


New Program Development

AC-003

Version	Version Date (MM/DD/YYYY)	Review Date (MM/DD/YYYY)	Description of Changes
02	03/18/2021	03/18/2023	Changes to approval process

Dean, Liberal Arts and Academic Quality	Helen Pearce	
Policy Holder	Print Name	Date (03/18/2021)

Academic Council	
Advising Body	Date Consulted (03/18/2021)

Vice President, Academic	Kevin Weaver	
Approver	Print Name	Date (03/18/2021)

Purpose

The purpose of this policy is to provide a framework for the development and approval of all new programs of instruction at Georgian College. It is designed to ensure that new programs are sustainable, complement existing Georgian programs, address student and labour market needs, and are developed in accordance with the criteria established by the Ministry of Colleges and Universities (MCU) Minister's Binding Policy Directive: Framework for Programs of Instruction.

Scope

This policy applies to all new credit programs leading to a Georgian College credential.

Definitions

Word/Term	Definition
<i>Capacity Assessment Committee (CAC)</i>	<i>An internal committee responsible for the evaluation of resource requirements for any proposed programs or major changes. They review the preliminary and revised program costing analysis (Program Costing) that is attached to the program proposal in the Curriculum Information Management system (CIM), and make recommendations to the Vice President, Academic.</i>
<i>Catalogue (CAT)</i>	<i>Catalogue module of CourseLeaf software used to manage program data and academic regulations that are typically displayed in the College Calendar.</i>
<i>Credential</i>	<i>A qualification or achievement awarded in the form of a document upon successful completion of a program of instruction in the college system; consistent with Ministry's Credentials Framework.</i>
<i>Credentials Validation Service (CVS)</i>	<i>Provides validation of programs of instruction to the colleges, ensuring programs are consistent with the MCU's Binding Policy Directive: Framework for Programs of Instruction. CVS validation must be granted before seeking MCU funding approval.</i>
<i>Curriculum Information Management System (CIM)</i>	<i>Curriculum information management module of CourseLeaf software used to manage course and program approval processes and data entry. The CourseLeaf Curriculum and CourseLeaf Catalog modules work together to automatically update all catalogues with approved course, program and student information system (Banner) data.</i>
<i>Ministry of Colleges and Universities (MCU)</i>	<i>Provides funding approval to all postsecondary programs of instruction. It assesses all program proposals for determination of appropriate code classification, funding weights and parameters, and program titling.</i>
<i>New Program Development Faculty Lead</i>	<i>A faculty with assigned time to lead the program development process from Statement of Interest to program launch.</i>
<i>New Program Development Working Group</i>	<i>A team consisting of the Dean or Associate Dean, Program Development Faculty Lead, and at least one or more faculty working group members. The team is responsible for the development of the new program curriculum. A non-fulltime faculty may be hired as part of the working group where the subject matter expertise or capacity does not exist in the organization.</i>

<i>New Program Proposal</i>	<i>The content, evidence, and rationale necessary to develop and launch a program. Includes the Statement of Interest, Program Demand Research Analysis, Program Costing, and proposed curriculum.</i>
<i>Postsecondary Education Quality Assessment Board (PEQAB)</i>	<i>Makes recommendations to the MCU regarding applications for ministerial consent under the terms of the Post-secondary Education Choice and Excellence Act, 2000. All degrees offered at the College must meet PEQAB standards and benchmarks.</i>
<i>Program Costing</i>	<i>A document used to provide a break-down of all program costs, including start-up costs, projected program delivery costs, physical renovation costs, promotion and marketing, projected staffing plan, capital equipment, accreditation costs, Library Commons and other learning resource requirements. This document will be reviewed and modified as necessary by the Capacity Assessment Committee.</i>
<i>Program Demand Research Analysis</i>	<i>Part two of the new program proposal that includes institutional and academic area research to support the addition of a new program (student and labour market demand analysis; work integrated learning potential; transfer and articulation potential; partnership potential; and profile of key competitors and program differentiation).</i>
<i>Program Steering Committee (PSC)</i>	<i>A committee made up of external industry and community members, who guide the direction of a new program from an industry and community perspective Internal members include the Dean, Associate Dean, and Faculty from the program area. The members of this committee often become the members of the Program Advisory Committee, once a program has been approved and launched.</i>
<i>Stakeholders</i>	<i>Includes faculty, students, support staff, administrators, Steering Committee members, Program Advisory Committee members, industry partners, and any representatives from areas of the College whose input is critical to program quality. Refer to Georgian's Integrated Planning and Stakeholder Consultation chart for a complete list of internal and external stakeholders.</i>
<i>Statement of Interest</i>	<i>Part one of the new program proposal outlining the benefits of adding a new program to Georgian's offerings, including the overall goals of the program, fit with current program mix, social and labour market demand, and alignment with the Strategic Plan, Academic Plan, Strategic Mandate Agreement and/or Strategic Enrolment Management Plan. It is also used to demonstrate the College's capacity to deliver the new program via the preliminary Program Costing.</i>

