


New Program Development Policy AC-003

| Version | Version Date (MM/DD/YYYY) | Review Date (MM/DD/YYYY) | Description of Changes |
|---------|------------------------------|-----------------------------|---|
| 03 | April 26, 2023 | April 26, 2026 | <p style="text-align: center;">Third Edition</p> Update to terms “Stakeholders” and “Program Assessment”. Updated development process to include strategic planning, differentiation, added the role of PIC and AET, and removed ALT as approver. Added responsibility and procedure statements regarding COOP and Admissions approvals. |

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| Dean, Liberal Arts and Academic Quality | Anne-Liisa Longmore |  |
| Policy Holder | Print Name | Date: May 15, 2023 |

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| Academic Council | |
| Advising Body | Date Consulted: May 11, 2023 |

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| Vice President, Academic | Yael Katz | Signature:  |
| Approver | Print Name | Date: May 15, 2023 |

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 |
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| <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 and/or technologist working group members. The team is responsible for the development of the new program curriculum.</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</i> |

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| | <i>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>Interested and affected parties</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 Consultation chart.</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

- approving new program Statements of Interest for curriculum development; and
- recommending new programs to the Board of Governors for final internal approval.

The **Academic Executive Team (AET)** is responsible for reviewing new program ideas for development, from an academic perspective, based on program fit, differentiation, and opportunity for interdisciplinary collaboration.

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 **Program Innovation Committee (PIC)** is responsible for

- providing advice and guidance on the approach to determine new program ideas; and
- reviewing and recommending new program proposals for development to the VPA.

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);
- consulting with the Academic Executive Team (AET) to optimize shared expertise, to identify opportunities for interdisciplinary collaboration, and to avoid unnecessary duplication with other college programs;
- 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).
- consulting with critical areas of the college represented on the Integrated Planning and Consultation chart regarding academic and resource needs, as necessary;
- consulting with Financial Planning and other relevant interested and affected parties to produce the preliminary and final Program Costing to determine the capacity of the college to deliver the new program;

- consulting with accrediting or regulatory bodies to ensure requirements are addressed in the development of the program;
- assembling the New Program Development Working group to develop the program curriculum;
- 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 critical areas of the college represented on the Integrated Planning and Consultation chart regarding academic and resource needs as necessary, and to reduce duplication and optimize shared expertise;
- consulting with the Office of Academic Quality; and
- the instructional design and delivery of the program.

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 interested and affected parties) to develop the Program Costing; and
- reviewing the costing analysis on proposed new programs as part of the CAC process.

The **Vice President, Finance 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 relevant interested and affected parties 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 synchronized with the Student Information System (SIS), and that the program fields required for the program outline web display migrate to the Catalogue (CAT).

The **Cooperative Education department** is responsible for supporting program development working groups developing new Cooperative Education programs (refer to policy AC-XXX Cooperative Education Programs – in development).

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;
- approving admissions requirements;
- 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 and priorities, enrolment planning, student needs, and market driven trends.
- 1.2 New program proposals are submitted to the VPA for approval. Proposals must demonstrate how the program will advance the strategic priorities of the college and identify key points of differentiation, as well as opportunities for pathways and partnerships. They 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 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.
- 1.4 New programs are developed by Program Development Working Group who are allocated sufficient time to conduct the development work (refer to Standard Workload Form (SWF) guidelines). The team is assigned a member of the OAQ who will consult with them throughout the process.
- 1.5 New programs are developed in consultation with academic areas, the Program Steering Committee, as well as industry/sector advisors, and critical areas of the college represented on the Integrated Planning and Consultation chart.
- 1.6 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](#).

- 1.7 New programs are created, revised, and formally approved via the Curriculum Information Management system (CIM).
- 1.8 New programs of instruction are approved by the Board of Governors prior to submission for CVS validation or MCU consent, and by extension, prior to MCU funding approval. In circumstances where, MCU funding approval is at risk of being delayed, CVS validation may be sought in advance of Board approval.
- 1.9 All academic programs are subject to an annual Program Quality Review, 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 to the Academic Executive Team (AET). If AET approves the idea, the Dean works with the OAQ to determine the appropriate MTCU code and working title for the program, and with Institutional Research (IR) to gather evidence-based support for the feasibility of adding a new program to the College's current program mix.
- 2.1.2 Based on this research, the Dean decides whether to proceed with development. If moving forward, the Dean brings the proposal to the Program Innovation Committee (PIC) who review the research and make a recommendation to the VPA on whether or not to develop the program.
- 2.1.3 The VPA reviews the proposal and formally approves the new program for development. Upon this approval, the Dean assembles a Steering Committee to seek input about industry and community need for the new program.
- 2.1.4 The Dean assembles the required data in the form of the Statement of Interest (SOI). 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 OAQ 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 to approve the program for curriculum development.
- 2.1.6 The VPA reviews the SOI, and, if appropriate, brings the proposal forward to SLT and then ALT for information. The Dean then has approval to proceed with development of the program curriculum.

2.2 New Program Curriculum Development

- 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 interested and affected parties represented on the Integrated Planning and Consultation chart and creates the new program curriculum.

- 2.2.3 The academic area submits the final program curriculum to the OAQ, three weeks prior to the Academic Council (AC) meeting at which the proposed curriculum will be presented for approval.
- 2.2.4 The OAQ reviews the curriculum to ensure that it meets college system requirements and Ministry standards, and then forwards the finalized curriculum to the Cooperative Education Department (if relevant), and the Office of the Registrar for approval of Admissions Requirements.
- 2.2.5 The curriculum is returned to the academic area for revision as necessary, approved by the Dean, and then submitted once more to the OAQ, who forwards the proposal to members of AC no later than one week prior to the scheduled meeting.
- 2.2.6 The Dean and Program Development Faculty Lead and/or faculty designates present the proposed new program documents at AC for discussion and approval.
 - 2.2.6.1 Programs may be sent back to the academic area for clarification and reviewed again by AC, once the questions are addressed.
 - 2.2.6.2 If any changes to the proposed curriculum have budgetary implications, the Dean consults with the Director, Financial Planning to modify the Program Costing.
- 2.2.7 Once AC approves the new program curriculum, the Office of Academic Quality works with the Dean to prepare the proposal for the remaining internal approvals.

2.3 Finalized New Program Proposal and Internal Approvals

- 2.3.1 The final program proposal is submitted to the Vice President Academic, and Vice President, Finance and Corporate Services for approval.
- 2.3.2 SLT approves the finalized program proposal, 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 interested and affected parties (internal and external to 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 Once launched, the new program is subject to routine quality assurance processes including the annual Program Quality Review and Program Renewal (refer to [Policies AC-008: Annual 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: Annual Program Assessment](#)
Standard Workload Form (SWF) Guidelines
[Integrated Planning and Consultation chart](#)
Capacity Assessment Committee Terms of Reference