



**CACUP-ASLP**  
**CAPUC-AO**

**Council for Accreditation of  
Canadian University Programs  
in Audiology and  
Speech-Language Pathology  
(CACUP-ASLP)**

# **Governance Manual**

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# A. INTRODUCTION

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## A.1 PURPOSES OF ACCREDITATION OF CANADIAN UNIVERSITY PROGRAMS IN

1. To establish accreditation standards for education in audiology and speech-language pathology.
2. To evaluate the effectiveness of individual university programs in providing education that allows its graduates to achieve national, entry-level competencies in audiology or speech-language pathology.
3. To support the growth and development of Canadian academic programs and of the professions of audiology and speech-language pathology in Canada through continuous improvement of the accreditation standards and of the accreditation process.
4. To identify to the public the programs that meet the accreditation standards.

## A.2 PRINCIPLES UNDERLYING THE CANADIAN SYSTEM OF ACCREDITING AUDIOLOGY AND SPEECH-LANGUAGE PATHOLOGY PROGRAMS

1. There is a core minimum knowledge base and skill set (entry-level competencies) that is required for entry-level practice as an audiologist or speech-language pathologist.
2. The accreditation standards have been developed such that accredited programs provide education that effectively enables graduates to achieve the required competencies for entry-level practice of audiology and speech-language pathology in Canada.
3. The accreditation process produces relevant, useful input to programs to stimulate their continuous self-improvement.
4. The autonomy of individual programs and universities is respected with regard to how the entry-level competencies requirements are met. Differences among academic programs are expected, and responsible innovation is encouraged.
5. Review teams shall consist primarily of individuals with expertise in the education of speech-language pathologists and audiologists. Reviewers must receive thorough orientation and training in accreditation policies and procedures.
6. Reviews of individual programs are conducted at arm's length from the program under review.
7. The accreditation process is conducted in a fair-minded, transparent manner and ensures utmost confidentiality of material reviewed.
8. The accreditation process is conducted as efficiently as possible to minimize costs and duplication of work and effort for the accrediting body and the applicant program.
9. The accreditation process itself requires ongoing (re-)evaluation.

# B. GOVERNANCE STRUCTURE

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## B.1 OVERVIEW

Governance refers to the processes and structures used to direct and manage organizational operations and activities. Governance is a critical function of CACUP-ASLP in order to clearly set out the roles, responsibilities, and relationships of those involved in leadership, management, and operations.

This manual sets out the governance guidelines to clarify roles and responsibilities.

The Secretariat is primarily responsible for monitoring and overseeing the accreditation processes and procedures of CACUP-ASLP. It is focused on high-level strategic direction of the organization and offers advice on operational matters.

The Secretariat is responsible for exercising due diligence with respect to its monitoring and oversight of CACUP-ASLP. Due diligence refers to the degree of oversight, attentiveness, or vigilance that is expected from a reasonable and prudent person. Due diligence with respect to monitoring and overseeing operations does not imply that the Secretariat must constantly delve into details.

Operationally, the mandate of CACUP-ASLP is carried out by the Accreditation Board, Site Review Teams, Appeals Committee, Curriculum Standards Review Committee, Policies, Procedures, and Standards Review Committee, and Governance Review Committee. Administratively, the Secretariat and the Accreditation Board are supported by a management agency.

The accreditation policies, procedures, and standards are set jointly by representatives from three primary Canadian partner groups (“**Partner Groups**”):

- the university programs;
- the professions of audiology and speech-language pathology; and
- the provincial/territorial regulators of the professions.

Each Partner Group is currently represented within CACUP-ASLP through an association or organization which represents their respective Partner Group across Canada, namely:

- Canadian Council of University Programs in Communication Sciences and Disorders (CCUP-CSD), representing the university programs;
- Speech-Language and Audiology Canada (SAC), representing the professions of audiology and speech-language pathology; and
- National Regulatory Panel (NRP), representing the provincial and territorial regulators of the professions of audiology and speech-language pathology.

Each of the above organizations is represented on the accreditation Secretariat (the “**Secretariat**”) by a representative. See Section B2 for further information on how the representatives of the Partner Groups maintain their status with CACUP-ASLP.

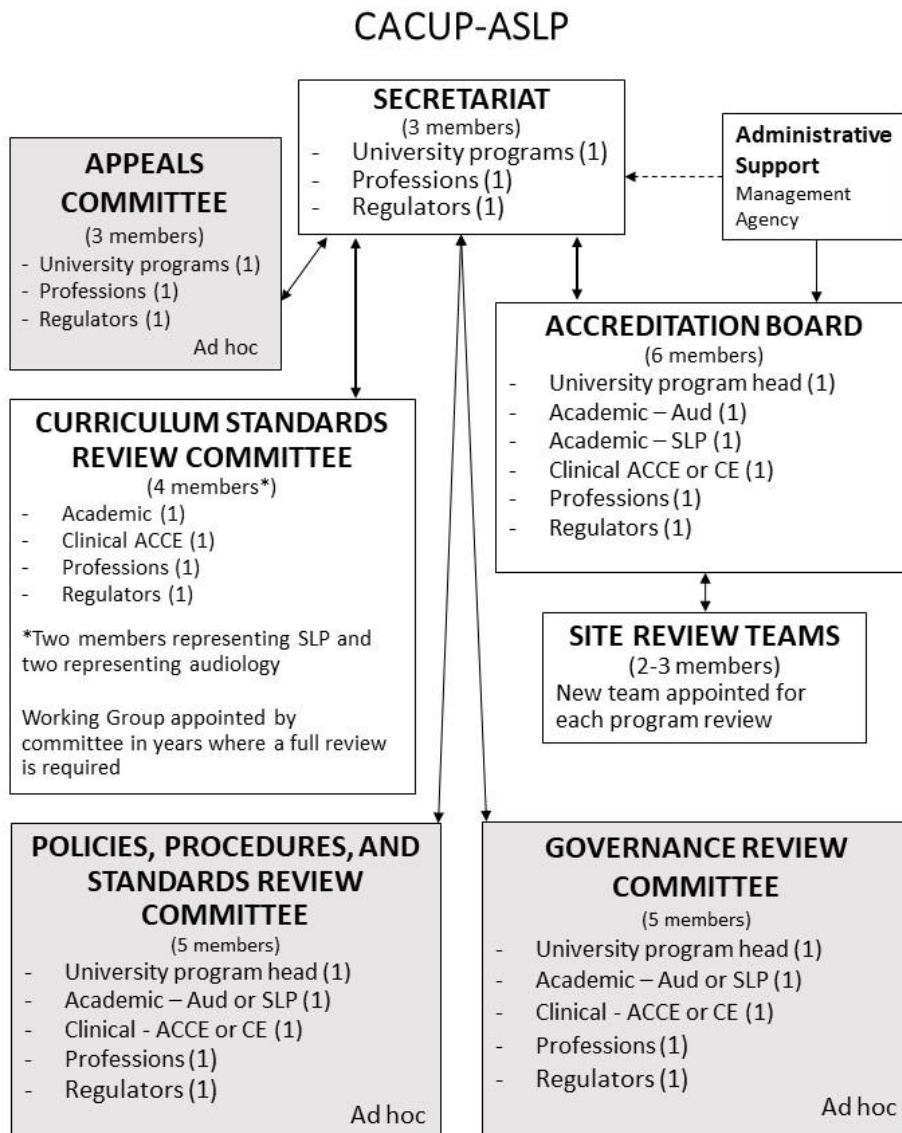
The Secretariat undertakes the responsibility for overseeing the accreditation system as a whole.