Responsibility

- The **Vice President, Academic (VPA)** is responsible for
 - approving new program ideas for further research in alignment with the Strategic Plan, Academic Plan, Strategic Mandate Agreement and/or Strategic Enrolment Management plan;
 - approving the college's capacity to deliver a program following evaluation by the Capacity Assessment Committee; and,
 - recommending the new program to the Senior Leadership Team for approval.
- The **Senior Leadership Team (SLT)** is responsible for recommending new programs to the Board of Governors for final internal approval.
- The **Academic Leadership Team** is responsible for approving new programs for development, from an academic perspective, based on program fit, and evidence-based research.
- The **Board of Governors (BOG)** is responsible for providing the final internal approval of a new program.
- The **President and Chief Executive Officer** is responsible for signing the Request for Funding Approval before it is sent to the MCU.
- **Academic Council** is responsible for
 - approving the final curriculum (including the Program Outline, program mapping, and program tracking).
 - reporting on new program development to College Council.
- The **Capacity Assessment Committee (CAC)** is responsible for determining and recommending the college's capacity to deliver a new program from a financial, space, equipment, student service, human resource and marketing perspective.
- The ***Dean** of the Academic area is responsible for
 - compiling the Statement of Interest (SOI);
 - assembling a Program Steering Committee (PSC) to provide industry and community guidance during the research and curriculum stages of program development (please refer to AC-011: Program Steering Committee).
 - assembling the New Program Development Working group.
 - consulting with Financial Planning and other relevant stakeholders to produce the preliminary and final Program Costing to determine the capacity of the college to deliver the new program;
 - ensuring consultations have taken place with all relevant academic stakeholders in order to optimize shared expertise, and to avoid unnecessary duplication with other college programs;
 - consulting with accrediting or regulatory bodies to ensure requirements are addressed in the development of the program;
 - approving the new program curriculum on behalf of the academic area; and

- assembling the final, completed proposal for the new program for approval at ALT, SLT and the BOG.
- *Note: The Dean may designate responsibility to the Associate Dean as appropriate.
- The **New Program Development Faculty Lead** (subject matter expert) is responsible for
 - development of the curriculum in accordance with the MCU Minister's Binding Framework for Programs of Instruction;
 - consulting with internal and external stakeholders regarding the proposed new curriculum in order to reduce duplication and optimize shared expertise;
 - consulting with the Office of Academic Quality; and
 - the instructional design and delivery of the program.
- The **Program Steering Committee (PSC)** is responsible for
 - providing input and guidance regarding community and industry need for the proposed program during the initial research stage of development; and
 - consulting and providing support for the proposed new curriculum.
- **Institutional Research (IR)** is responsible for assisting with the collection and analysis of current evidence to support the development of a new program, such as student demand, need for graduates with the credential, labour market data, and program fit with existing programs.
- **The Director, Financial Planning** is responsible for
 - advising on the financial viability of a new program;
 - collaborating with the Dean of the academic area (and other relevant stakeholders) to develop the Program Costing; and
 - reviewing the costing analysis on proposed new programs as part of the CAC process.
- The **Vice President, Student Success and Corporate Services** is responsible for approving a new program's costing, as well as revisions to the costing that might occur as a result of potential curriculum or delivery changes arising during the approval stage.
- The **Dean, Academic Quality** is responsible for overseeing the quality assurance processes regarding new program development.
- The **Office of Academic Quality (OAQ)** is responsible for
 - overseeing the New Program Development process;
 - facilitating meetings between the academic areas and the Capacity Assessment Committee;
 - managing the CVS, PEQAB and MCU approval processes for programs;
 - providing curriculum support and resources to the academic curriculum teams;
 - ensuring the curriculum of a new program meets college, Credentials Validation Services (CVS) or Postsecondary Education Quality Assessment Board (PEQAB), and Ministry requirements;
 - facilitating the PEQAB Quality Assessment Panel site visits;
 - notifying stakeholders of validation from CVS or consent from PEQAB, and funding approval from the MCU via the Curriculum Information System (CIM); and

- ensuring approved new programs and courses are synched with the Student Information System (SIS), and that the program fields required for the program outline web display migrate to the Catalogue (CAT).
- The **Office of the Registrar** is responsible for
 - providing approved new program information to the Ontario Colleges Application Service (OCAS) for inclusion in their website;
 - operationalizing the curriculum after approval; and
 - managing the admissions, scheduling, registration and graduation process of all programs.
- **Marketing** is responsible for publishing approved program information on the Georgian College website and in the Viewbook, and for advertising the new program through publicity materials and recruitment campaigns.

