richmond and are hoping to get approval to start building. The property has gone through third reading for rezoning for use as a school and has been widely publicized in Richmond. The mayor and MLAs are fully aware of

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the plans. The building will be 200,000 sq ft for up to 1500 students. The proposed date for the new facility is September 2006, which he thinks is still doable. In the meantime, they have entered into agreement with Kingston College for space at the 12<sup>th</sup>, 8<sup>th</sup> and Holdom and Lougheed campuses. Don Ramos asked which entity is building/owning the building. Are those amounts already in financial statements? Michael indicated that the 200 000 sq ft will be built over three stages. The submission to the bank for construction is for 18,000 sq ft of space with a budget of s. 21 The entire group will be involved.

s. 21

- Michael Lo indicated that he had first contacted Minister Bond in 2001, but that the system [*Degree Authorization Act* and quality assessment process] was not in place yet, so he had to wait. He indicated that he thought that because Lansbridge was approved in another province, they wouldn't have to go through the process.
- Stan Shapiro noted that there was a contrast in the amount allocated in the budget for marketing vs. the amount allocated for library and asked Michael to talk about how they arrived at the amount allocated for the library. Michael Lo indicated that they don't expect to duplicate a traditional library; that there is accessibility with Internet, but that they will buy print material specific to the program. Bill Garrett of Lansbridge noted that the numbers in the budget are the minimum. He acknowledged that in the past year, most online libraries are looking at increasing costs and that they'd looked at library services and there are a lot more options for assembling collections. The commitment to print material is less than a standard university. They are dealing with a directed educational activity. Michael Lo indicated they are prepared to increase the library budget if it is not sufficient, and that they hope to make arrangement with local libraries, provide access to library resources over the Internet, and provide a specialized print collection.
- David Sylvester asked what funding would be available to faculty for research or for release time. Michael Lo indicated that once operational, 25% (i.e. one course) would be available for FT faculty for research. (i.e. they could support three faculty for one year.) Michael Lo indicated that LU will be more like a teaching university. Over time, faculty would take over the issue of research.
- Don Ramos asked for clarification on the relationship with New Brunswick (NB). Michael indicated that at the present time, BC and NB will be separate operations. NB's online courses won't be offered in BC. The programs will be separate. He is concerned with getting approval in BC without any extraneous issues, but will address this issue over time.
- Tom Simons noted that approval assumes that certain fundamentals remain in place. Can the Board assume that the fundamentals in the proposal won't change? Michael Lo indicated that he would bring any changes up with the Minister of Advanced Education.



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- Stan Shapiro asked about eligibility for student loans. Michael indicated that he understands that online students at Lansbridge are eligible for Canada student loans because Lansbridge has been approved by another province, but Kingston College is different.
- The Chair thanked Lansbridge for attending the meeting and indicated that they had clarified a number of issues. As there have been a number of changes to the original proposals, the Board will need to have the information consolidated. The Chair indicated that the Board would get back to Lansbridge within the next week. Michael Lo indicated that certain changes were made in response to comments made by the review panels and he hoped this hadn't confused things. The Chair indicated that process is formative and that interaction occurs.

The Board broke at 2:05 pm and reconvened at 2:20 pm.

- The Chair commented that the Board had asked some good questions and that additional facts were unearthed. Board members suggested that Lansbridge clarify the following and provide evidence (where applicable). See panel chair comments also.
  - Revised business plan (based on changes to faculty, research, etc.)
  - CVs of NB faculty
  - Corporate structure (structure and relationships, agreements between LU and other parts of the corporate structure)
  - Agreement with Kingston Education Group to provide administrative services
  - Clear financial information
  - Agreement regarding facilities – where students will go while they build the new facility.
  - Policies on the Academic council,
  - Policy on Research (with respect to “university” application)
  - Faculty – ratio of FT to PT
  - Library – Access to resources. How will library resources support research for faculty and students?
  - Plans for program offerings (with respect to “university” application)
- It was suggested that the business plan will likely be altered once the organization is up and running. A question was asked whether the Board should ask for an education plan to give the Board an understanding of the organization's commitment to educational policies.
- A question was asked whether a BBA and MBA is an acceptable range of programming for use of “university”. It was noted that the criteria (as written)

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apply. It was also suggested that the submission diminishes the value of “university” and that perhaps the criteria should be revisited. It was agreed to ask Lansbridge to confirm their plans for university (e.g. in the business plan) with respect to research and what programs they plan to offer.

***Action Items***

- *Brian Gillespie and Paul Goyan to draft a letter to Lansbridge requesting clarification and additional information on the organization, use of “university” and degree program submissions. The Secretariat to forward the e-mail to board members for input, prior to sending to Lansbridge.*

**April 11, 2005**

**Agenda Item 5 – Review of proposals received**

**f) Lansbridge University submissions**

- The Chair indicated that he understood that not all board members would have reviewed Lansbridge’s materials (i.e. response) as they were submitted late on Friday. Board members agreed to provide further comments to the Secretariat on Lansbridge’s response via e-mail, by Friday, April 15, 2005.
- The Chair referred to the board’s letter to Lansbridge and asked if anyone had any other issues that hadn’t been addressed in the letter. The following was suggested:
  - Grading and admissions and transfer (by Roger Blackman)
  - Library (by Paul Goyan and Harro van Brummelen)
  - Research (by Brian Gillespie)
- It was noted that Lansbridge has addressed a majority of the concerns identified in the Board’s letter. The Chair indicated that he and Paul Goyan would meet with LUC on the outstanding issues and asked if any other board members would be available to attend. Tom Simons indicated he could be available and provided the Chair with a hard copy of his questions.
- The following items were discussed by the Board:

***Corporate Structure***

- Lansbridge submitted a revised organization profile. Lansbridge University in BC (referred to as LUC) is a separate entity incorporated last week (refer to p 9. of organization profile).
- Lansbridge Holdings owns 2/3 of LUC and Learnsoft Corporation owns 1/3.
- They have an agreement with Kingston College to provide facilities and services and a separate covenant with KCKC for financing and operating shortfall during start-up.

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*Faculty*

- There is still a question about the separation of professional development and research. Refer to Research and Scholarly Activity below.

*Academic governance and decision making*

- It was agreed that Lansbridge has clarified the role of the academic council.

*Library services*

- A question was asked whether the library would provide sufficient access to academic journals. It was noted that Lansbridge has added a PT librarian and \$1000/year for use of local library. It was noted that the spending on library acquisitions is low, given that LUC anticipates having 1900 students in five years.

*Research and scholarly activity*

- It was noted that Lansbridge has provided information on research in the application for use of university, but confirmation that funding for professional development is separate from funding for research is required. Paul Goyan noted that funding for program development is separate.

*Grading and admissions and transfer*

- Further clarification on grading and admissions and transfer is requested - how they're applying their grading system and the quality of the transfer credit they're giving. Refer to Transfer Standing on page 58 of the calendar regarding offshore diploma programs (in languages other than English) admissible for transfer.

*Other issues*

- A question was asked whether LUC would have sufficient breadth in five years to be called a university. It was noted that LUC plans to have applied science and business programs in five years.
  - It was suggested that the Board look at the facilities plan for the current facility. The review team did not look at the temporary site.
  - Clarification on the English language proficiency policy was requested (refer to p. 38 of policy manual).
- The Board discussed whether to send the DQAB letter and Lansbridge's response to the panels. The Board agreed to send the information to the panel chairs (with a copy to the other panel members) to see if Lansbridge's

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response has satisfied their concerns. For the organization review, the panel chair will be asked to review the response relating to the items that received a failing grade and the program review panel chair about faculty workload. The Board asked to receive a copy of Jock Munro's comments.

- The Chair suggested that a small group of the Board meet with Lansbridge before making a recommendation to the Minister at the May board meeting. It was agreed that Lansbridge should provide a further written response to the Board's questions. The Secretariat will arrange a meeting with Lansbridge for the week of April 18<sup>th</sup>.

***Action Items***

- *The Secretariat will forward the DQAB letter and Lansbridge's response to the letter to the organization and program review panel chairs (with a copy to the other panel members) to see if Lansbridge's response has satisfied their specific concerns.*
- *Board members will provide the Secretariat with any additional concerns regarding the Lansbridge submissions by Friday, April 15, 2005.*
- *The Secretariat will arrange a meeting with Lansbridge to discuss items for clarification for the week of April 18, 2005 and request a final written response from Lansbridge.*

**May 9, 2005**

**Agenda Item 5 – Review of proposals received**

**f) Lansbridge University – use of the word “university”**

- The Chair indicated that Brian Gillespie, Tom Simons and Paul Goyan met with principals of Lansbridge University on April 22, 2005. Brian Gillespie's notes from the meeting were circulated to board members in the meeting package along with an e-mail from Paul Goyan to Lansbridge dated April 28, 2005 raising specific questions for Lansbridge to address. Lansbridge responded on May 2, 2005 and provided additional information including a Memorandum of Understanding with Kingston College and KCKC and some best and worst case financial scenarios. The Chair asked Paul and Tom to apprise board members of the meeting with Lansbridge.
- Paul Goyan indicated that he, Tom and Brian met with Michael Lo, Stanley Chan, Michael Dickhout and Bill Garrett and discussed the issues pertaining to:
  - *Library:* Library resources are similar to what LearningWise Inc. proposed – access to electronic journals and a small book collection. It was noted that Lansbridge plans to meet with SFU and UBC to ensure students have additional access to library resources. Harro van Brummelen questioned whether library funding is sufficient for an institution that wishes to be known

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as a university. It was noted that funding of \$70 000/year although marginal, will serve a BBA and MBA program.

- *Finances:* Lansbridge has provided a revised agreement (with Kingston College and KCKC) as requested and audited financial statements. Tom noted that previously Lansbridge had provided only an extract from their financials, which was of concern to him. Now Lansbridge has provided financial statements that indicate they have sufficient funds to meet their commitments.
  - *Faculty:* It was confirmed that faculty will be on payroll the full year (not 8 months) and that Lansbridge will be providing release time for individuals developing courses for the first time. The ratio of FT/PT faculty and faculty/student ratio was not specifically discussed at the meeting, but it was noted that the planned small class size is positive.
  - *Course template:* It was noted that Lansbridge is still working on the development of a course template, but is planning to use the BCCAT template. This is a comprehensive template developed by the entire post-secondary system.
  - *Research and scholarly activity:* Lansbridge is not a research institution, but it was noted that they have allocated time and funding for research and scholarly activity. The Board discussed whether the emphasis on research and scholarly activity was sufficient to give Lansbridge university status. The Chair read an excerpt from the “university” criteria about scholarly activity and research. It was noted that the reference in the criteria is not specific with respect to the extent of research and scholarly activity. Royal Roads University was cited as an example of a non-traditional university that it is accepted as a university.
  - *Grading and transfer:* With respect to grading and transfer, it was noted that Lansbridge’s approach is consistent with what SFU is doing. Faculty will be involved in transfer.
  - *Facilities:* Paul Goyan indicated that he and Brian Gillespie visited the facility on West 12<sup>th</sup> and were favourably impressed, however, it was noted that it is not a final facilities plan. If a recommendation to approve is made, Brian Gillespie had suggested that provision of a final facilities plan by June 30, 2005 be included as a condition of consent. For the current facility, it was also suggested that Lansbridge provide confirmation of Internet access at all stations in the computer lab. It was noted that consent is location specific, so when Lansbridge is ready to move to the Richmond facility, they will be required to notify the Minister.
- The Board discussed the iterative process it has undertaken in the review of the Lansbridge submissions and noted that it may be open to criticism. It was noted that the Board has worked with Lansbridge to revise its submissions in order for



**EXCERPTS FROM  
DEGREE QUALITY ASSESSMENT BOARD MEETING NOTES  
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Lansbridge to meet the criteria and standards, but that there has been a high level of scrutiny involved which reflects the Board's experience. Given this concern, it was agreed that a special condition of consent be included in the recommendation - to have someone retained by Lansbridge that is acceptable to the Board to advise and consult on the development of research and scholarly activity and to ensure that the degree level standards are being achieved.

- The issue of breadth of programming at Lansbridge was raised. It was noted that Lansbridge plans to offer degree programs in biotechnology and computer science within the next five years. It was suggested that it be made explicit that Lansbridge broaden their program offerings within five years (i.e. that continued use of the word "university" be predicated on planned expansion).
- It was suggested that there is an awareness amongst the public between traditional and non-traditional or special purpose universities (e.g. aeronautical university in the U.S.).
- Liz Ashton and Frank Gelin both indicated they have worked with Bill Garrett, the VP Academic and Provost at Lansbridge, and that he is an excellent academic, has high standards and is a person of integrity.

**MOVED BY: Liz Ashton / SECONDED BY Jock Finlayson  
THAT the Board recommend approval of use of the word "university" for  
Lansbridge University, subject to the following special conditions of consent:**

- Provision of an acceptable and detailed facilities plan.
- Submission of a standard course outline template.
- Retention of the services of an expert acceptable to the Degree Quality Assessment Board to advise and consult with Lansbridge University on the development of research and scholarly activity, and to ensure that the degree level standards are being achieved.
- Provision of an annual report on the progress towards achieving the programs outlined in the business plan.

**CARRIED.**

**g) Lansbridge University – Bachelor of Business Administration**

- The Chair reiterated that the Board had previously reviewed the proposal dated April 8<sup>th</sup> and the expert panel report. The Chair reminded board members that the expert panel had initially reviewed a previous submission and that a number of changes were made to the proposal, prior to the expert report being drafted. The panel had identified only one concern pertaining to hiring of faculty. The Chair noted that this had been discussed with Lansbridge. The Chair also indicated that the expert panel had seen Lansbridge's response to the report and were satisfied with the response and supportive.

**MOVED BY: Harro van Brummelen / SECONDED BY: Liz Ashton**

**EXCERPTS FROM  
DEGREE QUALITY ASSESSMENT BOARD MEETING NOTES  
regarding Lansbridge University**

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**THAT the Board recommend approval of the Bachelor of Business Administration**

**CARRIED**

**h) Lansbridge University – Master of Business Administration**

- The Chair indicated that the Board had reviewed the April 8th proposal previously and that the expert panel had made the same comments on the MBA as it had with the BBA, with respect to Lansbridge's ability to hire faculty. A question was asked if it was necessary to make hiring of PhD's a special condition. It was noted that a terminal degree is required for those teaching in the MBA program and that it was not necessary for that to be a special condition.

**MOVED BY: Harro van Brummelen / SECONDED by Jock Finlayson**

**THAT the Board recommend approval of the Master of Business Administration**

**CARRIED**

- For the upcoming criteria review, it was suggested that the Board add (1) level of specificity with respect to research and (2) de novo institutions to the discussion for use of the word "university" criteria.
- It was also suggested that when submissions for use of university and programs are received, that the programs should be reviewed and approved first and then the use of "university."

***Action Items***

- *The Secretariat will advise Lansbridge University of the Board's recommendation to approve the Bachelor of Business Administration and Master of Business Administration without conditions and the use of the word "university" with conditions. The Secretariat will forward the Board's recommendations to the Minister.*

**June 13, 2005**

**Agenda Item 1 – Meeting notes for May 9, 2005 meeting: agreement**

The Chair called the meeting to order at 9:35 a.m.

***Discussion Items***

- The Chair opened the floor to discussion of the May 9, 2005 meeting notes. Board members suggested the following amendments:
  - P. 6 under Facilities, remove Tom Simons name from paragraph. Brian Gillespie and Paul Goyan visited Lansbridge University's West 12<sup>th</sup> facility.
- The notes were agreed to as amended.



**EXCERPTS FROM  
DEGREE QUALITY ASSESSMENT BOARD MEETING NOTES  
regarding Lansbridge University**

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**Agenda Item 3 – Ministry report**

Paul Goyan provided an update on the following issues:

3) Status of applications recommended by the DQAB

*Minister's approvals/consents*

- Lansbridge University – Bachelor of Business Administration, Master of Business Administration and use of “university” approved by the Deputy Minister (Philip Steenkamp) on June 1, 2005.

**July 11, 2005**

**Agenda Item 5 – Review of proposals received**

**f) Lansbridge University – Facilities plan**

- The Board discussed the facilities plan for a proposed temporary campus on West 12<sup>th</sup> Avenue in Vancouver by Lansbridge University. Brian Gillespie informed the Board of his requests for additional information and clarification to the VP Academic. Information requested include:
  - total number of students per year
  - proportion of high school/ Lansbridge students
  - how will school be shared between post-secondary and high school students?
  - high school classroom utilization
  - confirmation if a block is 2 hrs
  - Computer availability? For high school students and post-secondary students?
  - Internet access? For high school students and post-secondary students?
- Jock Finlayson suggested that Lansbridge University may require written correspondence for the Board to receive adequate responses. Brian Gillespie will put the Board's questions/concerns in writing for response to Lansbridge University.

***Action Items***

- *The Secretariat will put the Board's questions/concerns regarding the West 12<sup>th</sup> facility in writing to Lansbridge University for response.*

**August 29, 2005**

**Agenda Item 5 – Ministry report**

The Secretariat provided an update on the following issues:

***Discussion Items***

**EXCERPTS FROM  
DEGREE QUALITY ASSESSMENT BOARD MEETING NOTES  
regarding Lansbridge University**

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- b) Applications received

***Private and Out-of-Province Publics***

- *Lansbridge University: Bachelor of Science in Computer Science*
- *Lansbridge University: Master of Science in Computer Science*

**Agenda Item 8 – Other**

***Discussion Items***

**d) Update on Lansbridge University's facilities plan**

- It was noted that the schematic of West 12<sup>th</sup> facility has been provided but that the Secretariat is waiting for the space utilization plan. It was agreed that this item be discussed at the September meeting.
- It was mentioned that Lansbridge University's plans for the Richmond campus may have collapsed.

***Action items***

- *The Secretariat to follow-up with Lansbridge University regarding the space utilization plan for the West 12<sup>th</sup> facility for discussion at the September meeting.*

**September 12, 2005**

**Agenda Item 8 – Other**

***Discussion Items***

- a) Lansbridge University facilities plan
- The Secretariat has not yet received the update on the facilities plan for Lansbridge University.

***Action Items***

- *The Secretariat will contact Lansbridge University for an updated facilities plan.*

**October 17, 2005**

**Agenda Item 3 – Ministry report**

Paul Goyan provided an update on the following issues:

**e) Ministry update**

- *Name change requests - Not Responsive* and an inquiry from Lansbridge University.

**Agenda Item 5 – Review of proposals received**

- c) **Lansbridge University – Bachelor of Science in Computer Science**  
*Determination of experts*

**EXCERPTS FROM  
DEGREE QUALITY ASSESSMENT BOARD MEETING NOTES  
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- It was suggested that the program review not proceed until Lansbridge University provides information on the facilities issue. The Board discussed the name of the degree, but agreed that it was appropriate. It was suggested that there may be an issue relating to the degree level standard for this degree.
- The Board suggested the following individuals as expert reviewers:
  - Rob Cameron, formerly an associate dean at SFU;
  - Rick Sutcliffe from TWU
  - Someone from UBC who was involved with the Science Council, media research etc. about five years ago. It was suggested that the Secretariat check with Rob Cameron for a reviewer from UBC.

**d) Lansbridge University – Master of Science in Computer Science**  
*Determination of experts*

- The Board confirmed that one panel would review the Bachelor of Science and Master of Science in Computer Science. *See addendum, item 1.*

**Action items**

- *The Secretariat to advise Lansbridge University of the requirement for an expert panel review of the B.Sc and M. Sc. in Computer Science. The Secretariat will ask Lansbridge for its nominations for experts for the panel. The Secretariat to advise that the program review will proceed once outstanding information on facilities has been provided.*

**Agenda Item 8 – Other**

**Discussion Items**

**a) Lansbridge University facilities plan**

- Paul Goyan indicated he had left a message with Lansbridge University requesting an update on the West 12<sup>th</sup> and permanent facility and that he should have something to forward to the Board shortly.
- The Board noted the importance of Lansbridge University keeping the Board apprised as previous approvals were contingent on the facilities plans.
- It was noted that Lansbridge had approached the Secretariat about a name change. It was suggested that there is a difference between a simple name change and change in ownership.

**Action Items**

- *Secretariat to provide the board with an update on the Lansbridge University facilities plan.*

**Teleconference meeting October 25, 2005**

**EXCERPTS FROM  
DEGREE QUALITY ASSESSMENT BOARD MEETING NOTES  
regarding Lansbridge University**

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**1. Lansbridge University – confirmation of panel**

It was agreed that that one panel would review the Lansbridge University Bachelor of Science in Computer Science and Master of Science in Computer Science (i.e. one panel to conduct both reviews).

**November 14, 2005**

**Agenda Item 8 – Other**

*Discussion Items*

**c) Lansbridge University Facilities Plan**

- Paul Goyan indicated he had talked to Stanley Chan on Friday, November 11<sup>th</sup>. Lansbridge indicated they would have the update on Wednesday or Thursday of the week of November 14<sup>th</sup>.

*Action items*

- *The Secretariat to follow-up with Lansbridge University for the updated facilities plan if not received.*

**December 12, 2005**

**Agenda item 10 – Other**

*Discussion items*

**a) Lansbridge University facilities plan**

- Due to time constraints, this item was not discussed and will be moved to the January agenda.

*Action items*

- *Secretariat to add "Lansbridge University Facilities Plan to the January agenda.*

**EXCERPTS FROM  
DEGREE QUALITY ASSESSMENT BOARD MEETING NOTES  
regarding Lansbridge University**

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**EXCERPTS FROM 2006 MEETING NOTES**

**January 16, 2006**

**Agenda Item 10 – Other**

**b) Lansbridge University – facility update**

- The Board Chair noted that Paul Goyan has been in contact with Lansbridge about the new facility. Lansbridge was not able to get zoning changes in Richmond. They are still in the temporary location seen by the Board.

**June 5, 2006**

**Agenda Item 12 – Other**

***Information Item***

- The Board requested that the Ministry provide the reporting materials for **not responsive** and for Lansbridge University and **Not Responsive** when received, so that the Board has the opportunity to review and evaluate the institutions' reporting on the conditions. Although reporting and monitoring is the ministry's responsibility, if an institution with consent doesn't meet its obligations, it has an effect on the credibility of the Board and the minister. It was noted that the Ministry has clearly indicated that private institutions are important. However, if there is a problem, the Board needs to inform the Minister and Deputy Minister. As well, since the DAA was introduced, there is a strong economy now which is impacting the choices of secondary school graduates and the plan to increase the number of seats in the public post secondary sector, by 25,000 spaces, wasn't known at that time.

**Draft notes – October 2, 2006**

**e) Ministry update**

**not responsive**

**EXCERPTS FROM  
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not responsive

not responsive      A question was asked if the Ministry has data on private institutions. The Secretariat indicated that the Ministry has data on private institutions that have minister's consent. For example, tentative numbers for Lansbridge University are 20 students in the BBA; 10 students in the MBA;

Not Responsive

**November 6, 2006**

**e) Ministry update**

- Lansbridge University (LUC) Inspection: Complaints from students and LUC's relationship with Kingston College as reported in the Private Career Training Institutions Agency's (PCTIA) report have lead to the appointment of an inspector of LUC. Deborah Lovett has been appointed to look at whether LUC is in compliance with the conditions of consent to use the word "university". The inspector has authority to examine records as set out in the legislation. A report will be provided to the Minister. The Minister has committed to make the report public.

The following questions (raised by the BC Council on Admissions and Transfer (BCCAT) council) were provided as an example of the type of questions being asked about this issue: Was the Board aware of Kingston College's problems when LUC was granted consent? Did LUC divulge that they had difficulties with PCTIA? Did PCTIA divulge this information to the Board? If not, why not? Did the Ministry know? If they did, or didn't, why wasn't it divulged?

The question of clarifying the role of board members, in particular, those that represent agencies such as PCTIA and BCCAT was brought up. It was suggested that the report should help inform the Board on this and that the focus should be on what is best for the student. It was noted that it will be a few months before there is further clarity.

It was suggested that there is a need to strengthen communications for when this type of event happens again. It was noted that the Board was advised of the LUC inspection at the same time that LUC was advised.

Not Responsive



**EXCERPTS FROM  
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It was suggested by the Board that since PCTIA is a separate Board, that it would be good to have a protocol.

**EXCERPTS FROM 2007 MEETING NOTES**

**January 22, 2007**

**e) Ministry update**

- *Lansbridge University:* The Minister has received the inspector's report and the report has been sent to Mr. Michael Lo for response before the report will be made public. It is expected that comments will be received by the end of the week and the Minister will then make a decision and make the report public. The Board Chair asked that the report be sent electronically to DQAB members once it is publicly available.

***Action Items***

- *Secretariat to forward a copy of the inspection report on Lansbridge University to Board members once it is posted publicly.*

**February 19, 2007**

The Board Chair noted that Dorothy Rogers, Susan Brown and Ruth Wittenberg are currently meeting with an individual who will be assisting students from Lansbridge University and will be joining the meeting shortly.