The Accreditation Board (the “**Board**”) reviews specific programs and makes accreditation decisions.

Other specific operations of CACUP-ASLP are carried out by the following:

- Site Review Teams,
- Appeals Committee,
- Curriculum Standards Review Committee,
- Policies, Procedures and Standards Review Committee, and
- Governance Review Committee.

The following diagram illustrates the structure of CACUP-ASLP.



## **B.2 PARTNERS**

The accreditation policies, procedures, and standards are set jointly by representatives from the university programs, the audiology and speech-language pathology professions and the provincial and territorial regulators of the professions across Canada. These Partner Groups are currently represented in CACUP-ASLP through their respective organization or association, namely CCUP-CSD, SAC and NRP (each, a “**Partner**” and together, the “**Partners**”). Each Partner has rights and obligations vis a vis CACUP-ASLP on behalf of their Partner Group, as further set out in this Governance Manual. It is intended that each of the Partners will remain constituted as an organization representing the national interests of their respective Partner Group, and that such organization will maintain its partnership with CACUP-ASLP for purposes of fulfilling their rights and obligations to the organization as set out in this Governance Manual.

If a Partner fails to meet its obligations pursuant to this Governance Manual, including without limitation ceasing to exist or otherwise ceasing to represent the national interests of its Partner Group, as determined by the Secretariat, the Secretariat may (i) revoke such Partner’s membership with CACUP-ASLP, or (ii) grant membership with CACUP-ASLP to another Partner. In such a situation, and to the extent possible, the Secretariat shall ensure the relevant Partner Group is adequately represented within CACUP-ASLP by one or more persons who shall be considered “Partners” pursuant to the terms of this Governance Manual. For the avoidance of doubt, if there is more than one Partner representing the interests of one Partner Group, such Partner shall, as one group, assume the rights and responsibilities of that Partner Group pursuant to the terms of this Governance Manual. The Secretariat may provide further guidance or establish additional requirements for such Partner Group to carry out its rights and responsibilities hereunder in the best interest of CACUP-ASLP.

Without limiting the foregoing, the Secretariat may, in its sole discretion, make any amendments to this Governance Manual as may be necessary to reflect any change in a Partner or admission of a new Partner, provided that the intention of the parties to govern CACUP-ASLP with equal representation from each of the university programs, audiology and speech-language pathology professions and the provincial and territorial regulators of those professions across Canada is reflected.

## **B.3 SECRETARIAT**

### **2.3.1 Mandate**

The Secretariat oversees the accreditation process as a whole.

It is responsible for CACUP-ASLP’s performance in relation to its purpose and for effective stewardship of the organization’s financial resources.

### **B.3.2 Membership**

The Secretariat consists of the following three members:

1. a representative of the university programs. The university representative shall have a minimum of five years of academic experience in either profession (audiology or speech-language pathology); and

2. a representative of the professions. This representative shall have a minimum of five years of clinical experience in either profession (audiology or speech-language pathology); and
3. a representative of the regulators. The regulatory representative shall have a minimum of five years of regulatory experience with the professions of audiology and speech-language pathology.

Each Partner Group shall designate one representative to the Secretariat. Each Partner Group is responsible for its own designation process (e.g., election, appointment, in accordance with the principles stated in points 1-3 above. In advising CACUP-ASLP of its representative, each Partner Group shall certify in writing that such individual has been designated in compliance with such process. This certificate shall be signed by a duly authorized officer of the Partner Group, in the case of such groups which are entities, and otherwise by each organization or group that belongs to or forms part of the Partner Group.

The members of the Secretariat shall appoint the following positions from among their number:

- (a) Chair; and
- (b) Secretary.

The Chair of the Secretariat shall serve as liaison between the Secretariat and the Board, and as liaison between the Secretariat and the Partner Groups.

Members of the Secretariat will not serve simultaneously on the Board or any other committee of CACUP-ASLP.

### **B.3.3 Term**

Members of the Secretariat shall serve a 3-year term and may be re-appointed for one additional term.

An effort will be made to designate members on a staggered basis (that is, such that members do not begin their term at the same time). If two or more members of the Secretariat begin their term at the same time, a Partner Group may request an extension of up to two years of the term of its respective representative in order to ensure continuity of the operations of the Secretariat.

For the purpose of continuity, members may remain on the Secretariat for the duration of their term regardless of any change in the status of their association with their respective Partner Group, subject to approval of the Partner Group.

### **B.3.4 Roles and responsibilities**

The central roles and responsibilities of the Secretariat are as follows:

1. oversees the entire accreditation process of Canadian audiology and speech-language pathology programs;

2. ensures that CACUP-ASLP operates in a financially responsible manner, including the following:
  - (a) approves an annual financial budget;
  - (b) reviews and approves any changes to the budget;
  - (c) monitors CACUP-ASLP's financial performance;
  - (d) ensures management and internal controls are in place;
  - (e) reviews and approves financial reports;
  - (f) provides strategic direction regarding financial risk and issues; and
  - (g) manages CACUP-ASLP's resources responsibly;
3. develops policies and procedures to ensure efficient and ethical operations;
4. ensures legal compliance and ethical integrity;
5. orients new Secretariat members and assesses Secretariat performance; and
6. recruits, hires, and monitors the management agency, in consultation with the Board.

Other important roles and responsibilities of the Secretariat include the following:

1. recruits and appoints the members of the Board, in consultation with the Partner Groups;
2. receives final accreditation decisions from the Board;
3. communicates final accreditation decisions to the Partner Groups, provincial/territorial associations, the Canadian Academy of Audiology, and other stakeholders;
4. maintains a list denoting accreditation status of Canadian audiology and speech-language pathology programs;
5. receives and reviews the annual report from the Board;
6. maintains a list of potential Appeals Committee members; the list shall be reviewed and modified, as appropriate, on an annual basis by the
7. recruits and appoints members of the Appeals Committee;
8. receives Appeals Committee decisions and reports decisions to the Board and the appellant program;



9. recruits and appoints members of the Curriculum Standards Review Committee, the Policies, Procedures, and Standards Review Committee, and the Governance Review Committee;
10. communicates changes made to the curriculum standards to the Partner Groups and other relevant stakeholders;
11. requests, coordinates and oversees the review of accreditation policies, procedures, and standards by the Policies, Procedures, and Standards Review Committee, at least every seven years or as requested by the Board;
12. receives and reviews recommendations for policy, procedure, and standards changes proposed by the Policies, Procedures, and Standards Review Committee and makes final decisions regarding changes, in consultation with the Accreditation Board;
13. communicates changes made to the accreditation policies and procedures to the Partner Groups and other relevant stakeholders;
14. recruits and appoints members of the Governance Review Committee;
15. requests, coordinates and oversees the review of governance by the Governance Review Committee, at least every seven years;
16. receives and reviews recommendations for governance changes proposed by the Governance Review Committee and makes final decisions regarding changes, in consultation with the Chair of the Board;
17. communicates approved changes to the governance to the Partner Groups; and
18. ensures that CACUP-ASLP is a member in good standing of the Association of Accrediting Agencies of Canada (AAAC), as accomplished by paying annual dues.

