


Procedure #	<i>AC 207P1</i>
Related Policy Name & #	<i>Program Development Policy</i>
Approved by:	<i>Gina Antonacci</i>
Approval Date:	<i>December 13, 2021</i>
Policy Holder Signature:	
Policy Holder:	<i>Senior Vice-President Academic</i>
Admin. Contact(s):	<i>Associate Vice-President Academic</i>
Review Date:	<i>December 2026</i>

PROGRAM DEVELOPMENT PROCEDURE

Purpose:

1. Humber's Quality Assurance Framework guides the development of new programs in alignment with:
 - 1.1. Humber's strategic priorities including the Strategic Plan, Strategic Mandate Agreement and the Academic Plan
 - 1.2. Minister's Binding Policy Directive – Framework of Programs of Instruction, including the Ontario Qualifications Framework (OQF) and general education requirements
 - 1.3. Ontario College Quality Assurance Service Credentials Validation Service guidelines
 - 1.4. Postsecondary Education Quality Assessment Board Standards and requirements
 - 1.5. Existing and complementary programs at Humber where they exist

2. Quality academic programming and academic pathways strengthen Humber's Polytechnic identity. Newly imagined programs respond to the imperatives of fast-paced change in the workforce and the challenges of the interconnected global economy, changing cultural and societal factors, and the interests of students at all life stages seeking to gain purposeful employment and to contribute positively to society. As a result, the new program development process is consultative and comprehensive to ensure consideration of:
 - 2.1. Entering student profiles, the profile of the graduate and the supports required for learner success, graduation and employability
 - 2.2. Program feasibility and viability including community/industry and market need, student interest, student demand, applicant demographic analysis, competitive analysis, enrolment projections, post-graduation employment potential, and financial viability
 - 2.3. Differentiation from existing programs internally, locally, nationally and internationally
 - 2.4. Flexible, resilient, innovative and inclusive curricular design, delivery options, and modes of instruction including full-time, part-time, and in-person, online, remote synchronous and asynchronous offerings.
 - 2.5. Capacity to deliver including human resources, financial resources and capital infrastructure to support the program both in startup and on a continuing basis

- 2.6. Inbound and outbound pathway options, articulation agreements and consultation with partner institutions for pathway development and co-development of programs where appropriate
- 2.7. Consultation with subject matter experts, program advisory committees, external recognition, accreditation, professional associations to ensure currency and relevancy of programs of instruction
- 2.8. Experiential and work integrated learning opportunities
- 2.9. Student recruitment and marketing
- 2.10. Faculty development

Scope and Authority:

This procedure outlines the Humber College Institute of Technology & Advanced Learning's (hereafter referred to as "Humber" or "the College") program development process for all Ministry approved credentials.

Based on approval from the Senior Vice-President Academic, Micro-credentials and Continuous Professional Learning programs (CPL) may customize the steps in the policy and this procedure.

Definitions:

For the purposes of this policy the following definitions apply:

Ministry: To denote the provincial Ministry(ies) responsible for Colleges and Universities. At the time of writing, this is the Ministry of Colleges and Universities and additionally for Apprenticeship the Ministry of Labour, Training and Skills Development.

PPDR: Program Planning, Development and Renewal

PEQAB: Postsecondary Education Quality Assessment Board

Procedures:

1. New Program Ideas
 - 1.1. Ideas for new programs or major program revisions that require Ministry approval are generated at the Faculty-level to respond to labour market and learner demand. Ideas are tabled by various program stakeholders including staff, Program Advisory Committees, Industry Associations, faculty etc. The Associate and Senior Deans propose new programs ideas at enrollment planning meetings.
 - 1.2. New program development work is approved by the SVPA as part of the planning process.
 - 1.3. A program consultant from PPDR is assigned to lead the development project. A timeline for consultation and approval steps is created jointly by the Associate Dean and PPDR and approved by the Senior Dean.
2. Once a program idea is approved for development, the idea progresses through the 4 phases of new program development as outlined in the Program Development Manual (link):

- Concept Development
- Program Development (includes curriculum development)
- Internal Program Approval
- External Program Approval

3. Concept Development

- 3.1. A new program concept is presented to the Academic Leadership Committee by the Senior Dean(s) or Associate Dean(s) for feedback and information sharing as outlined in Table 1.
- 3.2. A new program proposal is presented to the Strategic Enrollment Management committee by the Senior Dean(s) and Associate Dean(s) as outlined in Table 1.
- 3.3. Approval by the Senior Vice President Academic is required prior to the second phase of development including outreach to students, PAC or external parties to discuss the proposed program.