**e) Ministry update**

- Susan Brown provided an update on Lansbridge University (LU) reiterating that two e-mails had been sent to board members with the results of the inspection and the minister's decision. Ministry staff just met with an individual to be a student liaison officer to work with the students. The Ministry didn't have obligation to do this, but the Minister felt concerned that the institution would not fulfill its obligation to students.
- The Board asked how many students were involved. The Secretariat advised approximately 200 students. Some are former Kingston College students and most are international students. It's not clear what admission standard LU used, so it may be challenging to find transfer arrangements.
- Last week the Ministry sent a letter to students and instructors at LU that a liaison officer would be appointed but that LU still had an obligation. The Ministry also wrote to the administration at LU advising that a liaison officer will be appointed and asked LU to have detailed course descriptions, outlines etc. available for students. The Ministry will also be writing to all institutions in the province to



**EXCERPTS FROM  
DEGREE QUALITY ASSESSMENT BOARD MEETING NOTES  
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advise that a liaison officer will be appointed and to request that institutions help with placement of students. The Ministry is also working with BCCAT.

- A question was asked about the background of the person that will be the student liaison officer. The Secretariat advised that the person has formerly headed business programs at a public institution and has also been involved with the BCCAT articulation committee.
- Concern was expressed that this may set a precedent, that it will draw on staff resources and appear that the Ministry is bailing out LU. The Secretariat advised that the Ministry will be contracting the student liaison officer and that LUC has been reminded that they have an obligation to work with students, as a condition of consent. It was suggested that the Ministry may want to charge back the costs to the institution. It was noted that this is the first time this has occurred so there will be some “post-mortem” learning. The main concern is that this is a good approach for the students.
- The Secretariat reiterated that the Minister does not view this as a DQAB issue, but that he views it as the institution not living up to its obligations. **Not Responsive**

**Not Responsive**

- A question was asked about New Brunswick (NB). The Secretariat advised that the government of NB had been in contact with the Secretariat when they heard there was going to be an inspection of LU in BC. Once the Minister’s decision was made, the Secretariat contacted its counterpart in NB and advised them of the decision and that the inspection report was publicly available on the web site. It was noted that LU NB is accredited by DETEC, an American accrediting body for online institutions and that their regular review is scheduled for next summer. DETEC is recognized by CHEA in the US as a legitimate accrediting body. A question was asked if there was anything preventing LU from telling students to take the online program. Students do not need to be in BC to take an online program.
- The Secretariat advised that regular updates on LU will be provided as things progress.

#### **Agenda Item 4 – Correspondence Received**

##### ***Discussion Items***

- **BCCAT re Lansbridge University**
- The Board received for information the letter dated Feb 9/07 from BCCAT to Lansbridge University advising that Lansbridge has been removed from the list of institutions that constitute the BC transfer system.

**EXCERPTS FROM  
DEGREE QUALITY ASSESSMENT BOARD MEETING NOTES  
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- It was suggested that the Minister's decision regarding Lansbridge University may be a landmark and that this might be an opportunity for the Board to write to the Minister. A question was asked what the decision on Lansbridge will be. The Secretariat reiterated that the inspector has made a number of recommendations in the report, but prior to making a determination the Minister will give Lansbridge a chance to respond to report.

Not Responsive

**March 12, 2007**

**e) Ministry update**

- Lansbridge University – as noted in the e-mail that was sent to board members, Gordon Lee was appointed as the student liaison officer to assist students at Lansbridge University. Gordon has knowledge of business programs and the transfer system. He is working 3 days a week out of the BCCAT offices. He has met with administration, instructors and with students at Lansbridge. Gordon is hoping to coordinate transfer for most of the students, although not all students want to transfer to business programs. To date, the feedback has been positive.

A letter will be sent to all institutions in the province offering business degrees advising of Gordon's role and to ask that they consider the interests of the students and look at students on case-by-case basis. DQAB will be copied on the letter.

It was noted that some students in the MBA program have just a couple of courses left so Lansbridge has proposed an intensive train-out for those students to graduate before May 1st.

There are a number of disgruntled students that want to meet with minister.

**March 26, 2007**

**e) Ministry update**

- Dorothy Rogers provided an update on Lansbridge University (LU). Gordon Lee is currently working through issues regarding transfer and refunds with LU students. There are less than 100 students. Students at the Master's level will have greater difficulty finding transfer arrangements. Students will go through

**EXCERPTS FROM  
DEGREE QUALITY ASSESSMENT BOARD MEETING NOTES  
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the process with Gordon, however it is expected some students will not find suitable transfer arrangements.

**April 23, 2007**

**e) Ministry update**

- *Lansbridge University update* – Lansbridge University is closing May 1, 2007. It was noted that most of the students that contacted the student liaison officer have made transfer arrangements to other institutions. Receiving institutions include: Kwantlen University College (KUC), Malaspina University-College (MUC), University Canada West, Simon Fraser University, The University of British Columbia and Sprott-Shaw Community College (SSCC).

Later in the meeting, the Secretariat advised that the Ministry has sent an inspector from Ernst and Young into Lansbridge University to look at the status of refunds to go forward to students.

Reporting on other private institutions and their progress will be provided in September.

**May 28, 2007**

**d) Ministry update**

- *Lansbridge University Update:* Lansbridge University officially closed on May 1<sup>st</sup>, 2007. Gordon Lee, Student Liaison Officer (SLO) will be providing a final report to provide a breakdown of how many students received transfer. The SLO has indicated that Kwantlen, Malaspina, UBC, SFU and University Canada West accepted students. The SLO was happily surprised at the caliber of students.

A second inspector was sent in to Lansbridge to look at outstanding refunds. Some students were difficult to find but most students have now had a cheque cut.

The Ministry is now dealing with the minister's requirement regarding the alternate records keeper for transcripts.

**June 25, 2007**

**e) Ministry update**

- *Lansbridge University (LUC):* It was noted that reports from the Student Liaison Officer (SLO) and Inspector have been received by the Ministry. The SLO reported that approximately 85 students have been considered for transfer - with Kwantlen University College (KUC) considering approximately 40 students and University Canada West (UCW) also taking a number into graduate studies. Some students were not able to be contacted and may have gone back home.

Not Responsive

**EXCERPTS FROM  
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Not Responsive

The Ministry will be writing to the institutions that assisted with the process and considered students.

**July 30, 2007**

**d) Ministry update**

- *Web site changes:* information will be posted shortly advising former students of Lansbridge University of where to obtain copies of official transcripts (i.e. name and address of alternate records keeper).

**e) Ministry update**

Other items:

- *Lansbridge University:* The Ministry has recalled the bond valued at \$302 000 to ensure any students who claim unearned tuition are refunded. The Ministry can hold the bond until May 2009, which is two years from the date of institutional closure. It was clarified that students can make a claim at any time.



# **Lansbridge University**

## ***Request to Use the Word University***

### ***In British Columbia***

Submitted to

**The Ministry of Advanced Education**

Submitted by

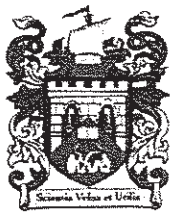
**Lansbridge University**

***Revised***

***May 5, 2005***

To further discuss this Proposal and its contents, please contact:

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## Introduction

Lansbridge University (NB) is a private Canadian university authorized by the Province of New Brunswick to offer university degree programs. Through its New Brunswick campus and international partnerships, Lansbridge currently serves students throughout North America and the world.

On May 24, 2001, Lansbridge became the first private secular university given degree-granting status by the Province of New Brunswick. The University is authorized to offer degree programs through three delivery models: traditional classroom instruction, online instruction, and a blended “brick and click” model that combines classroom and online instruction (please see: [www.gnb.ca/0000/ps/dga-e.asp#a3](http://www.gnb.ca/0000/ps/dga-e.asp#a3)).

From the New Brunswick campus, the University is currently offering an MBA program and an Executive MBA program for students with substantial management experience.

The Lansbridge MBA program in New Brunswick is the first North American MBA program to be officially accredited and approved by the Malaysian Public Service Department, National Accreditation Board, and Ministry of Education.

The Lansbridge Bachelor of Business Administration (BBA) program in New Brunswick has recently been approved by the Minister of Education in New Brunswick and is ready to be offered in 2004.

Currently, Lansbridge has a total of 246 students. To date, 139 students have successfully graduated from the programs.

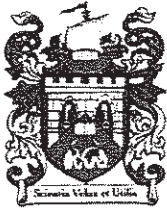
Lansbridge University (BC) is a private, for-profit institution incorporated in the Province of British Columbia as “LUC Education (BC) Inc” DBA Lansbridge University (BC).

Lansbridge University (NB) is a private, for-profit institution incorporated in the Province of New Brunswick as “Lansbridge University Corporation.”

The ownership structures of Lansbridge University (BC) and Lansbridge University (NB) are identical. However, operations in British Columbia are legally separate and independent from the operations in New Brunswick.

Lansbridge University (BC) is applying for Ministerial Consent to operate as a university in British Columbia and offer university degree programs in the province.





## 1. Mission and Policies

### The Lansbridge Mission

The Mission of Lansbridge University is to provide students from around the world with the very best university education in Business the Applied Sciences. Lansbridge programs will be known for their quality and cutting edge content. To this end, the University is committed to the research and development of ever-better program content, teaching methods, and supporting technologies.

In carrying out its mission, Lansbridge facilitates an international learning community, fosters partnerships with other institutions and agencies, and supports research and constructive dialogue all aimed at bringing an international perspective and understanding to our programs of study.

### Core values

In carrying out the Lansbridge Mission, we are guided by the following core values:

- Student learning outcomes that embrace:
  - ◆ In depth preparation for careers and further study.
  - ◆ The value on scholarship.
  - ◆ The encouragement of constructive questioning.
  - ◆ The skills necessary for lifelong learning.
  - ◆ Action oriented problem solving.
  - ◆ Acquisition of knowledge at an appropriate level and depth for the program of study.
  - ◆ The development of critical thought processes for analysis and synthesis of knowledge.
- Creative and careful design of educational programs and courses.
- Scholarship, research and experience as the basis for the content of our courses and delivery of our instruction.
- Support for international dialogue about the global activities of Business and the Applied Sciences.
- Accountability for the quality of our educational products and services through regular internal and external review.
- Providing appropriate contemporary resources to support our learning community.
- Fostering an environment of mutual appreciation and respect among faculty, staff and students.

### Vision

As outlined in the University's Five Year Plan (see Appendix One), Lansbridge University (BC) will bring creative entrepreneurship to achieving the following:



- Increase the enrolment in British Columbia to 1,900 students.
- Build a flagship campus in the Lower Mainland.
- Introduce a growing range of undergraduate and graduate programs in Business and the Applied Sciences.

## Academic Freedom

All members of the Lansbridge Community -- Students, Faculty, Staff, and Visitors -- enjoy certain rights and privileges essential to the pursuit of knowledge. Central among these rights is the freedom, within the law, to pursue what seems to them as fruitful avenues of inquiry, to teach and to learn unhindered by external or non-academic constraints, to engage in full and unrestricted consideration of any opinion. This freedom extends not only to the regular members of the University community, but to all who are invited to participate in its forum.

Behaviour which obstructs free and full discussion, not only of ideas which are safe and accepted but of those which may be unpopular or even abhorrent, vitally threatens the integrity of the University's forum. Such behaviour will not be tolerated.

Lansbridge University does not consider that the following are violations of academic freedom:

- ◆ Student evaluation of courses.
- ◆ Periodic Evaluation of academic staff, which could have an effect on their continued employment by Lansbridge University.
- ◆ The requirement that all members of the education community demonstrate intellectual honesty and accountability.
- ◆ The requirement that those engaged in teaching and learning show respect for others and acknowledge that their views are not necessarily shared by or represent Lansbridge University.
- ◆ The requirement that teachers must satisfy academic standards established by their peers.
- ◆ Sanctions for failure to carry out academic responsibilities.

*All members of the Lansbridge University Community support this commitment to academic freedom and acknowledge the right to teach and work in an environment of tolerance and mutual respect.*

## University Policies

Lansbridge University's policies will be published in the University Policy Handbook, the University Calendar, and online ([www.lansbridge.com](http://www.lansbridge.com)), with the online version being regularly updated on the University website. Students will be notified of any changes to policies and developments pertaining to credential recognition and/or transfer by academic counselors, on bulletin boards in the Registrar's Office, and by online and e-mail bulletins.



## 2. Governance, Faculty, Services, and Facilities

### Governance

The governance structure of the University in British Columbia is comprised of the Board of Governors, the University President, the University Advisory Board, and the Academic Council.

The Board of Governors and the University Advisory Board bring to Lansbridge the breadth and depth of experience, expertise, and leadership necessary to achieve and maintain the high standards of the University.

### *Board of Governors*

The Board of Governors holds final responsibility for the University's Standards, Policies, and Operations. All standards and policies must be approved by the Board. However, the Board will not approve any academic standard or policy that is not supported by the Academic Council.

The Board of Governors will have five members, including three permanent members and two rotating members.

The Permanent Members are:

Michael Lo, President of Lansbridge University  
1661 W. 8<sup>th</sup> Avenue  
Vancouver, British Columbia  
Canada V6J 1T8

Dr. Lan Wong, Vice President of Lansbridge University  
109 – 80 Acadia Avenue  
Markham, Ontario  
Canada L3R 9V1

Queenie Tin  
1661 W. 8<sup>th</sup> Avenue  
Vancouver, British Columbia  
Canada V6J 1T8

Rotating Members will be prominent members of communities in British Columbia, and will be appointed for terms of two-years.

### *University President*

The University President is the chief executive officer of the University and is responsible for generally supervising and directing the operations of the University.



The President is a member of and reports to the Board of Governors; is a member of all standing committees of the Board; and is a member of the Academic Council.

The President advises the Board directly regarding appointments, promotions and removal of professors, members of the administrative staff and officers and other employees of the university.

The President has the power to establish committees the President considers necessary or advisable, and deal with other matters delegated to the President by the Board.

### *University Advisory Board*

The University Advisory Board advises the Board of Governors on standards, policies, and operations. The Members are:

Dr. Deborah Chung	Mohawk Endowed Professor Mechanical and Aerospace Engineering State University of New York, Buffalo
Dr. John Alvin	Professor, School of Pharmacy University of Pittsburgh
Dr. Lawrence Droutman	Vice President American Graduate School of Management
Dr. Wilson Greatbatch	Professor <i>Emeritus</i> Cornell University
Dr. Larry Robinson Management	Former Dean of Academic Affairs of School of University of Arkansas Former Executive Vice President Arkansas Technical University
Dr. Nasser Ashgriz	Professor, Industrial Engineering University of Toronto

### *Academic Council*

The Academic Council is responsible for advising the Board of Governors on academic affairs and issues, and approving:

- Academic programs.
- Proposals for new programs and courses.
- Review and evaluation of programs and educational services.
- Policies concerning library and resource centers.



- Consultation with community and program advisory groups concerning the institution's educational programs.
- Policies on faculty member qualifications.
- Policies concerning examinations and evaluation of student performance.
- Criteria for admission, academic standing, academic standards and the grading system.
- Criteria for awards recognizing academic excellence.
- Policies and procedures for appeals by students on academic matters.

Academic Council members are:

- University President, Michael Lo
- University Vice President, Dr. Lan Wong,
- Provost, Dr. Bill Garrett
- Dean of Academic Affairs, Dr. Ken Green
- Program Head of each major area (e.g. Business, Computer Science, etc.).
- One faculty member from each major area (Business, Computer Science, etc.)  
*current representative for Business is Dr. Josiah Akinsanmi*
- Two members of the student body

Faculty members of the Academic Council from each major area are nominated and elected by faculty in the particular area. Student members of the Academic Council are nominated and elected by the student body.

## Faculty

Lansbridge University will initially employ five full-time faculty for the BBA and MBA programs at the start of operations in British Columbia. The full-time faculty will include: Business Program Head, Business Program Coordinator, two full-time faculty for the BBA program, and one full-time faculty for the MBA program.

Adjunct faculty and additional full-time faculty will be progressively added as needed.

Lansbridge's policy on hiring faculty requires instructors teaching undergraduate courses to hold a minimum of a graduate degree from an accredited university in an academic field directly related to the course for which they are teaching. Preference will go to candidates with industry experience and teaching experience at recognized universities.

Instructors teaching graduate level courses are required to hold a Ph.D. or equivalent / terminal degree, from an accredited university in an academic field directly related to the course for which they are teaching. Preference will go to candidates with industry experience and teaching experience at recognized universities.

Lansbridge understands that for some technology-based courses exceptionally well-qualified instructors may not hold PhDs. In these cases, instructors hired must hold a graduate degree from an accredited university as well as substantial current, relevant industry experience.





It is expected that most faculty will be hired from North America.

Please see Appendix Two for the Lansbridge Human Resources Policy on the Employment and Role of Faculty.

## Facilities and Services

Lansbridge University is establishing an initial campus at 2026 West Twelfth Avenue, Vancouver. The campus building has 12 classrooms, two computer labs, a science lab, and a language lab. These facilities will meet the growing needs of the University until 2008.

Lansbridge University (BC) has recently secured on contract a 15-acre property in Richmond for the purpose of constructing a flagship Lansbridge University campus to accommodate the University's growth in enrolment and expanded program offerings.

An artistic rendering and architectural plan of the University's proposed BC Campus is included in Appendix Two. Lansbridge anticipates opening the campus in mid-2007.

Student services available will be outlined both in print and online in the Lansbridge University Calendar.

## Library Resources

Lansbridge students will have access to the following library resources:

1. A growing on-campus library of course and program print material.
2. A part-time on-campus librarian.
3. Access to local and lower mainland libraries.
4. The Jones e-Global Library.

**Jones e-Global Library** ([www.egloballibrary.com](http://www.egloballibrary.com)).

Most on-campus university libraries provide a core set of services and resources to their students. The 21,000 plus volume e-Global Library performs all these, with the advantage that its entire resources-- including a live reference desk staffed by trained librarians – is available 24 hours a day, seven days a week – and accessible from any online computer.

The core services and resources that university libraries provide are:

**Bibliographic Instruction:** Librarians teaching students how to use the library resources.

The e-Global Library provides this service 24/7 through Online Tutorials. The Library's tutorials give students the guidance they need to conduct research and write papers effectively using a complete range of information resources, including the online library, standard libraries, and the Internet.



**Research and Reference Assistance:** Librarians helping students determine how to get started on research assignments.

The e-Global Library provides this service 24/7. Students can ask questions and receive immediate help from trained librarians via Internet chat. In addition, reference assistance is provided through more than 140 topic specific research guides that introduce each topic, explain research strategies, alternative search terms, and then identify and describe the best information resources for that topic – not only books and print journals, but also provides links to appropriate and authoritative association materials, journals, government documents, research institute reports, and white papers, surveys, statistics, and similar materials.

**Core Collection of Books:** A collection of books that supports the school's curriculum and faculty research.

The e-Global library has a current collection of over 21,000 volumes, and more books are added monthly. Online books allow students to highlight, annotate, and comment "in the margins" just as in print books. Again, the Library has the advantage of standard on-campus libraries in that all books and resources are available to all students 24/7 – multiple students can view the same books simultaneously and there are no "due dates."

**Research Databases:** A collection of general and topic specific databases that provide abstracts and/or full text journal and magazine articles.

The e-Global Library provides full-text access to over 350 academic journals and other periodicals, and includes a powerful, fast, and accurate search engine.

**General Reference:** Encyclopedias, dictionaries, almanacs, maps, and other reference works.

The e-Global Library has compiled over 125 sources organized into 15 categories to help students locate a complete range of general reference information.

For more information on the Jones e-Global Library, please see Appendix Four.



### 3. Accountability

#### Internal Process for Developing and Approving Degree Programs

The major steps in new program development essentially take the institution through a process of determining the institution's level of interest in the program, assessing the programs viability, developing comprehensive academic proposal for the new program, developing the detailed curriculum and instructional design for the program, and developing an operational plan for launching and managing the operation of the program. It is the responsibility of the Dean of Academic Affairs to implement each of these steps in consultation with the Academic Council and appropriate members of the faculty and administration.

Step 1: Initial Needs Assessment: The Initial Needs Assessment explains in general terms the nature of the proposed program, the need it is expected to fulfill and the general program parameters. The purpose is to provide sufficient detail to make a decision about whether not the program is of sufficient interest to the college to allocate the resources to complete a Detailed Needs Assessment.

Step 2: Detailed Needs Assessment: Building on the initial needs assessment, the Detailed Needs Assessment focuses on parameters that describe the viability of the new program in the short and long term as well as in the context of the institution's short term resource availability. A program that is viable over the long term may require significant up front operating and capital expenditures for physical facilities, technological infrastructure, new expertise, support staff and marketing activities all of which take time to bring on line

Step 3: Comprehensive Program Proposal: The Comprehensive Program Proposal builds on (and revises as required) the Detailed Needs Assessment and adds a comprehensive academic plan for the proposed program.

Step 4: Detailed Curriculum and Instructional Design: The Detailed Curriculum and Instructional Design build on the previous program development steps and provide a blueprint of the curriculum and instructional design. The purpose is to ensure that there is a clear conceptual framework holding the various threads extending from the college's mission statement through general learning outcomes, constituent courses, course goals and objectives, student assignments and deliverables, assessments of student's performance and course outlines.

Step 5: A Detailed Implementation Plan for the Program. The Implementation Plan will set out the roles, tasks, and timelines for the various college departments involved in the launch or delivery of the program.

Step 6: Approval of the Lansbridge Academic Council. The Comprehensive Program Proposal, Curriculum and Instructional Design, and Implementation Plan must be approved by the University's Academic Council before being formally adopted and implemented by the University.



## Program Review and Assessment

### Policy

1. Each educational program offered by the Lansbridge University will be the subject of a comprehensive program review at least once every five years. It is not expected that all educational programs will be reviewed in any given year, but that every program will be reviewed within the five-year limit.
2. The program review will be conducted by the Dean of Academic Affairs in consultation with the Academic Council, Academic Council, faculty, students, and administration.
3. Part of each program review will involve input from reviewers who are not regular employees of the college.
4. A program review will normally be completed within eight calendar months.
5. The results of the program review will be delivered to the Board of Governors for their consideration.
6. Program reviews must be carried out in a cost effective and timely manner and demonstrate that they contribute to the quality of the program.
7. The timelines referenced here for program review are in some cases shorter than is typical, but the University believes that accountability in the delivery of education requires a bias toward action.

### Purpose of Program Review

It is expected that all educational programs offered by Lansbridge University will be of a high academic standard. In order to ensure that programs meet this standard, it is essential that each program undergo a periodic review. The overall purpose the review is to contribute to the improvement of program quality and effectiveness and provide a basis for program planning and development in a fashion that is consistent with the University's strategic directions and mission statement.

Program reviews not only inform those directly responsible for the academic delivery of the program, they also inform the entire University community and affect planning and activities across the organization. Ultimately, program reviews provide a learning experience for the entire University and contributes to the positive socialization and integration of the members of that community.

### The Process of Program Review

#### *Self Study*



A key component of program review is self-study. Because educational programs do not exist in isolation from the larger institutional environment, the self-study is not limited to input at the program level, but includes input and data collection from all relevant departments and areas of the college. This data will be made available to the external reviewers for their consideration as part of their review.

### *Data Collection*

The five-year program review will be supported by the periodic collection of uniform data. This data will be collected on an ongoing basis each semester or academic year as appropriate, and made available to those contributing to the program review. Examples of such data are: students' evaluations of courses, admission rates, attrition rates, graduation rates (in relation to such things as gender, national origin of students, English language proficiency), job placement statistics, grade distributions within and between courses, class sizes, faculty student ratios, progress toward mastery of English as a second language where this is a factor, etc.

### *Reporting and Acting on Results*

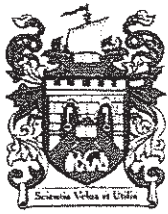
The results of the program review will be summarized in written form and include appendices which summarize relevant data. An important milestone in the review process is the submission of the completed program review to the Academic Council. Actions taken on recommendations included in the program review will be reported on within six calendar months after the Board of Governors has provided its comments to the Dean of Academic Affairs. Problem areas will be reviewed again at an appropriate interval, but not less than two years after the Board of Governors has provided its comments to the Dean of Academic Affairs.

### *Minimum Content of the Review*

Program review is an evolving iterative process, and therefore the review process and data collection is expected to change and improve over time. However, at a minimum, the program review is expected to consider the following:

1. Program and curriculum design.  
There will be a comprehensive review of the integrity of the program to ensure that the educational framework is sound and that the critical components are current and implemented as a well-integrated whole. The key components include for example:
  - a. The institution's overall mission statement.
  - b. Program mission statement, expected learning outcomes, goals and objectives.
  - c. Courses included in the program.
  - d. Course learning outcomes, goals and instructional objectives.
  - e. The nature of instructional activities – lectures, labs, assignments.
  - f. Learning resources – e.g. textbooks, library resources, laboratory resources, etc.