Members of the Secretariat shall act honestly and in good faith with a view to promoting and upholding the best interests of CACUP-ASLP. Members shall not act as an advocate for the Partner Group of which they are a member, but are expected to bring forward perspectives and ideas which may be informed by those networks.

### **B.3.5 Meetings**

The Secretariat shall meet on an as-required basis, at least twice yearly, in order to sufficiently oversee the accreditation process as a whole.

Routine business such as recruiting, reviewing and approving appointments to the Board and committees may be conducted via e-mail, to ensure efficient processing.

Additional specific dates and times for meetings shall be determined by the members of the Secretariat. To the extent possible, all meetings shall be held virtually via videoconference.

Additional meetings may be called by the Chair.

Members are expected to attend all meetings.

Minutes of the Secretariat shall be kept by the Secretary and shall be circulated to Secretariat members and others, as determined by the Secretariat.

### **B.3.6 Removal of Chair/Members**

The Chair or a member of the Secretariat may be removed if, in the opinion of the majority of the members of the Secretariat, the Chair or member is incapacitated, is unable to carry out the duties of the office, or is in violation of CACUP-ASLP's policies or procedures in effect from time to time.

The Chair or a member of the Secretariat may step down from their role voluntarily if they are no longer able to perform the duties as assigned.

In either case, and as applicable, the Partner Group from which the Chair or member was designated shall designate a replacement to serve for the remainder of the Chair or member's term.

### **B.3.7 Voting**

Each member of the Secretariat is a voting member. Decisions will be made by consensus as much as possible, or by majority otherwise.

In the case of a tied vote, the Chair has the final decision.

### **B.3.8 Quorum**

Two members of the Secretariat constitute quorum.

### **B.3.9 Compensation and expense reimbursement**

Members of the Secretariat serve without remuneration or any other financial benefit.

In exceptional circumstances, members of the Secretariat may be eligible for the reimbursement of reasonable expenses incurred in the course of conducting the business of the organization. Any such expenses must be consistent with CACUP-ASLP's Expense Reimbursement policy, a copy of which will be provided to each member of the Secretariat, and approved by the Secretariat in advance.

An individual's appointment to the Secretariat in no way forms an employment relationship or independent contractor relationship between the individual and CACUP-ASLP.

## **B.4 ACCREDITATION BOARD**

### **B.4.1 Accountability**

The Accreditation Board (the "Board") is accountable to the Secretariat.

#### **B.4.2 Mandate**

The Board coordinates and oversees the accreditation review of individual Canadian audiology and speech-language pathology programs and makes accreditation decisions.

#### **B.4.3 Membership**

The Board shall consist of the following:

1. a representative nominated by university programs who is the head of a Canadian university program in audiology and/or speech-language pathology who is a voting member of CCUP-CSD, or a past head who is a current faculty member of a Canadian university program in audiology and/or speech-language pathology;
2. a representative nominated by the university programs who is an academic faculty member from a Canadian audiology and/or speech-language pathology program who represents the discipline of audiology;
3. a representative nominated by the university programs who is an academic faculty member from a Canadian audiology and/or speech-language pathology program who represents the discipline of speech-language pathology;
4. a representative nominated by the university programs who is an academic coordinator of clinical education (ACCE) from one of the Canadian audiology and/or speech-language pathology programs or a clinical educator (CE) who is familiar with the university's academic environment and represents the discipline of either audiology or speech-language pathology;
5. a representative nominated by the professions with the appropriate knowledge, and who is either an audiologist or a speech-language pathologist; and
6. a representative nominated by the regulators with the appropriate knowledge, and who is either an audiologist or a speech-language pathologist.

At least two members of the Board shall represent the audiology profession and at least two members shall represent the speech-language pathology profession.

At least two members of the Board shall be able to read French.

The Secretariat shall recruit and appoint members in consultation with the Partner Groups.

The members of the Board shall designate a Chair from among their number. The Chair will remain in that position for the duration of their term.

The Chair of the Board shall serve as liaison between the Board and the Secretariat.

Secretarial support to the Board is provided through the management agency.

Any one university program shall not have more than one member on the Board.

Where a member of the Board represents the academic program under review, or declares another conflict of interest, the member will recuse themselves from the portion of any meeting where their program is being discussed, as long as quorum is still met.

Members of the Board will not serve simultaneously on the Secretariat or any other committee of CACUP-ASLP.

#### **B.4.4 Term**

Members of the Board shall serve a three-year term and may be reappointed for one additional three-year term.

An effort will be made to appoint members on a staggered basis so that members do not begin their term at the same time.

For the purpose of continuity, members may remain on the Board for the duration on their term regardless of any change in the status of their association with their respective organization, subject to the approval of the Partner Group.

#### **B.4.5 Roles and responsibilities**

##### The Chair of the Board:

1. maintains the schedule of university programs to be reviewed;
2. ensures that participating university programs have paid required fees;
3. maintains the financial records of CACUP-ASLP;
4. approves expenses, along with the Chair of the Secretariat, as per the budget approved by the Secretariat;
5. ensures that the Board performs its functions;
6. communicates decisions to the Secretariat and responds to requests from the Secretariat;
7. prepares an annual activity and financial report for presentation to the Secretariat no later than April 1 of each year. This report shall include an overview of:
  - (a) program reviews and their outcomes during the past year;
  - (b) status of all Canadian university programs (accreditation status, date of last review, date of next review, dues status);
  - (c) current membership of the Board; and
  - (d) detailed budget;

8. coordinates Board-related activities of the management agency or designate;
9. requests advice from the Secretariat with respect to the conduct of the accreditation process and to the membership status of individual university programs; and
10. represents CACUP-ASLP on the Association of Accrediting Agencies of Canada (AAAC) and reports back to the Secretariat any relevant discussions or decisions.

The Board:

1. implements the policies and procedures for accreditation review;
2. schedules accreditation reviews of individual programs in coordination with each program and notifies the programs as well as relevant stakeholder groups of upcoming reviews;
3. in consultation with the Secretariat, sets the fees to be remitted to CACUP-ASLP by the programs under review;
4. with support from the management agency, maintains a list of prospective site visitors; the list shall be reviewed, as appropriate, on an annual basis by the Board;
5. appoints external site reviewers to the Site Review Team;
6. reviews the documentation submitted by the program being reviewed for (re)accreditation or candidacy status (i.e., self-study document), consults with the program as needed, and makes recommendations with regard to specific areas to be addressed by the Site Review Team;
7. reviews the report submitted by the Site Review Team and consults further with the program for clarification, if needed;
8. considers the response submitted by the head of the program;
9. makes decisions regarding program accreditation status;
10. communicates accreditation decisions to the head of the program, the dean of the faculty where the program is located, and the Secretariat;
11. if the program appeals the accreditation decision, notifies the Secretariat of a pending appeal; reconsiders its accreditation decision if asked to do so by the Appeals Committee, and subsequently notifies the head of the program, the dean of the faculty, and the Secretariat of the final accreditation decision;
12. advises the Secretariat regarding the need to review the accreditation process and/or to modify accreditation standards and/or curriculum standards, if such a need arises between scheduled reviews;

13. ratifies changes to policies, procedures, and standards recommended by the Policies, Procedures, and Standards Review Committee, after consultation with and approval by the Secretariat; and
14. ratifies changes to curriculum standards recommended by the Curriculum Standards Review Committee, after consultation with and approval by the Secretariat; and
15. Subject to the prior approval of the Secretariat, the Board may engage legal counsel and other advisors.

