



PROGRAM DEVELOPMENT PROCEDURE

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PROCEDURE STATEMENT

Program development at Conestoga is central to the function of meeting community, employer, government and student needs. The development process considers Conestoga's Strategic Mandate Agreement and Strategic Plan, workforce needs, confirmation of program viability and sustainability, and external regulatory/accrediting body requirements, as appropriate.

This procedure defines how programs of study are developed at Conestoga, describing the path from initial discussion to final implementation. Adhering to these prescribed methods for the development of programs of study helps to ensure approval by both internal and external bodies.

SCOPE

This procedure specifies the requirements for program development from concept through to implementation at Conestoga for programs of study encompassed by the Ministry's Binding Policy Directive: Framework for Programs of Instruction, including local college certificates and certificates of achievement programs, and the Post-secondary Education Choice and Excellence Act, 2000.

The procedure encompasses internal administrative areas and operational functions that influence and contribute to program approval, development and delivery.

DEFINITIONS

Academic Coordinating Committee (ACC)

This senior academic committee provides a forum for academic planning and operations within the framework of the Strategic Plan, as well as other goals and initiatives identified by the senior management team and the College's Board of Governors. The committee is responsible for considering academic planning and operations in the context of overall college and academic quality. The committee also provides necessary interface with other college committees, departments and offices.

Academic Forum

This academic committee oversees all academic activities that support quality and sustainability and the institutional priorities of the college related to improving teaching, learning and the quality of academic programs of study.

Academic Level

Refers to the level within the program of study for a specific cohort.

Academic Management Calendar

Conestoga's calendar of critical dates used to manage the implementation of decisions related to new programs of study, development, delivery and change in programs of study. The Academic Management Calendar drives the communication of academic dates and activities for student enrolment (admission, billing, registration) and progression.

Advisory Committee on Academic and Student Affairs (ACASA)

This sub-committee of the Board of Governors has responsibility for examining and discussing all program proposals approved by ACC, making recommendations to the Board of Governors, and receiving information and updates on key initiatives within Conestoga that affect the quality of academic operations.

Board of Governors (BOG)

The Board of Governors has responsibility for establishing the overall goals, objectives and strategic directions of Conestoga. The BOG ensures that the college operates efficiently and effectively and is developing in ways that are consistent with the stated goals, objectives and strategic direction.

Credential

Recognition awarded upon completion of a program of study as set out by the Ministry. Approved credentials include: Local College Certificate, Ontario College Certificate, Ontario College Diploma, Ontario College Advanced Diploma, Ontario College Graduate Certificate, and Honours Baccalaureate Degree.

Credential Validation Service (CVS)

The Credential Validation Service (CVS) provides timely validation of programs of study to the colleges. The CVS service is consistent with the Minister's Binding Policy Directive, Framework for Programs of Instruction.

Data Pack

The data pack outlines the various aspects of a proposed program of study, including course descriptions and learning outcomes. After initial approval by PDAC, this document is presented at Program Planning and Review Committee, Academic Forum, Academic Coordinating Committee and informs the recommendation to ACASA and the Board of

Governors.

Degree Program

A degree program of study is a planned and coordinated selection of degree-level courses delivered to an identified student body, at the successful conclusion of which an appropriate degree credential will be awarded.

Environmental Scan

An academic and labour market scan done to research and prove viability within the region.

Essential Employability Skills (EES)

Non-vocational skills critical for success in the workplace, in day-to-day living, and for lifelong learning that students learn as part of the formal curriculum, and as stipulated by the Ministry of Training, Colleges and Universities (MTCU).

General Education Course

A course that engages students in learning beyond their vocational field of study. The course will fall into at least one of the following five MTCU mandated themes: Arts in Society, Civic Life, Social and Cultural Understanding, Personal Understanding, and Science and Technology.

General Education and Degree Breadth Advisory Committee (GEDBAC)

An academic committee that provides ongoing quality assurance, by making recommendations regarding General Education and Degree Breadth courses according to provincial policy and PEQAB Standards. The committee reviews and approves the General Education and Degree Breadth plan.

Learning Outcomes

Learning outcomes represent culminating demonstrations of learning and achievement. They are interrelated and, as a result, should be viewed as a comprehensive whole rather than in isolation. Learning outcomes describe performances that demonstrate that significant integrated learning by graduates of the program of study has been achieved and verified. Learning outcomes can also be referred to as graduate attributes, i.e., the knowledge, values and skills possessed and demonstrated by graduates.

Ministry of Training, Colleges and Universities (MTCU)

The Ministry of Training, Colleges and Universities has the function of assessing all program of study proposals for determination of appropriate code classification, funding weights and parameters, and program of study titling.

MTCU Minister's Binding Policy Directive: Framework for programs of study of Instruction

This binding policy directive applies to all colleges of applied arts and technology and defines expectations for all programs of study of instruction offered by colleges regardless of the funding source, except for ministry-funded apprenticeship training.