- g. Methods of student assessment.
  - h. Construction assessment tools.
  - i. Grading policies
2. An assessment of the program against institutional and national standards.  
Institutional and national standards could include such things essential components of the curriculum and program structure in relation to similar programs offered by other institutions, adequacy of general educational outcomes, etc.
  3. The ability of the curriculum to satisfy the requirements of articulating institutions and professional bodies and to facilitate transfer of students to and from other institutions.
  4. Access to and use of appropriate learning resources, including library resources.
  5. The presence of and student access to qualified faculty.
  6. The economic impact of the program on the institution as a whole.
  7. The nature and status of external accreditation.
  8. A profile of students typically enrolled in the program.
  9. The extent to which program and institutional resources are used effectively in the operation of the program. This could include such things as classroom space, capital equipment, as well as resources devoted to marketing and student services.
  10. Input from external reviewers.
  11. Self study by faculty directly involved in the delivery of the program.
  12. Focus groups held with students.

### ***Course and Program Surveys***

To gain regular insight on the level of satisfaction of students and instructors, and to measure the programs quality and success, students and instructors will be required to fill out a questionnaire at the end of each course. Students will also be asked to fill out an "exit-survey" at the end of their program.

### ***Changes to Date***

In light of the "newness" of the Program, the Dean of Academic Affairs felt it desirable to conduct an "early" review of the Program in 2003. As a result, the original 10 courses in the Program were "repackaged" into 15 courses to provide greater nuance to the topics of study and greater depth and support to the original learning outcomes. These changes were subsequently approved by the Province of New Brunswick.



#### 4. Range of Programming

The Lansbridge Mission is to provide undergraduate and graduate programs primarily in Business and the Applied Sciences.

Lansbridge University (NB) has received provincial approval for the MBA and BBA programs from New Brunswick and is currently offering the MBA program in both online and mixed delivery formats.

In accordance with its mission, the University is committed to continuing to develop programs in the Faculty of Business, and as early as possible create a Faculty of Applied Sciences with a complete range of programs and degrees.

Lansbridge University (BC) will develop the range of programs in a controlled manner with careful attention to program design. The expected "breadth and depth" of programs will be phased in over a period of time to allow the University to ensure that each new program introduced meets the standards expected of a Lansbridge program.

Once approved to operate a campus in British Columbia, Lansbridge University (BC) will initially offer Bachelor of Business Administration and Master of Business Administration programs at its BC campus through traditional in-class instruction delivery. The general BBA will be offered in September 2005, with two concentrations added in 2006, and two more added in 2007. The general MBA will be offered in September 2005, with two MBA concentrations added in 2006, and two more MBA concentrations added in 2007.

In January 2007, Lansbridge will launch its Faculty of Applied Sciences and will offer both a BSc and MSc in Computer Science.

Other programs in the Faculties of Business and Applied Sciences will be developed and added according to needs as they are identified.

<b>Faculty</b>	<b>Program</b>	<b>First Semester Offered</b>
<b><i>Business - BBA</i></b>	General	Sept 2005
	IT Management	May 2006
	Hospitality Mgmt	May 2006
	Biotechnology Mgmt	Jan 2007
	Health Care Mgmt	Jan 2007
<b><i>Business- MBA</i></b>	General	Sept 2005
	IT Management	May 2006
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	Biotechnology Mgmt	Jan 2007
	Health Care Mgmt	Jan 2007
<b><i>Sciences - BSc</i></b>	Computer Science	Jan 2007
<b><i>Sciences - MSc</i></b>	Computer Science	Jan 2007



## 5. Commitment to Research and Scholarly Activity

While the University has a clear emphasis on instruction, Lansbridge is committed to increasing knowledge through independent research and scholarly activity.

In June 2003, Lansbridge co-hosted the 12<sup>th</sup> Annual World Business Congress with the International Management Development Association. The Annual Congress is held in a different country each year and attracts academics and business people from around the world to present scholarly papers and deliberate on topics concerning international business management. This was a significant accomplishment for such a young university as over 200 delegates from 40 countries attended.

Lansbridge will continue to participate in national and international congresses and conferences.

Lansbridge University will provide support for faculty research activities, including both time in workload and financial support. A Research Committee, comprised of the University President and the Faculty, will develop university policies concerning research and will be responsible for the allocation of resources for research.

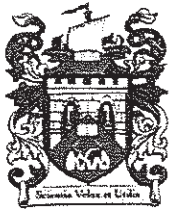
In the early stages of the development of the University, release time usually allotted for research will be mostly directed toward program and course development. The University's goal is to provide cutting-edge programs. Their development will require significant research by faculty, and subsequently, will allow faculty to maintain currency in their field as well as conduct original research within the context of the program being developed.

However, as the University matures, the emphasis of research will shift to allow more independent research by faculty on topics of their choosing. Research release time will be separate and considered independent of teaching and course development.

At a minimum, faculty are expected to remain current in their discipline and will be encouraged to conduct independent research for publication.

Faculty will be encouraged to undertake four kinds of research:

1. Independent research following the faculty member's own interests that is of the caliber suitable for publication.
2. Working with students on their research projects, which in some cases, may lead to publishable results.
3. Pedagogical research to develop and improve programs and educational delivery methods.
4. Institutional research concerning the performance of Lansbridge students while at the University and after they leave in order to identify the best instructional strategies and



tools, especially in terms of the right degree of technological convergence with classroom instruction (e.g. how online tools can be used real-time in the traditional classroom to enhance the learning experience).

The University has set a target of twenty-five percent of faculty workload to be allocated to research and professional development activities. Twenty-five percent of the workload is equivalent to release time of one course per semester. Achievement of this target will be phased in over time.

### **Professional Development and Sabbatical Leave**

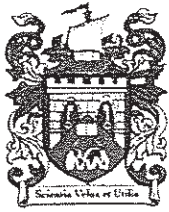
The University will also provide support for professional development activities designed to enhance teaching effectiveness and to provide a quality learning experience for our students.

As well, the University will allow faculty to apply for sabbatical leave after five years of full-time employment (or equivalent) to conduct research or professional development.

### **Intellectual Property**

Lansbridge University and the faculty member will hold joint ownership of intellectual property produced by the faculty member while in the employ of the University.

Intellectual property produced by a student will be held by the student, unless the student was employed by the University to conduct the research that produced the intellectual property, in which case the University and the student will hold joint ownership of the intellectual property.



## 6. Other

Once a Lansbridge degree program receives Ministerial Consent, Lansbridge will request that the British Columbia Council on Admissions and Transfer (BCCAT) list Lansbridge as a member of the BC Transfer System approved to request articulation within the system. The University will then pursue all articulation and transfer opportunities available through the BCCAT.

Lansbridge University (NB) currently has articulation and course transfer agreements with Kingston College, MacKenzie College, Stamford College in Malaysia, and the Islamic Azad University of Iran.

- **Kingston College.** For fifteen years, Vancouver-based Kingston College has been offering undergraduate and graduate degrees in Business Administration through articulation agreements with Canadian and US universities.
- **MacKenzie College.** At the request of this New Brunswick-based college, Lansbridge developed the New Media specialization for the BBA program, specifically so that graduates of MacKenzie College's New Media Technology Program can continue their studies at Lansbridge and earn their Bachelor of Business Administration Degree.
- **Stamford College of Malaysia.** Stamford College celebrated its 50th Anniversary in the year 2000 as one of the largest and most respected private education groups in Asia. It has evolved from a small institute into a multi-disciplinary college in the model of a modern university with nine campuses in six Malaysian cities. Stamford College currently offers the Lansbridge MBA program via the blended learning model to an increasing number of students (over fifty each year, to date), and indicates that there will be even greater demand for the Lansbridge BBA program.
- **The Islamic Azad University.** IAU is a non-profit, non-governmental system of higher education founded in 1982. The University is fully accredited by the Supreme Council of Cultural Revolution and its constitution was approved by the Iranian parliament. Currently, over 650,000 students -- or 50% of the total university student population in Iran -- study at IAU's 130 campuses.

Unless the institutions have a prior arrangement, transfer credit between programs at different universities is not typically guaranteed at the graduate level.

However, the Lansbridge BBA and MBA programs have a core of course content that is generally common to that offered in other undergraduate and graduate programs. This course content has been organized into courses that would be readily identifiable by to faculty in similar programs at other universities. Examples of these courses include:

- Financial Accounting
- Managerial Accounting

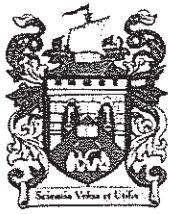




- Organizational Behavior and Design
- Human Resource Management
- Business Strategy
- Technology and Marketing Management

Much of the additional program content is readily documented in the current textbooks and course outlines.

The “transferability” of the Lansbridge MBA program and courses is evidenced by the fact that some of our graduates have been accepted into other master and Doctoral level programs at accredited universities in both Canada and the United States.



## Appendix One: Five Year Business Plan

### Executive Summary

Lansbridge University (NB) is a private, for-profit institution incorporated in the Province of New Brunswick as “Lansbridge University Corporation.”

For its operations in British Columbia, Lansbridge University is incorporated in the province as “LUC Education (BC) Inc.”

The ownership structures of LUC Education (BC) Inc. and Lansbridge University Corporation are identical. However, Lansbridge University’s operations in British Columbia are legally separate and independent from the operations in New Brunswick.

Lansbridge University (BC) is applying for Ministerial Consent to operate as a university in British Columbia and offer university degree programs in the province.

Once approved to operate in the province, the University undertakes to implement the following Five Year Plan for its BC operations.

#### Lansbridge’s Five Year Goals:

- Increase the enrolment in British Columbia to 1,900 students.
- Develop a flagship campus in the Lower Mainland.
- Introduce a growing range of undergraduate and graduate programs in Business and the Applied Sciences.

Based on the introduction of new programs, enrolment in British Columbia is projected to increase to 1,929 in five years. Most students will be recruited from overseas. s. 21

s. 21

### Lansbridge University in British Columbia

Lansbridge University’s BC operations will help meet the needs of BC students for more education opportunities in Business and Applied Sciences. It will also be a beacon to students around the world.

Critical elements of its business model and to its success include:

#### ***Practitioner-Oriented Programs***

Lansbridge specializes in diploma, undergraduate, and graduate degree programs that are practitioner-oriented and in global demand. This specialization creates a concentration of expertise and resources leading to greater efficiencies and a distinct identity.



To be competitive in attracting students from around the world, programs must be carefully designed to meet the needs of students in a variety of markets.

Lansbridge is committed to developing programs based on the identified needs of students and the marketplace. As a private institution, the University has the flexibility to direct resources quickly and effectively toward the programs that are in demand or are anticipated to be in demand. If a new promising niche appears that can be met with a customized program, Lansbridge will develop and make the program available in the shortest time possible.

### **International Market**

The university's competitiveness, high standards, and growth will be fuelled by a focus on the international market.

With an unmet demand of millions of students each year seeking advanced education, the international market has unlimited potential. In particular, students from Asia tend to specialize in the programs offered by Lansbridge and are willing to pay a premium for a North American education. Recruiting international students is the surest strategy for ensuring maximum enrollment and profit.

Focusing on the international market forces Lansbridge to be competitive at the international level – in terms of quality, delivery, and prestige. International students ensure a higher and more stable revenue base, which will be required for constant competitive innovation and the maintenance of a high quality institution. As a result, BC students also benefit, as they will have more opportunities to receive a top quality education from within the province.

### **The Flagship BC Campus**

Lansbridge requires a flagship campus to establish credibility and the image of quality, stability, and prestige, which is particularly important in the international market.

To this end, Lansbridge University has recently secured a 15-acre property in Richmond, BC for the purpose of constructing a flagship university campus.

### **Program Introduction**

The Lansbridge Mission is to provide undergraduate and graduate programs primarily in Business and the Applied Sciences.

In accordance with its mission, the Lansbridge University (BC) is committed to continuing to develop programs in the Faculty of Business, and as early as possible create a Faculty of Applied Sciences with a complete range of programs and degrees.

Lansbridge University (BC) will develop the range of programs in a controlled manner with careful attention to program design. The expected "breadth and depth" of programs

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Request to Use the Word *University*: Lansbridge University – May 5, 2005



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<i><b>Sciences – MSc</b></i>	Computer Science	Jan 2007

## Marketing and Student Recruitment

Lansbridge will recruit students from across the province, the country, and the world. Asia and the Middle East will be primary markets, with China, India, Korea, Malaysia, Taiwan, and Japan being priorities.

Meeting the demand for advanced education in China and India presents the largest opportunity in history.

According to a study by the Canadian **Department of Foreign Affairs and International Trade**, 15 million students graduate from secondary school each year in China, but only 3 million (20 percent) are admitted to colleges and universities across the country. The majority of students cannot continue their education because there are simply not enough seats in post-secondary institutions. Moreover, the number of high school graduates each



year will increase to 20 million over the next ten years, and demand for higher education will far exceed supply for the foreseeable future.<sup>1</sup>

Similarly, India is a booming market with the number potential post-secondary students far exceeding the number of seats at domestic institutions.

One solution favoured by many students and their parents is international education. In particular, degrees from North American universities are highly valued.

The size of the potential markets in China and India – the gulf between demand and supply – is so large that it makes the traditional concept of competition inaccurate. With demand exceeding supply by millions of students each year, there is plenty of room for many players in the market.

Lansbridge's senior management team has been very successful in China and India, giving confidence that, should it be necessary, Lansbridge will be able to maximize enrollment for the foreseeable future, just by tapping these two markets.

Lansbridge is executing a marketing strategy designed to maximize enrolment from overseas markets. Chief elements of the marketing strategy are:

**The Lansbridge Brand:** Lansbridge will be positioned as a leading provider of western-style education solutions in Canada, China, India, Korea, Taiwan, and other key markets of Asia and Latin America.

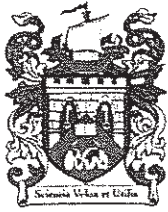
**Program and delivery choice:** Lansbridge will offer the programs in highest demand, customized to the needs of general and niche markets, while providing the complete range of program delivery options: on-campus; online; blended delivery; and transfer.

**Recruiting Network:** Lansbridge employs the same recruiting network that has been so successful for its partner institutions. This network includes dedicated recruiting offices in China, Korea, India, and Taiwan, and will be expanded to more key cities in a growing number of markets.

**Institutional Partnerships:** Lansbridge will continue to forge strategic alliances and partnerships with established universities and colleges around the world. Through articulation agreements with Lansbridge, local institutions will be able to offer Lansbridge courses for transfer to the BC campus, and/or full Lansbridge degrees taken locally. The University plans to add one new institutional partner per year over the next five years.

<sup>1</sup> Market Research Centre. *The Education and Training Market in China*. DFAIT Canada. February, 2001:pp. 9, 19.





## Financial Plan

The financial projections for Lansbridge's BC operations are below.

Lansbridge operations in British Columbia will be legally separate and independent from operations in New Brunswick. As a separate and independent operation, Lansbridge in British Columbia will not be affected by any financial shortfalls that may occur in the New Brunswick operations, or operations developed elsewhere.

LUC Education (BC) Inc. (Lansbridge University (BC)) has a Facilities Agreement and a Services Agreement with Kingston College Inc. whereby Kingston provides Lansbridge University (BC) with the facilities, recruiting, admissions, administration and secretarial support for the University's operations in British Columbia in return for s. 21

s. 21 The agreements are at the sole discretion of the University.

LUC Education (BC) Inc. has also entered a Financial Guarantee Agreement with Kingston College Inc., KC Knowledge Center Ltd., and King's Choice Enterprises (Vancouver) Ltd. whereby the three companies agree to s. 21

s. 21 during the University's first five years of operation in British Columbia.

The three agreements are attached.

s. 21

s. 21

s. 21

s. 21



s. 21

s. 21

s. 21

s. 21

s. 21



This Memorandum of Understanding is dated for reference the 1<sup>st</sup> of March of 2005

**BETWEEN**

LUC Education (BC) Inc. dba Lansbridge University (BC), a company duly incorporated under the laws of British Columbia and having its office at 1661 West 8<sup>th</sup> Avenue, Vancouver, BC, V6J 1T8

(hereinafter called "LUC")

**AND**

Kingston College Inc., a Canadian private education institute which is bonded and registered with the Private Career Training Institutions Agency of British Columbia, Canada, having its office at 2286 Holdom Avenue, Burnaby, British Columbia, Canada V5B 4Y5

(hereinafter called "Kingston")

**WHEREAS**

1. LUC is going through the Degree Quality Assurance Process in the Province of British Columbia and applying for the Ministerial Consent to establish a university operation in the Province.
2. LUC has secured a piece of land in Richmond under contract for the purpose of constructing its own campus. Construction of campus is expected to commence in full force after the Ministerial Consent is in place,
3. Kingston has 15 years of experience to operate private education institution. Currently, it owns and operates five campuses, three in British Columbia and two in Ontario,
4. Kingston is committed to assisting LUC to establish its operation in British Columbia before the completion of LUC facility.

NOW THEREFORE THIS AGREEMENT WITNESSETH that in consideration of the premises and the mutual agreements hereinafter set forth, and other good and valuable consideration now paid by each party to the others (the receipt and sufficiency whereof is hereby acknowledged), the parties hereto covenant and agree

as follows:

1. Kingston agrees to lease to LUC the use of its campus at 2026 West. 12<sup>th</sup> Avenue. Vancouver to deliver its programs in consideration of receiving

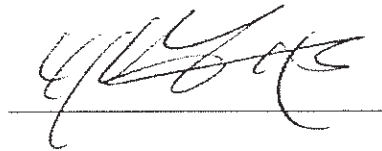
s. 21

2. Kingston will be responsible for all the required repair and maintenance of the facilities.
3. This Agreement is valid for a period of five (5) years starting from the commencement of the semester after LUC has obtained the ministerial consent to open an university and operate in British Columbia which is expected to be in May, 2005.
4. LUC is entitled to terminate this Agreement by giving a minimum of six (6) months advanced notice to Kingston.
5. This Agreement shall in all aspects be governed by and be construed in accordance with the laws of the Province of British Columbia, Canada.
6. If any one or more of the provisions contained in this Agreement shall be invalid, illegal or unenforceable in any respect in any jurisdiction, the validity, legality and enforceability of such provision or provisions shall not in any way be affected or impaired thereby in any other jurisdiction and the validity, legality and enforceability of the remaining provisions contained herein shall not in any way be affected or impaired thereby.
7. This Agreement constitutes the entire agreement between the parties and supersedes all previous expectations, understandings, communications, representations and agreements whether verbal or written between the parties with respect to the subject matter hereof.
8. This Agreement may be signed in as many counterparts and by facsimile transmission as may be deemed necessary, each of which so signed shall be deemed to be an original, and such counterparts and facsimile copies together shall constitute one and the same instrument.
9. The terms and conditions of this Agreement shall inure to the benefit of and be binding upon the parties, their successors and assigns.

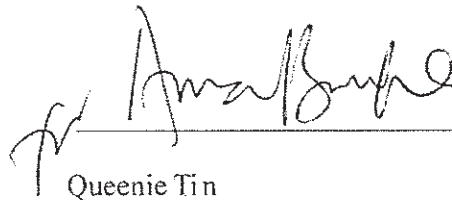
In witness thereof, the parties have affixed their signatures below,

LUC Education (BC) Inc.

Kingston College Inc.

A handwritten signature in black ink, appearing to read 'Michael Lo', written over a horizontal line.

Michael Lo  
President & CEO

A handwritten signature in black ink, appearing to read 'Queenie Tin', written over a horizontal line.

Queenie Tin  
President

This Memorandum of Understanding is dated for reference the 1<sup>st</sup> of March of 2005

BETWEEN

LUC Education (BC) Inc. dba Lansbridge University (BC), a company duly incorporated under the laws of British Columbia and having its office at 1661 West 8<sup>th</sup> Avenue, Vancouver, BC, V6J 1T8

(hereinafter called "LUC")

AND

Kingston College Inc., a Canadian private education institute which is bonded and registered with the Private Career Training Institutions Agency of British Columbia, Canada, having its office at 2286 Holdom Avenue, Burnaby, British Columbia, Canada V5B 4Y5

(hereinafter called "Kingston")

WHEREAS

1. LUC is going through the Degree Quality Assurance Process in the Province of British Columbia and applying for the Ministerial Consent to establish a university operation in the Province.
2. Kingston has 15 years of experience in operating private education institution. Currently, it owns and operates five campuses, three in British Columbia and two in Ontario,
3. Kingston is committed to assisting LUC to establish its operation in British Columbia during the initial start up period.

NOW THEREFORE THIS AGREEMENT WITNESSETH that in consideration of the premises and the mutual agreements hereinafter set forth, and other good and valuable consideration now paid by each party to the others (the receipt and sufficiency whereof is hereby acknowledged), the parties hereto covenant and agree as follows:

1. Kingston agrees to provide LUC with all the necessary administration support services to start LUC's proposed university operation in the Province of British Columbia in

s. 21

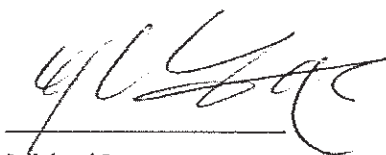
s. 21

2. The administration support services include but are not limited to services related to students admission; registration; accounting; counseling; computer support; secretarial and janitorial maintenance services.
3. This Agreement is valid for a period of five (5) years starting from the commencement of the semester after LUC has obtained the ministerial consent to open an university and operate in British Columbia which is expected to be in May, 2005.
4. The services provided by Kingston are available at the discretion of LUC. Should LUC feel they are capable and has sufficient resources to arrange those services for the university operation, then LUC is not bound by this Agreement to accept Kingston's services.
5. LUC is entitled to terminate this Agreement by giving a minimum of six (6) months advance notice to Kingston.
6. This Agreement shall in all aspects be governed by and be construed in accordance with the laws of the Province of British Columbia, Canada,
7. If any one or more of the provisions contained in this Agreement shall be invalid, illegal or unenforceable in any respect in any jurisdiction, the validity, legality and enforceability of such provision or provisions shall not in any way be affected or impaired thereby in any other jurisdiction and the validity, legality and enforceability of the remaining provisions contained herein shall not in any way be affected or impaired thereby.
8. This Agreement constitutes the entire agreement between the parties and supersedes all previous expectations, understandings, communications, representations and agreements whether verbal or written between the parties with respect to the subject matter hereof.
9. This Agreement may be signed in as many counterparts and by facsimile transmission as may be deemed necessary, each of which so signed shall be deemed to be an original, and such counterparts and facsimile copies together shall constitute one and the same instrument.
10. The terms and conditions of this Agreement shall inure to the benefit of and be binding upon the parties, their successors and assigns.

In witness thereof, the parties have affixed their signatures below,

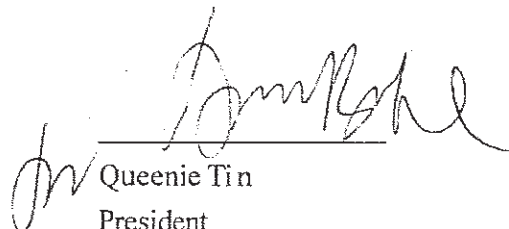
LUC Education (BC) Inc.

Kingston College Inc.



Michael Lo  
President & CEO

LU-KC (service agreement).doc



Queenie Tin  
President



This Memorandum of Understanding is dated for reference the 1<sup>st</sup> of March of 2005.

**BETWEEN**

LUC Education (BC) Inc. dba Lansbridge University (BC), a company duly incorporated under the laws of British Columbia and having its office at 1661 West 8<sup>th</sup> Avenue, Vancouver, BC, V6J 1T8  
(hereinafter called "LUC")

**AND**

Kingston College Inc., a Canadian private education institute which is bonded and registered with the Private Career Training Institutions Agency of British Columbia, Canada, having its office at 2286 Holdom Avenue, Burnaby, British Columbia, Canada V5B 4Y5  
(hereinafter called "Kingston")

**AND**

KC Knowledge Centre Ltd, a company duly incorporated under the laws of British Columbia, having its office at 2286 Holdom Avenue, Burnaby, BC V5B 4Y5.  
(hereinafter called "KCKC")

**AND**

King's Choice Enterprises (Vancouver) Ltd., a company duly incorporated under the laws of British Columbia, having its office at 2286 Holdom Avenue, Burnaby, BC V5B 4Y5.  
(hereinafter called "King's Choice")

**WHEREAS**

1. LUC is going through the Degree Quality Assurance Process in the Province of British Columbia and applying for the Ministerial Consent to establish a university operation in the Province.
2. LUC has prepared a five-year projection, which is attached herewith as Schedule A, for its proposed university operation. s. 21

s. 21

3. Kingston has 15 years of experience in operating private education institution. Currently, it owns and operates five campuses, three in British Columbia and two in Ontario.