All members of the Board shall act honestly and in good faith with a view to promoting and upholding the best interests of CACUP-ASLP and maintain the confidentiality of program information and Board discussions. Members shall not act as an advocate for the organization of which they are a member but are expected to bring forward perspectives and ideas which may be informed by those networks.

#### **B.4.6 Meetings**

The Board shall meet on an as-required basis in order to advance the work of the Board in a timely manner.

Specific dates and times for meetings shall be determined by the members of the Board. To the extent possible, all meetings shall be held virtually via videoconference.

Additional meetings may be called by the Chair.

Members are expected to attend all meetings.

Minutes of the Board shall be drafted by the management agency and, subject to approval by the chair, shall be circulated to the Board members and others as determined by the Board or as directed by the Secretariat.

#### **B.4.7 Removal of Chair/Members**

The Chair or a member of the Board may be removed if, in the opinion of the majority of the Secretariat, the Chair or member is incapacitated, is unable to carry out the duties of the office or is in violation of CACUP-ASLP policies or procedures in effect from time to time.

The Chair or a member of the Board may step down from their role voluntarily if they are no longer able to perform the duties as assigned.

In either case and as applicable, the organization from which the Chair or member was appointed shall nominate a replacement to serve for the remainder of the Chair or member's term. The nominee's appointment is subject to the approval of the Secretariat.

#### **B.4.8 Voting**

Each member of the Board is a voting member. Decisions will be made by consensus as much as possible, or by majority otherwise. In the case of a tied vote, the Chair has the final decision.

#### **B.4.9 Quorum**

Four members of the Board constitute quorum.

#### **B.4.10 Compensation and expense reimbursement**

Members of the Board serve without remuneration or any other financial benefit.

In exceptional circumstances, members of the Board may be eligible for the reimbursement of reasonable expenses incurred in the course of conducting the business of the organization. Any such expenses must be consistent with the CACUP-ASLP's Expense Reimbursement policy, a copy of which will be provided to each member of the Board, and approved by the Secretariat in advance.

An individual's appointment to the Board in no way forms an employment relationship or independent contractor relationship between the individual and CACUP-ASLP.

### **B.5 SITE REVIEW TEAM**

#### **B.5.1 Accountability**

The Site Review Team is accountable to the Accreditation Board.

#### **2.5.2 Mandate**

The Site Review Team assists the Board in obtaining information regarding the program under review and makes recommendations/provides information to the Board regarding a program's compliance with accreditation standards.

#### **B.5.3 Membership**

The Partner Groups shall nominate candidates to serve as members on a Site Review Team. Candidates shall include members from across Canada who are familiar with accreditation. A candidate pool will be maintained by the management agency and reviewed annually by the Board.

The Board shall consider and appoint members to the Site Review Team from the candidate pool.

A Site Review Team shall be composed of a minimum of two members for a single profession program under review (audiology or speech-language pathology) and three members for a dual profession program under review.

Site Review Team members must receive thorough orientation and training in accreditation policies and procedures prior to participating in a review.

Site Review Team members must maintain confidentiality of all program information and team discussions.

**Site Review Team for single profession program (audiology or speech-language pathology)**

The Site Review Team members shall be appointed by the Board, with consideration of the following:

1. at least one member will be a tenured faculty member from a Canadian audiology and/or speech-language pathology program in the corresponding discipline, but not from the program under review;
2. at least one member must be able to communicate in the official language of the program under review;
3. where the program under review is an audiology program, at least one member will be an audiologist whose primary role is within clinical practice; and
4. where the program under review is a speech-language program, at least one member will be a speech-language pathologist whose primary role is within clinical practice.

**Site Review Team for dual profession program (audiology and speech-language pathology)**

The Site Review Team members shall be appointed by the Board, with consideration of the following:

1. at least two members will be tenured faculty members from a Canadian audiology and/or speech-language pathology program (one for audiology and the other for speech-language pathology), but not from the program under review;
2. at least one member must be able to communicate in the official language of the program under review;
3. at least one member will be an audiologist or a speech-language pathologist whose primary role is within clinical practice; and
4. the members of the Site Review Team must reflect expertise in both professions under review.

No Site Review Team member will have a formal association (including, but not limited to, full-time, part-time, clinical or honorary appointments) with the program under review, nor will they be graduates of the program under review.

**B.5.4 Roles and responsibilities**

The goals of the site review visit (which is guided by the accreditation standards) are to:



1. verify the information included in the documentation submitted by the program;
2. assess a program's compliance with the accreditation standards;
3. explore areas of potential concern identified by the Board based on the submitted documentation; and
4. evaluate the overall learning environment in the program within the context of the accreditation standards.

The Site Review Team achieves these goals by:

1. reviewing the documentation submitted by the program (i.e., self-study document);
2. reviewing areas identified by the Board as areas that need to be addressed;
3. reviewing previous accreditation report(s), if available;
4. conducting a virtual or on-site review following the guidelines set out in the site-review guide;
5. discussing the main issues to be addressed in the site-review report with the program prior to submission of the report to the Board; and
6. preparing and submitting its report and recommendations, including a recommendation for or against accreditation, to the Board.

In order to preserve the integrity of the review process and to avoid influence or bias, members of the host university and the Site Review Team should not engage in any form of social events (for instance, lunch or dinner, post-meeting drinks, etc.) with any member of the program being reviewed during the entire review process.

All members of the Site Review Team shall act honestly and in good faith with a view to promoting and upholding the best interests of CACUP-ASLP.

#### **B.5.5 Compensation and expense reimbursement**

While site reviewers will be paid an honorarium to acknowledge the value and importance of their contributions, the amount is not intended to compensate them on an hourly basis at a rate they would be able to charge as consultants. Site reviewers are considered to be volunteers.

Site reviewers may be eligible for the reimbursement of reasonable expenses incurred in the course of conducting a site review. Any such expenses must be consistent with the CACUP-ASLP Expense Reimbursement policy, a copy of which will be provided to each member of the team.

An individual's appointment to a Site Review Team in no way forms an employment relationship or independent contractor relationship between the individual and CACUP-ASLP.

## **B.6 APPEALS COMMITTEE**

### **B.6.1 Accountability**

The Appeals Committee is an independent adjudicative committee.

### **B.6.2 Mandate**

The Appeals Committee is an ad hoc committee appointed by the Secretariat on an as needed basis to consider an appeal by a reviewed program of an accreditation decision of the Board. An appeal may be submitted by the reviewed program. The Appeals Committee shall consider and decide each appeal in a fair, transparent, and timely manner.

### **B.6.3 Membership**

The Appeals Committee consists of the following three members appointed by the Secretariat:

1. a representative of the university programs;
2. a representative of the professions; and
3. a representative of the regulators.

Once appointed, the members of the Appeal Committee shall designate a Chair from amongst their number.

The Chair of the Committee shall serve as liaison between the Appeals Committee and the Secretariat.

Members of the Appeals Committee shall not simultaneously serve on the Secretariat, the Board, or other CACUP committee, or have previously considered the decision under appeal as a member of the Board or the Site Review Team.

### **B.6.4 Appointment process for members of the Appeals Committee**

The Secretariat, with support from the management agency, shall maintain a list of at least 15 persons who are senior faculty members or professionals sufficiently familiar with the academic environment and accreditation to serve on an ad hoc Appeals Committee, as needed. The list shall be reviewed and modified, as appropriate, on an annual basis by the Secretariat.