4. Program Development

- 4.1. A new Ad-Hoc Program Advisory Committee is created to inform and endorse new programs as outlined in Table 1. Ad-Hoc PAC members must be approved by the Senior Dean and the Dean, PPDR.
- 4.2. Internal Consultations are required to inform program details including tuition, space, admission requirements and student supports as outlined in Table 2.
- 4.3. Curriculum development is completed by subject matter experts assigned by the Faculty(ies) and requires creation of a program map, course descriptions and outlines in consultation with (at minimum):
 - 4.3.1. Centre of Innovative Learning to ensure alignment with UDL and EDI best practices, Humber's Learning Outcomes Framework, course outline expectations.
 - 4.3.2. PPDR to ensure alignment with Ministry requirements

5. Internal Approval

- 5.1. The new program proposal is presented to the Strategic Enrollment Management (SEM) Committee by the Senior Dean(s) and Associate Dean(s) for permission to present the proposed program to the Board of Governors (BOG).
- 5.2. A brief and a motion are prepared by PPDR and the program is presented to the Academic and Student Affairs subcommittee of the BOG by the Senior Dean(s) and Associate Dean(s) prior to presentation at the BOG (Table 1).
- 5.3. Presentation to BOG by the SVPA is the final step in the internal program approval process and is required to apply for funding with MCU. Requirements for presentation to BOG are outlined in Table 1.

6. External Approval

- 6.1. PPDR submits non-degree programs for validation to the Credentials Validation Service.
- 6.2. PPDR submits degree program proposals to MCU for referral to PEQAB.
- 6.3. PPDR submits applications for program funding to MCU
- 6.4. The Senior Dean(s), Associate Dean(s) are responsible for submissions related to accreditation or regulatory requirements for programs of instruction.

PPDR is able to support this process to ensure alignment with internal processes and MCU requirements.

7. Communication of Approved Program of Instruction Information
 - 7.1. Approval of funding for Programs of Instruction is communicated to the College President.
 - 7.2. Upon SVPA approval, PPDR communicates approval to internal stakeholders.
 - 7.3. Program information including courses, schedule of study, course outlines, program description and learning outcomes are published on the College website only with MCU and SVPA approval.
 - 7.4. Senior Dean(s) and Associate Dean(s) coordinate with Marketing and Communications and Recruitment to ensure accuracy of program information.
8. Comprehensive Action Plan
 - 8.1. Following the approval of the program a comprehensive action plan is developed for the program to ensure continuous improvements.
 - 8.2. PPDR tracks Action Plan status updates as part of the APQA process that occurs annually.
 - 8.3. PPDR will report on action plan data annually by program, program cluster, Faculty, and college-wide to identify broad themes as they emerge and provide support as required to successfully implement associated recommendations.

References:

- Ministry of Training, Colleges and Universities. (2004). *Colleges of Applied Arts and Technology Policy Framework: Admissions Criteria*.
<http://www.tcu.gov.on.ca/pepg/documents/AdmissionsPolicy.pdf>
- Ontario College Quality Assurance Service. (2021). *Credential Validation Service*.
<https://www.ocqas.org/credentials-validation-service/>
- Ontario College Quality Assurance Service. (2021). *The Credential Validation Service (CVS) Handbook for New Program Submissions and Program Modifications*.
https://www.ocqas.org/wp-content/uploads/2021/03/Handbook-The-Credential-Validation-Service_v8_Final_Feb17_2021.pdf
- Ontario Ministry of Colleges and Universities (2018, December 14). *Ontario Qualifications Framework*. <http://www.tcu.gov.on.ca/pepg/programs/oqf/>
- Ontario Ministry of Colleges and Universities. (2019, December 27). *Minister's Binding Policy Directives, and Operating Procedures*.
<http://www.tcu.gov.on.ca/pepg/audiences/colleges/>
- Postsecondary Education Quality and Assessment Board. (n.d.). *Manuals*.
<http://www.peqab.ca/handbooks.html>

This document is available in alternate format on request.

Appendices/Templates:

Table 1 – New Program Internal Consultation and Approval Committees

PHASE	COMMITTEES	PURPOSE	PRESENTER(S)	REQUIREMENTS/ENDORSEMENTS FOR PRESENTATION
Concept Development	Academic Leadership Council (ALC)	For synergies, support, institutional history, conflicts, or complementary interests.	Academic Senior Dean (or SDs if the programs cross Faculties) and PPDR Consultant	Requirement: <ul style="list-style-type: none"> ➤ New Program Conceptual Overview with an indication of how this program complements other offerings in the Faculty Endorsement: <ul style="list-style-type: none"> ➤ Approval to proceed to Core SEM 1
	Core Strategic Enrolment Management (SEM) 1	For feedback on alignment with strategic direction, to provide feedback on and considerations for; <ul style="list-style-type: none"> • Student support, • Financial planning • Space planning; and to identify any questions for detailed feasibility study that are not part of the template. 	Senior Dean and/or Associate Dean, and PPDR Consultant	Requirement: <ul style="list-style-type: none"> ➤ New Program Report and additional related information as required Endorsement: <ul style="list-style-type: none"> ➤ Recommendation to proceed with creation of ad hoc PAC
	Senior Executive Team	For information and for approval to proceed with creation of the Ad Hoc Advisory Committee and the remainder of the internal approval process. To ensure that there are no conflict of interest or	Senior Vice-President, Academic	Requirement: <ul style="list-style-type: none"> ➤ New Program Report and New Program Conceptual Overview documents Endorsement: <ul style="list-style-type: none"> ➤ Approval to proceed with creation of ad Hoc advisory committee and remainder of the internal approval process

		other issues that would have a negative impact on the program.		
Program Development	Ad Hoc Program Advisory Committee (PAC)	For industry partnership, support and development of curriculum content to meet economic and societal needs. To help determine admission requirements, program content, and market interest.	Senior Dean, Associate Dean, and PPDR Consultant	<p>Requirement:</p> <ul style="list-style-type: none"> ➤ 6-8 members from industry, plus an academic for degrees ➤ Motion for endorsement of PLOs and Schedule of Study including course descriptions <p>Endorsement:</p> <ul style="list-style-type: none"> ➤ Motion to proceed with the creation of the program with support of industry partners
	Academic Operations Committee (AOC)	For information and identification of any potential synergies not identified during the planning phase at ALC; to raise awareness of the program development.	Senior Dean and/or Associate Dean, and PPDR Consultant	<p>Requirement:</p> <ul style="list-style-type: none"> ➤ New Program Conceptual Overview document and summary of feedback from the PAC
	Humber College Council (HCC)	Information sharing and gather feedback.	Senior Dean and/or Associate Dean, and PPDR Consultant	<p>Requirement:</p> <ul style="list-style-type: none"> ➤ New Program Conceptual Overview document and initial ideas re: curriculum
Internal Program Approval	Core Strategic Enrolment Management (SEM) 2	Confirmation of alignment with strategic direction, to confirm that feasibility study is complete and has effectively answered all questions raised in planning stage.	Senior Dean and/or Associate Dean, and PPDR Consultant	<p>Requirement:</p> <ul style="list-style-type: none"> ➤ New Program Proposal (expanded) to include detailed feasibility, Financial Analysis report from Financial Services, program details including answers to questions raised at Core SEM 1 at planning stage presentation

			<ul style="list-style-type: none"> ➤ Core SEM evaluates the program based on a populated rubric <p>Endorsement:</p> <ul style="list-style-type: none"> ➤ Advancement to ASA and the BOG <p>Requirement:</p> <ul style="list-style-type: none"> ➤ BOG ASA Subcommittee Briefing Note including the notice of motion and other documents as requested or required. ➤ Approval of motion = advancement to BOG for final approval
Academic Student Affairs (ASA)		Senior Dean, Associate Dean, and PPDR Consultant	<p>Requirement:</p> <ul style="list-style-type: none"> ➤ Notice of motion (created by ASA committee) and other documents as requested. ➤ Approval of motion = submission of program proposal to MCU or PEQAB for approval
Board of Governors (BOG)		Chair of Academic Student Affairs (ASA) Committee, Senior Dean, and Dean of PPDR	

Table 2 - Internal Departmental Consultations for New Programs

DEPARTMENT	PURPOSE	RESPONSIBLE	REQUIREMENTS AND DELIVERABLES
Financial Services	To create a Financial Analysis Report for the proposed new program	Financial Services, Senior Dean, Associate Dean, PPDR Consultant	<p>Requirement:</p> <ul style="list-style-type: none"> ➤ The New Program Assumptions Table needs to be completed prior to this consultation in partnership with the Deputy Registrar, Academic Services, Office of the Registrar. <p>Deliverable:</p> <ul style="list-style-type: none"> ➤ <i>Financial Analysis Report</i> is created by Financial Services provided in the assumptions table. Allow 4 weeks to create this Report.

