

## PROGRAM DEVELOPMENT

This procedure is governed by its parent policy. Questions regarding this procedure are to be directed to the identified Procedure Owner.

<b>Category:</b>	A. Academic
<b>Parent Policy:</b>	A15
<b>Approval Date:</b>	May 24, 2023
<b>Effective Date:</b>	May 24, 2023
<b>Procedure Owner:</b>	Director, Teaching and Learning Centre of Innovation

<b>Overview:</b>	<p>New and redeveloped programs are accessible, affordable, accountable, of high quality, and align with community and regional needs.</p> <p>Development processes and decision making align with the Olds College Institutional Decision Evaluation Approach (IDEA).</p> <p>Programs are intentionally designed to provide flexible pathways to completion and transfer routes.</p> <p>Programs are designed to reflect the credential descriptors in the <a href="#">Alberta Credential Framework</a>.</p> <p>Post-secondary programs of study offered by publicly-funded institutions in Alberta need government approval. The following program changes must be submitted through the Provider and Program Registry System (PAPRS):</p> <ol style="list-style-type: none"> <li>1. New certificate, diploma and degree programs             <ol style="list-style-type: none"> <li>a. Degree and applied degree programs require CAQC approval as part of the approval process</li> </ol> </li> <li>2. New specializations in already-approved programs</li> <li>3. Certain non-credential programs, such as academic upgrading</li> <li>4. Changes to existing approved programs, such as:             <ol style="list-style-type: none"> <li>a. Program suspensions or terminations</li> <li>b. Changes in program of study (30% or more), program or specialization nomenclature, program loads and lengths</li> </ol> </li> </ol>
<b>Procedures:</b>	<p>Program development consists of six phases: Opportunity Proposal, Business Case, Decision, Full Proposal &amp; Approvals, Program Planning &amp; Implementation, and Formative Program Review. The six-phase process is outlined below:</p> <p><b>Phase 1: Opportunity Proposal</b></p> <p>Program ideas may come from, but are not limited to, advisory committees, faculty, students, staff, continuing education, administration, environmental</p>

scanning, and community members. The Idea Generator of a new program would require the sponsorship of the Dean who is responsible for the proposed program area to proceed with the development of the IDEA Program Proposal.

The Phase 1 Opportunity Proposal includes the following considerations to be completed on the Institutional Decision Evaluation Approach Program Proposal template and submitted to the responsible Dean, as per above.

1. Program description (possible length, credential types(s))
2. Alignment to the Olds College Strategic Plan and other strategic planning documents (e.g. Comprehensive Institutional Plan, Olds College Mandate, business plans, Advanced Education Adult Learning Principles, etc.)
3. Program viability
4. Potential student demand
5. Industry & Market demand
6. Comparison to existing programs
7. Resource requirements

Institutional Research & Program Development (IR&PD) completes the Program Proposal template, with feedback from the IDEA generator, and submits the proposal to the Dean Sponsor.

The Dean submits the IDEA program proposal to the Program Growth Committee, who reviews and assesses all new program ideas. The Program Growth Committee will provide recommendations to the VP, Academic for a decision.

### **Phase 2: Business Case**

The primary purpose of this phase is to collect evidence to determine the feasibility of investing further institutional resources for program development. The Dean will establish a Program Development team and a Curriculum Development team. IR&PD will facilitate meetings with the Program Development team to complete the Business Case Template, including the following considerations:

1. Anticipated student demand and enrollment projections
2. Environmental scanning
3. Stakeholder engagement
4. Detailed funding and expenditures
5. Alternative evaluation
6. Risk assessment
7. Measurement of success

IR&PD will review environmental scanning and stakeholder engagement findings with the Program Development and Curriculum Development teams. Following this review, the Curriculum Development team will work to draft a Program of Study to include in the Business Case template.

### **Phase 3: Decision**

Once the Business Case template is complete, IR&PD will submit it to the VP, Academic for approval. If approved, the Business Case will be presented to the Executive Leadership Team (ELT) who will rate the business case based on five criteria (strategic alignment, stakeholder impact, viability sustainability, financial & resource considerations). The Executive Leadership team will determine whether they wish for the project to:

1. Proceed with Full Proposal & Approvals;
2. Return with additional information; or
3. Discontinue

**Phase 4: Full PAPRS Proposal & Approvals**

The Provider and Program Registry Systems (PAPRS) Certificate, Diploma, and Non-Credential Programs Template is completed. The Dean or designate presents the new program proposal to Academic Council, which includes: the new program rationale, description, Program Learning Outcomes, Course names, descriptions, and hours. Academic Council will review the proposal and will provide recommendations to the Board of Governors. Once the Board of Governors has approved a new program proposal, it can be submitted via PAPRS for Ministry approvals. Degree programs undergo a two-stage approval process. Initially the Ministry conducts a system coordination review to determine need for and sustainability of the program in the context of Campus Alberta. Following a successful system coordination review, the Minister will refer the proposal to Campus Alberta Quality Council (CAQC) who will conduct a quality review.