Upon receipt of an appeal, the Secretariat shall select at least five persons from the list as potential members of the Appeals Committee, of whom none shall have had a relationship with the appellant institution or with the accreditation process leading to the decision being appealed.

After determining the willingness of these persons to serve, the Secretariat shall communicate the names of the potential Appeals Committee members to the head of the appellant program and the chair of the Board, either of whom may object to the appointment of any potential member for reasons owing to conflict of interest or bias.

After considering any such objections, the Secretariat shall appoint three members to constitute the Appeals Committee.

For an appeal involving a school or department with a program in only one profession (audiology or speech-language pathology), two of the three committee members shall represent that profession. For an appeal involving programs in both professions, the Appeals Committee shall include at least one member representing each profession.

#### **B.6.5 Term**

Once appointed to an Appeals Committee, the term of each member shall terminate upon the Committee's submission of its decision to the Secretariat.

A member may resign from the Appeals Committee by submitting a letter of resignation to the Secretariat and such resignation shall be effective upon receipt of such letter by the Secretariat.

For the purpose of continuity, if a member of the Appeal Committee ceases to be a member of their respective organization, their membership in the Appeal Committee may continue for the duration of the appeal, subject to approval by the respective Partner Group and the Secretariat.

In the event of a vacancy on an Appeals Committee once an appeal process has commenced, the two remaining members of the Appeals Committee shall proceed with the appeal.

In the event of a vacancy of two or more members of an Appeal Committee once an appeal process has commenced, the Secretariat shall appoint a newly constituted Appeals Committee and the appeal process shall start afresh.

#### **B.6.6 Roles and responsibilities**

The Appeals Committee:

1. reviews the self-study document and Site Review Team documentation in light of the Board's decision;
2. interviews members of the appellant program, as needed;
3. requests documents and/or information from the appellant program or the, as needed;
4. deliberates and make a final decision as outlined in the policies and procedures section; and
5. submits its decision to the Secretariat.

Subject to the prior approval of the Secretariat, the Appeals Committee may engage legal counsel and other advisors.

Decisions of the Appeals Committee are final.

Members of the Appeals Committee shall act honestly and in good faith with a view to promoting and upholding the best interests of CACUP-ASLP and shall maintain

confidentiality of all information and discussions. Members shall not act as an advocate for the organization of which they are a member.

**B.6.7 Meetings**

The Appeals Committee shall meet on an as-required basis in order to complete an appeal in a timely manner.

Specific dates and times for meetings shall be determined by the members of the Appeals Committee. To the extent possible, all meetings shall be held virtually via videoconference.

Additional meetings may be called by the Chair.

Members are expected to attend all meetings.

Minutes of the Appeals Committee shall be kept by the Chair and shall be circulated to the Committee members and others as determined by the Committee or as directed by the Secretariat.

**B.6.8 Removal of Chair/Members**

The Chair or a member of the Appeals Committee may be removed if, in the opinion of the majority of the Appeals Committee, the Chair or member is incapacitated, is unable to carry out the duties of the office or is in violation of CACUP-ASLP's policies or procedures in effect from time to time. A recommendation to remove a Chair or member of the Appeals Committee must be submitted in writing to the Secretariat for approval.

The Chair or a member of the Appeals Committee may step down from their role voluntarily if they are no longer able to perform the duties as assigned.

In either case and as applicable, the Secretariat shall recommend a replacement to serve for the remainder of the Chair or member's term. The nominee's appointment is subject to the approval of the the head of the appellant program and the chair of the Board.

**B.6.9 Voting**

Each member of the Appeals Committee is a voting member. Decisions will be made by consensus as much as possible, or by majority otherwise.

In the case of a tied vote, the Chair has the final decision.

**B.6.10 Quorum**

Two members of the Appeals Committee constitute quorum.

**B.6.11 Compensation and expense reimbursement**

Members of the Appeals Committee serve without remuneration or any other financial benefit.

In exceptional circumstances, members of the Appeals Committee may be eligible for the reimbursement of reasonable expenses incurred in the course of conducting the business of

the Committee. Any such expenses must be consistent with the CACUP-ASLP's Expense Reimbursement policy, a copy of which will be provided to each member of the Committee, and approved by the Secretariat in advance.

An individual's appointment to the Appeals Committee in no way forms an employment relationship or independent contractor relationship between the individual and CACUP-ASLP.

## **B.7 CURRICULUM STANDARDS REVIEW COMMITTEE**

### **B.7.1 Accountability**

The Curriculum Standards Review Committee (the “**CSR Committee**”) is accountable to the Secretariat.

### **B.7.2 Mandate**

The mandate of the CSR Committee is to conduct regular reviews of the curriculum standards for accreditation/re-accreditation and recommend changes as needed to the Secretariat.

Updates will occur annually, with a full review completed not less than once every five years, or as requested by the Secretariat between regularly scheduled reviews.

### **B.7.3 Membership**

The membership of the CSR Committee consists of the following four members:

1. a representative nominated by the university programs who is an academic faculty member from a Canadian audiology and/or speech-language pathology program;
2. a representative nominated by the university programs who is an academic coordinator of clinical education (ACCE) from one of the Canadian audiology and/or speech-language pathology programs who is familiar with the university's academic environment;
3. a representative nominated by the professions with the appropriate knowledge;
4. a representative nominated by the regulators with the appropriate knowledge.

Of the four CSR Committee members, two will represent speech-language pathology and two will represent audiology.

In years where a full review is required, the committee will appoint a Working Group, composed of representatives from the partner groups.

The members of the CSR Committee shall designate the following positions from among their number:

- (a) Chair; and

(b) Secretary.

The Chair of the CSR Committee shall serve as liaison between the CSR Committee and the Secretariat.

Members of the CSR Committee shall not serve simultaneously on the Secretariat or the Board or other committee of CACUP.

**B.7.4 Term**

Members of the CSR Committee shall serve a three-year term and may be reappointed for one additional three-year term.

An effort will be made to appoint members on a staggered basis so that all members do not begin their term at the same time.

For the purpose of continuity, if a member of the CSR Committee ceases to be a member of their respective organization, their membership in the CSR Committee may continue, with the approval of the Partner Group and the Secretariat.

A member may resign from the CSR Committee by submitting a letter of resignation to the Secretariat and such resignation shall be effective upon receipt of such letter by the Secretariat.

In the event of a vacancy, the organization from which the vacancy occurs shall forthwith nominate an alternate individual to serve on the Committee in that same capacity for the Secretariat's consideration and appointment.

**B.7.5 Roles and responsibilities**

The CSR Committee:

1. reviews the Curriculum Standards document annually and documents changes required;
2. conducts a comprehensive review at least every five years, as requested by the Secretariat;
3. on occasion of a full review, appoints additional ad-hoc members to the Working Group, as appropriate;
4. develops recommendations for consideration by the Secretariat.

All members of the CSR Committee shall act honestly and in good faith with a view to promoting and upholding the best interests of CACUP-ASLP and shall maintain confidentiality. Members shall not act as an advocate for the organization of which they are a member, but are expected to bring forward perspectives and ideas which may be informed by those networks.

**B.7.6 Meetings**

The CSR Committee shall meet on an as-required basis in order, at least once annually.

Specific dates and times for meetings shall be determined by the members of the CSR Committee. To the extent possible, all meetings shall be held virtually via videoconference.

Additional meetings may be called by the Chair.

