



# Developing a New Program

*Presented by:*

The Academic Quality Enhancement (AQuE) Office

& The New Programs Team



UNIVERSITY OF  
**WATERLOO**



# MENTIMETER ACTIVITY:

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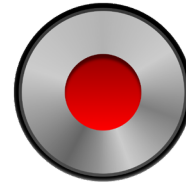
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Answer questions 1-3



# PURPOSE OF THIS WORKSHOP:



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To provide you with a high-level overview of the approval process of a new program and documents involved.

At the end of this session, you will:

- Understand the approval process of new programs and the related timeline;
- Distinguish between standard and expedited approvals;
- Become familiar with key documents required and their main components;
- Gain insight on how to prepare for the approval of a new program successfully;
- Identify key contacts that can assist you in the process.

# WHAT IS A NEW PROGRAM?

- “A ‘new program’ is brand-new ... [it] has **substantially different program requirements and substantially different learning outcomes** from those of any existing approved programs offered by the institution” – University of Waterloo IQAP.
- Types of new programs include:
  - Bachelor’s degree (e.g., BA, BSc)
  - Major in an existing Bachelor's degree (e.g., Bachelor of Science in Zoology)
  - Master’s or Doctoral degree (e.g., MA, MSc, PhD)
  - Graduate Diploma (GDip)
    - Type II – completed concurrently with graduate degree, requires additional academic units, usually interdisciplinary
    - Type III – a stand-alone, direct-entry program aimed at post-degree or non-degree students

# LIST OF DOCUMENTS PREPARED BY THE DEPARTMENT:

- Statement of Interest [SOI]
- Proposal Volume I
- Proposal Volume II\* – Faculty CVs
- Proposal Volume III\* – List of proposed external reviewers

*\*Not required for expedited approvals. Faculty qualifications to be included in Volume I.*

# APPROVAL PROCESS & TIMELINE:

- UG diplomas and graduate collaborative programs are considered major modifications not new programs.
- Graduate diplomas follow the expedited approval process.
- All other programs follow the standard approval process.
- Both expedited and standard approval involve the four following phases:



- The development of a new program can take between (*from Proposal to student intake*):
  - 1-1.5 years (graduate diplomas - expedited)
  - 1.5-2.5 years (graduate programs)
  - 2.5-3 years (undergraduate programs)

# STANDARD APPROVAL PROCESS:

## PREPARATION

1. Idea for new program.
2. Consult with Dept/School and Dean for preliminary approval.
3. Prepare Statement of Interest (SOI) and submit to AQuE office.
4. Input from AQuE office and AVPA/AVPGSPA provided.
5. Revise SOI if necessary.

## PROPOSAL DEVELOPMENT

1. Draft Volume I.
2. Dept/School approval.
3. Submit to AQuE office.
4. Revise Volume I with feedback received if necessary.
5. AQuE office obtains AVPA/AVPGSPA approvals.
6. Dean/FFO and IAP construct Financial Viability Analysis (FVA) and present to Provost.
7. Provost approval.
8. AQuE offices liaises with Department to finalize Volumes I, II, & III.

## APPROVAL

1. Undergraduate or Graduate Sub-Committee approval.
2. Faculty Council approval.
3. External reviewers site visit
4. Program's Response
5. Dean's Response
6. Provost reassessment (if necessary).
7. AQuE office submits to SUC/SGRC for approval.
8. Senate approval.
9. Submit to Quality Council (QC) & MCU (ministry).
10. QC approval (academic).
11. MCU approval (tuition/grant).

## IMPLEMENTATION & FOLLOW UP

1. Program launches (first student intake).
2. Follow-up report to QC, as indicated in approval.
3. Progress report due (date to be determined by AQuE office and program at the time of approval).
4. Enters cyclical review cycle.

Get in touch

\* Expedited approvals do not require Volumes II/III. Faculty qualifications included in Volume I. Site visit not required.

## PREPARATION

1. The program initiates the process by completing a Statement of Interest. We recommend you reach out to the AQuE Office, so we help set you up for success.
2. The Statement of Interest should be endorsed by the appropriate Associate Dean (undergraduate or graduate) and the Dean.
3. The endorsed Statement of Interest is sent to the AQuE office for review by the new programs team and the AVPA or AVPA-GSPA and related academic support units.
4. Once reviewed the AQuE office may request you revise your statement or proceed to the next step – Proposal Development.