4. Kingston is conducting its programs through the collaboration with KCKC in ESL (English as a second language) area; and King's Choice in the hospitality area.
5. Kingston, KCKC and King's Choice are committed to assisting LUC to establish its operation in British Columbia.

NOW THEREFORE THIS AGREEMENT WITNESSETH that in consideration of the premises and the mutual agreements hereinafter set forth, and other good and valuable consideration now paid by each party to the others (the receipt and sufficiency whereof is hereby acknowledged), the parties hereto covenant and agree as follows:

s. 21

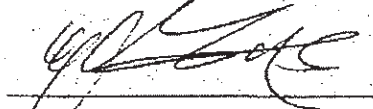
5. This Agreement is valid for a period of five (5) years starting from the commencement of the semester after LUC has obtained the ministerial consent to open an university and operate in British Columbia which is expected to be in May, 2005,
6. This Agreement shall in all aspects be governed by and be construed in accordance with the laws of the Province of British Columbia, Canada,
7. If any one or more of the provisions contained in this Agreement shall be invalid, illegal or unenforceable in any respect in any jurisdiction, the validity, legality and enforceability of such provision or provisions shall not in any way be affected or impaired thereby in any other jurisdiction and the validity, legality

and enforceability of the remaining provisions contained herein shall not in any way be affected or impaired thereby.

8. This Agreement constitutes the entire agreement between the parties and supersedes all previous expectations, understandings, communications, representations and agreements whether verbal or written between the parties with respect to the subject matter hereof.
9. This Agreement may be signed in as many counterparts and by facsimile transmission as may be deemed necessary, each of which so signed shall be deemed to be an original, and such counterparts and facsimile copies together shall constitute one and the same instrument.
10. The terms and conditions of this Agreement shall inure to the benefit of and be binding upon the parties, their successors and assigns.

In witness thereof, the parties have affixed their signatures below,

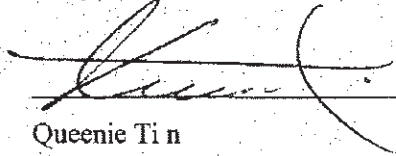
LUC Education (BC) Inc.



Michael Lo

President & CEO

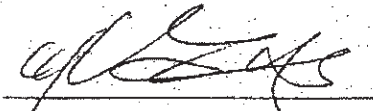
Kingston College Inc.



Queenie Tin

President

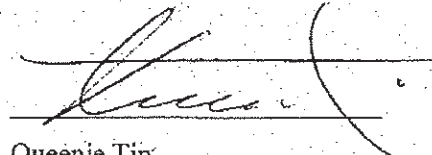
King's Choice Enterprises  
(Vancouver) Ltd.



Michael Lo

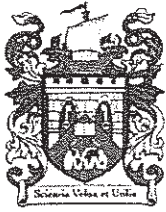
President

KC Knowledge Centre Limited



Queenie Tin

President



## Appendix Two: Lansbridge Human Resources Policy

Lansbridge University recognizes that a key to its future growth and success is its capacity to recruit and retain well qualified and committed faculty, staff and administration. High levels of job satisfaction will depend on developing and maintaining excellent working conditions and providing all personnel with the opportunity to contribute to the life of the University Community in a fashion consistent with their interests and responsibilities.

At the same time, the University also recognizes the challenge it faces in recruiting high quality personnel. The University is committed to finding an appropriate balance between managing its resources in a business like fashion and providing opportunities for all its staff and faculty to pursue meaningful careers consistent with the long held values of university life.

The University understands that it must extend itself beyond simple commitment to this ideal; it must be open to exploring, reframing and restating the educational and business issues in a fashion that supports the achievement of the larger mission and vision of the University, and it must undertake to do so in an environment of mutual respect for the various stakeholders that are part of the University Community.

Private educational institutions, including private degree granting institutions, will become more common in Canada. Lansbridge recognizes the important responsibilities associated with leadership at the forefront of this movement and is excited to accept the responsibilities and challenges associated with private, university level educational delivery.

At this early stage in the University's development, a primary purpose of this statement of the University's human resource policy for faculty is to articulate the values and context that will lay the foundation for development of more specific policies and procedures in consultation with faculty as they are hired and take up their responsibilities in the University Community.

Lansbridge believes that the central role of faculty in the University Community is a given, resulting from both of the history of the development of the modern university and the imperatives of the University's 21<sup>st</sup> century mission.

As Lansbridge undertakes to establish itself in British Columbia, it does so with a profound belief that there is a cadre of well qualified people, locally and internationally, who have a genuine interest in experiencing and contributing to responsive, applied scholarship and teaching in a business environment.

Faculty are a major resource within the University. They are the primary resource in the areas of scholarship and teaching, which are at the core of the University's mission. An overriding theme in the University-faculty relationship is respect for intellectual integrity and independence and respect for the values intellectual freedom and exchange of information and ideas.



## Faculty Involvement in Governance

Faculty have a major role in the governance of the University. Active consultation and communication with faculty through well defined processes will be an integral part of the University's approach to achieving its academic mission and allocating the resources associated with that mission. Opportunities to include faculty leadership in the management and policy making processes through representation on the University's Academic Council are essential to achieving the teaching, research and community service objectives of Lansbridge University.

Faculty will have direct input into University Governance and the Academic Council's performance of its responsibilities through faculty representatives on the Academic Council. All faculty will be encouraged to put forward proposals, suggestions, and concerns to the faculty representatives on the Academic Council.

The Academic Council's responsibilities include:

- Review of curriculum, subject matter, methods of instruction and admission standards for courses and programs.
- Oversight of the University's research activities.
- Review, evaluation and oversight of the teaching/learning process.
- Establishment of requirements for degree completion and academic progress and confirmation that those requirements have been achieved.
- Review of faculty credentials prior to hiring.

The Academic Council is also responsible for advising and making recommendations to the Board of Governors on academic affairs and issues, and approving:

- Academic programs.
- Proposals for new programs and courses.
- Review and evaluation of programs and educational services.
- Policies concerning library and resource centers.
- Consultation with community and program advisory groups concerning the institution's educational programs.
- Policies on faculty member qualifications.
- Policies concerning examinations and evaluation of student performance.
- Criteria for admission, academic standing, academic standards and the grading system.
- Criteria for awards recognizing academic excellence.
- Policies and procedures for appeals by students on academic matters.

At a minimum, each faculty member is required to directly contribute to academic course and program development and maintenance of academic quality and standards by regularly:

1. Reviewing the courses they teach.
2. Proposing course and program changes to the Academic Council.
3. Ensuring learning methods and teaching material are current.





4. Contributing to peer review in matters that are primarily a faculty responsibility.

### **Teaching as the Primary Mission of the University**

The primary mission of Lansbridge University is teaching. Teaching is the major source of the University's revenue. Faculty will demonstrate their commitment to excellence in teaching at both the undergraduate and the graduate level.

Faculty have first responsibility for developing the variety of programs, course offerings and instructional approaches that comprise the products and services provided to our clients. This role includes teaching, creating a diverse learning environment and ensuring that scholarship is a central part of the teaching/learning/mentoring process; and it includes designing innovative instructional approaches using the latest teaching technologies. In carrying out this role, faculty are the primary interface between the University and its students, clients and the larger community it serves.

Because faculty play a vital role in the teaching/learning processes of the University, are at the forefront in developing positive relationships with students and are, for the most part, the authors of curriculum, faculty should expect to participate in recruiting and admitting students.

### **Community Service**

In conjunction with teaching and scholarship, Lansbridge faculty will be expected to participate in service activities within and outside the University as a core responsibility. Service to community groups, boards, agencies, government and professional organizations at a local, provincial, national, and international level will provide faculty expertise consistent with the University's mission of service to the external community.

The University encourages faculty involvement in outside activities, including consulting. It is important that these activities are in balance with other faculty responsibilities and in line with the University's conflict of interest policy.

### **Research**

While research is not the primary mission of Lansbridge University, we recognize and encourage research as both an important professional activity of faculty and an essential part of ensuring that applied scholarship is integrated into the teaching/learning process.

Participation in research activity is important to faculty careers, a useful experience for students and a potentially significant part of the services that the University plans to provide to the larger community.

Lansbridge University will provide support for faculty research activities, including both time in workload and financial support. A Research Committee, comprised of the University President and the Faculty, will develop university policies concerning research and will be responsible for the allocation of resources for research.



In the early stages of the development of the University, release time usually allotted for research will be mostly directed toward program and course development. The University's goal is to provide cutting-edge programs. Their development will require significant research by faculty, and subsequently, will allow faculty to maintain currency in their field as well as conduct original research within the context of the program being developed.

However, as the University matures, the emphasis of research will shift to allow more independent research by faculty on topics of their choosing. Research release time will be separate and considered independent of teaching and course development.

At a minimum, faculty are expected to remain current in their discipline and will be encouraged to conduct independent research for publication.

Faculty will be encouraged to undertake four kinds of research:

5. Independent research following the faculty member's own interests that is of the caliber suitable for publication.
6. Working with students on their research projects, which in some cases, may lead to publishable results.
7. Pedagogical research to develop and improve programs and educational delivery methods.
8. Institutional research concerning the performance of Lansbridge students while at the University and after they leave in order to identify the best instructional strategies and tools, especially in terms of the right degree of technological convergence with classroom instruction (e.g. how online tools can be used real-time in the traditional classroom to enhance the learning experience).

The University has set a target of twenty-five percent of faculty workload to be allocated to research and professional development activities. Twenty-five percent of the workload is equivalent to release time of one course per semester. Achievement of this target will be phased in over time.

### **Professional Development and Sabbatical Leave**

The University will also provide support for professional development activities designed to enhance teaching effectiveness and to provide a quality learning experience for our students.

As well, the University will allow faculty to apply for sabbatical leave after five years of full-time employment (or equivalent) to conduct research or professional development.

### **Intellectual Property**



Lansbridge University and the faculty member will hold joint ownership of intellectual property produced by the faculty member while in the employ of the University.

Intellectual property produced by a student will be held by the student, unless the student was employed by the University to conduct the research that produced the intellectual property, in which case the University and the student will hold joint ownership of the intellectual property.

### **Faculty Qualifications**

Faculty will have an appropriate combination of the following qualifications with primary emphasis on academic preparation:

- a. Faculty teaching undergraduate courses must hold at least a graduate degree in an academic field directly related to the course for which they are teaching.
- b. Faculty teaching graduate courses or higher must hold a terminal degree in an academic field directly related to the course for which they are teaching.
- c. For some technology-based courses at the graduate level, exceptionally well-qualified instructors may not hold PhDs. In these cases, instructors hired must hold a graduate degree from an accredited university as well as substantial current, relevant industry experience.
- d. Preference will be given to instructors with industry experience in the subject field and teaching experience at recognized post-secondary institutions.
- e. Other factors such as professional achievement, research experience, and leadership in the development of the products or services that are important to the mission of the University will be considered.

### **Faculty Workload**

Full-time workload for instructors teaching undergraduate courses is four courses over two semesters (8 courses a year) assuming there is no release time. For instructors teaching graduate courses, full time workload is three courses over two semesters (6 courses a year) assuming there is no release time.

Release time will be granted for program and course development, research, and professional development.

Given the significant work required to start a new University and launch new programs, not all faculty should expect initially to receive release time for research or professional development.

In the early stages of the development of the University, release time usually allotted for research will be mostly directed toward program and course development



Faculty hired to develop courses will be given up to an additional ½ course release, as well as given the first right of refusal to teach the course being developed.

The University's detailed human resource plan will show a phased in approach to providing release time for research and professional development, with a target of twenty five percent of workload of full-time faculty being devoted to research and/or professional development.

This standard reflects the typical expectation of time spent at various activities. In any given semester, emphasis on the various aspects of faculty workload may vary from this standard by agreement with the University.

### **Faculty Performance Evaluation**

Faculty, like other members of the University community, will be accountable to the University for the overall performance of their roles and responsibilities. Consistent with this accountability, the University will ensure a process of faculty performance review that considers scholarly activities including teaching and research as well as community service. The University recognizes that the interest and expertise of individual faculty will to some extent determine the weight of these various activities in the performance review. The University will encourage peer review as an important part of performance review.

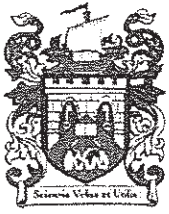
Formative and summative performance review processes, while related, will be separate.

Formative evaluation may include input from students, colleagues, administrators and consultants.

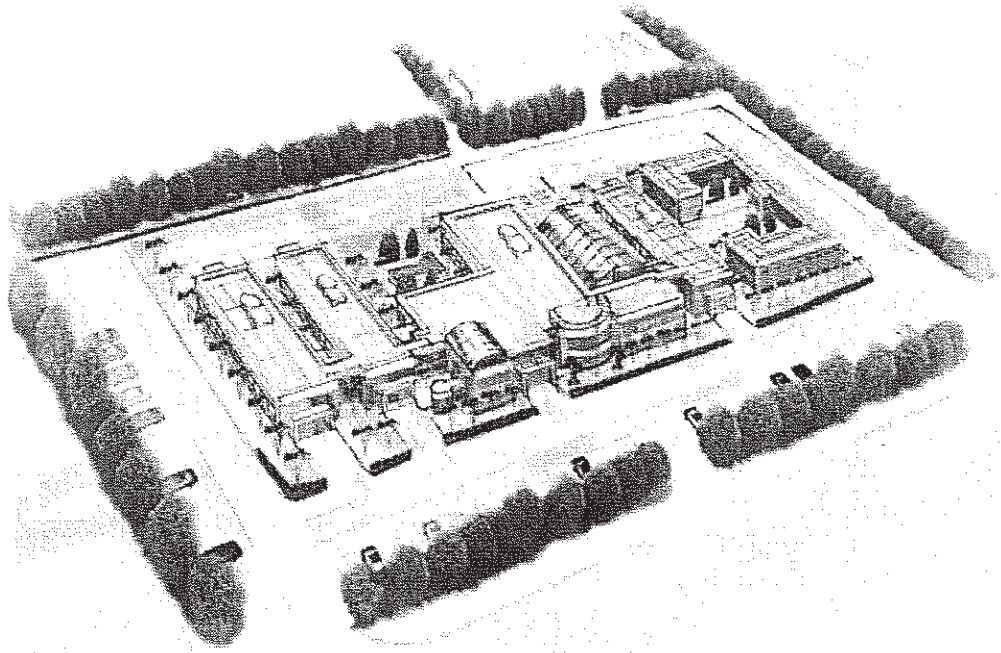
Faculty will play an important role in the design and implementation of performance review processes.

### **Conflict of Interest**

Every full-time employee of the University community is expected to demonstrate professional loyalty to the University and to arrange outside obligations, financial interests, and activities so as not to conflict or interfere with this overriding commitment to the University. (See the University's Policy on Conflict of Interest). Nevertheless, in this context, the University does not wish to interfere in the legitimate professional activities of faculty as they fulfill their primary responsibility of teaching, scholarship, community service and working with students.



## Appendix Three: The Proposed BC Lansbridge Campus







## Appendix Four: Library Resources

### Jones eglobal Library Research Guides

#### BUSINESS

Accounting  
Benchmarking  
Business Ethics  
Business Information Systems  
Business Management  
Company Information  
Competitive Intelligence  
e-Commerce  
Economics  
Event Planning  
Finance  
Global Management  
Health Economics  
Health Information Systems  
Healthcare Management  
Human Resources Management  
International Trade  
International Business – Australia  
International Business – Canada  
International Business – China  
International Business – Japan  
International Business – Latin America  
Marketing  
Market Research  
Negotiation and Conflict Management  
Project Management  
Quality Assurance

#### SCIENCE AND TECHNOLOGY

Biology  
Botany  
Cable TV  
Computer Science: Overview and History  
Engineering  
Environmental Science  
Health Sciences  
Mathematics





## SCIENCE AND TECHNOLOGY cont'd

Mental Health  
Networking  
Object-Oriented Technologies  
Programming Languages and Techniques  
Telecommunications  
Web Design  
Wireless Communication

## SOCIAL SCIENCES

Adult Learning  
African American Studies  
Aging  
American Studies  
Ancient Middle Eastern History  
Anthropology  
Asian American Studies  
Communication  
Comparative Politics  
Distance Education -- Online Learning  
Education Administration  
Hispanic American Studies  
Indigenous Peoples  
International Relations  
Islamic Studies  
Latin American History  
Law  
Men's Studies  
Mexican History  
Native American Studies  
Peace and Conflict Studies  
Political Science  
Psychology  
Sociology  
Technology in Education  
US Government and Politics  
United States History  
Women's Studies  
World History



## HUMANITIES

American Literature  
Architecture  
Art, Architecture, and Photography  
Australian and New Zealand Literature  
Biblical Studies  
Caribbean Literature  
English Literature  
Graphic Design  
Latin American Literature  
Mass Media  
Mythology and Folklore  
Philosophy  
Religion  
Spanish Literature  
World Literature

## LIFE AND LEISURE RESOURCES

Balancing Work and Family  
Bankruptcy Law  
Consumer Health  
Consumer Information  
Consumer Law  
Criminal Law  
Death and Dying  
Diseases and Disorders  
Eldercare  
Homework Help  
Men's Health  
Personal Finance  
Resources for People with Disabilities  
Small Business Law  
Tax Law Women's Health



## Jones eglobal Library Online Volumes

SUBJECT	Volumes
Architecture	45
Art	55
Biography and Autobiography	486
Body, Mind, and Spirit	951
Business and Economics	2,482
Computers	576
Current Events	20
Drama	67
Education	527
Family and Relationships	106
Fiction	1,286
Foreign Language Study	43
Health and Fitness	170
History	1,272
Language Arts and Disciplines	465
Law	305
Literary Collections	90
Literary Criticisms and Collections	504
Mathematics	184
Medical	454
Music	64
Nature	165
Performing Arts	144
Philosophy	1,804
Photography	6
Poetry	29
Political Science	933
Psychology and Psychiatry	411
Reference	84
Religion	1,162
Science	443
Self-Help	93
Social Science	1,237
Sports and Recreation	43
Study Aids	38
Technology	462
Transportation	35
Travel	455
Other	184
Unclassified	2,626
<b>TOTAL VOLUMES</b>	<b>20,506</b>

# Lansbridge University

## Request for

# University Status in British Columbia

Submitted to

**The Ministry of Advanced Education**

Submitted by

**Kingston Education Group**

June, 2002

*This document is intended for general discussion and negotiation only.  
Nothing herein can be construed as a representation, promise, or  
commitment on the part of Kingston Education Group.  
The contents herein are subject to changes at any time without prior notice.*

To further discuss this Proposal and its contents, please contact:

Michael Lo, CEO  
Kingston Education Group  
1661 West 8<sup>th</sup> Avenue, Vancouver, BC V6J 1T8  
Direct Line: 604.738.9088 or 604.294.8813  
Direct Fax: 604.294.3822  
Email: [mlo@kingston.edu](mailto:mlo@kingston.edu)



## Purpose

This proposal is submitted as an application:

1. To have **Lansbridge University** designated as a degree-granting private university in the **Province of British Columbia** under Bill 15; and
2. As an interim measure until Lansbridge is designated as a BC university, for Lansbridge to receive permission from the **Government of British Columbia** to offer programs leading to university degrees recognized by the Province of New Brunswick at Lansbridge satellite campuses in British Columbia, and permission to advertise the programs in British Columbia.

Lansbridge University is the first private secular university given Degree-Granting Status by the Province of New Brunswick. The university is owned and managed by the **Kingston Education Group**, a BC-based leader in international education. No other BC company is more qualified to administer a private BC university.

In addition to Lansbridge University, the Kingston Education Group also owns and operates Kingston College. For over twelve years, Kingston College has been performing the core functions of an actual university by delivering full undergraduate and graduate programs on behalf of several respected universities in Canada and the United States.

The purpose of this proposal is to outline:

- The rigorous review process through which Lansbridge University became a private university in New Brunswick.
- Lansbridge University's operations in New Brunswick.
- Lansbridge University's planned operations in British Columbia.
- The qualifications of the Kingston Education Group to administer the university.
- The benefits to British Columbia of having Lansbridge University operate as a BC university.

# Review Process for Lansbridge University in NB

Following a rigorous review process, Lansbridge University achieved university status in New Brunswick under the province's Degree-Granting Act.

In the absence of a formal structure for review in New Brunswick, **KPMG Consulting** was approached to perform such a review of the Lansbridge University proposal "by organizing an objective, constructive, academically credible process that could be replicated for other program proposals and that would contribute to future acceptance by government and accrediting bodies."<sup>1</sup>

According to KPMG

The methodology adopted for this review consciously intended to mirror the formal graduate program curriculum approval process generally applicable to all established publicly funded universities: a proposed new program initiative prepared by an academic department or faculty, receives the criticism of external peer reviewers, undergoes modification or confirmation in response, and must earn institutions – and sometimes inter-institutional – approval governed by established guidelines prior to any recommendation for government funding.

## *External Peer Review*

The external peer review was conducted by four faculty members from four different Canadian business schools with reputations comparable to what Lansbridge hopes to achieve. "Essentially professional in orientation and accenting good teaching, these schools are primarily research centered, although the reviewers themselves are noted for their publications, consulting and familiarity with the curriculum development process in general and executive MBA programs in particular."<sup>2</sup>

To obtain the appropriate breadth of perspective, the four reviewers included three Deans qualified to assess the program elements of the Lansbridge proposal and an expert in the areas of distant and adult education.

The reviewers were:

**Anvari, Moshen.** B. Chem. Eng. (McMaster); MBA (Sir George Williams); MS, PhD (Case Western Reserve) Dean of the Faculty of Commerce and Administration and Full

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<sup>1</sup> KPMG (1999) *Executive Master of Business Administration Program Review Report*. p.1.

<sup>2</sup> KPMG (1999) *Executive Master of Business Administration Program Review Report*. p.1.



Professor in the Department of Finance at **Concordia University**. Dr. Anvari has taught a variety of subjects at all levels, including courses in executive MBA programs. His research and publication interests are in the areas of financial institutions, payment systems, and risk management.

**Burge, Elizabeth**. BA (Adelaide); Dipl. Ed. Tech (South Australia); M.Ed, Ed.D (Toronto). Dr. Burge is a Full Professor in the Department of Adult and Vocational Education in the Faculty of Education at the **University of New Brunswick**. Her teaching, research, and exhaustive list of publications are focused on distance teaching and learning, new interactive technologies, and adult education – areas in which she also consults internationally.

**Gray, Jerry**. BSc in Bus Admin (Evansville); MSM (Southern Illinois); PhD (U South Carolina). Currently Dean and Full Professor of Management and Organizational Behaviour in the Faculty of Management at the **University of Manitoba**, Dr. Gray's earlier experience was at the Department Head, Program Director, and Associate Dean levels of academic leadership. His publication and consulting interests are organizational behaviour and human resources.

**Kusy, Martin**. B Com (Sir George Williams); MBA (Windsor); PhD (UBC). Dr. Kusy is Dean of the Faculty of Business at **Brock University**. His prior service as Department Chair, Graduate Program Director, Associate Dean, and Dean of Graduate Studies, has been complemented by visiting professorships in France, China, and Cyprus, and a teaching excellence award. He publishes in the areas of decisions science and management information systems.

### ***Evaluation Criteria***

Evaluation criteria were established from current accreditation standards, graduate program approval guidelines and comparable course content from jurisdictions across Canada, the **Maritime Higher Education Commission** guidelines for quality assurance in proposals for new programs, the requirements of the **Ontario Council on Graduate Studies**, and the **AACSB-International**.

Curriculum content was evaluated against the **Association for Management Education** criteria for curriculum content at the graduate level. For comparison purposes, reviewers were also provided with references to two comparable MBA programs in the United States.

The reviewers were encouraged to use the frames of reference they have acquired in dealing with curriculum development in their own institutions and over their many years of experience.

# Lansbridge University Operations in New Brunswick

Lansbridge University is the first private secular university given Degree Granting Status by the Province of New Brunswick under the province's Degree-Granting Act.

Currently, the university offers a Masters of Business Administration program, an Executive Masters of Business Administration program, and a joint Executive MBA/Masters of Science in Management program in conjunction with the prestigious **American Graduate School of Management of Vanderbilt University**.

The programs are prescribed fully on the Internet and enhanced with classroom instruction and mentoring – the “Brick and Click” delivery model that is the forefront of learning technologies and university management.

The university is in the process of establishing a Bachelors of Business Administration program, which is currently undergoing review by the New Brunswick government as part of the approval process. Other programs are also in development.

## Lansbridge University in British Columbia

The goal of the Kingston Education Group is to have Lansbridge University fully accredited in British Columbia as a private university. This goal is being pursued for four reasons.