Capital Development & Facilities Management	For information related to space requirements for the proposed new program and space planning.	Senior Dean and/or Associate Dean, and PPDR Consultant	<p>Requirement:</p> <ul style="list-style-type: none"> ➤ Program Activity Model – Space Requirement Template <p>Confirmation:</p> <ul style="list-style-type: none"> ➤ Submission of the template to Facilities Management
Office of the Registrar, Admissions	To consult on appropriate admission criteria for the proposed new program including discussion about secondary requirements if required.	PPDR Consultant Deputy Registrar, Enrolment Services	<p>Requirement:</p> <ul style="list-style-type: none"> ➤ Confirmation of admission requirements
WIL/Experiential Learning Office	To align curriculum and EL/WIL components of the program	WIL/EL Manager, Associate Dean(s), SMEs	<p>Requirement:</p> <ul style="list-style-type: none"> ➤ To inform the New Program Proposal and clearly define WIL/EL outcomes and details of how the WIL/EL experience is to be operationalized.
Center for Innovative Learning	For curriculum development and instructional design support. Professional development requirements for the faculty who are developing courses. Synergies with micro credentials.	SME's, faculty, Associate Dean(s)	<p>Requirement:</p> <ul style="list-style-type: none"> ➤ Consideration of HLOs in new program development. ➤ Consideration of delivery mode for new program courses.
Humber Libraries	For identification of resource needs for the program.	Humber Libraries staff, SME's, faculty, Associate Dean(s)	<p>Requirement:</p> <ul style="list-style-type: none"> ➤ Provide the <i>New Program Conceptual Overview</i> and other documents that will assist the Humber Libraries staff in completing a scan. <p>Deliverable:</p>

			<p>➤ Humber Libraries can supply if requested a <i>Humber Libraries Collection Assessment</i>. This is a requirement for degree proposals.</p> <p>Recommendation:</p> <p>➤ Provide the <i>New Program Conceptual Overview</i> document and any additional documents that can provide a summary of the program.</p>		
International	For information and support should the program project international student enrollment.	Dean, International (or designate), PPDR, Associate Dean(s)			
Student Services	For information sharing and considerations for the proposed new program.				
Faculty of Liberal Arts & Sciences and Innovative Learning	For information and consultation regarding breadth elective and general education requirements for the proposed new program as well as proposed core and non-core required courses in the program.	FLA Associate Dean, Breadth Committee Chair and PPDR Consultant			
Indigenous Education and Engagement	For consultation to align with IEE frameworks	Dean, IEE, PPDR, Associate Dean(s)			

Table 3 - New Program External Consultation/Validation and Approval

BODY	PURPOSE	RESPONSIBLE	REQUIREMENTS/ENDORSEMENTS FOR PRESENTATION
Credential Validation	<i>For non-degree Programs of Instruction</i>	Academic Senior Dean (or SDs if the programs	Requirement:

<p>Service (CVS)</p>	<p>The CVS undertakes a thorough review of the applications for validation that are submitted by the college. This review ensures that the programs meet or exceed the expectations and requirements set out in government policy through the Minister's Binding Policy Directive, Framework for Programs of Instruction.</p> <p>This review can take place informally prior to BOG approval.</p>	<p>cross Faculties) and PPDR Consultant</p>	<p>➤ CVS <i>Online Tool</i> used to submit formal and informal reviews of programs of instruction (non-degree)</p> <p>Endorsement:</p> <p>➤ Validation required prior to application to MCU for Funding Approval</p>
<p>Ministry of Colleges and Universities</p>	<p><i>CONSENT APPLICATION: For degree programs only</i></p> <p>Under the terms of the Post-secondary Education Choice and Excellence Act, 2000, the consent of the Ontario Minister of Colleges and Universities (MCU) is required for any college seeking to grant a degree. The college submits an application to MCU.</p> <p><i>FUNDING APPLICATION: For both degree and non-degree Programs of Instruction</i></p> <p>All programs for which the colleges wish to seek funding from MCU must go through the application for funding approval process.</p>	<p>Senior Dean and/or Associate Dean, and PPDR Consultant</p>	<p>Requirement:</p> <p>➤ <i>Degree Program Proposal</i> is submitted to MCU for referral to PEQAB (degree only)</p> <p>➤ <i>Program Funding Approval Application Module (PFAAM)</i> is used to submit application for funding approval for Programs of Instruction (both degree and non-degree)</p> <p>Endorsement:</p> <p>➤ Consent to deliver a degree is granted once the Terms and Conditions are agreed upon by the college. Intent to Grant Consent letters and Consent letters are sent to the President.</p> <p>➤ A funding letter is sent to the President when funding approval is determined.</p>

Post-Secondary Quality Assessment Board (PEQAB)	<i>For degree programs only</i> PEQAB reviews all applications referred by the Minister for consent under the Act and provide recommendations to the Minister on applications for consent.	Senior Dean and/or Associate Dean, and PPDR Consultant	<p>Requirement:</p> <ul style="list-style-type: none"> ➤ <i>PEQAB New Program Proposal</i> <p>Endorsement:</p> <ul style="list-style-type: none"> ➤ PEQAB provides a recommendation to the Minister on applications
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