Program of Study

A planned and coordinated selection of courses delivered to an identified student body leading to a certificate, diploma, degree or other credential awarded by the Board of Governors.

Program Advisory Committee (PAC)

The Program Advisory Committee provides advice on academic program development, review and relevance, changes/trends in business and industry affecting programs of study, students and graduates, technological implications of changes/trends, employment prospects, etc. Refer to PAC Guidelines for membership and terms of reference.

Program Development Advisory Committee (PDAC)

The Program Development Advisory Committee (PDAC) provides advice and support for all new programs of study, including degree program of study development, in accordance with Ministry policy.

Program Planning and Review Committee

The program planning and review committee is a standing committee comprised of representatives from each department and school. The committee ensures that curriculum development and review are consistent with approved processes.

Teaching, Reinforcing and Assessing an Outcome

- Taught: the Program Learning or Essential Employability Skill outcome has been purposefully integrated into course lesson(s) (e.g. outcome: “apply a systematic approach to solve problems” requires that there is a lesson whereby students learn to apply a systematic approach to solve problems).
- Reinforced: the Program Learning or Essential Employability Skill outcome is practiced in a planned and purposeful manner (e.g. outcome “apply a systematic approach to solve problems” requires that students be provided with the opportunity to apply a systematic approach to solving problems, without grading but receiving feedback).
- Assessed: the Program Learning or Essential Employability Skill outcome is formally evaluated (graded) (e.g.: “apply a systematic approach to solve problems” is formally evaluated in one or more of the course assignments and would be transparent in a review of the assignment deliverables).

RESPONSIBILITIES

Academic Schools

- Align new program of study development with Conestoga’s strategic vision, mission and values, the Strategic Mandate Agreement and the strategic enrolment management plan for the school.
- Ensure program learning outcomes align with provincial program standards (where they exist) or with the validated program description and that they drive the development of program of study structure and design.
- Confirm expectations and requirements of external regulatory/accrediting bodies and

consult with PACs and related industry experts.

- Conduct environmental analysis to confirm viability and sustainability over the anticipated delivery timeframe.
- Work collaboratively with institutional subject matter experts including, but not limited to, the following departments: Curriculum Planning and Operations, Degree Quality, Academic Pathways, Online Learning Centre, Finance, Registrar, Information Technology, Co-operative Education, Career Services and Work Integrated Learning, Institutional Research, and Marketing, as necessary.
- Submit program development documentation per Conestoga's publication schedules and the Academic Management Calendar.
- Adhere to Conestoga delivery and implementation schedules for program of study release and intake.
- Develop marketing materials in collaboration with Marketing and ensure that an accessible Program Handbook is available to students prior to the start of a program of study.
- Initiate program of study implementation upon Board of Governors approval (Conestoga Certificates), CVS approval (non-funded), and CVS and Ministry approval (funded programs of study).

Admissions

- Ensure all admission-related approvals are in place before admission information is made active in internal and external systems.
- Enter admission and information into appropriate internal and external systems for admission processing on notification of program approval.
- Advise the school on program of study launch times according to admission requirements and intake of program of study cohorts.

Credit Transfer

- Review credit transfer opportunities or challenges with proposed program of study design.

Curriculum Planning and Operations

- Work collaboratively with the academic school to provide guidance in ensuring program of study development is in compliance with the Ministry of Training, Colleges and Universities Minister's Binding Policy Directive: Framework for Programs of Instruction.
- Provide advice and relevant training to the academic school related to the alignment and building of curriculum from concept through implementation phases, in accordance with best practices.
- Support the alignment of program learning outcomes with the MTCU Program Standard (where it exists) or validated descriptions where applicable.
- Manage CVS and Ministry approval process for programs of study.
- Manage internal and external program of study development documentation

requirements, coordinates all approval procedures, and notifies academic schools of applicable approvals and related Ministry decisions.

- Ensure all approvals are in place before the program of study is made active in internal and external systems.
- Load and maintain new and existing programs of study into the Student Information System (SIS).

Degree Quality

- Develop, review and revise program review policies and procedures related to degree development, delivery, maintenance, and review in consultation with academic schools, and with alignment to Ministry requirements.
- Develop, review, and revise program of study development documents and workflows in consultation with Conestoga stakeholders such as the academic schools, Curriculum Planning and Operations, Institutional Research, and program of study support services across the institution.
- Align program of study development requirements across degrees and determines opportunities for alignment with other external regulatory/accreditation bodies, where applicable.
- Lead degree major reviews, providing guidance for schools and departments to ensure successful degree consent applications. This includes chairing program-review related meetings, gathering appropriate evidence, and drafting program review documentation on behalf of the academic school.
- Liaise with the Program Planning and Review Committee, Academic Forum, and other internal bodies related to the policies, procedures, and scheduling requirements related to degree program of study development, delivery, maintenance, and review.
- Plan, develops and deliver professional development opportunities related to degree quality at Conestoga College.
- Stay apprised of practices for the development of programs of study internally and externally for integration at Conestoga.
- Develop and/or support initiatives across the institution related to the capacity, sustainability, and quality of degree delivery, faculty, and student experiences across the institution that support degree development and management.