# STATEMENT OF INTEREST:

## New Program Summary Checklist

<b>What is the proposed credential?</b>	
<input type="checkbox"/> Bachelor's <input type="checkbox"/> Research Master's <input type="checkbox"/> Type 2 Graduate Diploma <input type="checkbox"/> PhD <input type="checkbox"/> Coursework Master's <input type="checkbox"/> Type 3 Graduate Diploma	
<b>What is the proposed format of the program? Check all that apply.</b>	
Will the program involve experiential learning? <input type="checkbox"/> No, regular program only <input type="checkbox"/> Yes, through co-op <input type="checkbox"/> Yes, not co-op but with other experiential learning (e.g., internship, practicum)	If graduate-level co-op, is it: <input type="checkbox"/> Centrally administered <input type="checkbox"/> Locally administered
Will students be allowed to enroll: <input type="checkbox"/> Full-Time <input type="checkbox"/> Part-Time <input type="checkbox"/> Both	Will the program be administered: <input type="checkbox"/> Fully on-campus <input type="checkbox"/> Fully online <input type="checkbox"/> Hybrid
<b>What are the enrolment expectations? Ranges are appropriate.</b>	
First Year Intake: #	Domestic: # or %
Steady-State Intake: #	International: # or %
<b>What is proposed start date?</b>	
<input type="checkbox"/> Fall <input type="checkbox"/> Winter <input type="checkbox"/> Spring            Year: _____	
<b>Will the program require new resources? If yes, please expand in the narrative.</b>	
Faculty	<input type="checkbox"/> Yes <input type="checkbox"/> No
Staff	<input type="checkbox"/> Yes <input type="checkbox"/> No
Space	<input type="checkbox"/> Yes <input type="checkbox"/> No
Other (e.g., Library)	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Department(s)/School(s):</b>	
List all Department(s) or School(s) that will be involved in the program.	

### Additional Contacts

Please include the name(s) and contact information for other individuals developing this program proposal.

## Other sections:

- Differentiable outcomes and attributes; comparable programs
- Structure of the program
- Enrolment expectations and timeline
- Resources requirements

<b>What is the proposed <u>tuition structure</u>?</b>	
<b>Undergraduate:</b> <input type="checkbox"/> Existing UW Arts & Science tuition <input type="checkbox"/> Alternative existing UW tuition, please specify: \$ <input type="checkbox"/> New tuition rate: \$	<b>Graduate:</b> <input type="checkbox"/> Existing UW graduate research tuition <input type="checkbox"/> Alternative existing UW tuition, please specify: \$ <input type="checkbox"/> New tuition rate: \$

# Tuition Options

- If the degree designation offered is an **existing UW degree designation** (e.g. Bachelors of Arts, Masters of Science etc.) the **existing UW tuition rate** for this degree must be used. See [tuition rates](#).
- If a **new tuition rate** is being suggested, the degree designation should be unique, and the program should find comparator programs in Ontario (or Canada) and supplement this document with their tuition rates to demonstrate that the rate suggested compares to existing comparator programs. This is very critical for getting Ministry approval and grant. If the rate is higher than comparator programs, please outline how your program significantly differs from comparators to justify the difference in tuition suggested.
- If suggesting a **cost-recovery program**, please note that UW currently has no fully cost-recovery programs. Please also note that there are implications for going this route:
  - The university will not receive Ministry grant for this program.
  - Students will not be eligible for OSAP.
  - This makes the program possibly more expensive for students, which can affect interest in the program and enrolment.
  - You will need to provide reliable data showing high student demand for this program to justify cost investment/risk.
  - Significant internal discussions to determine the financial viability of running such program are likely to cause additional delays in the approval process.