First, the Kingston Education Group is a BC company. As such, it would prefer to have one of its cornerstone institutions fully recognized in its home province.

Second, the demand for different programs and the needs of students in British Columbia differ from the demand and needs of students in New Brunswick. Ironically, as a university only capable of granting degrees from New Brunswick, programs specifically designed to meet the needs of BC students and industry demand in British Columbia will have to be approved by the Government of New Brunswick.

It makes more sense to have a BC approval process for BC programs. As a BC accredited university, Lansbridge will be able to develop programs that meet the specific needs of BC students, BC industry, and BC society more precisely and more quickly than having to operate as a New Brunswick satellite.

Third, Lansbridge University has reached articulation agreements and strategic alliances with a growing number of post-secondary institutions in China, Korea, and Taiwan and will continue to do so with partners from other countries. These agreements require the development of programs tailored to the needs of our international partners. In addition, it will require Lansbridge University to develop a large campus with dormitory facilities to house both local and international students. Logistically, it is much easier and cost-

effective for program development and the construction of a new university campus to take place in British Columbia, the home province of the Kingston Education Group.

Fourth, Lansbridge needs to be recognized in British Columbia in order to compete against foreign private universities – such as the University of Phoenix.

Currently, the BC Government recognizes private universities from the United States operating in the province, but does not recognize private Canadian universities from British Columbia or the other provinces. This essentially forces BC students to “buy American” when looking for alternatives to public institutions in the province. This policy is discriminatory and is not defensible politically, socially, or economically.

As an interim goal toward achieving accreditation as a private BC university, Lansbridge University would like to be permitted to allow BC students to take Lansbridge programs approved by New Brunswick at satellite campuses in British Columbia. The university will also need to be permitted to advertise its New Brunswick programs in British Columbia.

Again, permission to offer programs and to advertise are minimum requirements needed to compete against foreign universities which are operating freely in the province.

Current regulations do not prevent students residing in British Columbia from pursuing a Lansbridge degree through one of our online programs. However, unlike other universities -- such as Alberta's **Athabasca University** -- Lansbridge is not permitted to advertise its online programs in British Columbia – despite the fact that Lansbridge's online programs passed a review process as rigorous as any university program in Canada.

Most importantly, Lansbridge would like to offer BC students the opportunity to take the same programs at satellite campuses in British Columbia. For many students, classroom instruction is more conducive to learning. However, our current status only allows us to deliver programs to BC students online, despite the fact that some students will benefit more from classroom instruction. Again, this situation is discriminatory, and definitely not in the best interests of BC students.

Finally, the obligation for recognition of Lansbridge University by British Columbia occurs under the **Agreement on Internal Trade**. Under Article 101, parties agree to the following principles:

- (a) Parties will not establish new barriers to internal trade and will facilitate the cross-boundary movement of persons, goods, services, and investments within Canada;
  - (b) Parties will treat persons, goods, services, and investments equally irrespective of where they originate in Canada;
  - (c) Parties will reconcile relevant standards and regulatory measures to provide for the free movement of persons, goods, services, and investments within Canada;
- and

- (d) Parties will ensure that their administrative policies operate to provide for the free movement of persons, goods, services, and investments within Canada.<sup>3</sup>

(Under the Agreement, the expansion of Lansbridge University into British Columbia would be defined as an investment – “the establishment, acquisition, or expansion of an enterprise.”)<sup>4</sup>

British Columbia will comply with these principles by simply recognizing the review process under which Lansbridge University became a degree-granting institution in New Brunswick. Such recognition will “reconcile relevant standards and regulatory measures.” The BC Government can do this with confidence as Lansbridge’s review process is clearly demonstrated to be -- and was accepted by New Brunswick as -- “generally applicable to all established publicly funded universities.”

Recognition of the review process will allow Lansbridge University to advertise and offer its New Brunswick programs in British Columbia.

Furthermore, we suggest that degree-granting status achieved in other provinces through adequate review processes be one of the criteria adopted for Ministerial consent for university status in British Columbia.

## Kingston Education Group

**The Kingston Education Group** has an unparalleled thirteen-year track record in delivering private education in Canada and China.

A leader in the business of international education, university management, and e-learning, the company currently owns and operates **Lansbridge University, Kingston College, Kingston High Schools, VIA Institute for the Americas, and Learnsoft Corporation**. Through our network of campuses in British Columbia, Ontario, New Brunswick, and China, Kingston provides private high school, college and university education.

Founded in 1989 in Burnaby BC, Kingston College is a private post-secondary institution catering to adult learners and international students.

Kingston College has been performing all the core functions of a full-fledged university for over twelve years. Through articulation agreements with several longstanding and reputable universities in Canada and the United States, Kingston has been offering undergraduate and graduate degree programs. Students complete their entire course requirements at Kingston, and the articulating institution confers the appropriate degree.

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<sup>3</sup> The Internal Trade Secretariat (February 2001) *A Consolidation of the Agreement on Internal Trade*. p. 3. Please see: [http://www.intrasec.mb.ca/pdf/consol\\_e4.pdf](http://www.intrasec.mb.ca/pdf/consol_e4.pdf)

<sup>4</sup> The Internal Trade Secretariat (February 2001) *A Consolidation of the Agreement on Internal Trade*. p. 16.



The college currently has two BC campuses with a third to be launched in July 2002; two campuses in Ontario; two branch-campuses in China; and liaison offices in Beijing China, Seoul Korea, and Taiching Taiwan.

Kingston's BC campuses enroll 700 students, of which 70% are international students from China, Korea, India, Taiwan, Hong Kong, Japan, and Pakistan. The remaining 30% are local students who have chosen Kingston as an alternative to public institutions.

Kingston is the first private college in British Columbia to establish articulation agreements with accredited universities. The college currently has agreements with a number of institutions in Canada and the United States, including the **British Columbia Institute of Technology, University of New Brunswick in Saint John, Central Michigan University, Arkansas Tech University, and University of Lethbridge.**

Kingston's twelve-year track record of steady growth is proof that the institution is stable and permanent. In addition, Kingston owns all its campus properties, which represent

s. 21

The success of the Kingston Education Group can be attributed to highly effective marketing in Canada and abroad, and focusing on programs that are in high demand -- science, information technology, and business. The company's marketing has been particularly successful in China, Korea, Taiwan, and Japan, where "western education" is highly valued. International students account for approximately seventy percent of enrollment at Kingston's institutions.

From our first college founded in 1989, the Group has expanded to include:

**Lansbridge University:** The first private secular university recognized by the Province of New Brunswick.

**Kingston High School:** Kingston offers both regular credit-based and adult high-school programs through Kingston High School. With campuses in British Columbia and Ontario, graduates of Kingston High School receive a High School Diploma that is approved by the particular provincial government and recognized across Canada and around the world.

**Kingston Technology Center:** The Kingston Technology Center offers practitioner-oriented and up-to-date industry certification programs that train high-tech professionals and provide job and internship placements in North America.

**KC Knowledge Center:** KC Knowledge Centre is a comprehensive, community-based school offering innovative extra-curricular courses for elementary and secondary students to supplement regular school programs.

**Ying Hua Chinese School:** Ying Hua Chinese School offers Chinese immersion programs using the Montessori method to teach Chinese in a Canadian setting. The

program is for students in pre-school (ages three to four), Kindergarten, Primary and Secondary levels. The school has campuses in Vancouver, Burnaby, Richmond and Coquitlam.

**VIA Institute for the Americas:** With a focus on Spanish and Portuguese studies, VIA offers a wide range of courses and opportunities to foster its mandate of promoting learning and understanding between Canada and the countries of Latin America.

**Learnsoft Corporation:** Kingston has controlling ownership of Learnsoft Corporation ([www.learnsoft.ca](http://www.learnsoft.ca)), a world leader in Internet-based learning systems and courseware. Learnsoft is a full service e-learning provider. The company has developed a powerful software platform technology known as **GALE** (Global Adaptive Learning Environment) that enables the delivery of courses over the Internet. Using the GALE platform, Learnsoft develops online, interactive multimedia training programs for its corporate and educational clients.

## Benefits to British Columbia

The benefits to British Columbia from accrediting Lansbridge University as a private BC university are numerous.

BC students need more universities. One third of students transferring from BC colleges cannot continue with their chosen program or take the courses they want at a BC university because of lack of space.<sup>5</sup> An additional 19 percent of transfer students are accepted to BC universities, but do not register – many presumably because they did not get their desired program.<sup>6</sup> Moreover, an additional 23 percent of applicants for university transfer do not qualify for admission.<sup>7</sup> This is not to say they are all poor students; lack of space is forcing admission requirements (i.e. GPA) to be raised to offset excess demand.<sup>8</sup>

In total, over seventy percent of BC college transfer students are not having their needs met by British Columbia's public universities. The students cannot register in either the programs or courses they want. Failing to meet these needs results in substantial economic loss to the province each year. Furthermore, the percentage is most likely

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<sup>5</sup> This includes 14 percent of students who meet admission qualifications, but are not admitted; 5 percent who accept admission, but are not in their desired program; and 14 percent who are unable to register in all the courses they want. Sources: Joanne Heslop, *Analysis of Applications, Admissions and Registrations of BC College Transfer Applicants to BC Universities, Fall 2000*. Office of Analytical Studies, Simon Fraser University, July 2001; and *2000-2001 Annual Report to the Ministry of Advanced Education, Training, and Technology*. BC Council on Admissions and Transfer, April 2001.

<sup>6</sup> Heslop, (2001):p.9.

<sup>7</sup> Heslop, (2001):p.9.

<sup>8</sup> For example, the Annual Report (2001) of the Computer Science Department of UBC states that enrollment in many courses exceeds the department's capacity for effective teaching and sufficient laboratory resources. In response, the Department imposes GPA based enrollment restrictions on second and third year core courses. For complete report, please see [www.cs.ubc.ca/about/Reports/annual/annual2001/Academic\\_Programs.html](http://www.cs.ubc.ca/about/Reports/annual/annual2001/Academic_Programs.html).



higher for the high-demand programs of computer science and business -- areas critical to developing the new economy in British Columbia.

As a BC university, Lansbridge will help close the gap. The university will develop programs specifically designed to meet the needs of BC students, BC industry, and BC society.

In addition, Lansbridge University will directly contribute to the BC economy in several ways.

Lansbridge University will provide more places to the over 70 percent of transfer students whose needs are not being met by BC public universities. More students will have the opportunity to study their chosen programs in British Columbia, and will not have to leave for out-of-province universities. When they graduate, they will have the skills needed in the new economy and will have significantly higher earning potentials.

Lansbridge University will attract more students to the province. The university's growing number of strategic alliances with universities in China, Taiwan, Korea, and other markets mean large numbers of students will be completing their degrees in Canada. At this time, we have no choice but to send these students to New Brunswick. However, as we are a BC company, we would prefer to have the students attend Lansbridge University in British Columbia. More students staying in the province longer maximizes the benefit to both Lansbridge and the province.

The university's focus on international student recruitment increases BC's "exports" – foreign expenditures on BC services. International students pay higher tuition and spend more money in the local community.<sup>9</sup> As well, it encourages tourism, as international students explore their new home – often with family and friends visiting from abroad.

Most significantly, Lansbridge University will construct a flagship campus in the Lower Mainland to service local and international students. As a growing institution, Lansbridge will employ more instructors and administrative staff, and provide more students with employment and internship opportunities.

The University of Victoria estimates that for every public dollar spent on the university, it generates \$1.70 in economic value to the province.<sup>10</sup> With Lansbridge's emphasis on international students, the province can expect an even greater return from Lansbridge University – with one major difference. Because Lansbridge is a *private* university, the province gains the full economic benefit without having to invest one dime of public money.

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<sup>9</sup> For example, international students have no choice but to rent or buy accommodations and purchase necessities.

<sup>10</sup> Please see: <http://communications.uvic.ca/econ-impact/UVic.html>

## Conclusion

Lansbridge University has degree-granting status in New Brunswick, which it earned by passing a rigorous review process recognized as equal to the review processes common in Canadian and international public universities.

However, existing regulations in British Columbia that favour foreign private universities prevent Lansbridge University from offering its programs in the province. This is depriving BC students of the choice that the Government of British Columbia is committed to provide.

The solution is simple, and will greatly benefit the province and its students.

First, the government should immediately abandon the old PPSEC regulations, comply with the Agreement on Internal Trade, and allow private universities that are accredited by other provinces to operate in British Columbia. This will level the playing field with private American universities and public universities from other provinces currently operating in the province. In the case of Lansbridge, this makes even more sense as we are a BC company.

Lansbridge University will begin immediately to advertise and offer its New Brunswick degree programs to BC students. However, this is still not the ideal situation, for BC students, the province, or Lansbridge University.

As a second measure, the criteria for Ministerial consent for university status under Bill 15 should also reflect the Agreement on Internal Trade. As part of the criteria, public and private universities that have passed adequate review processes and have received accreditation in another province should be eligible to become accredited in British Columbia.

Lansbridge University is committed to meeting the requirements for Ministerial consent.

With university status in British Columbia, Lansbridge's BC students will have full access to cutting edge MBA programs, and will have the complete range of choice on how they would like to receive instruction: online, in the classroom, or through the synergy of the "Brick and Click" learning platform.

Lansbridge will grant BC recognized degrees; design degree programs specifically to meet the needs of BC students, BC industry, and BC society; build a flagship university campus in the Lower Mainland; and aggressively attract international students to the province.

Lansbridge University has the vision, leadership, track record, and resources to become a great, internationally recognized and respected BC university. This will be achieved without government funding. All that is required is the proper regulatory support.



**LANSBRIDGE  
UNIVERSITY**

New Brunswick:  
10 Knowledge Park Drive,  
Suite 120, Fredericton, NB  
Canada E3C 2M7  
Tel: 506-443-0780  
Fax: 506-459-2909

British Columbia:  
1661 West 8th Ave.  
Vancouver, BC  
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Tel: 604 737-8200  
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E-mail: office@lansbridge.com  
Toll Free: 1-800-839-5602

MINISTRY OF  
ADVANCED EDUCATION

FEB 08 2005

PRIVATE INSTITUTIONS AND  
DEVELOPMENTAL PROGRAMS BRANCH

February 4, 2005

Paul Goyan  
A/Director  
Private Institutions & Development Programs Branch  
PO Box 9177  
Stn Prov Govt  
Victoria, BC  
V8W 9H8

February 4, 2005

Dear Mr. Goyan,

As a result of the cross-country recruitment effort, Lansbridge University on-line MBA program has been able to attract students from various provinces. Currently, many online students are residing in British Columbia.

Since the acquisition of Lansbridge University, the Recruiting Arm of Kingston Education Group based in B C has taken over the responsibility of promoting the online programs.

To facilitate the contact, the local address has been provided on some advertisements.

Apparently, the emphasis on online programs had been inadvertently left out in recent advertisements. This, we believe, is the source of the confusion as it may have created the impression that Lansbridge University has been granted permission to operate in B C.

Please rest assured that immediate action has been taken to pull the ad, and that this mistake will not happen again.

Moreover, the University will only resume advertising in British Columbia once it has received consent from the Minister.

We appreciate your understanding in this matter.

Sincerely,  
Lansbridge University Corp.

per: Stanley Chan

February 16, 2007

File #: 60120-20/LANS

Lansbridge University (BC)  
2026 West 12<sup>th</sup> Ave  
Vancouver BC V6J 2G2

Attention: Mr. Michael Lo, President

Dear Mr. Lo:

I am following up on the February 8, 2007 letter from the Honourable Murray Coell, Minister of Advanced Education.

As you know, the Minister committed to appoint a Student Liaison Officer to provide assistance and support to students with respect to facilitating transfer arrangements, where feasible.

We expect that the Student Liaison Officer will be appointed in the next few days, and we will provide you with that person's name as soon as it is available. The Student Liaison Officer will, as a matter of first priority, meet with students at the earliest opportunity, but will also want to meet with the administration and instructors of Lansbridge University.

In the interests of ensuring current students have maximum opportunity for alternative post-secondary arrangements, we expect that the administration, faculty and staff of Lansbridge University will fully support the Student Liaison Officer in their work. To that end, Lansbridge University will need to provide the following information to the Ministry as soon as possible:

- Electronic copies of complete program descriptions and detailed course outlines for each course offered in the Bachelor of Business Administration and Master of Business Administration; and  
Complete transcripts for each student currently registered with Lansbridge University.

Information should be sent to the mailing address or at the email address listed below.

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**Ministry of  
Advanced Education**

Policy and System Quality Branch  
Post Secondary Education Division  
PO Box 9177, Stn Prov Govt  
Victoria BC V8W 9H8

Telephone: (250) 387-6166  
Facsimile: (250) 356-8851

I am also following up on the additional requirements set out in the Minister's letter, specifically:

- Lansbridge University BC must not enrol any new students in the interim period before consent ends;  
Lansbridge University BC must immediately provide in writing notification to students of the closure date, and must also immediately post this information in a prominent location on the Lansbridge University BC website;  
Lansbridge University BC must immediately refund tuition paid by students for financial obligations exceeding May 1, 2007; and,
- Lansbridge University BC must work with its students to facilitate transfer arrangements to other post-secondary institutions for those students who will not have completed their program by May 1, 2007.

As you know, the Minister directed that you provide him with a report on the progress of compliance with the additional terms by February 14, 2007. It is my understanding that this has not yet been submitted to the Minister. However, I do understand that you have taken some steps in relation to the above additional terms and conditions of consent. In particular, I note that you have:

- posted a notice on your website that Lansbridge University will close effective May 1, 2007;
- posted a letter to students on your website with the information on the changes and additions to the terms and conditions of consent and outlining general steps that Lansbridge University will take to assist students.

Would you please provide to the Minister as soon as possible, further details on progress towards tuition refunds and efforts to facilitate transfer arrangements. To assist you in regard to the latter, I am attaching a list of public and private post secondary education institutions in British Columbia that offer Bachelor of Business Administration (BBA) and/or Master of Business Administration (MBA) degrees or equivalents.

If you have any questions with respect to the above, please contact me directly at email; psq@gov.bc.ca or at (250) 387-6166.

Sincerely,



Susan Brown  
Director  
Policy and System Quality

Attachment

pc: Honourable Murray Coell  
Minister of Advanced Education

**Institutions authorized after May 1, 2007 to offer Bachelor of Business Administration (or equivalent) or a Master of Business Administration programs in British Columbia**

**BBA programs**

Camosun College  
Capilano College  
Langara College  
North Island College  
Okanagan College  
British Columbia Institute of Technology  
Malaspina University-College  
Kwantlen University College  
University College of the Fraser Valley  
Simon Fraser University  
Sprott-Shaw Community College  
Thompson Rivers University  
Trinity Western University

**Bachelor of Commerce programs**

University of Victoria  
University of Northern British Columbia  
University of British Columbia  
Royal Roads University  
University Canada West

**Other Equivalent Business degrees**

Fairleigh Dickinson University – Bachelor of Science in Business Management  
Fairleigh Dickinson University – Bachelor of Science in Information Technology  
University of Phoenix – Bachelor of Science in Business

**MBA programs**

Malaspina University-College  
Royal Roads University  
Simon Fraser University  
Thompson Rivers University  
Trinity Western University  
University of British Columbia  
University of Northern British Columbia  
University of Victoria  
University Canada West  
University of Phoenix



February 16, 2007

File #: 60120-20/LANS

To All Students and Instructors, Lansbridge University:

As you know on February 8, 2007, the Minister of Advanced Education decided Lansbridge University will close on May 1, 2007 as a result of the Lansbridge University inspection where serious issues of non-compliance were identified.

The Minister also added the following new requirements for Lansbridge University:

- It will not be allowed to register any new students;
- It must immediately let students know about the closure date, and post a notice on its website;
- It must immediately refund tuition paid by students beyond May 1, 2007; and,
- It must work with students to help them, where possible, transfer to other post-secondary institutions to complete their program.

I understand that Lansbridge University's letter to students has been posted on its website.

The Minister is also very concerned about the impact on you, the students. In the next few days he will be appointing a Student Liaison Officer to help with transfer arrangements to other post secondary institutions, where possible, so that you can complete your program. I will provide you with the Liaison Officer's name and contact information as soon as it is available. It is my expectation that the Student Liaison Officer will, as a matter first priority, meet with students. I also encourage you to talk with the administration of Lansbridge University with respect to their obligations as outlined above.

I understand that this is a very difficult time for all of you, but I want you to know that we are moving as quickly as we can to provide assistance.

Sincerely,



Susan Brown  
Director  
Policy and System Quality

pc: Honourable Murray Coell  
Minister of Advanced Education

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**Ministry of  
Advanced Education**

Policy and System Quality Branch  
Post Secondary Education Division  
PO Box 9177, Stn Prov Govt  
Victoria BC V8W 9H8

Telephone: (250) 387-6166  
Facsimile: (250) 356-8851



Director's Correspondence  
Branch Day Copy  
Branch File Copy  
Author Copy  
Branch Circ. Copy

File #: 60120-20/LANS

April 30, 2007

Lansbridge University (BC)  
2026 West 12<sup>th</sup> Ave  
Vancouver BC V6J 2G2

Attention: Mr. Michael Lo, President

Dear Mr. Lo:

As you will know, the *Degree Authorization Act* requires Lansbridge University to fulfill its obligation to ensure that student transcripts continue to be maintained by a person or entity other than the institution in the event of a closure. Since Lansbridge University will close on May 1, 2007, student transcripts must be transferred to the alternative records keeper as per the Transcript Maintenance Agreement signed between LUC Education (BC) Inc. and DSIS Database Storage and Information Systems Ltd. in accordance with the approved transcript maintenance plan.

In the interests of ensuring student transcripts are maintained, we expect that the administration, faculty and staff of Lansbridge University will fulfill their obligations under the transcript maintenance agreement as follows:

- Notify the Minister of Advanced Education and the alternate records keeper in writing within five business days of May 1, 2007; and
- Take the necessary steps to transfer custody of the transcripts to the alternate records keeper.

The alternate record keeper must assume all responsibilities of the institution in accordance with the agreement.

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Would you please provide information to the Minister by end of day Tuesday, May 1, 2007 on progress towards transferring student transcript files to the alternative records keeper.

If you have any questions with respect to the above, please contact me directly at email; psq@gov.bc.ca or at (250) 387-6166.

Sincerely,

A handwritten signature in cursive script, appearing to read "S Brown".

Susan Brown, Director  
Policy and System Quality

Attachments

pc: Honourable Murray Coell  
Minister of Advanced Education

# Lansbridge University Transcript Maintenance Plan

Lansbridge University and Kingston College have formal agreements whereby Kingston College will provide a campus and administrative services to the University until the University establishes its own campus and generates sufficient revenue. Under the Services Agreement, most administrative duties will be outsourced to the College. The University's Provost and personnel in Admissions and the Registrar's Office will be employed by Lansbridge, however, their salaries in effect will be paid by Kingston. The personnel will work at the University's campus.

## Confidentiality and security of student records

Lansbridge transcripts are kept secure and confidential through the following policies and procedures.

1. All students are advised that both the information they provide and any other information placed into the student record will be protected and used in compliance with The Personal Information Protection Act (2004) of British Columbia.
2. Access to electronic student records and transcripts is password protected and limited to authorized personnel:
  - Only Database Custodians can input data into transcript and student record database.
  - Only the Registrar, Assistant Registrar, and Admissions Officer can print copies of transcripts and student records. The Admissions Officer can only provide unofficial transcripts to students, or print official transcripts to be given to the Provost for signing.
  - Counselors can view transcripts on screen for counseling purposes, but cannot print.
3. Access to hard copies of transcripts and student records is limited to Registrar's Office staff. The transcripts and records are kept in a separate, locked area.
4. When requesting transcripts, a student must provide picture ID (student card, driver's license, passport, etc.). If the request is made by mail, a photocopy of the picture ID must be included.

## Certification of the authenticity and accuracy of student transcripts

Electronic copies of transcripts and student records will be provided in PDF format and will bear the title THIS IS NOT AN OFFICIAL TRANSCRIPT.

The following policies and procedures ensure the authenticity and accuracy of official transcripts sent to other institutions on the students' behalf.

1. Transcripts are only printed on "official transcript paper" with the following security features:

- On the top of the paper's border are the words "OFFICIAL ACADEMIC DOCUMENT" and a watermark "LANSBRIDGE UNIVERSITY," both of which disappear when the paper is photocopied.
- The word "COPY" appears across the face of the entire copy document when it is photocopied.
- Liquid bleach turns the official paper brown.
- Only Database Custodians have access to the transcript paper.

2. All official transcripts must be printed on the official paper and bear the raised university seal and original signature of the Provost. Only the Provost has access to the university seal.

3. Stated on the transcript: "TRANSCRIPT VALID ONLY IF BEARING OFFICIAL SIGNATURE AND SEAL AND RECEIVED DIRECTLY FROM THE UNIVERSITY."

4. Official transcripts are only mailed out in envelopes sealed with a university security tape/seal and a message warning that the seal must remain intact until received by the receiving university's registrar.