Finance

- Advise on the financial viability of the new program of study and funding allocation through the Ministry, as applicable.

Institutional Research

- Assist with the collection of environmental analysis information such as labour market data, student demand, etc.

Marketing

- Ensure all approvals are in place before program of study information is placed on the Conestoga website and into future academic calendar documents and publicity materials.

Online Learning Centre

- Work collaboratively with academic schools in the design of online courses and programs of study.

Registrar

- Review admission requirements and outlines the impact of program design on cohorts as they complete each academic level of the program of study.

PROCEDURE

Program Development (except for degrees)

1. Program development is a component of annual and multi-year planning related to the academic plan of the school based on fit with the academic school's strategic enrolment plan and alignment with Conestoga's expectations and Strategic Mandate Agreement. It is the responsibility of the executive dean/dean/designate to assign a project lead or subject matter expert (e.g. chair, coordinator or faculty) and begin the process.
2. The project lead or subject matter expert consults with all schools to reduce duplication and optimize shared expertise. Results of the consultation are documented to complete the Request for Approval to Proceed (RFAP) information.
3. The project lead or subject matter expert follows Conestoga's New Program Development Process Map.
4. The curriculum consultant works with the subject matter expert or project lead and other stakeholders to meet Conestoga, CVS and Ministry expectations regarding program design, EES, General Education and design parameters (e.g. hours, online content, enrolment planning and pathways).
5. The subject matter expert completes a map of program outcomes to courses in consultation with a curriculum consultant as required for program of study approval.
6. The chair:
 - a. Ensures discussion has taken place with all relevant stakeholders in preparing the RFAP documentation, including consultation with accrediting or regulatory bodies to ensure requirements are addressed in the development of the program of study.
 - b. Brings forward the proposed design, enrolment projections and delivery implications for review and endorsement to the PAC (or PDAC) for new programs of study.
 - c. Works with the curriculum consultant to ensure alignment of the proposed program learning outcomes with the MTCU Program Standard (if applicable) or the appropriate MTCU Description.

- d. Presents the completed RFAP and draft Data pack to the Program Planning and Review Committee (PPRC). The documents are reviewed by the PPRC and feedback is provided prior to further program of study development.
7. Upon approval by PPRC, the RFAP is presented to Academic Forum by the executive dean/dean/designate to discuss fit with overall Conestoga plans, identify synergies, validate workforce need and anticipated viability, and ensure sustainability.
8. The chair ensures completion of the program Data Pack, incorporating PPRC, Academic Forum and PAC (or PDAC) feedback, as appropriate.
9. ACC approves the program Data Pack, which includes the program description, program learning outcomes, admission requirements, program design, program hours and courses. The program of study may be sent back to the academic school for additional information or clarification and subsequently reviewed again.
10. ACC makes a recommendation for approval to ACASA, a sub-committee of the Board of Governors.
11. Curriculum consultants manage the document submission process of the proposed program of study documentation to CVS (for all Ontario College credentials) and Ministry (if funded) through to the final funding approval.
12. The documentation submitted for Approval for Funding includes the following attestations signed off by the president:
 - a. CVS has confirmed the program of study conforms to the Credentials Framework.
 - b. There is demonstrated labour market and student demand.
 - c. A relevant PAC is in place and has recommended the program of study.
 - d. The program of study content and delivery are and will continue to be compliant with all requirements of regulatory bodies related to and/or responsible for the field of study.
 - e. The program of study meets relevant provincial program standards where they exist as well as essential employability skills and general education requirements.
 - f. The Board of Governors has approved the program of study.
13. Upon obtaining the required internal approval, Curriculum Planning and Operations will input program design information into the Student Information System (SIS).
14. Upon finalizing the program structure in SIS, the chair or subject matter expert finalize the mapping of Program Learning Outcomes to program courses. This is an iterative process that might trigger revisions of course descriptions and adjustments for the Program Learning Outcomes where possible.
15. Upon required external approval:
 - a. The Office of Academic Administration will communicate program of study approval to academic support offices and the academic school.
 - b. Academic Scheduling & Administration will make any changes to the program of study design that may have resulted from CVS and/or Ministry review into the Student Information System and set the program of study status as active.
 - c. The Registrar will enter the appropriate admission and program of study

- information in the Student Information System for admissions processing.
 - d. Marketing will publish program of study information on marketing materials, including, but not limited to: Conestoga's corporate website, the academic calendar and publicity materials.
 - e. Academic schools will continue liaising with accrediting/regulatory bodies upon notification of final approval to complete the program design details in accordance with requirements.
16. As a quality assurance measure, the Office of Academic Administration will:
- a. Maintain a database to monitor the status of program of study development, review, approval and communications with Ministry, CVS and external approval bodies. The database also maintains the status of program of study implementation.
 - b. Maintain records of program of study approvals for seven years.