## PROPOSAL DEVELOPMENT

1. The Proposal – Volume I includes additional sections on program requirements, assessment of teaching and learning, admission requirements, quality and other indicators, projected enrolment, summary of learning outcomes mapped to UDLEs or GDLEs and a financial plan.
2. All programs require a library report written by the Subject Librarian. **In addition, if the new program includes co-op or work integrated learning, a Feasibility Study, prepared by a Faculty Relations Manager from Co-operative and Experiential Education is required.**
3. Once the Proposal Brief (Volume I) has been drafted and reviewed by the Department/School and Faculty. The program proponent then submits the proposal to the AQuE Office. The AQuE Office distributes the brief to the appropriate academic support units and gathers feedback. The program proponent should be prepared to answer questions and incorporate requested clarifications and changes into the Proposal Brief, as needed.
4. The Dean (along with the Faculty Financial Officer or Executive Officer, as necessary) works with the Budget and Resource Planning Team in Institutional Analysis & Planning (IAP) to complete a Financial Viability Analysis (FVA) for the new program. The Dean with assistance from IAP, present the FVA and draft of the Proposal Brief (Volume I) to the Provost for decision. Some revisions maybe necessary.
5. Upon approval from the Provost, the new program can proceed through other approvals: Grad/UG Sub-Committee, Faculty Council, SGRC/SUC, Senate, QC and Ministry

# PROPOSAL – VOLUME I:

## 1. Introduction

## 2. Evaluation Criteria

- Objectives of the Program (WHY)
- Program Learning Outcomes (WHAT)
- Program Requirements
- Assessment of Teaching and Learning \*\*
- Admission Requirements
- Resources
- Quality and Other Indicators

## 3. Projected Enrolment

*(must be realistic – difference between projected and actual enrolment will need to be justified in the program's progress report after a few student intakes)*

## ▪ Financial Plan Addendum (for internal use)

- Human Resources
  - Teaching Resources
  - Physical Resources
  - Other Resource Requirements
  - Tuition & Fees
  - Other Revenue
- ## ▪ Appendix of Program Learning Outcomes and UDLEs/GDLEs Mapped to Courses and Assessments *\*Consult [CTE](#) for assistance.*

# MAPPING OF LEARNING OUTCOMES:

Specific UDLEs and Associated Learning Outcomes	Course					Assessment method							
	XXX 200	XXX 220	XXX 250	XXX 352	XXX 400	Forum communication	Multi-part assignments	Quizzes/Tests	Written assignments/arguments/policy briefs	Data interpretation, synthesis, visualization	Technical reports/plans	Slide decks/presentations	Video production
<b>1. Depth and Breadth of Knowledge</b>													
Demonstrate key elements in XXX and how these elements are being impacted by XXX	✓			✓	✓		✓	✓	✓				
<b>2. Knowledge of Methodologies</b>													
<b>3. Application of Knowledge</b>													
<b>4. Communication Skills</b>													
<b>5. Awareness of Limits of Knowledge</b>													
<b>6. Autonomy and Professional Capacity</b>													
<b>7. Experiential Learning</b>													
<b>8. Diversity</b>													



# PROPOSAL – VOLUME II/III:

- For standard approvals, you will need to complete Volume II and III.
- Volume II provides a list of all the faculty CVs teaching the program.
- Volume III provides a list of all the proposed external reviewers and reasons they are qualified for such review.
- Volumes II and III are submitted to the AQuE office for review.
- The AQuE Office and AVPA/AVPAGSPA will review and rank the reviewers and set-up the site visit.

*\*The New Program Proposal (Volume I, II, III) cannot proceed for Faculty-level approval, until approved by the academic support units, the AQuE Office, the AVPA or AVPGSPA, and the Provost.*



## APPROVAL

1. Approval begins with Grad/UG Sub-Committee then Faculty Council.
2. Next, an external reviewers' site visit is conducted.
3. The Department/School and Dean respond to the external reviewers' report.
4. A Provost re-assessment will be conducted, if necessary.
5. The AQuE Office submits the new program for approval at SUC/SGRC.
6. The new program is then submitted at Senate for approval.
7. Finally, the new program is submitted for approval to the Quality Council (QC)\* by the AQuE Office and the Ministry of Colleges and Universities (MCU)\*\* by IAP.

*\*The program is permitted to advertise the new program to students with a note indicating that it is subject to QC approval.*

*\*\*MCU approval can take upwards of 6 months.*

## IMPLEMENTATION & FOLLOW UP

- Upon approval, the Quality Council (QC) will indicate if a follow-up report is required and will set a due date for that report.
- The AQuE Office will send reminders to the program in advance of the follow-up report due date.
- A progress report is also required for the program to comment on how it has addressed the external reviewers' comments after implementation and intake of student cohorts. The report will also include a comparison between projected and actual enrolment numbers. A mutually agreed upon due date for the progress report will be set by the AQuE Office and the program.
- The AQuE Office will also send reminders to the program in advance of the progress report due date.