Minutes of the CSR Committee shall be kept by the Secretary and shall be circulated to the CSR Committee members and others as determined by the CSR Committee or as directed by the Secretariat.

#### **B.7.7 Removal of Chair/Members**

The Chair or a member of the CSR Committee may be removed if, in the opinion of the majority of the Secretariat, the Chair or member is incapacitated, is unable to carry out the duties of the office or is in violation of CACUP-ASLP's policies or procedures in effect from time to time.

The Chair or a member of the CSR Committee may step down from their role voluntarily if they are no longer able to perform the duties as assigned.

In either case and as applicable, the Partner Group from which the Chair or member was appointed shall nominate a replacement to serve for the remainder of the Chair or member's term. The nominee's appointment is subject to the approval of the Secretariat.

#### **B.7.8 Voting**

All CSR Committee members appointed by the Secretariat are voting members.

Decisions will be made by consensus as much as possible, or by majority otherwise. In the case of a tied vote, the Chair has the final decision.

#### **B.7.9 Quorum**

Three voting members of the Committee constitute quorum; both professions must be represented in the quorum.

#### **B.7.10 Guidelines of the process for comprehensive reviews**

The review process will involve the following stages:

1. Determine whether changes are required for selected standards;
2. Develop a plan for revising standards as required, including a timeline; specific input from members or Partner Groups should be sought in order to carry out the revision;
3. Request approval of the revision plan by the Secretariat; and
4. Implement the revision plan and make recommendations for proposed changes.
5. The Chair of the CSR will write a report summarizing the proposed changes and submit it to the Chair of the Secretariat.

6. The summary report will be circulated to the Secretariat, which will review the summary and seek clarification, if needed, from the CSR Committee about the recommended changes. Members of the Secretariat may consult with their respective Partner Group about proposed changes, at their discretion.
7. The Secretariat will receive the recommendations and make the final decision on any changes to the curriculum standards in consultation with the Board. The management agency will make the necessary arrangements for finalizing and translating editions of the Curriculum Standards document (in English and French), including copy editing, formatting, and translation services. The Chair of the Secretariat is responsible for final approval of the Curriculum Standards document for publication and distribution.
8. Once the revised document has been finalized, it will be distributed to the university programs and posted on the CACUP-ASLP website. When a revised Curriculum Standards document is distributed, programs scheduled for review within the next 12 months will have the option to follow the old or the new curriculum standards. After 12 months, all accreditation reviews will be conducted in accordance with the new standards.

#### **B.7.11 Compensation and expense reimbursement**

Members of the CSR Committee serve without remuneration or any other financial benefit.

In exceptional circumstances, members of the CSR Committee may be eligible for the reimbursement of reasonable expenses incurred in the course of conducting the business of the CSR Committee. Any such expenses must be consistent with the CACUP-ASLP's Expense Reimbursement policy, a copy of which will be provided to each member of the Committee, and approved in advance by the Secretariat.

An individual's appointment to the CSR Committee in no way forms an employment relationship or independent contractor relationship between the individual and CACUP-ASLP.

### **B.8 POLICIES, PROCEDURES, AND STANDARDS REVIEW COMMITTEE**

#### **B.8.1 Accountability**

The Policies, Procedures, and Standards Review Committee (the "**PPSR Committee**") is accountable to the Secretariat.

#### **B.8.2 Mandate**

The mandate of the PPSR Committee is to review the accreditation policies, procedures, and standards and recommend changes to the Secretariat.

The PPSR Committee is an ad hoc committee that is appointed by the Secretariat on an as needed basis. Reviews shall occur not less than once every seven years, or as requested by the Board between regularly scheduled reviews.



### **B.8.3 Membership**

The membership of the PPSR Committee consists of the following five members appointed by the Secretariat:

1. a representative nominated by university programs who is the head of one of the Canadian university programs who is a voting member of CCUP-CSD;
2. a representative nominated by university programs who is a university faculty member from an accredited Canadian university program who represents the discipline of either audiology or speech-language pathology;
3. a representative nominated by university programs who is an academic coordinator of clinical education (ACCE) or clinical educator (CE) associated with an accredited Canadian university programs who represents the discipline of either audiology or speech-language pathology;
4. a representative nominated by the professions with the appropriate knowledge and experience, and who is either an audiologist or a speech-language pathologist; and
5. a representative nominated by the regulators who has the appropriate knowledge and experience.

Membership shall include representation from both professions.

The members of the PPSR Committee appointed by the Secretariat shall designate the following positions from among their number:

(a) Chair; and

(b) Secretary.

The Chair of the PPSR Committee shall serve as liaison between the PPSR Committee and the Secretariat.

Members of the PPSR Committee shall not serve simultaneously on the Secretariat or the Board or other committee of CACUP.

### **B.8.4 Term**

The term of each member of the PPSR Committee shall terminate upon the acceptance of the Committee's report to the Secretariat.

A member may resign from the PPSR Committee by submitting a letter of resignation to the Secretariat and such resignation shall be effective upon receipt of such letter by the Secretariat.

For the purpose of continuity, if a member of the PPSR Committee ceases to be a member of their respective organization, their membership in the PPSR Committee may continue, with the approval of the Partner Group and the Secretariat.

In the event of a vacancy, the organization from which the vacancy occurs shall forthwith nominate an alternate individual to serve on the Committee in that same capacity for the Secretariat's consideration and appointment.

#### **B.8.5 Roles and responsibilities**

The PPSR Committee:

1. reviews the CACUP Policies, Procedures, and Standards Manual, normally every seven years, as requested by the Secretariat;
2. reviews select portions of standards and/or procedures as requested by the Secretariat; and
3. develops recommendations for consideration by the Secretariat.

All members of the PPSR Committee shall act honestly and in good faith with a view to promoting and upholding the best interests of CACUP-ASLP and shall maintain confidentiality. Members shall not act as an advocate for the organization of which they are a member, but are expected to bring forward perspectives and ideas which may be informed by those networks.

#### **B.8.6 Meetings**

The PPSR Committee shall meet on an as-required basis in order to conduct business in a timely manner.

Specific dates and times for meetings shall be determined by the members of the PPSR Committee. To the extent possible, all meetings shall be held virtually via videoconference.

Additional meetings may be called by the Chair.

Members are expected to attend all meetings.

Minutes of the PPSR Committee shall be kept by the Secretary and shall be circulated to the PPSR Committee members and others as determined by the PPSR Committee or as directed by the Secretariat.

#### **B.8.7 Removal of Chair/Members**

The Chair or a member of the PPSR Committee may be removed if, in the opinion of the majority of the Secretariat, the Chair or member is incapacitated, is unable to carry out the duties of the office or is in violation of CACUP-ASLP's policies or procedures in effect from time to time.

The Chair or a member of the PPSR Committee may step down from their role voluntarily if they are no longer able to perform the duties as assigned.

In either case and as applicable, the Partner Group from which the Chair or member was appointed shall nominate a replacement to serve for the remainder of the Chair or member's term. The nominee's appointment is subject to the approval of the Secretariat.

#### **B.8.8 Voting**

All PPSR Committee members appointed by the Secretariat are voting members.

Decisions will be made by consensus as much as possible, or by majority otherwise. In the case of a tied vote, the Chair has the final decision.

#### **B.8.9 Quorum**

Three voting members of the Committee constitute quorum; both professions must be represented in the quorum.