Degree Program Development

1. The academic school will schedule a meeting/consultation with the Degree Quality to discuss degree development plans and designate a degree program coordinator or subject matter expert.
2. Degree Quality will complete an environmental scan in consultation with Institutional Research and the academic school.
3. The academic school and Degree Quality will consult with all schools to reduce duplication and optimize shared expertise. Results of the consultation are documented to complete the Degree Approval Package.
 - a. Degree Quality coordinates the internal degree approval process
 - b. Part I of the Degree Approval Package is approved by PPRC and Academic Forum prior to further program of study development.
4. The academic school establishes a PDAC that includes external individuals with appropriate credentials and/or experience appropriate to the degree who will review the degree program of study proposal, make recommendations, and give program of study approval.
5. The academic school completes Part II of the Degree Approval Package in consultation with the PDAC.
 - a. Degree Quality coordinates the internal Degree Approval Package approval process.
 - b. The Degree Approval Package is approved by ACC and ACASA prior to further program of study development.
6. Degree Quality leads the composition of the new program of study proposal submission documents required by Ministry for program of study approval. This is done in consultation with the all internal resource areas, as coordinated by Degree Quality.
7. Documents are submitted to the Ministry by Degree Quality.
8. Degree Quality coordinates a Quality Assessment Panel (QAP) site visit, providing opportunities for discussion with faculty, staff, student, graduates and PDAC as well as any further requested documentation.

9. The Quality Assessment Panel will create a report reflecting on the proposed program of study.
10. The academic school, in consultation with Degree Quality, writes a response to the QAP report.
11. Degree Quality manages the submission process of proposed program of study documentation to the Ministry through quality assurance to the approval of the program of study and final funding approval.
12. Upon required external approval:
 - a. Degree Quality will communicate program of study approval to academic support offices and the academic school.
 - b. Curriculum Planning and Operations will input the program design into the Student Information System and set the program of study status as active.
 - c. The Registrar will enter the appropriate admission and program of study information in the Student Information System for admissions processing.
 - d. Marketing will publish program of study information on marketing materials, including but not limited to, Conestoga's corporate website, the academic calendar; and publicity materials.
 - e. Academic schools will continue liaising with professional accrediting/regulatory bodies upon notification of final approval to complete the program of study design details in accordance with requirements.
13. As a quality assurance measure, Degree Quality will:
 - a. Monitor the status of program of study development, review, approval and communications with Ministry, and external approval bodies.
 - b. Maintain records of program of study approvals for seven years.
14. The academic school will advise service areas of program of study delivery requirements.
15. The Academic School will create a PAC in accordance with the PAC Policy and Procedure. The PAC may include former PDAC members.

New Program Approval Process

Internal Approval

External Approval



CC Curriculum Consultant

S School

RESOURCE DOCUMENTS

1. APR/MPR Documents
2. Assignment of Course Code Work Instructions
3. College Organizational Chart
4. College Strategic Plan
5. Course Development Process
6. Financial Plan template
7. New Program Approval Process
8. Online Learning Technology Policy
9. PAC Guidelines
10. Program Approval Signature Form
11. Program Data Pack Template
12. Program Design Information for New programs of study Form
13. Program Summary Form (ACASA)
14. Proposed Program Curriculum Changes Form
15. Request for Approval to Proceed (RFAP) Template

REFERENCES

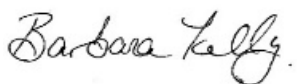
- Course Development Procedure
- Course Revision Procedure
- Minister's Binding Policy Directive: Framework for programs of study of Instruction
- New and Revised Provincial Program Standards Implementation Procedure
- PAC Policy and Procedure
- Postsecondary Education Choice and Excellence Act, 2000
- Program Delivery Procedure
- Program Quality Assurance Policy
- General Education and Degree Breadth Policy

REVISION LOG

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|----------------|---------------------------------|
| November 12/08 | Academic Coordinating Committee |
| March 10 2015 | Academic Forum |
| March 17 2015 | Policy and Procedure Committee |
| March 18 2015 | Academic Coordinating Committee |
| March 4, 2019 | Academic Forum |
| March 20, 2019 | Academic Coordinating Committee |

REVIEW LOG:

As Policy Owners, we certify that the **Program Development Procedure** is appropriate and provides an up-to- date framework in which decisions can be made and implemented.



September 20, 2012
Barbara Kelly, Executive Dean

Academic Administration