5. Transcripts issued directly to students will also have the words "ISSUED TO STUDENT" in the Memoranda section of the document beside the seal and signature.

### Off-site storage facility

Lansbridge University has contracted the Database File Tech Corp. as an offsite storage facility for the University's transcripts and student records.

The information will be updated weekly and a copy retained at the off-site storage facility.

As part of the contract with the offsite storage facility, should the University cease to exist, the facility will ensure the transcripts will be secure and accessible to students for at least 55 years from the time students graduate or withdraw from the institution.

### Database Program

The University will use MS ACCESS with custom applications as the software to manage its transcript and student database. This software is readily expandable and will meet the University's needs well into the future. Moreover, as a Microsoft product, the data will be exportable should a better platform be developed.

## Transcript Fees

The fee to receive official transcripts or have them mailed to another institution is \$20 per copy. The transcripts will be available to the student or mailed out within five days of receiving the request. Next day service (for pick-up and mail-out) is \$40 per copy.

Unofficial, electronic (PDF) transcripts are available for \$10.

Fees are published in the Student Calendar and will also be available online on the University website.

## Alternate Records Keeper

The University has contracted **Data Base File Tech Group** to be our alternate records keeper. The company's coordinates:

Data Base File Tech Group  
Telephone: 250.727.9811  
Fax: 250.479.5716

## Head Office

Physical Address:  
Suite 200  
4220 Commerce Circle  
Victoria BC  
V8Z 6N6

Mailing Address:  
P.O Box 1261  
Victoria, BC  
V8W 2T6



# OFFICE OF THE REGISTRAR OFFICIAL TRANSCRIPT

Date Issued:  
MM/DD/YY

Student Name: SMITH, John  
Student Number: XXXYYYZZZ  
Date of Birth: MM/DD/YY  
Address: 123 ABC Road  
Smalltown, BC  
Canada A1B 2C3

Undergraduate Academic Record Page 1 of X  
Latest update: MM/DD/YY

Program: BBA Award Name: Bachelor of Business Administration  
Date of Admission: MM/DD/YY Institution Name: Lansbridge University  
Date of Completion / Withdrawal: MM/DD/YY Awarded on: Month, Day, Year  
Major: General

ABC College  
Attended: MM/DD/YY – MM/DD/YY  
Undergraduate semester credits transferred: 6.00

ACCT 100 Principles of Accounting 3.00  
CHEM 100 Intro to Chemistry 3.00

DEF College  
Attended: MM/DD/YY – MM/DD/YY  
Undergraduate semester credits transferred: 3.00

ACC 200 Intermediate Accounting 3.00

Total Credits Transferred: 9.00

## LANSBRIDGE UNIVERSITY

Subj	No.	Title	Credit	Grade	Grade Point
<b>FALL 2005</b>					
ANTH	110	Introduction to Anthropology	3	A	4.00
CSCI	150	Computer Applications in Business	3	B	3.00
ECON	110	Introduction to Microeconomics	3	C	2.00
<b>Semester Total</b>			<b>Credits Earned: 9</b>	<b>GPA: 3.00</b>	
<b>WINT 2006</b>					
BACC	220	Cost and Managerial Accounting	3	A	4.00
BFIN	210	Introduction to Finance	3	B	3.00
BUSI	230	Organizational Behaviour	3	C	2.00
<b>Semester Total</b>			<b>Credits Earned: 9</b>	<b>GPA: 3.00</b>	
<b>Cumulative Total</b>			<b>Credits Earned: 18</b>	<b>GPA: 3.00</b>	

\*\*\*\*\* END OF ACADEMIC TRANSCRIPT \*\*\*\*\*

### Memoranda:

TRANSCRIPT ISSUED TO STUDENT

TRANSCRIPT VALID ONLY IF  
BEARING OFFICIAL SIGNATURE  
AND SEAL AND RECEIVED  
DIRECTLY FROM THE UNIVERSITY.

UNIVERSITY  
SEAL

William Garrett  
Provost

# Lansbridge University

## British Columbia

2026 West Twelfth Avenue  
Vancouver, BC V6J 2G2  
CANADA

Lansbridge University (BC) has received Ministerial Consent to offer University Degree Programs in the Province of British Columbia.

Students are awarded a final grade for each credit course in which they are registered. The letter grade for each course will be entered on the transcript along with a grade point.

Grades are submitted to the Registrar's Office twice during the semester - at midterm and at the end of the semester. Final grade reports are ready for pickup on a scheduled date at the end of each semester. Please refer to the Academic Calendar in Part I for these dates.

### Grading System

Grade	Grade Point Value	Performance Standard
A	4.00	Excellent Performance
A-	3.67	
B+	3.33	
B	3.00	Good Performance
B-	2.67	
C+	2.33	
C	2.00	Satisfactory Performance
C-	1.67	
D	1.00	
F	0.00	Marginal Pass
Pass		
Fail		
Audi		

Normally, course work is graded by using either letter grades or percentages. Credits are earned if students receive letter grades of D and above, or obtain a percentage of 50% or above. No credit is awarded if students receive F, or obtain a percentage 49% or below. AUD denotes a course which is taken as an auditing course.

A grade of INC may be recorded for a student who has not completed all the requirements of a course because of illness or other circumstances beyond the student's control, provided the work already completed is of passing quality. This grade only applies to those courses that can be completed in the immediate next semester. The INC will be automatically changed to a grade of F at the end of the next regular semester unless course requirements are completed and the final grade is reported to the Registrar's Office. Special circumstances may be reviewed by the Dean of Academic Affairs, and the time limits may be overridden provided that valid reasons supported by proper documentation are provided.

A PASS or FAIL grade indicates a passing or a failing grade in courses registered under the Pass/Fail option.

An S and a U are awarded to coop projects or internships only. An S denotes the satisfactory completion. Unsatisfactory completion is given a U.

A TS denotes "transfer standing" for courses transferred from previous studies at other institutions.

A W is recorded for courses from which students have officially withdrawn after the Add/Drop period.

For courses that require more than one semester to complete, a WIP is recorded on the end-of-semester transcript to indicate that a student's work is still in progress.

No grade other than INC may be changed after it is submitted to the Registrar's Office, except in cases where an instructor finds a grade has been erroneously recorded. The instructor may correct the grade by submitting to the Dean of Academic Affairs a Change of Final Grade Form explaining the error.

# Transcript Maintenance Agreement

This Agreement, dated for reference the 26<sup>th</sup> day of May, 2005

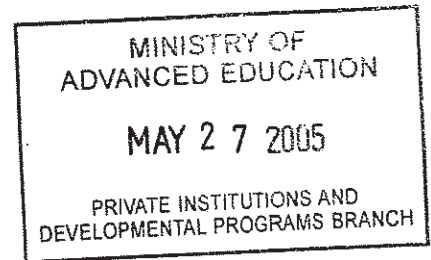
**BETWEEN:**

**HER MAJESTY THE QUEEN IN RIGHT OF  
THE PROVINCE OF BRITISH COLUMBIA,  
Represented by THE MINISTER OF  
ADVANCED EDUCATION**

("the Minister")

**AND:**

**LUC EDUCATION (BC) INC.  
dba  
LANSBRIDGE UNIVERSITY (BC)**



(the "Institution")

**AND:**

**DSIS DATABASE STORAGE AND INFORMATION SYSTEMS LTD**

(the "Alternate Records Keeper")

Whereas:

- a. it is a requirement of the *Degree Authorization Act* (the "Act") that prior to giving consent under section 4(1), the Minister must be satisfied that an applicant has made adequate arrangements regarding students' access to their transcripts, and
- b. in the event that an institution holding a consent under section 4(1) of the Act becomes incapable of fulfilling its obligations under this Agreement to maintain student transcripts, those student transcripts must continue to be maintained by a person or entity other than the institution, and must be accessible to students of the institution,

the Province, the Institution, and the Alternate Records Keeper agree that:

# Transcript Maintenance Agreement

## Definitions:

**"Institution"** means a post-secondary institution that has applied for, or been granted, consent under s. 4(1) of the Act.

**"Alternate Records Keeper"** means the person or entity that assumes all obligations of the Institution under this Agreement to maintain student transcripts in the event that the Institution is incapable of doing so.

**"Student", "Students"** means (a) person(s) currently or previously enrolled in a program offered by the Institution; or (a) person(s) who will enroll in a program offered by the Institution at any time while the Institution remains operational.

**"Transcript"** means a document, in paper or electronic format, which contains all of the following information:

- A student's name, contact information, and student ID number
- The qualifications that form the basis for the student's admission to the Institution
- The dates of the student's admission and completion or withdrawal from his/her program(s) of study
- The date(s) of each academic semester or term during which the student studied at the Institution.
- Information about any credits transferred, entrance examinations and prior learning assessment used for admission or advanced placement.
- The name(s) of any other post-secondary institution(s) attended by the student, and the dates of attendance that was used for admission or advanced placement at the institution.
- The name and completion date of any degree, diploma or certificate earned before the student became registered at the Institution that was used for admission or advanced placement at the institution.
- A list of all courses completed, in progress or withdrawn from at the Institution
- A list of credits and grades earned by the student
- The student's grade point average per academic term and overall.
- A notation of academic suspension, academic dismissal or academic probation if any of these actions has been taken against the student
- Academic awards or honours given to the student.
- The name of any degree earned at the Institution by the student, and the date the degree was granted by the Institution.
- The Institution's name, including former names, location and address.
- The Institution's grading key.
- The name and authorized signature of the registrar or similar official.
- The Institution's seal.
- The date on which new information was last added, and the date the transcript was issued to the student or other body.

# Transcript Maintenance Agreement

"**Transcript maintenance plan**" means the document(s) appended to and forming part of this agreement, which was or were approved by the Minister, and that contain(s) a detailed description of the process and resources that will be used by the Institution and Alternate Records Keeper to store and protect student transcripts in accordance with the rest of this agreement.

## General Terms:

1. The parties to this Agreement are: The Province of British Columbia, as represented by the Minister of Advanced Education, the Institution named above, and the Alternate Records Keeper named above.
2. Following is the contact information for each party:

Ministerial Contact Person: Paul Goyan, Director  
Address: Private Institutions and Developmental Programs Branch  
PO Box 9177 Stn Prov Govt  
Victoria BC V8W 9H8

Telephone number: 250-357-6166  
Fax: 250-356-8851

Institutional Contact Person: Michael Lo  
Address: 2026 West Twelfth Avenue  
Vancouver, BC  
V6J 2G2

Telephone Number: 604 738 9088  
Fax: 604 294 3323

Alternate Records Keeper's  
Contact Person: Chris Weston

Address: Suite 200  
4220 Commerce Circle  
Victoria BC  
V8Z 6N6

Telephone Number: 250 727 9811  
Fax: 250 479 5716

3. All parties affirm that the terms of this Agreement are contained herein and within the transcript maintenance plan(s) appended to this Agreement.
4. The Interpretation Act applies to this Agreement.

# **Transcript Maintenance Agreement**

## **Institution's Responsibilities:**

5. The Institution agrees to maintain transcripts in accordance with the Transcript Maintenance Plan appended to and forming part of this Agreement.
6. The Institution agrees that, upon request by a student, it will provide electronic and/or paper copies of all transcript information it maintains on behalf of that student, to the student or official paper transcripts to another party named by the student, with the school's official seal and the signature of the Registrar or appropriate official.
7. The Institution agrees to ensure that any student who studies at the Institution while it is operational, will have timely access to his or her transcript during his or her period of study at the Institution, and for at least 55 years from the time the student ceases to study at the Institution.
8. The Institution agrees to regularly inform the Alternate Records Keeper regarding the growth of degree programs and student enrolments at the Institution.
9. The Institution agrees to notify the Minister and the Alternate Records Keeper in writing within 5 business days if it becomes unable to maintain students' transcripts in accordance with the terms of this Agreement, and to take the necessary steps to transfer custody of students' transcripts to the Alternate Records Keeper.
10. If, while it is still operational, the Institution becomes aware that the Alternate Records Keeper is unable to fulfill the terms of this Agreement, the Institution agrees to notify the Minister within 5 business days.
11. Unless the Institution has complied with paragraphs 9 and 10 within the time frame specified, the Institution will be in breach of this Agreement.
12. The Institution agrees that if the Alternate Records Keeper is unable to fulfill the terms of the agreement, the Institution must make arrangements with a new Alternate Records Keeper that will be approved by the Minister, and must sign a new transcript maintenance agreement.

## **Alternate Records Keeper's Responsibilities:**

13. In the event that the Institution becomes incapable of fulfilling its obligations under this Agreement, the Alternate Records Keeper agrees that it will assume all responsibilities of the Institution in accordance with this Agreement.



# Transcript Maintenance Agreement

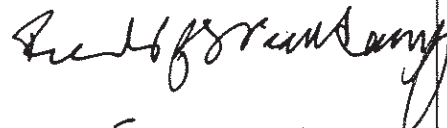
## Minister of Advanced Education's Responsibilities:

14. If the Institution breaches this Agreement, the Minister may suspend or revoke consent with or without notice to the Institution and/or Alternate Records Keeper.
15. If the Institution ceases to be operational, the Minister may review the transcript maintenance at the Alternate Records Keeper's location to ensure that the students whose transcripts are being maintained are adequately served.
16. Nothing in this Agreement limits the Minister's capacity to take legal action against a party that does not comply with any term of this agreement.

The parties hereto have executed the Agreement on the day and year as set out below.

SIGNED AND DELIVERED on the  
1<sup>st</sup> day of JUNE, 2005

on behalf of the Minister  
by his or her duly authorized  
representative.

Signature:   
Name: PHILIP STEENKAMP

SIGNED AND DELIVERED on the  
25<sup>th</sup> day of May, 2005


by or on behalf of the Institution.

Signature:   
Name: Michael Lo

SIGNED AND DELIVERED on the  
26<sup>th</sup> day of May, 2005

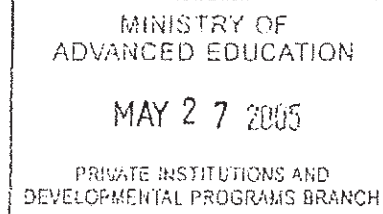
by or on behalf of the

Alternate Records Keeper.

Signature:   
Name: CHRISTOPHER M. WESTON

**STANDARD TERMS AND CONDITIONS OF MINISTERIAL CONSENT  
USE OF THE WORD "UNIVERSITY"**

Name of Organization: LUC Education (BC) Inc.  
Operating Name: Lansbridge University (BC)  
Consent for: Use of the word "university"



The following standard terms and conditions are attached to the consent from the Minister of Advanced Education under section 4(3) of the Degree Authorization Act.

- 1) **Consent period:** The consent period will normally be five years.
- 2) **Scope of consent:** Consent will be specific to the use of the word "university" and site described in the submitted application.

The consent holder must inform the minister before implementation of any material change in circumstance (i.e., ownership change, location change, material change in learning outcomes, the minimum qualifications of faculty), or of substantive changes (i.e., termination or suspension of programs that have consent), which may change the scope of consent.

- 3) **Consent not transferable:** A consent is not transferable.
- 4) **Notice for students and public:** The following must appear in the consent holder's current calendar:

*The term "university" is used under the written consent of the Minister of Advanced Education effective (consent date) having undergone a quality assessment process and been found to meet the criteria established by the minister.*

- 5) **Advertising:** A consent holder must not use any term or phrase in advertising that refers to approval of the minister or the Government of British Columbia other than that use of the word "university" is used under the written consent of the minister.
- 6) **Program Implementation:** The consent holder must enroll students in a degree program within three years from the date of consent. If a degree program is not offered within the three-year time period, consent is automatically revoked.
- 7) **Reporting:** A consent holder must provide the following information to the minister when requested:
  - if accredited in another jurisdiction, proof of continuing legal and accreditation status, and any variation in status;
  - A report on the current academic standards for each degree program for which consent has been granted, including but not limited to:
    - number and percentage of teaching staff/faculty by level of education, professional designations and experience;

**SPECIAL CONDITIONS OF MINISTERIAL CONSENT  
FOR USE OF THE WORD "UNIVERSITY"**

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LUC Education (BC) Inc. must meet the following special conditions of consent:

- Provision of an acceptable and detailed facilities plan.
- Submission of a standard course outline template.
- Retention of the services of an expert acceptable to the Degree Quality Assessment Board to advise and consult with LUC Education (BC) Inc. on the development of research and scholarly activity, and to ensure that the degree level standards are being achieved.
- Provision of an annual report on the progress towards achieving the programs outlined in the business plan.

## STANDARD TERMS AND CONDITIONS OF MINISTERIAL CONSENT USE OF THE WORD "UNIVERSITY"

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- number of full time equivalent (FTE) degree students per full time equivalent (FTE) teaching staff/faculty;
  - the institution's annual report (including audited financial statement);
  - the institution's most recent calendar;
  - tuition and related fees for the degree programs for which consent has been granted;
  - student full time equivalent (FTE) enrolment in programs by year, for which consent has been granted;
  - number of degrees granted in the previous year for programs for which consent has been granted;
  - student attrition and retention rates;
  - job placement rates (both direct and indirect);
  - employer satisfaction;
  - student satisfaction;
  - number and nature of transfer agreements entered into the previous year regarding programs for which consent has been granted; and
  - other performance measures requested by the minister.
- 8) **Entitlement of consent holder to government funding:** Ministerial consent does not entitle the consent holder to funding from the government of British Columbia.
- 9) **Revocation and suspension of consent:**  
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 Degree Quality Assessment Board may also recommend that the minister amend, suspend or revoke consent as a result of a comprehensive review which determined that the quality of the degree program had not been maintained.
- 10) **Financial security:** The consent holder must meet conditions established regarding the security of tuition fees. These are outlined in the Degree Authorization Regulations established pursuant to Section 9(1) of the *Degree Authorization Act*.
- 11) **Access to and security of student transcripts:** The consent holder must meet the requirements regarding the access to and security of student transcripts established under Section 4(4) of the *Degree Authorization Act*.
- 12) **Student contracts:** A consent holder must have an enrolment contract for students enrolling in degree programs. The student's obligation under the contract must not exceed a period of 12 consecutive months. The contract must include the following:
- the title of the program and name of degree;
  - the start date and end date;
  - policies on student withdrawal and refund of fees and charges.

**STANDARD TERMS AND CONDITIONS OF MINISTERIAL CONSENT  
USE OF THE WORD "UNIVERSITY"**

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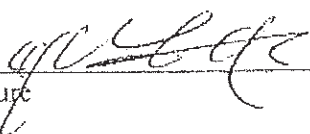
- 13) **Awareness of policies affecting students:** A consent holder must have a calendar or other comparable publication available to students and the public setting forth the following:
- admissions requirements and procedures;
  - programs and courses with indication of when they are offered;
  - rules and regulations for student, faculty and employee conduct;
  - degree completion requirements;
  - method of course delivery;
  - tuition and other fees; and,
  - transfer arrangements currently in place. If the consent holder has no credit transfer arrangements in place, the consent holder must indicate that no such arrangements exist.

- 14) **Misrepresentation or malfeasance:** The minister may deny, suspend, or revoke consent, where the following has taken place, or was taking place, at any time during or after the consent process until such time as the minister is satisfied that the situation has been remedied:
- information provided for reviews was not truthful and complete; and/or,
  - misrepresentations, falsehood, fraud, abuse, or charges pending against the institution or its staff members for violations of law had occurred, or was occurring.

I acknowledge that I understand the terms and conditions attached to consent, that all information provided in the application is true, and that I agree to comply with all representations made during the course of the application, and with the terms and conditions of consent.

MICHAEL LO  
Name of authorized representative

PRESIDENT  
Position at the Institution

  
Signature

MAY 26, 2015  
Date

## Rogers, Dorothy AVED:EX

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**From:** Frick, Liz M AVED:EX  
**Sent:** Tuesday, April 6, 2004 12:13 PM  
**To:** Rogers, Dorothy AVED:EX  
**Subject:** FW: Applications under Degree Authorization Act

-----Original Message-----

**From:** Goyan, Paul AVED:EX  
**Sent:** Wednesday, March 31, 2004 3:24 PM  
**To:** 'mlo@lansbridge.com'  
**Cc:** Hull, Deborah AVED:EX; Frick, Liz M AVED:EX  
**Subject:** Applications under Degree Authorization Act

Dear Michael,

The Post-Secondary Institutions Proposal System (PSIPS) has two applications from Lansbridge University: one to offer a site-based MBA in Vancouver; the other to make use of the word "university."

With respect to the MBA application, the five-year business plan is not attached. Has this document been completed? If so, please forward it to me. We can also see that the organization profile has been submitted but due to a technical difficulty we are unable to print the document. Could you please e-mail a copy of this document to me ([paul.goyan@gems7.gov.bc.ca](mailto:paul.goyan@gems7.gov.bc.ca)). Once these two documents are received, the application will be verified. The Notice of Intent will be posted for 30-days on the public web site. The Degree Quality Assessment Board will make the determination of whether an organization review panel and degree program review panel should be appointed to provide expert advice.

With respect to the application to make use of the word "university," the Minister has not yet approved the final criteria. We expect that the criteria will be approved over the next few working days at which time they will be posted on the Ministry's public web-site. We cannot verify your application until the criteria have been approved.

Thank you for your applications and attention to the information requested.





## DEGREE QUALITY ASSESSMENT BOARD

April 5, 2005

File: 60100-60/LANS

Michael W. Lo, President  
Lansbridge University  
1661 West 8<sup>th</sup> Ave  
Vancouver BC V6J 1T8

Dear Dr. Lo:

The Degree Quality Assessment Board (DQAB) would like to thank you for your personal appearance at the last meeting regarding the Lansbridge University application to make use of "university" and applications for Ministerial consent to offer Master of Business Administration (MBA) and Bachelor of Administration (BBA) degrees in British Columbia.

In order to be in a position to make an informed recommendation to the Minister regarding consent, the DQAB requests that you revise the core application documents in the areas discussed below to provide greater clarity and to remove inconsistencies regarding certain items. You previously revised the degree program applications; however, certain information in the revised documents is inconsistent with the university calendar and policies handbook.

As an example, there are inconsistencies surrounding faculty qualifications, full-time to part-time staffing ratio, workload and compensation. The revised program application indicated that the normal requirement is that faculty members have a terminal degree. However, the verbal response to the Board and the policies handbook indicated that only a relevant master's degree is required for undergraduate programs. This has posed a problem in that the expert panel based its recommendations on information that may have been inaccurate and inconsistent with the current proposal.

Similarly, the faculty workload issue is unclear. If the undergraduate faculty workload is eight courses per year (i.e., four over each of two semesters) and for graduate faculty six courses per year (i.e., three courses over each of two semesters), this should be reflected in the business plan. The DQAB is unable to determine how faculty costs have been determined in the current business plan. It also believes that program development, in particular, should normally be front-end loaded prior to or concurrent with the introduction of a program, whereas the business plan calculates program development in relation to overall revenue patterns.

.../2

In order for the Board to determine whether the criteria have been met, Lansbridge is asked to revise its applications to address the following items. Revisions must also be made where the issues are described in related documents to ensure consistency. I want to reassure you that Board members and Secretariat staff are required to keep any information provided in regards to the applications as confidential.

*“What is Lansbridge University’s status and relationship to the overall corporate structure?”*

- Clarify the Lansbridge University corporate structure and provide an organizational chart that indicates how the various corporate entities are related to Lansbridge University, including those within the Kingston Education Group.
- Provide written agreements between Lansbridge University and any other corporate entities (such as the one provided regarding facilities between Lansbridge and Kingston College) that will allow Lansbridge to be successful. Such agreements should include the obligations of the various parties and show how Lansbridge will obtain necessary services, facilities and financing. Any financing agreement must be specific in demonstrating that there is sufficient financing for the start-up period over five years to maintain operations. For example, it appears that Kingston College will provide admissions services to Lansbridge in British Columbia, but there is no formal agreement detailing the arrangement and related costs.
- Provide a detailed explanation of how the British Columbia operations will be protected in the event of related financial shortfalls within Lansbridge University related to the New Brunswick and other expansion plans that are not included in the Lansbridge British Columbia business plan.
- Provide a written agreement from Kingston Education Group (or a legal related entity) to provide financial support to maintain operations in case of revenue shortfalls during the start-up period as reflected in the business plan.
- Confirm that the British Columbia operation of Lansbridge will act as an independent unit within the Lansbridge University corporation and provide details of how financial transactions between the various units will be handled.

*“Clarify information on faculty policies”*

- As discussed earlier in the example provided, please review the faculty policies and provide updated information on faculty qualifications, workload, full-time to part-time ratios, compensation and time release for research and program development. Such policies should be consistent between the various core documents and reflected in the costing included in the business plan. Confirm the minimum academic qualifications for undergraduate and graduate faculty and that North America is the primary talent pool from which you expect to attract faculty.
- Confirm the faculty workload: for undergraduate programs, four courses in each of two semesters prior to any release time for research and program development; for graduate programs, three courses in each of two semesters.
- Indicate the faculty policies regarding research and intellectual property rights.