**Phase 5: Program Planning & Implementation**

Detailed course development normally begins following a decision by the Ministry to approve the proposed program. The Dean may proceed with planning some aspects of Phase 5 prior to formal approvals. Once a program is formally approved by the Ministry of Advanced Education, a PCC will be established to replace the Program Development team.

This phase includes the following:

1. Curriculum Development, through the Curriculum Development team:
  - a. Curriculum mapping of course outcomes to Program Learning Outcomes
  - b. Course competency profiles
  - c. Course outlines
  - d. Lead developers meet with the Teaching and Learning Centre of Innovation for support with Instructional Design, Editing process, and Course Design and Assets
  - e. For degree programs, independent academic expert review is required (Please see [Independent Academic Experts - Guidelines](#) for more information)
2. Marketing and Recruitment
  - a. Marketing and Recruitment plan developed
3. Resources
  - a. Facility preparation
  - b. Equipment purchases and installation
  - c. Faculty/staff recruitment, reassignment, and orientation
  - d. Faculty development
  - e. Learning resource acquisition

**Phase 6: Formative Program Review**

All new programs and redeveloped programs are required to undergo a Formative Program Review within one year following the graduation of the first class.

Reviews are conducted under the Program Review Policy with the purpose of identifying program strengths and areas for improvement during early implementation to maximize program and student success.

All programs will also undergo Comprehensive Program Reviews at a minimum every 7 years, or earlier if initiated by the Dean.

(see Program Review Policy (A16) for additional information)

## Definitions:

**Curriculum Development team:** A team composed of any combination of faculty members, subject matter experts, Dean, and Associate Dean, supported by representatives from TLCI, who are responsible for developing the program curriculum, including: competency profiles, course outlines, course schedules, assessment plans, and instructor guides. The Curriculum Development team is established by the Dean.

**Idea Generator:** An individual who initiates a new program proposal. An Idea Generator requires sponsorship of the Dean who is responsible for the proposed program area.

**Industry Advisory Committee (IAC):** A committee made up of both Olds College staff, current students, alumni and industry members who assess program outcomes in relation to the needs of the industry sector. For more details, please review Industry Advisory Committees Policy (A12).

**Independent Academic Expert:** Independent academic experts play a pivotal role in the preparation of new degree program proposals and/or the cyclical review of an institution's programs, the general purpose of which is to monitor the quality of approved degree programs on a continuing basis.

An individual from outside Olds College who will provide an objective assessment of the academic program under review, assess the quality of the program in a broader context, and provide insights into improving quality.

### [IAE Guidelines](#)

**Lead Developer:** The faculty member/subject matter expert assigned to develop course content including competency profiles, course outlines, course schedule, and assessment plan. Lead Developers have access to all other course development content from other lead developers and are encouraged to collaborate.

**Major Redevelopment:** Redevelopment that results in one or more of the following: change of credential name, change in major or concentration, substantial change (traditionally 30% or more) in program learning outcomes, design, and/or length.

**Program:** An organization of credit courses and related learning experiences leading to certification as defined in the Graduation and Convocation Policy (A10).

**Program Curriculum Committee (PCC):** A committee primarily composed of program faculty responsible for designing, developing, maintaining and instructing certificate, diploma, applied degree, and degree programs approved by the Ministry of Advanced Education. For more details, please review the Program Curriculum Committee Policy (A14).

**Program Development Team:** The Program Development team is established by the Dean, typically consists of 4-8 committee members, and will include representation from the following: the Dean and/or Associate Dean, Institutional Research & Program Development, faculty members, a representative from TLCI, and other OC representatives as needed. The Program Development team is responsible for setting program direction, making program decisions (including identifying assigned developers, subject matter experts, instructors, independent academic experts, and changes to the program of study), and advising on internal and external deadlines and processes (CAQC, AC). The Program Development

	<p>team will engage in discussion and provide recommendations to the Dean. The Dean will make decisions when appropriate, and will ensure recommendations follow Olds College approval procedures when required.</p> <p><b>Student Success:</b> Student success is defined as attainment of learning outcomes, personal satisfaction and goal/intent attainment, job placement, and career advancement. It may also include statistical feedback from the Office of the Registrar around student retention, persistence, and graduation.</p>
<b>Related Information:</b>	<p>B13 Sustainability Policy            G02 Code of Conduct Policy            A08 Course Development, Review and Revision Policy            A16 Program Review Policy            A03 Academic Scheduling Policy            A14 Program Curriculum Committee Policy  <a href="#">CAQC Handbook - Appendix G Independent Academic Experts</a>  <a href="#">Independent Academic Experts - Guidelines</a>  <a href="#">Independent Academic Expert webpage</a>            IDEA templates (on OC Connect)  <a href="#">PAPRS Proposal Templates</a></p> <ul style="list-style-type: none"> <li>• <a href="#">Certificate, Diploma, and Non-credential template</a></li> <li>• <a href="#">New Degree Proposal Template Part A</a></li> </ul> <p><a href="#">Program Learning Outcomes: Purpose and Rationale</a></p>
<b>Review Period:</b>	3 years
<b>Revision History:</b>	<p>New: April 2011            Revised: 2019            Revised: January 2021            Revised: May 2023</p>