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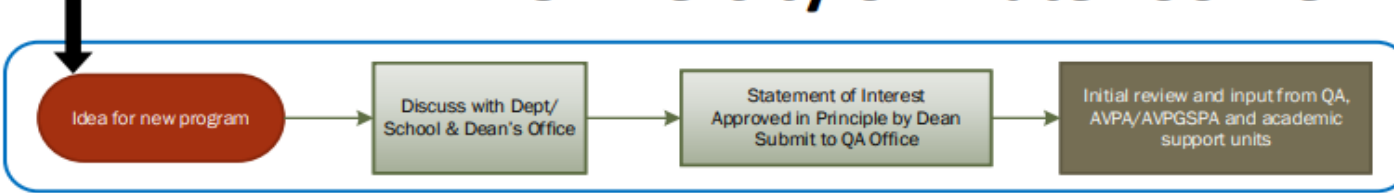
Get in touch

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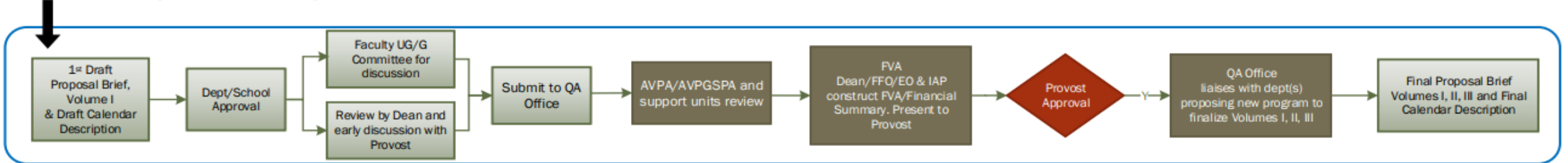


# University of Waterloo New Program Approval Process

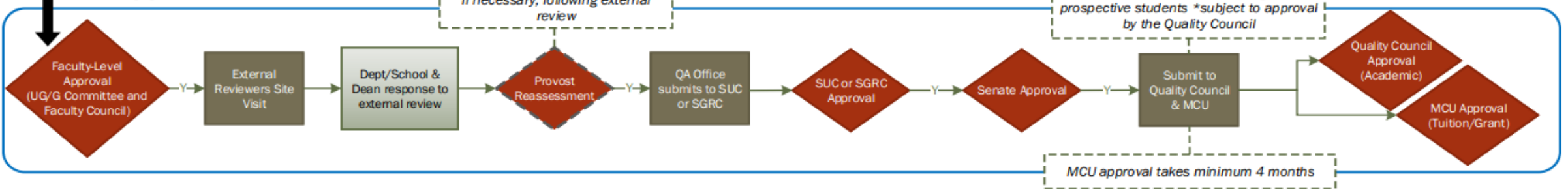
## Phase 1: Preparation



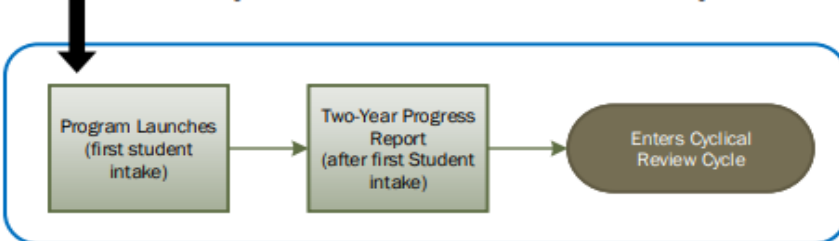
## Phase 2: Proposal Development



## Phase 3: Approval



## Phase 4: Implementation & Follow-up



### Legend

- Responsibility of new program proponents
- Responsibility of QA Office or IAP
- Key Decision Point

### Acronym Definitions:

- AVPA** = Associate Vice-President, Academic
- AVPGSPA** = Associate Vice-President, Graduate Studies and Postdoctoral Affairs
- G** = Graduate
- IAP** = Institutional Analysis & Planning
- EO** = Executive Officer
- FFO** = Faculty Financial Officer
- FVA** = Financial Viability Analysis
- MCU** = Ministry of Colleges and Universities
- QA** = Quality Assurance Office
- SGRC** = Senate Graduate and Research Council
- SUC** = Senate Undergraduate Council
- UG** = Undergraduate