***“Academic Governance and Decision-Making”***

- Confirm the various changes that have been made in academic governance and decision-making.
- With respect to faculty and student participation in the Academic Council, clarify how these positions will be filled.
- With respect to decisions where the Academic Council makes recommendations on academic matters to the Board of Governors, confirm that the Board will not adopt academic policies that have not been supported by the Council.
- Describe the leadership role of the President and the Academic Council.
- The Lansbridge University model is evolving. Confirm whether it is a single Academic Council that will serve the University or if there will be separate Academic Councils for the British Columbia and New Brunswick operations.

***“Student Appeal Policies”***

- Please review all student appeal policies for consistency and to ensure they conform with requirements for natural justice, etc.

***“Library services—indicate direction, scope and extent of commitment”***

- Update the plan for online and print-based library services. The business plan should indicate the resources being allocated to both types of services. Will there be a professional librarian on site to assist students and faculty?

***“Business plan”***

- Confirm the “range of programming” included in the use of university application and business plan. Since the business plan provides the basis for making decisions in regards to certain criteria for de novo operations, it is essential that it be complete, accurate, and sufficiently detailed. What are the proposed faculties (i.e., two or three?) and degree programs that will be introduced in the first five years?
- Review the dates, as appropriate, for introducing new programs to ensure that the timelines are realistic. The current plan includes start-up dates for 2005 and 2006 that are unlikely to be achieved and revenues and expenditures that will probably not occur until later.
- For faculty costs, provide additional detail so that the methodology can be verified in terms of costs by program by semester. Provide information on faculty costs that can be verified using the proposed model. In the current business plan, it is difficult to reconcile the compensation model (\$50,000 per year for undergraduate faculty and \$65,000 per year for graduate faculty, plus 20 percent benefits) with the \$3,000 per course approach when all faculty are translated into FTE equivalents and costs.



- Separate program development costs from faculty research release costs. Ensure the program development occurs prior to the introduction of a program and on an ongoing basis. The current business plan appears to underestimate the extent of up-front program development required.
- The current business plan allocates 25 percent of revenue to general administration without any information on what is included and how services provided to Lansbridge by Kingston College and/or related companies and to determine whether the costs are reasonable. Other than faculty, there is no information on employee compensation and staff levels by type of function.
- Confirm the mix of international and domestic students and the program tuition for each type of student (by course or credit hour). The current plan builds in a 10 percent tuition increase per year seems quite substantial. However, this is an issue for Lansbridge to decide.
- Confirm projections regarding the average number of credits transferred in for undergraduate and graduate programs. In particular for graduate programs, it is unclear how such a high average number of transfer credits is likely to take place.
- Provide an interim facilities plan to demonstrate adequate space is available at the proposed location prior to the Richmond site being developed. Of course, the DQAB must receive and approve a detailed plan before any move to the proposed Richmond facility.
- Provide related financial statements and documents prepared by your accountant that relate to specific legal entities. The "Western Cluster" information provided on Kingston Education Group does not appear to pertain to a legal entity. Similarly, although the Board is familiar with an EBITDA approach, it is uncertain about the letter from the accountant referencing "earnings before executive remuneration, amortization, income taxes and interest on long-term debt." Without any indication of total executive remuneration, for example, it is not possible to determine the profitability of current operations. Similarly, the letter combines the Western Cluster with Lansbridge University financial information although it is unclear whether these entities can be (or should be combined) given their different legal structures and ownership. It is preferable to show the net financial positions of each legal entity after meeting all obligations.


#### ***"Research and scholarly activity"***

- In order to determine whether Lansbridge meets the "use of university" criterion regarding research, additional information is required.
- The following items should be addressed in the application and related documents:
  - What type of research will faculty do?
  - How will Lansbridge measure the success of the research program?
  - Faculty policies should provide detail on release time for research.
  - The business plan should provide information on research separate from program development covering both release time and other expenditures.
  - What are the university and faculty policies on research (i.e., scope, committee structure, non-salary support, research ethics, intellectual property rights)?

... /5

We look forward to receiving the revised applications and related documents so that the DQAB may make its final determination and recommendation to the Minister regarding consent. The DQAB would like to assure you of its willingness to work cooperatively on concluding the quality assurance review process as regards consent.

Sincerely,



Brian Gillespie  
Chair

pc: Stanley Chan  
Vice President  
Lansbridge College

Arlene Paton  
Assistant Deputy Minister  
Ministry of Advanced Education

Cindy Burton  
Consultant



60120-29/kmg  
DI S DAY COPY  
ADMO'S DAY COPY (PSED)  
A/DIRECTOR'S DAY COPY (Debbie Andersen)  
BRANCH FILE COPY (PISIB)  
AUTHOR/TYPIST COPY \_\_\_\_\_  
CIRC COPY

NOV 18 2002

Our Ref. 41860

Lansbridge University  
c/o Mr. Michael Lo, Chief Executive Officer  
Kingston Education Group  
1661 West 8<sup>th</sup> Ave  
Vancouver BC V6J 1T8

Dear Mr. Lo:

I am writing to thank you and your colleagues, Mr. Ernest Neumann and Dr. John McLaughlin, for meeting with the Honourable Shirley Bond, Mr. Harry Bloy, MLA, Burquitlam, Ministry staff and me on September 11, 2002. Thank you as well for your proposal requesting university status in British Columbia. The Minister has asked me to respond on her behalf. I apologize for the delay.

We appreciate the opportunity to learn more about Lansbridge University's activities as an Internet institution based in New Brunswick, and to hear about your experiences in seeking to establish a degree-granting presence in British Columbia.

We understand your concerns that the Association of Universities and Colleges of Canada does not accredit for-profit institutions, hence creating a barrier for your institution. We also recognize your view that the Private Post-Secondary Education Commission (PPSEC) registration requirement that permits out-of-country degree-granting institutions to register with PPSEC, if the institution and its programs are accredited in its home jurisdiction, inadvertently provides these institutions an advantage over Canadian private institutions.

As you know, before the passage of the *Degree Authorization Act* (the Act), there was no policy or legislative framework that permitted private institutions to offer British Columbia degrees, so we are very pleased that we are making positive inroads in this area. This initiative enhances degree-granting opportunities for both private and public institutions, and will provide British Columbia students with increased choice and flexibility in their pursuit of post-secondary education in order to be well prepared to meet the requirements of the global, knowledge-based economy.

... /2



The Act is expected to come into force by regulation later this year, at which time a degree quality assessment process will be established to review applications for Ministerial consent. The quality assessment process that is being developed will provide institutions with a consistent framework that is rigorous and sets high standards for degree programs in the province. It will balance the need for accountability with a streamlined process that is not onerous, and it will consider the prior assessments of other jurisdictions to ensure there are no inter-provincial barriers and that unnecessary reviews not be duplicated.

I am pleased to respond to the points raised in the Lansbridge proposal. First, Lansbridge University requests designation as a degree-granting private university in British Columbia under the Act. As noted, this is not possible at this time, as the quality assessment process and criteria for the use of the word "university" are being developed and will be used to make this determination.

The proposal indicates that Lansbridge University wishes to receive government permission to offer programs leading to university degrees recognized by the Province of New Brunswick at Lansbridge University satellite campuses in British Columbia. The application of the Act to activities of Internet or virtual institutions with operations based inside the province will be determined once the quality assessment process is in place. Under existing legislation, Lansbridge University may continue to grant New Brunswick degrees to students in British Columbia on an online basis.

Your proposal also requests permission to advertise the New Brunswick degree programs in British Columbia. Existing legislation prohibits an institution, other than a university specified under the *University Act*, or established by statute, from using or being known by the name of a university, or holding itself out as a university. Under the Act, no institution may confer degrees, provide a degree program, advertise a degree program in British Columbia and/or sell a degree program, unless exempted by legislation, or until it has undergone the quality assessment process and received Ministerial consent.

Finally, the proposal indicates an "obligation" for recognition of the institution by government under the "Agreement on Internal Trade" (AIT) with respect to the principles of allowing the free movement and equal treatment of persons, goods, services and investments within Canada. Please be assured that the Ministry will make every effort to ensure that all applicable AIT obligations are fully complied with, in implementing and applying the provisions of the Act.

.../3

We appreciate your interest in establishing a presence in British Columbia. Again, thank you for taking the time to meet with us in Victoria.

Sincerely,

Original Signed by G. R. Armstrong
---------------------------------------

Gerry Armstrong  
Deputy Minister

pc: Honourable Shirley Bond  
Minister of Advanced Education

Mr. Harry Bloy, MLA  
Burquitlam

Ms. Debbie Andersen, A/Director  
Private Institutions and Sector Initiatives Branch



BBA link

Our Ref. 59224  
File #: 60120-20/LANS

February 8, 2007

Lansbridge University (BC)  
2026 West 12<sup>th</sup> Ave  
Vancouver BC V6J 2G2

Attention: Mr. Michael Lo, President

Dear Mr. Lo:

This letter is to provide you with my final determination on actions that will be undertaken in follow up to the inspection of LUC Education (BC) Inc. (operating as Lansbridge University BC).

I have reviewed the final report on the inspection of Lansbridge University BC carried out by Ms. Deborah Lovett, Q.C., the inspector I appointed under section 6 of the *Degree Authorization Act*. I have also reviewed the response to the report provided to me on February 1, 2007 from your legal counsel, George F. Gregory.

In reviewing the findings and recommendations of the inspector, and considering the response that was provided, I do not have confidence that Lansbridge University BC can either substantially come into compliance with the requirements under the legislation, regulations and terms and conditions of consents, or remain in compliance.

Therefore, in consideration of the long term best interests of students, I am amending the terms and conditions attached to all of the LUC Education (BC) Inc.'s consents<sup>1</sup>, pursuant section 4 (3) of the *Degree Authorization Act*.

The consent period is changed to a period which will terminate on May 1, 2007.

/2

<sup>1</sup> LUC Education (BC) Inc. has consents to offer a Master of Business Administration, Bachelor of Business Administration, and to use the word "university".

Additionally, in order to allow an orderly closing of the university to minimize the university's exposure to liability and to provide maximum protection to the students, I have added the following additional terms and conditions to all of Lansbridge University BC's existing consents:

- Lansbridge University BC must not enrol any new students in the interim period before consent ends;  
Lansbridge University BC must immediately provide in writing notification to students of the closure date, and must also immediately post this information in a prominent location on the Lansbridge University BC website;  
Lansbridge University BC must immediately refund tuition paid by students for financial obligations exceeding May 1, 2007; and,  
Lansbridge University BC must work with its students to facilitate transfer arrangements to other post-secondary institutions for those students who will not have completed their program by May 1, 2007.

It is expected that you will provide to me a report on the progress of compliance with the additional terms by February 14, 2007. Failure to satisfy me as to progress of compliance could result in further amendments to the terms and conditions attached to the consents.

The Ministry will provide assistance and support to students with respect to facilitating transfer arrangements, where feasible, and in this regard I will be appointing an individual to liaise with the students and institutions.

Ministry staff will follow up with your office on next steps respecting these actions.

Sincerely,



Murray Coell  
Minister



Our Ref. 53956

JUN - 1 2005

Mr. Michael Lo, President  
LUC Education (BC) Inc.  
2026 West 12<sup>th</sup> Ave  
Vancouver BC V6J 2G2

Dear Mr. Lo:

The degree proposals submitted by LUC Education (BC) Inc. to offer and grant a Bachelor of Business Administration and a Master of Business Administration degree programs have now completed all stages in the degree quality assessment process established under the *Degree Authorization Act* (DAA). The Degree Quality Assessment Board (DQAB) reviewed the proposals at its May 9, 2005 meeting, and found that the proposals met the degree program review criteria.

The proposal submitted by LUC Education (BC) Inc. for use of the word "university" as part of the operating name "Lansbridge University" was also reviewed by the DQAB at its July 12, 2004 meeting, and found that it met the criteria for use of the word "university."

The DQAB recommended to the Minister responsible for Advanced Education, that the degree program proposals receive consent, and that use of the word "university" receive consent with special conditions. The standard terms and conditions and the special conditions are attached for your reference.

As a result, I am pleased to advise that Minister's consent is given, subject to the attached standard conditions, for LUC Education (BC) Inc. to do the following under section 3 (1) of the DAA:

- (a) grant or confer a Bachelor of Business Administration and a Master of Business Administration degrees;
- (b) provide a Bachelor of Business Administration and a Master of Business Administration degree programs; and,
- (c) advertise the Bachelor of Business Administration and Master of Business Administration degree programs.

... /2

Ministry of  
Advanced Education

Office of the  
Deputy Minister

Mailing Address:  
PO Box 9884 Stn Prov Govt  
Victoria BC V8W 9T6

Telephone: 250 356-5170  
Facsimile: 250 356-5468

- 2 -

Minister's consent is also given under section 3 (2) of the DAA, subject to the attached conditions, for LUC Education Inc. to use the word "university" operating as "Lansbridge University (BC)" to indicate that an educational program is available.

I wish you every success in establishing your new university in British Columbia.

Sincerely,

A handwritten signature in black ink, appearing to read "Philip Steenkamp". The signature is fluid and cursive, with a long, sweeping underline.

Philip Steenkamp  
Deputy Minister

Attachments



**Frick, Liz M AVED:EX**

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**From:** Goyan, Paul AVED:EX  
**Sent:** Friday, March 18, 2005 11:27 AM  
**To:** 'Michael Dickhout'  
**Cc:** Rogers, Dorothy AVED:EX; Frick, Liz M AVED:EX; Newbury, Trudi A AVED:EX  
**Subject:** RE: Lansbridge Transcript Storage

No, I don't think Kingston would be acceptable. Since the ownership is largely the same, if Lansbridge were to close due to financial difficulties, for example, it is also likely that Kingston would be in trouble. The transcript maintenance agreement should be with a separate, independent institution.

-----Original Message-----

**From:** Michael Dickhout [mailto:MDickhout@exchange.kingston.edu]  
**Sent:** Thursday, March 17, 2005 2:26 PM  
**To:** Goyan, Paul AVED:EX  
**Subject:** Lansbridge Transcript Storage

Hi Paul,

To meet one of the standard conditions for Ministerial Consent, do you think it will be acceptable for Kingston College to store the transcripts for Lansbridge (perhaps with the condition that it be at a different physical address)?

Thanks,

Mike



Minister's Correspondence

Branch Day Copy  
~~Branch File Copy~~  
Author Copy \_\_\_\_\_  
Branch Circ. Copy \_\_\_\_\_

April 2, 2007

Our Ref. 59756

Lansbridge University (BC)  
2026 West 12<sup>th</sup> Avenue  
Vancouver BC V6J 2G2

Attention: Mr. Michael Lo

Dear Mr. Lo:

This is further to my letter dated February 8, 2007 in which I conveyed my decision to amend the Terms and Conditions of Consent for Lansbridge University (BC). One of the changes was to require Lansbridge University to immediately refund tuition paid by students for financial obligations exceeding May 1, 2007.

Further, my letter indicated that I expected you to provide me with a report on the progress of compliance with the additional terms by February 14, 2007, and that failure to satisfy me as to progress of compliance could result in further amendments to the terms and conditions attached to the consents. You provided me with a report on February 14, 2007 that stated "We are in the process of producing financial statements showing the remaining tuition fees of every student and will contact them to make refund arrangement for any excess tuition paid beyond May 1, 2007."

I also note that, in a letter from Anna Burke to all Lansbridge University students (posted on the Lansbridge website), it is stated, "We have started the process of producing and verifying financial statements showing the remaining tuition fees of students concerned. If your account maintains any excess tuition paid beyond May 1, 2007, you will be contacted in due course for tuition refund arrangement."

While I understand that some refunds have been processed, it has been brought to my attention by several parties that many students have not yet received their refunds. Therefore, you are not in compliance with the additional condition of consent to immediately refund students.

To this end, you are required to provide to my office (copy to Susan Brown, Director, Policy and System Quality Branch) by **4:30 pm Wednesday, April 4, 2007**, documented

... /2

evidence verifying refunds that have been provided, as well as a listing of those refunds that are still outstanding including such information as student names and amounts owing. The listing of outstanding refunds must include both current students and those who have been issued letters of acceptance but have not yet attended Lansbridge University.

Sincerely,

A handwritten signature in black ink, reading "Murray Coell". The signature is written in a cursive, flowing style.

Murray Coell  
Minister

Our Ref: 59755

Lansbridge University (BC)  
2026 West 12<sup>th</sup> Avenue  
Vancouver BC V6J 2G2

Attention: Mr. Michael Lo

Dear Mr. Lo:

This is further to my letter dated February 8, 2007 in which I conveyed my decision to amend the Terms and Conditions of Consent for Lansbridge University (BC). One of the changes was to require Lansbridge University to immediately refund tuition paid by students for financial obligations exceeding May 1, 2007.

It has been brought to my attention by several parties that Lansbridge University is requiring students to sign a Release form prior to issuing a refund. I have attached a copy of the Release for your ready reference.

Students are not required to sign a Release as a pre-condition to receiving their refunds. Lansbridge's actions in this regard are a direct contravention of the amended terms and conditions of consent.

Therefore, you are required to comply with the condition I set out in my February 8<sup>th</sup> letter to immediately refund the tuition paid by students without imposing any conditions on the student.

Sincerely,

Murray Coell  
Minister

Attachment

Minister's Correspondence

MO Day Copy  
DMO Day Copy  
ADM Day Copy  
PAB Copy  
Branch Day Copy  
Branch File Copy  
Author Copy  
Branch Circ. Copy



APR 23 2007

Our Ref.: 59914  
File #: 60120-20/LANS

Mr. Michael Lo, President  
Lansbridge University (BC)  
2026 West 12<sup>th</sup> Ave  
Vancouver BC V6J 2G2

Dear Mr. Lo:

I am following up on the reports Lansbridge University provided to the Ministry on April 4, 2007 and April 19, 2007 regarding the progress of compliance with the additional term and condition of consent regarding the obligation to refund tuition paid by students for financial obligations exceeding May 1, 2007.

The report provided by Lansbridge University and information obtained by the Student Liaison Officer in their work with Lansbridge students demonstrates evidence of substantial amounts still outstanding for both current students and those who have been issued letters of acceptance but have not yet attended Lansbridge University. Therefore, you are not in compliance with the additional condition of consent.

To this end, I must again exercise my authority under section 6 of the *Degree Authorization Act*, SBC 2002, c.24, to appoint a new inspector to examine LUC Education (BC) Inc.'s, (operating as Lansbridge University) financial records as well as the following entities that jointly agreed to provide sufficient funds for LUC Education (BC) Inc.: Kingston College Inc., King's Choice Enterprises (Vancouver) Ltd. and KC Knowledge Centre Limited, and student files of Lansbridge University to gather evidence and confirm the amount of the total outstanding financial obligations.

Pursuant to section 6(3) of the Degree Authorization Act, an appointed inspector may:

- (a) enter business premises;
- (b) examine a record or other thing;
- (c) demand that a document or other thing be produced for inspection;
- (d) remove a record or other thing for review and copying, after providing a receipt;
- (e) use data storage, information processing or retrieval devices or systems that are normally used in carrying on business in the premises to produce a record in readable form; or,
- (f) question a person.

... /2

Ministry of  
Advanced Education

Office of the Minister

Mailing Address:  
PO Box 9059 Stn Prov Govt  
Victoria BC V8W 9E2

Location:  
Parliament Buildings  
Victoria

Without limiting the generality of the above, the inspector will investigate and ascertain:

- (a) the full list of enrolled and admitted students as well as students issued letters of acceptance;
- (b) bank balances and financials of LUC Education (BC) Inc. as well as the following entities that jointly agreed to provide sufficient funds for LUC Education (BC) Inc. to cover whatever financial deficit that LUC's university operation in British Columbia may incur: Kingston College Inc., King's Choice Enterprises (Vancouver) Ltd. and KC Knowledge Centre Limited;
- (c) student records and copies of student records;
- (d) total amounts owing;
- (e) accounts payable/liabilities of the students.

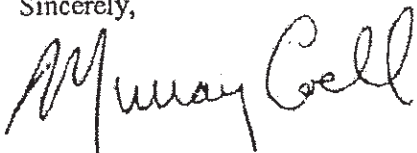
In this regard, I remind the principals of Lansbridge University of their obligations under the *Degree Authorization Act* and the Terms and Conditions of its consents. In particular, pursuant to section 6(4) of the Act:

A person must not hinder, obstruct, or interfere with an inspector conducting an inspection or provide the inspector with information that the person knows to be false or misleading.

The Act specifies that persons who contravene section 6(4) commit an offence under the Act.

I trust that the principals of Lansbridge University and Lansbridge University will cooperate fully with the inspector and respect the requirements of the Act and the Terms and Conditions of Ministerial Consent throughout the inspection process.

Sincerely,



Murray Coell  
Minister

pc: Ms. Susan Brown, Director  
Policy and System Quality

Ms. Anna Burke, VP & Chief Operations Officer  
Lansbridge University



## Hull, Deborah AVED:EX

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From: Goyan, Paul AVED:EX  
Sent: Wednesday, May 19, 2004 1:36 PM  
To: 'mlo@lansbridge.com'  
Cc: Hull, Deborah AVED:EX  
Subject: Degree Quality Assessment Board - Lansbridge Applications

Dear Dr. Lo,

The DQAB discussed the Lansbridge University application to offer an MBA program at its May 10, 2004 meeting and is ready to proceed with an organization review and degree program review.

Before discussing the details of the reviews, I would like to draw your attention to two outstanding issues:

- In my March 31, 2004 e-mail, I indicated that the five-year business plan was not attached. Subsequently, Mr. Dickhout indicated that the plan would be ready in about two weeks but it has not yet been posted on the Post-secondary Institutions Proposal System. The organization review panel cannot complete its work without the business plan.
- In Deborah Hull's March 4, 2004 e-mail to Michael Dickhout commenting on the draft organization profile, we indicated that although section "III. Governance. B. Information about Owners" provided some disclosure, it did not meet the standard of full disclosure regarding the temporary suspension that Kingston College received. The revised document which was submitted on PSIPS makes no mention of the suspension whatsoever. Full disclosure is required, and it would be better if the application disclosed the temporary suspension and the circumstances of it rather than having it come to light in the organization review phase.
- We will temporarily change the status of the application to "revisions required" so that you can make the necessary changes. Please advise when the final document is in place and we will proceed with the review.

The following two expert panels are being recommended to assess the Lansbridge MBA application:

### Organization Review Panel

The DQAB has recommended a three-member panel to conduct the organization review:

- Jock Munro (Chair), former Vice-President Academic, Simon Fraser University,
- John Watson, former President, BCIT
- Gordon Farrell, former Dean of Business, BCIT.

### Degree Program Review Panel (MBA)

The DQAB has recommended a three-member panel to conduct the degree program review of the MBA application:

- Carolyn Smart (Chair), Associate Dean, Graduate Business, Simon Fraser University
- Ted Chambers, former Professor, University of Alberta
- Ilan Vertinsky, Professor at the Sauder School of Business, UBC

Would you please confirm that the composition of the two panels does not raise any concerns for Lansbridge. As an alternative, you may suggest panel members for consideration that possess the qualifications described on the Ministry's public web site (<http://www.aved.gov.bc.ca/degree-authorization/>). These panels conducted the recent review of the LearningWise applications and it is the DQAB's desire to use them to assess the Lansbridge and Sprott-Shaw applications, in order to ensure consistency in the application of criteria.

Previously you submitted an application for Lansbridge to make use of "university." Until now, the Minister had not yet approved the final criteria so it has not been possible to verify the application for processing. As you are aware, the guidelines and criteria have now been finalized. Please review your current application and make any changes that you deem necessary.

Please advise once you have made any final changes to the MBA and use of "university" applications. Once they have been submitted and verified, the Notices of Intent will be posted on the Ministry's public website for public comment for 30 days. Also, it is possible to conduct the organization and degree program review concurrently or consecutively (with the degree program review not being done until the organization review has been successfully completed). Please advise which approach you would like the DQAB to use in this instance.

Please let me know if you require further information and/or assistance.

## Hull, Deborah AVED:EX

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**From:** Goyan, Paul AVED:EX  
**Sent:** Friday, July 02, 2004 4:35 PM  
**To:** 'mlos@lansbridge.com'  
**Cc:** Hull, Deborah AVED:EX  
**Subject:** Lansbridge Applications

As agreed, I am providing additional feedback so that the applications (i.e., MBA and use of "university") can proceed. Once you make any desired changes to the documents, I will verify them and the Notices of Intent will be posted on the Ministry website for 30 days. (All other documents are available on a confidential basis only to DQAB members, Secretariat staff, and expert panels.)