Policy

- 1.1 New programs are developed based on analysis of the current program mix in alignment with the college's Strategic Mandate Agreement, the Strategic and Academic plans, enrolment planning, student needs, and market driven trends.
- 1.2 New program proposals are submitted to the VPA for approval. Proposals must include an evidence-based analysis of student demand and impact; community need; employment trends and employer needs; educational pathways; availability of qualified faculty; capacity assessment (i.e. space and resource implications); program cost and sustainability; and the new program's ability to complement the College's current program mix. Only program proposals supported by appropriate evidence will be approved for development.
- 1.3 New Program proposals are submitted to ALT for academic approval.
- 1.4 New programs are developed using clearly articulated statements of program learning outcomes as directed by MCU Provincial Program Standards or Descriptions for certificates and diplomas, and PEQAB's Degree Level Standard for degrees. Where possible, new programs embed institutional learning outcomes and priorities.
- 1.5 The New Program Development Working Group requires a minimum of three faculty with sufficient time allocated to conduct the development work (refer to SWF guidelines). The team is assigned a member of the OAQ who will consult with them throughout the process.
- 1.6 New programs are developed in consultation with academic areas, the Program Steering Committee, as well as industry/sector advisors, both internal and external to Georgian College. Internal stakeholders are consulted as required and as outlined in the New Program Proposal.
- 1.7 Curriculum development and approval typically adhere to the Georgian College Quality Framework, Policy [AC-001: Academic Quality Assurance](#), and follow the process and parameters outlined within this document and in [Policy AC-005: Curriculum Revision](#).
- 1.8 All new programs are created, revised, and formally approved via the Curriculum Information Management system (CIM).

- 1.9 All new programs of instruction must be approved by the Board of Governors prior to submission for CVS validation or MCU consent, and by extension, prior to MCU funding approval.
- 1.10 All academic programs are subject to an annual Program Assessment, including mid-year follow-up (refer to [Policy AC-008: Program Assessment](#)), and a comprehensive program renewal, to occur typically every five years (refer to [Policy AC-004: Program Renewal](#)), in order to ensure continual quality improvement (refer to [Policy AC-001: Academic Quality Assurance](#)).

Procedures

New Program Development

2.1 New Program Proposal Approval

- 2.1.1 Academic areas propose new program ideas for development and approval by the VPA so that research may begin.
- 2.1.2 The academic area conducts primary and secondary research. This includes the assembly of and consultation with the Program Steering Committee (PSC), and work with Institutional Research (IR) to gather evidence-based support for the feasibility of adding a new program to the College's current program mix. Both the IR documentation and relevant PSC meeting minutes are attached to the program proposal in CIM.
- 2.1.3 The VPA Office schedules a meeting between the CAC and the academic area. The committee conducts a full evaluation of resource requirements for the proposed program using the program costing to determine the institution's capacity to deliver the program and makes recommendations to the VPA.
- 2.1.4 The Dean assembles all of the required data in the form of the Statement of Interest (SOI), and proposes the new program to the VPA within CIM. This SOI includes rationale for the new program, research, capacity to deliver (including the preliminary Program Costing, and any related Provincial Program Standard or Description).
- 2.1.5 The VPA reviews the SOI and, if approval is granted, the VPA submits the SOI to ALT for academic approval.
- 2.1.6 The Dean then has approval to proceed with development of the program curriculum.

2.2 New Program Curriculum Development and Program Costing

- 2.2.1 The Dean assembles the New Program Development Working Group. The group is assigned a member of the OAQ who will work with them throughout the process.
- 2.2.2 The Working Group engages with area faculty and multiple industry experts (the Program Steering Committee), as well as other internal and external stakeholders, and creates the new program curriculum (this includes the components for the Program Outline, program mapping, program tracking, and course outlines).