#### **B.8.10 Guidelines of the review process**

The review process will involve the following stages:

9. feedback will be solicited from relevant constituencies, including university programs, professional organizations, regulators, and the Board; feedback will be solicited through the management agency. The management agency will also provide the feedback that it has received from Site Review Teams and from university programs involved in previous accreditation reviews;
10. an environmental scan will be conducted of the accreditation policies, procedures, and standards of similar health professions; and
11. the PPSR Committee will discuss findings and formulate recommended changes.

The outcome of the first two stages will consist of a report that will summarize the feedback from constituencies, the Board and the management agency, and will identify major gaps that might have resulted from changes in education or professional practice since the last review.

The Chair will write the summary report in consultation with other members of the PPSR Committee. After its completion, the summary will be circulated to members of the Secretariat. The Secretariat will review the summary and seek clarification, if needed, from the Committee about the findings. Members of the Secretariat may consult with their respective Partner Group about proposed changes, at their discretion.

In the third stage of the review process, the PPSR Committee will discuss the findings from the first two stages, incorporate any feedback or requests for clarification received from the Secretariat, and formulate its recommendations to the Secretariat. The Chair will write a final report that includes key findings and recommendations, in consultation with other members of the committee. The final report with the recommendations for changes to the accreditation policies, procedures, and standards will be submitted to the Secretariat typically within one year from the beginning of the review.

The Secretariat will receive the recommendations and make the final decision on any changes to the accreditation policies, procedures and standards in consultation with the Board. The management agency will make the necessary arrangements for finalizing and translating editions of the Policies, Procedures, and Standards Manual (in English and French), including copy editing and formatting services. The Chair of the Secretariat is responsible for final approval of the manual for publication and distribution.

Once the new manuals have been finalized, they will be distributed to the university programs and posted on the CACUP-ASLP website. When a new Policies, Procedures, and Standards Manual is distributed, programs scheduled for review within the next 12 months will have the option to follow the old or the new procedures and policies. After 12 months, all accreditation reviews will be conducted in accordance with the new procedures and policies.

#### **B.8.11 Compensation and expense reimbursement**

Members of the Committee serve without remuneration or any other financial benefit. In exceptional circumstances, members of the PPSR Committee may be eligible for the reimbursement of reasonable expenses incurred in the course of conducting the business of the PPSR Committee. Any such expenses must be consistent with the CACUP-ASLP's Expense Reimbursement policy, a copy of which will be provided to each member of the Committee, and approved in advance by the Secretariat.

An individual's appointment to the PPSR Committee in no way forms an employment relationship or independent contractor relationship between the individual and CACUP-ASLP.

### **B.9 GOVERNANCE REVIEW COMMITTEE**

#### **B.9.1 Accountability**

The Governance Review Committee (the "GR Committee") is accountable to the Secretariat.

#### **B.9.2 Mandate**

The GR Committee is an ad hoc committee that is appointed by the Secretariat on an as needed basis for the purpose of reviewing and proposing changes to the organization's governance structure.

Reviews shall occur not less than once every seven years, or as requested by the Board between regularly scheduled reviews.

#### **B.9.3 Membership**

The membership of the GR Committee consists of the following five members appointed by the Secretariat:

1. a representative nominated by the university programs who is the head of one of the Canadian university programs who is a voting member of CCUP-CSD;)
2. a representative nominated by the university programs who is a university faculty member from one of the accredited Canadian programs who represents the discipline of either audiology or speech-language pathology;
3. a representative nominated by the university programs who is an academic coordinator of clinical education (ACCE) or clinical educator associated (CE) with one of the accredited Canadian university programs who represents the discipline of either audiology or speech-language pathology;
4. a representative nominated by the professions who has the relevant experience; and

5. a representative nominated by the regulators who has the relevant regulatory experience.

Membership shall include representation from both professions.

The members of the GR Committee shall designate the following positions from among their number:

- (a) Chair; and
- (b) Secretary.

The Chair of the GR Committee shall serve as liaison between the GR Committee and the Secretariat.

Members of the GR Committee shall not serve simultaneously on any other board or committee within CACUP-ASLP.

#### **B.9.4 Term**

The term of each member of the GR Committee shall terminate upon the acceptance of the GR Committee's report to the Secretariat.

A member may resign from the GR Committee by submitting a letter of resignation to the Secretariat and such resignation shall be effective upon receipt of such letter by the Secretariat.

For the purpose of continuity, if a member of the GR Committee ceases to be a member of their respective organization, their membership in the Governance Review Committee may continue, with the approval of the Partner Group and the Secretariat.

In the event of a vacancy, the organization from which the vacancy occurs shall forthwith nominate an alternate individual to serve on the GR Committee in that same capacity for the Secretariat's consideration and appointment.

#### **B.9.5 Roles and responsibilities**

The Committee:

1. focuses exclusively on issues relating to CACUP-ASLP's governance and structure;
2. reviews CACUP-ASLP's existing governance structure, including its Governance Manual;
3. considers both building upon and refining CACUP-ASLP's current governance structure;
4. explores new governance models that follow good governance practices; and
5. develops recommendations for consideration by the Secretariat.

The GR Committee is not empowered to amend or otherwise change CACUP-ASLP's governance structure, rather it is tasked with evaluating options and presenting recommendations to the Secretariat for its approval.

Subject to the prior approval of the Secretariat, the GR Committee may engage legal counsel and other advisors.

Members of the GR Committee shall act honestly and in good faith with a view to promoting and upholding the best interests of CACUP-ASLP and shall maintain confidentiality. Members shall not act as an advocate for the organization of which they are a member, but are expected to bring forward perspectives and ideas which may be informed by those networks.

#### **B.9.6 Meetings**

The GR Committee shall meet on an as-required basis in order to conduct the business of the Committee in a timely manner.

Specific dates and times for meetings shall be determined by the members of the GR Committee. To the extent possible, all meetings shall be held virtually via videoconference.

Additional meetings may be called by the Chair.

Members are expected to attend all meetings.

Minutes of the GR Committee shall be kept by the Secretary and shall be circulated to the Committee members and others as determined by the Committee or as directed by the Secretariat.

#### **B.9.7 Removal of Chair/Members**

The Chair or a member of the GR Committee may be removed if, in the opinion of the majority of the Secretariat, the Chair or member is incapacitated, is unable to carry out the duties of the office or is in violation of CACUP-ASLP's policies or procedures in effect from time to time.

The Chair or a member of the GR Committee may step down from their role voluntarily if they are no longer able to perform the duties as assigned.

In either case and as applicable, the Partner Group from which the Chair or member was appointed shall nominate a replacement to serve for the remainder of the Chair or member's term. The nominee's appointment is subject to the approval of the Secretariat.

#### **B.9.8 Voting**

All GR Committee members are voting members. Decisions will be made by consensus as much as possible, or by majority otherwise.

In the case of a tied vote, the Chair has the final decision.

#### **B.9.9 Quorum**

Three members of the GR Committee constitute quorum; both professions must be represented in the quorum.

#### **B.9.10 Guidelines of the review process**

The review process will involve the following stages:

1. feedback will be solicited from relevant constituencies, including university programs, professional organizations, regulators, and the Board;
2. an environmental scan will be conducted of the governance structure for accreditation bodies in similar health professions; and
3. the GR Committee will discuss findings and formulate recommendations for consideration by the Secretariat.