I would draw your attention to our earlier e-mails on the draft applications. In our May 19, 2004 e-mail, I indicated that the DQAB has recommended an organization review panel (that will also assess the use of "university" application) (i.e., Jock Munro, John Watson and Gordon Farrell) and a degree program panel to assess the MBA application (i.e., Carolyne Smart, Ilan Vertinsky and Ted Chambers). Please confirm that the composition of the two panels is acceptable to Lansbridge.

not responsive

I will provide feedback below on each of the Lansbridge documents. As a point of clarification, my understanding is that the application for the MBA is specifically to offer a general MBA to be delivered onsite in BC. It does not extend to the E-MBA or dual degrees offered in New Brunswick. These degrees do not require Ministerial consent unless they are being delivered in BC or unless there is targeted advertising to the BC market. As Lansbridge develops additional specializations in the MBA, it will need to make application for these, but I expect the review process will be limited to the new courses found under each specialization.

### Notice of Intent - Lansbridge MBA Degree

I think the NOI provides a reasonable snapshot of the program. A September start date will not likely be possible, although we will proceed with the DQAB process expeditiously.

### Lansbridge MBA - Full Program Proposal/Application

The draft application provides a good overview and is probably sufficient to start the review process.

For some reason, I continue to have difficulty when I try to print the application (and the DQAB may experience the same problem). For some reason, it stalls on page 29 with an error message relating to Chinese language characters. However, I can print pages 1-28 and then 30-end. This may be simple to rectify from your end.

The DQAB will be looking for additional information on the mix and type of faculty appointments (e.g., full-time versus part-time/contract).

The comparison charts vis-a-vis other MBA programs are helpful.

The DQAB will be interested in reviewing the full range of academic policies. For example, they will want to discuss admission requirements.

### Notice of Intent - Use of "university"

The NOI could be expanded somewhat in a few key areas:

- Under governance, there should be some brief mention of the role of the Academic Council and Education Advisory Council (i.e., certain stakeholder groups will be looking for evidence of some faculty role in academic decision-making);
- The range of programming section could provide some additional detail regarding additional programs that will be introduced over the next five years; and,
- The research and scholarly activity section could be enhanced.

### Use of "university" - Full Application

The full application has a reasonable level of detail, but would benefit from enhancements under range of programming (e.g., including information in the business plan) and research/scholarly activity. Although there is no expectation that

Lansbridge will have the range of activities typically found in a research university, the application would benefit from additional detail on the expectation that faculty remain current in their discipline/area of study and perhaps enhancements that may be available from the institution to promote research and publication.

### Organization Profile

The draft profile provides a good overview of organization. Undoubtedly, there will be points on which the DQAB and the organization review panel require clarification; however, the level of detail at this stage is probably sufficient. The proposed programs section indicates that the MBA and BBA will be offered. It may also be helpful to indicate that additional programs will be introduced over the next five years (i.e., those programs mentioned in the business plan).

The profile would benefit from an organization chart showing key positions in Lansbridge - NB and the reporting relationships vis-a-vis the proposed Vancouver campus.

If you want the New Brunswick approval process and documentation to be used as evidence that certain DQAB criteria have been satisfied, you must make the request. As indicated previously, it would be helpful if Lansbridge identified those DQAB criteria which it believes should be satisfied without further review as a result of the NB review process. In addition, it would be helpful to cross-reference the DQAB criteria with the specific NB review documents.

Under ownership, individuals owning more than 10% of the university should be identified and their ownership share indicated.

As discussed previously, there needs to be some mention of the previous temporary 2001 suspension of Kingston College by PPSEC. I understand the sensitivities regarding this, but the requirement to disclose is clear. Perhaps a simple statement that there was a temporary suspension in mid-2001 for a few weeks would suffice with the indication that additional details are available upon request.

### Business Plan

The business plan needs additional detail but provides a good overview of the university's five year goals and an indication of which programs will be introduced in order to satisfy the range of programming criterion under use of "university."

Calling it an executive summary just raises the question of whether a more detailed document is available.

Degree applications should be submitted ASAP for the BBA-General and BBA - New Media, and for those additional programs/specializations that are identified in the business plan as being scheduled for a possible January 2005 start.

Enrolment and financial projections do include any indication of anticipated program attrition. No tuition differential is given for domestic versus international students. Is that the intention?

The expenditure projections need much greater line by line detail. The summary provided will not satisfy the pro-forma financial statement requirements that must also be signed off by an independent accountant.

Although there are a number of revisions to the business plan that are required, we can proceed with the application as long as the information is available prior to the site visit of the organization review panel.

I would also like to acknowledge the considerable effort you made in suggesting changes to the DQAB process. When we next meet, I would like to spend some time going over your suggestions. The DQAB previously indicated that it would review the approval process after it had been in place for six months to a year. Although it may not be possible to consider these changes at present, it would be helpful for me to have a clear understanding of your views and to be able to explain the criteria approved by our Minister. With respect to out-of-province institutions seeking consent, our process does provide for prior reviews to be accepted as meeting certain criteria (e.g., when an institution is accredited by one of the US regional accrediting agencies). The New Brunswick process has similar criteria in a number of areas that may not require additional review.

Please let me know when you make any final changes to the applications and we will proceed posting the notices of intent and arranging the expert panel visits. Deborah Hull and I both appreciated meeting with you and your colleagues last week. I hope that in the weeks ahead that we will have additional opportunity to discuss the Lansbridge applications as well as your recommendations regarding the DQAB process.



## Hull, Deborah AVED:EX

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**From:** Hull, Deborah AVED:EX  
**Sent:** Thursday, March 04, 2004 1:27 PM  
**To:** 'MDickhout@exchange.kingston.edu'  
**Cc:** 'cynthia.burton@shaw.ca'; Goyan, Paul AVED:EX; Steenkamp, Philip AVED:EX; Soles, Jim AVED:EX  
**Subject:** Comments on Lansbridge University's draft DQAB submissions

Dear Mr. Dickhout

I am writing to provide you with feedback on the various draft documents dated February 19, 2004. Once again, as with the earlier feedback, I must caution that Ministry staff are not academic experts and we do not yet have experience with how the Degree Quality Assessment Board (DQAB) will interpret the criteria.

For the most part, the proposals have an adequate level of information in order to make the submission. Additional information will be required as the organization, degree program and "use of university" reviews are conducted.

### Organization Profile

- "History" - This section includes information about the original New Brunswick approval process and mentions that application has been made for accreditation by the Distance Education and Training Council. The Board will probably want to review the KPMG and related reports, in particular if Lansbridge wishes to have some or all of the criteria satisfied as a result of the New Brunswick process. It may be helpful to include the status of the DETC application.
- "History" - There is a statement that "Kingston College has been providing the infrastructure for full undergraduate and graduate degree programs through articulation agreements...." This will likely be an area of interest to the Board and expert reviewers, who may wish to review affiliation/articulation/partnership agreements, etc.
- "Proposed Programs" - The section mentions the MBA and BBA. Although only a single organization profile is required, separate applications will be required for each degree program to be offered. Is it your intention to apply for the e-MBA and dual degree programs as well?
- "Policies on Academic Freedom" - This section covers off teaching and enquiry in the classroom. Academic freedom usually extends to the conduct of research and the publication of results.
- "Transfer Arrangements with Other Institutions" - As discussed above, there will likely be interest in the specifics of any agreements with the institutions identified. Are there additional institutions involved? What is the nature of the transfer arrangement between Kingston and Lansbridge?
- "II. C. Permission" - With respect to any possible organization review, permission should probably extend to PPSEC and the Province of Ontario, as well as to any institutions with which either Lansbridge or Kingston has affiliation/partnership/articulation arrangements.
- "III. Governance. B. Information about Owners..." - Full disclosure is required with respect to the temporary suspension, although this could be included in an appendix or separate document.
- "Appendix One: Five Year Business Plan" - This is a critical piece that will likely provide important details not included in the body of the submission. The business plan should also include information on enrolments by year and degree program.

### Notice of Intent - MBA

- The NOI provides a good overview of the MBA program. The anticipated program start date of May 2004 may be overly ambitious although the DQAB will attempt to conduct its work in a timely manner.

### Full Program Proposal - MBA

- The proposal is for the Lansbridge MBA. A separate application will be required for the BBA if it is going to be delivered in British Columbia. Does Lansbridge plan to make application to offer the e-MBA and/or joint master's program?
- The proposal should indicate the extent to which, if any, Lansbridge believes that prior reviews should be considered with respect to the DQAB process. If Lansbridge believes that these reviews satisfy all or part of the requirements, please cross-reference specific DQAB criteria with prior review reports (i.e., cross reference DQAB criteria with specific reports by page number).
- The new comparison charts are helpful. The program is made up of 15 four-credit courses (i.e., 60 credits). Table 4 (Synopsis of Comparisons) appears to have an error in that it indicates there are 20 courses for the Lansbridge MBA.

- Table 5 (Future Design of the Curriculum) is difficult to understand.
- The expert review panel will likely want to review copies of articulation agreements.
- Program resources - The proposal provides information on access to library resources through Jones e-global on-line library. Will there also be an on-site qualified librarian? Have there been any discussions or agreements regarding student access to local library resources?
- Program review and assessment - The role and composition of the "administrative steering committee" is unclear given the governance structures described. How does Lansbridge address ongoing review and program revision? For example, how has the program changed since it was approved by New Brunswick? What process has been followed? What changes have been made?

#### Notice of Intent - Use of University

- The Minister has not yet approved the guidelines and criteria for use of the word "university." As a result, no specific guidelines are available on what to include in the Notice of Intent. Once the Minister has approved the guidelines and criteria, full details on making application to use "university" will be available on the Ministry web site.

#### Full Program Proposal - Use of University

- See comments above under Notice of Intent. A submission cannot be made until the final criteria have been approved by the Minister. It appears that the proposal has been developed based on the draft guidelines. The following comments are provided with respect to the submission based on the draft guidelines. Revisions may be required once the final guidelines and criteria become available.
- Academic Freedom - The Lansbridge policy is specific to teaching in a classroom environment. You may wish to review some of the academic freedom policies of established universities. Academic freedom normally extends beyond teaching to include freedom to carry out research and report results.
- Governance - There may be concerns over the lack of faculty involvement on the academic council, although the education advisory council appears to provide a forum for all faculty to provide advice.
- Program review and assessment - The policy provides for programs to be reviewed every five years. It may be helpful to include information on how Lansbridge conducts ongoing assessment resulting in changes to its programs. For example, how has change been managed in the MBA program since the original New Brunswick approval?
- Range of programming - The submission indicates that program will be offered at the Bachelor's, Master's and Doctoral levels. Lansbridge should familiarize itself with common practices and expectations regarding doctoral programs. You may wish to state that Lansbridge intends to offer a range of undergraduate and graduate programs.
- Five year business plan - Required.
- Commitment to research and scholarly activity - This section may require additional clarification to meet the approved standard, once it is available.

I hope these comments are helpful to you in finalizing your applications. Please do not hesitate to contact me if you have any questions.

Regards,

**Debbie Hull**

Director, Private Institutions and Developmental Programs

Ministry of Advanced Education

Telephone: (250) 387-6166

Fax: (250) 356-8851

Email: Deborah.Hull@gems7.gov.bc.ca



## Hull, Deborah AVED:EX

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**From:** Hull, Deborah AVED:EX  
**Sent:** Friday, December 19, 2003 9:50 AM  
**To:** 'Michael Dickhout'  
**Cc:** 'cynthia.burton@shaw.ca'; Michael Lo; Stanley Chan; Steenkamp, Philip AVED:EX; Soles, Jim AVED:EX; Goyan, Paul AVED:EX  
**Subject:** RE: Lansbridge University DQAB Draft Submission

Dear Mr. Dickhout,

It was a pleasure to meet with Cindy Burton, Michael Lo and Stanley Chan regarding Lansbridge University's plans to provide degree programs in British Columbia. As requested, Ministry staff have reviewed Lansbridge University's draft submission to the Degree Quality Assessment Board, and hope that the following comments are helpful to you as you get ready to submit proposals. I must caution that Ministry staff are not academic experts and do not yet have experience with how the Board will interpret the criteria.

Three draft documents were provided: a Notice of Intent for Lansbridge to offer its MBA programs in British Columbia; a Full Program Proposal for the MBA programs; and, an Organizational Profile. The purpose of the documents is to provide an overview as requested in the guidelines and must be supported by additional documentation in the form of an attachment or appendices.

It would appear that Lansbridge is making application for two types of Ministerial consent: use of "university" and to offer a degree program. Separate applications (and the related \$3,500 fee) are required for use of "university" and for each degree program. Each application includes a Notice of Intent and a full proposal. A single organizational profile is required so that the Degree Quality Assessment Board can determine whether an organization review is required, which is normally the case for first-time applicants. As such, you should be prepared to address the Organization Review criteria. It is expected that the Board would review all the applications concurrently.

The Board will consider any prior assessments that Lansbridge has successfully undergone and will review any such approvals, expert reports, and related documentation to determine the extent to which prior assessments satisfy the criteria. For example, the approvals granted by New Brunswick and the anticipated accreditation by the Distance Education and Training Council are examples of prior assessments that may be considered. If you wish to have the Board consider prior assessments, you will need to cross-reference the Board's criteria to that documentation, indicating how the other documentation shows that the Board's criteria have already been found to be met in the prior assessment.

The following comments are provided in response to the three draft documents provided by Lansbridge University.

### Notice of Intent (NOI)

The first document is the "Notice of Intent: Lansbridge University MBA Program." The NOI provides a snapshot of an application and will be posted on the Ministry web site for public comment for 30 days. As explained earlier, a separate Notice of Intent is required for each application (i.e., for use of "university" and for each degree program for which consent is being sought).

### Full Program Proposal

The second document provided is the draft "Full Program Proposal – Lansbridge University MBA Program." It is our understanding that you wish to offer both the regular MBA and an Executive MBA. Separate applications will be required for each. The regular and executive MBA programs described in the draft submission differ in their prerequisites for admission, target student market, program length and content, and lead to separately named credentials. If you wish to offer additional degree programs in British Columbia (e.g., Bachelor of Business Administration), separate applications will be necessary. Similarly, if you wish to offer the dual degree program (Executive MBA/Master of Management) in British Columbia in partnership with the American Graduate School of Management, an application will be required that includes specific details on the requirements of each program.

The following comments are intended to provide you with general feedback on the draft received.

### Section 1: Degree Level Standard

The draft degree level standard section presents an overview of the regular and executive MBA, but does not clearly indicate how the degree meets the degree level standard for master's degrees. The submission guidelines indicate the

applicant should describe how the proposed program meets the knowledge and skill level requirements of the degree level.

#### Section 2: Credential Recognition and Nomenclature

It would be helpful to describe any consultations undertaken to ensure the credential will be recognized. Note that copies of policies pertaining to notifying students of credential recognition and/or transfer are to be attached in an appendix.

#### Section 3: Curriculum/Program Content

The credits listed in this section add up to 45, but section 1 indicates that the regular MBA consists of 60 credits. As discussed in our meeting, this should be clarified in the final submission. You make reference to a comparison with other MBA programs that would probably provide helpful information to include as an appendix. Brief course outlines are appropriate for the submission, but full program outlines should be available to the Board or external experts and can be included as attachments. There is no information in this section of the draft proposal to demonstrate whether the criteria regarding student evaluations and admission requirements are met.

The draft submission provides different course numbers for the regular MBA (6000-series) versus the Executive MBA (5000-series). As mentioned in our recent meeting, the Lansbridge web site appears to use the same course numbers and descriptions for both MBA programs but assigns different course credit depending upon the program stream. The final submissions should clarify the actual approach taken which should also be consistent with web-based and other documentation.

#### Section 4: Learning Methodologies/Program Delivery

The draft submission does not clearly indicate how the criteria are met for each proposed mode of delivery. For instance, the standard requires that the institution demonstrate that it has the expertise and resources to support the proposed method of delivery and ensure its effectiveness, and the criteria require that the institution provide evidence of this. A copy of the New Brunswick program approvals should be attached for each program, including the degree name and method of delivery.

#### Section 5: Admission and Transfer/Residency

Note that the criteria require evidence that the institution will inform students of its policies on admissions and transfer.

#### Section 6: Faculty

As faculty are key to the quality of the program, it will be important to ensure that the submission clearly provides evidence that there are faculty in sufficient numbers and that the type of appointment is appropriate to sustain the degree program. You indicate what academic credentials faculty will possess. The submission references an appendix that is not attached. To the extent that individuals have been hired, a copy of their curriculum vitae should be attached; otherwise, a copy of the institution's hiring standard should be included. This might include such things as the credentials required, evidence of research experience, and a list of publications. It is our understanding that marketing courses sometimes involve human research (e.g., involving interviews and surveys). If this is the case, there is a requirement for a statement that a Research Ethics Board is in place.

#### Section 7: Program Resources

There is no specific reference to library and learning resources in this section; note that the criteria require evidence that there are sufficient resources to support the educational objectives and student activities. Where resources and services are to be shared by another institution (e.g., Kingston College), details should be provided and a copy of any agreements attached.

#### Section 8: Program Consultation

The criteria require that the submission provide evidence of support for the program, as well as evidence that the institution has consulted with employers, students, and other post-secondary institutions both inside and outside British Columbia. All written comments, both positive and negative, should be attached.

#### Section 9: Program Review and Assessment

The draft submission includes Lansbridge's policy regarding comprehensive program review. It may be helpful to include information on how Lansbridge measures program quality and success on an ongoing basis in order to make improvements. This might include such things as measures of student, graduate, faculty and/or employer satisfaction.

#### Organization Profile/Organization Review

The purpose of the organization profile is to provide the Board with an overview of the applicant with sufficient information for the Board to decide whether an Organization Review is necessary. If an Organization Review is required, it will be necessary to satisfy the related standards and criteria. The various standards and criteria established by the Board are typical of those used by accrediting bodies. For example, an applicant will be asked to provide a copy of all academic policies and student policies.

Assuming that an organization review will be required, there are a few areas that merit specific attention:

**Mission and goals** – There is a requirement that an organization have a clearly articulated and published mission and goals statement. In the case of Lansbridge, the mission may have evolved somewhat from when the institution was first established to provide an online MBA program and should be broad enough to encompass the institution's long-range academic plan.

**Governance** – The draft submission provides an overview of governance bodies and membership. It would be helpful if this were augmented to provide a list of powers and responsibilities for the Governing Board and Academic Council.

**Long-range academic and business plans** – The draft submission indicates the intention to expand operations within five years to 2,000 students within British Columbia and an additional 3,000 online or in other locations. The Board will want to see the institution's long-range academic plan and a five-year business plan. The long-range academic plan would include information on additional degree programs that the institution plans to offer. This may help to demonstrate how Lansbridge meets the criteria for use of "university," in particular related to range of programming. When an Organization Review is required, an applicant will be asked to provide a five-year business plan for its British Columbia operations.

The Board has established requirements for full disclosure with respect to current or pending legal or administrative actions against an organization or its owners, officers, administrators or instructors. It is not uncommon for a history of such actions against an institution; however, full disclosure is necessary. For example, the draft Organization Profile contains a statement that Kingston College has had no instances of non-compliance with PPSEC, but it is our understanding that there was an instance involving a temporary suspension that should be included here.

#### Use of "university"

The Board has not yet made its recommendations to the Minister concerning criteria for use of "university." Kingston College provided some helpful feedback on the draft guidelines and criteria. Although the Minister has not yet made a decision on the criteria, it may be helpful to begin to prepare for an application based upon the assumption that in large part the final guidelines are likely to reflect the draft document shared with stakeholders. As a relatively new institution, Lansbridge may be able to satisfy the requirement regarding range of programming through its long-range academic plan. The draft criteria include a provision for an applicant to demonstrate the institution's commitment to research and scholarly activity, as well as policies and practices to ensure academic freedom. There is also a requirement that an applicant demonstrate appropriate faculty involvement in governance and decision-making. There are different ways in which these criteria can be satisfied, but it would be helpful to continue thinking about how Lansbridge will address the requirements.

As you know, the government has made a commitment to expanding degree opportunities for British Columbia students. The process for obtaining Ministerial consent is designed to be streamlined and the Board is willing to consider prior assessments to the extent it determines they meet certain criteria.

The draft submissions reflect considerable initial effort. I hope that these comments are helpful to you as you finalize the proposals. Ministry staff are available to review the guidelines and criteria if that will assist you in completing your applications. We are looking forward to receiving your applications and to working with Lansbridge University in the weeks ahead.

Sincerely,

Debbie Hull  
Director, Private Institutions and Developmental Programs  
Ministry of Advanced Education  
Telephone: (250) 387-6166  
Fax: (250) 356-8851  
Email: Deborah.Hull@gems7.gov.bc.ca

-----Original Message-----

From: Michael Dickhout [mailto:MDickhout@exchange.kingston.edu]  
Sent: Thursday, December 04, 2003 12:25 PM  
To: Hull, Deborah AVED:EX  
Cc: 'cynthia.burton@shaw.ca'; Michael Lo; Stanley Chan  
Subject: Lansbridge University DQAB Draft Submission

Dear Ms. Hull,

On behalf of the Kingston Education Group, please find attached the Draft of  
Lansbridge University's submission to the DQAB.

Thank you and best regards,

Mike Dickhout  
Kingston Education Group

<<Notice of Intent - Lansbridge - MBA - DRAFT.doc>> <<FPP - Lansbridge -  
MBA - DRAFT.doc>> <<Org Review - Lansbridge - DRAFT.doc>>





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Author Copy  
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June 8, 2007

60100-30  
File #: 60120-26 LANS / CLOS

Mr. Michael Lo, President  
LUC Education (BC) Inc.  
2026 West 12<sup>th</sup> Ave  
Vancouver BC V6J 2G2

Dear Mr. Lo:

On July 13 and August 3, 2005, LUC Education (BC) Inc., operating as Lansbridge University, submitted application 0506LANS0003 for approval to offer a Bachelor of Science in Computer Science and application 0506LANS0004 for approval to offer a Master of Science in Computer Science, respectively.

As Lansbridge University no longer has authority to operate as a university, the applications have been withdrawn from the Post-Secondary Institution Proposal System. As the application fees for both programs had been paid, but the proposals were held since application and no work had been done up to date, we are refunding the application fees.

Please find enclosed refund cheques in the amount of \$3,500.00 for each application, for a total of \$7,000.00.

If you have any questions or comments regarding this refund, please do not hesitate to contact me.

Sincerely,

Susan Brown  
Director

Enclosures



The Best Place on Earth

Director's Correspondence

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Author Copy  
Branch Circ. Copy

February 23, 2007

File #: 60120-20/LANS

Lansbridge University (BC)  
2026 West 12<sup>th</sup> Ave  
Vancouver BC V6J 2G2

Attention: Mr. Michael Lo, President

Dear Mr. Lo:

Further to my letter dated February 16, 2007, I am pleased to let you know that Mr. Gordon Lee, currently Vice President Strategic Services for Kwantlen University College, has now been appointed as the Student Liaison Officer. Mr. Lee's mandate will be to help with transfer arrangements to other post secondary institutions, where possible, so that students can complete their program.

I believe Mr. Lee will be an excellent support for Lansbridge University students. He has extensive experience in business programs. For seven years, Mr. Lee was Kwantlen's Business School Dean. Prior to that, he was a faculty member and Department Chair in the School of Business. Additionally, Mr. Lee is very knowledgeable about issues related to transfer, and he has good Business program contacts with throughout the post-secondary education system.

Effective Monday, February 26, 2007, Mr. Lee will be able to be reached at phone: (604) 412-7679, fax: (604) 683-0576, and email: [grlee@bccat.bc.ca](mailto:grlee@bccat.bc.ca)

As a matter of first priority, Mr. Lee wants to meet with students, instructors and the administration of Lansbridge University. It is my understanding that he plans to go to Lansbridge University during the week of February 26, 2007 for those meetings. You will be given notice of the meeting date and time. Please let me know who you wish to be the institution's primary contact for Mr. Lee.

For your information, I have written to the students and instructors of Lansbridge University advising them of Mr. Lee's appointment and contact information. I would, however, also ask that you share this information as broadly as possible within Lansbridge University.

.../ 2



As I noted in my February 16, 2007 letter, to facilitate the work of the Student Liaison Officer Lansbridge University will need to provide the following information to the Ministry:

- Electronic copies of complete program descriptions and detailed course outlines for each course offered in the Bachelor of Business Administration and Master of Business Administration; and
- Complete transcripts for each student currently registered with Lansbridge University.

Please advise me when I can expect to receive this information. Information should be sent to the mailing address or at the email address listed below.

If you have any questions, please contact me directly at email: [psq@gov.bc.ca](mailto:psq@gov.bc.ca) or by phone at (250) 387-6166.

Sincerely,



Susan Brown  
Director  
Policy and System Quality

pc: Honourable Murray Coell  
Minister of Advanced Education

Mr. Gordon Lee  
Student Liaison Officer