- 2.2.3 While the curriculum is being developed, the Dean of the academic area consults with Financial Planning to review and update the Program Costing.
- 2.2.4 The academic area submits the final program curriculum, as well as the formal minutes documenting PSC support for the proposed curriculum, to the OAQ, three weeks prior to the Academic Council (AC) meeting at which the proposed curriculum will be presented for approval.
- 2.2.5 The OAQ reviews the curriculum to ensure that it meets college system requirements and Ministry standards. The curriculum is returned to the academic area for revision as necessary, approved by the Dean, and then submitted once more to the OAQ.
- 2.2.6 The OAQ forwards the finalized curriculum to the members of AC no later than one week prior to the scheduled meeting.
- 2.2.7 The Dean and Program Development Faculty Lead and/or faculty designates present the proposed new program documents at AC for discussion and approval.
 - 2.2.7.1 Programs may be sent back to the academic area for clarification and reviewed again by AC, once the questions are addressed.
 - 2.2.7.2 If any changes to the proposed curriculum have budgetary implications, the Dean consults with the Director, Financial Planning to modify the Program Costing.
- 2.2.8 Once AC approves the new program curriculum, the Office of Academic Quality works with the Dean to assemble the complete program proposal, including the final Program Costing, as well as confirmation from IR that the initial research remains current. If no longer current, IR will provide updated research to support the final proposal through the remaining internal approvals.

2.3 Finalized New Program Proposal and Internal Approvals

- 2.3.1 The program proposal and final Program Costing are submitted to the VPA and Vice President, Student Success and Corporate Services for approval and recommendation to SLT.
- 2.3.2 SLT approves the finalized program proposal and Program Costing, and, if appropriate, recommends the new program to the BOG.
- 2.3.3 BOG approves the new program, and, if appropriate, recommends it be added to Georgian's program offerings (subject to external approval).

2.4 External Approvals – Diplomas and Certificates

- 2.4.1 The OAQ works with the academic area to prepare and submit the CVS application to CVS for validation.
- 2.4.2 Upon new program validation from CVS, the OAQ submits the new program to the MCU for funding approval.

2.5 External Approvals – Degrees

- 2.5.1 MCU sends the application to PEQAB for assessment. PEQAB confirms receipt of the application with the OAQ.

- 2.5.2 Georgian hosts a site visit with internal and external stakeholders of the College. This is conducted by a Program Evaluation Committee assigned by PEQAB.
- 2.5.3 Based on the site visit and all documentation, the assessors create a report indicating which benchmarks and standards have been met. This report is shared with the OAQ who shares it with the academic area. Typically, the College has three weeks in which to respond and submit a response to PEQAB.
- 2.5.4 PEQAB's Board meets and creates a recommendation for the Ministry, and notifies the College that the recommendation has been sent.
- 2.5.5 The Ministry sends its letter of consent to the President and CEO indicating the duration and any conditions of consent.

2.6 Program Launch

- 2.6.1 Once MCU funding is secured, the program outline is implemented by the Office of the Registrar.
- 2.6.2 Marketing ensures the inclusion of the new program information in all relevant publicity materials, including the College Viewbook and website.
- 2.6.3 The Office of the Registrar provides the program information to OCAS who loads it onto their website. The new program typically launches in the following academic year.
- 2.6.4 Deans/Associate Deans assign the course syllabus work (including assessment design and weekly schedule) to program faculty who are teaching the courses. This work is assigned during the non-contact period for full-time faculty, and by contract for non-full-time faculty.
- 2.6.5 Once launched, the new program is subject to routine quality assurance processes including the annual Program Assessment and Program Renewal (refer to Policies [AC-008: Program Assessment](#) and [AC-004: Program Renewal](#)).

Related Materials

MCU Minister's Binding Policy Directive: Framework for Programs of Instruction
MCU Minister's Binding Policy Directive: Funding Approval of Programs of Instruction
Ontario Qualifications Framework
MCU Provincial Program Standards and Descriptions
PEQAB Program Degree Standards
Strategic Mandate Agreement
Strategic Plan
Academic Plan
Georgian College Quality Framework
[Policy AC-001: Academic Quality Assurance](#)
[Policy AC-004: Program Renewal](#)
[Policy AC-005: Curriculum Revision](#)
[Policy AC-006 Evaluation of Student Learning](#)
[Policy AC-007: Course Outline](#)
[Policy AC-008: Program Assessment](#)

Policy AC-011: Program Steering Committees
Capacity Assessment Committee Terms of Reference