The Chair will write a final report that includes key findings and recommendations, in consultation with other members of the committee. The final report with the recommendations for changes to the governance structure will be submitted to the Secretariat typically within six to twelve months from the beginning of the review.

The Secretariat will receive the recommendations and make the final decision on any changes to the governance structure and associated Governance manual in consultation with the Board. The management agency will make the necessary arrangements for finalization of the revised manual (in English and French), including copy editing, formatting, and translation services. The Chair of the Secretariat is responsible for final approval of the manual for publication and distribution.

Once approved, the revised Governance manual will be posted on the CACUP-ASLP website and distributed to all Partner Groups.

#### **B.9.11 Compensation and expense reimbursement**

Members of the Governance Committee serve without remuneration or any other financial benefit.

In exceptional circumstances, members of the GR Committee may be eligible for the reimbursement of reasonable expenses incurred in the course of conducting the business of the Committee. Any such expenses must be consistent with the CACUP-ASLP's Expense Reimbursement policy, a copy of which will be provided to each member of the GR Committee, and approved in advance by the Secretariat.

An individual's appointment to the GR in no way forms an employment relationship or independent contractor relationship between the individual and CACUP-ASLP.

### **B.10 MANAGEMENT AGENCY**

CACUP-ASLP is supported by a management agency. The agency primarily supports the Board and also provides support to the Secretariat on an as-needed basis.

#### **B.10.1 Reporting relationship**

The management agency reports to the Chair of the Board.

#### **B.10.2 Roles and responsibilities**

The management agency:

1. arranges virtual meetings of the Board and takes minutes at meetings;
2. maintains a schedule of programs to be accredited and sends notices and materials according to the schedule;

3. communicates with the Chair of the Board regarding progress of the accreditation schedule;
4. handles all documentation and correspondence regarding accreditation;
5. sends invoice notices to the programs being reviewed for accreditation;
6. keeps account of revenue and expenses;
7. arranges travel and hotel accommodation for the Site Review Team, in collaboration with the program being reviewed;
8. arranges for virtual meetings according to the site review itinerary, on the occasion of virtual site visits;
9. manages the accreditation files;
10. co-signs cheques and invoices on behalf of CACUP-ASLP;
11. maintains the CACUP-ASLP website;
12. sends invoice notices to the Partners (or Partner Groups) for annual dues;
13. supports the Secretariat as needed; and
14. respects the confidentiality of the accreditation process.

## **B.11 CONFLICT OF INTEREST**

All members of the Secretariat, Board, Committees, and Site Review Teams are expected to declare any potential conflict of interest in advance when it is recognized that a conflict may occur.

A conflict of interest is a situation in which a person has a private or personal interest sufficient to appear to influence the objective exercise of their duties.

Further, within the context of CACUP-ASLP, a conflict of interest is deemed to arise where a person has a formal association (e.g., full-time, part-time, adjunct, clinical, emeritus, honorary appointments, etc.) with the university program under review. The Chair of the Secretariat will decide in consultation with the Chair of the Board and/or with other members of the Secretariat, as appropriate, whether a conflict of interest exists, and if so, will appoint a replacement member as required following appropriate consultations.



# C. FINANCIAL SUPPORT AND MANAGEMENT

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## C.1 GUIDING PRINCIPLES OF FINANCIAL MANAGEMENT

1. CACUP-ASLP operates on a cost-recovery basis. Fees will be charged that reflect the actual costs of activities required to conduct high-quality accreditation reviews and make appropriate decisions. Fees will not be set to include a profit for either CACUP-ASLP or any of the Partner Groups. Expenses will be monitored annually by the management agency, in consultation with the Chair of the Board, and changes to fees will be recommended to the Secretariat as necessary to reflect the actual costs of past activity averaged over a three-year period and to include anticipated increases in the cost of future activity.
2. Any additional operating costs will be shared among the three Partner Groups.
3. CACUP-ASLP will operate as cost-efficiently as possible. Examples of possible cost savings include obtaining premium discount rates on travel for site reviewers, holding meetings by videoconference, teleconference or other electronic means rather than face-to-face where possible, and accepting in-kind contributions from partners for equipment and services if convenient and appropriate.
4. The work of CACUP-ASLP will be conducted primarily by volunteers, with the exception of a management agency, who will be contracted to provide support. While Site Review Team members will be paid an honorarium to acknowledge the value and importance of their contributions, the amount is not intended to compensate them on an hourly basis at a rate they would be able to charge as consultants. Site reviewers are considered to be volunteers.
5. It is recognized that the quality of the accreditation reviews is dependent on the competence and efforts of the volunteer members of the Board, Site Review Team and any ad hoc committees. CACUP-ASLP will make every effort to provide services to support their work and increase the convenience and ease with which this work is conducted, where the budget permits. Further, decisions for selecting site reviewers will be determined primarily by the qualifications of the candidates rather than exclusively by pragmatic considerations such as travel costs. In no case should the quality of an accreditation review be compromised for the sake of financial expediency.

## C.2 HEADQUARTERS

The headquarters as determined by contractual agreement between the Secretariat and management agency will be located at the discretion of both parties. The headquarters will be the home of the administration office and will house all files pertaining to the organization, noting that most files are stored electronically. Additionally, the headquarters will stand as the permanent address for the CACUP-ASLP until decided otherwise.

## C.3 FINANCIAL SUPPORT STRUCTURE

### C.3.1 Operating costs

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All operating costs will be shared equally among the three Partner Groups. Annual operating expenses will consist primarily of the honoraria and reimbursements paid to members of site review teams, management fees paid to the management agency, stationary and other expendable desk supplies, liability insurance, legal fees, annual dues to the AAAC, and communication services such as internet, phone (including teleconference calls), and fax, as well as postage and courier services.

### **C.3.2 Site reviews**

A fee will be charged to each program undergoing an accreditation review to recover the costs associated with the site review team, whether the team conducts a face-to-face review at the university site or a virtual review. The fee will be set irrespective of the location of the program or the actual travel costs of the on-site or virtual reviewers and; therefore, will be the same in a given year for any university, regardless of its location in Canada. The fee will be based on an estimated or actual average of costs for site reviews over a rolling three-year period. It will be monitored annually and adjusted as necessary.

## **C.4 ADMINISTRATION OF ACCOUNTS**

1. The fiscal year will be April 1 to March 31. The management agency will provide financial statements to the Chair of the Board quarterly. Following approval, the Chair of the Board will forward the statement to the Secretariat.
2. The management agency will send invoices to each Partner Group by January 15, and payment from Partner Groups will be due by March 1 of the same year.
3. The management agency will send an invoice to the university program undergoing a review for accreditation following confirmation of the review by the program. Payment will be due to CACUP-ASLP within one month of receipt of the invoice.
4. The Chair of the Board and the management agency assistant will have signing authority for CACUP-ASLP's bank account(s). The management agency is responsible for paying all bills, following approval by the Chairs of the Board and the Secretariat.

## **C.5 FINANCIAL AND LEGAL AUTHORITY**

The Secretariat is responsible for monitoring the expenditure patterns and setting/re-adjusting fees in accordance with the organization's financial principles. In addition, the Secretariat is responsible for making decisions regarding legal and insurance issues pertaining to CACUP-ASLP.

While the Chair of the Board directly supervises the work of the management agency, decisions related to hiring and termination of the management agency's services are the responsibility of the Secretariat.

Any and all decisions regarding major financial changes to the CACUP-ASLP require that Secretariat members consult with respective Partner Groups.