### Academic support units, as required:

- Centre for Extended Learning
- Centre for Teaching Excellence
- Co-operative & Experiential Education
- Graduate Studies and Postdoctoral Affairs
- Institutional Analysis & Planning
- Library
- Registrar's Office
- Space Planning
- Waterloo Professional Development Program

Y = Yes, the program may move onto the next step

\*\*NOTE: At any point, if significant revisions are required, the program may need to repeat one or more steps



# TIPS FOR SUCCESS:

- Familiarize yourself with the approval process and work backwards to ensure you meet your deadlines.
- Reach out to us before you get started to ensure you start with a clear perspective.
- Read the statement of interest and proposal document guidance carefully to ensure you fully address the requirements.
- Set internal deadlines and plan to ensure no delays. We will provide you with a milestone tracker, customized to your program launch date, to help you with that.
- Reach out to the AQuE office for any clarification or support needed.
- Respond to comments and feedback in a timely manner.
- Consult the [New Programs](#) website for more information.

# FAQs - Timelines

## Expedited Approval Programs (1-1.5 years) – GDip

For a **Fall 2025** Start Date:

This is an estimated suggested timeline for an expedient process.

Milestone	Complete by Date
Proposal Volume 1	Aug. 2024
FVA and Provost Approval	Sept. 2024
Calendar Content and Course Activation* Documentation (w/Trevor Clews)	Sept. 2024
*Course development may require significant planning/consultation ahead before this stage	
Grad Sub Committee Approval	Oct. 2024
Faculty Council Approval	Nov. 2024
SGRC (proposal will be submitted by the AQuE Office on behalf of the program)	Jan-Feb. 2025
Senate	Mar. 2025
QC Submission and Approval	Apr. 2025 <i>After QC submission and while waiting for approval, program can begin to advertise GDip with a disclaimer that it is pending QC approval.</i>

## Standard Approval Programs (2-2.5 years) – Grad

## (2.5-3 years) – UG

For a **Fall 2026** Start Date:

This is an estimated suggested timeline for an expedient process.

Milestone	Complete by Date
Proposal Volume 1	May. -Jun. 2024
Volumes 2 and 3	Jul.-Aug. 2024
FVA and Provost Approval	Jul.-Aug. 2024
Calendar Content and Course Activation* Documentation (w/Trevor Clews)	Aug. 2024
* Course development may require significant planning/consultation ahead before this stage	
Grad Sub Committee Approval	Sep. 2024
Faculty Council Approval	Oct. 2024
Site Visit	Nov. 2024
SGRC (proposal will be submitted by the AQuE Office on behalf of the program)	Jan.-Feb. 2025
Senate	Mar.-Apr. 2025
QC and Ministry Submission	May. 2025 <i>After QC submission and while waiting for approval, program can begin to be advertised with a disclaimer that it is pending QC approval.</i>

# FAQs – Positioning New Programs to Navigate Future Landscape

- Our current processes have been set-up for the approval of standard UG and Grad programs and credentials.
- As we explore new types of credentials and new offerings, there will be a learning curve for the institution. This may involve ongoing revision of our templates, new information requirements needed for approval etc.
- Please note that WATSpeed is responsible for offering non-academic credentials. In the past these were approved by the Alternative Credentials Approval Committee (ACAC), but a new committee is being set up to replace ACAC: The Senate Alternative Credentials Committee.

# FAQs – If a program is paused, is there an accelerated opportunity to re-invent it?

- If some changes are being made to the program that do not meet the threshold of a new program e.g. few changes to learning outcomes, less than 30% changes to required courses [MAJOR MODIFICATION]
- If the changes being made render this a new program [NEW PROGRAM – STANDARD APPROVAL PROCESS]

# KEY CONTACTS:

- **For questions on new program documents or submission of documents**

Maysah Eid, Quality Enhancement Coordinator – New Programs and Research, AQuE Office

- **For general questions on new programs:**

Angela Christelis, Director of Academic Quality Enhancement, AQuE Office

- **For questions on the financial viability analysis and ministry submission:**

Carrie MacKinnon Molson, Institutional Analyst, Institutional Analysis and Planning

- **For questions on graduate academic matters:**

Trevor Clews, Academic Officer, Graduate and Postdoctoral Affairs

- **For questions on degree level expectations:**

David Thiessen, Educational Developer – Curriculum and Quality Enhancement, Center for Teaching Excellence





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**Thank you** 😊