

Faculty of Graduate Studies and Research Program Development Guide



This package contains a variety of tools to assist you in preparing a Program Proposal. The **Checklist for New Graduate Program Proposals** has been developed to help you keep track of the steps from submission of the notice of intent all the way through to Senate approval. The process begins by sending the **Letter of Intent to Develop a New Graduate Program** to FGSR, accompanied by a brief cover letter. The next step is to complete the **Template for a New Graduate Program Proposal**. Once completed, this will serve as the Program Proposal that accompanies your **Notice of Motion to Create a New Graduate Program**; a template is provided to assist you in preparing the Notice of Motion. Finally, a set of additional resources is included to help you navigate the approvals process and to assist you in completing the Template for a New Graduate Program Proposal. These include:

- An overview of the steps involved in the approvals process
- Suggestions for getting help in estimating the expenses and revenues the proposed program is expected to generate
- Sample questions to include in a survey of student interest in the proposed program
- Sample questions to include in a survey of employer interest in the proposed program



**Overview of Steps for
Developing New Graduate Programs**

1. LETTER OF INTENT TO FGSR
Send one page letter outlining purpose of program, credentials offered, who it is targeted to, mode of delivery, and projected timeline of first intake to grad.ExecutiveAssistant@uregina.ca

2. RESEARCH DEMAND AND AVAILABILITY
Explore need for program and availability within U of R and elsewhere (Saskatchewan, Western Canada, elsewhere in Canada)

Labour market/Societal needs survey

Survey student interest and demand

Environmental scan of similar programs at U of R

Environmental scan of similar programs elsewhere

3. PRE-APPROVAL CONSULTATION



4. COMPLETE TEMPLATE
Following consultation with all affected parties, complete *Template for New Graduate Program Proposal*

5. CONSULT WITH FGSR PROGRAM DEVELOPMENT ADVISORY PANEL (PDAP)
Revise proposal as needed based on feedback from PDAP before proceeding to formal approval

5. SUBMIT FOR FORMAL APPROVAL
Complete template for *Notice of Motion to Create a Graduate Program*.
Proposal must receive formal approval from academic unit in Council before proceeding through remaining steps to full approval



Checklist for New Graduate Program Proposals

- Letter of Intent memo submitted to grad.executiveAssistant@uregina.ca
- Research informing need and structure of program is complete
- Pre-approval consultation with all relevant stakeholders, including your department/Line Faculty, departments/Faculties offering related programs, external stakeholders such as prospective students and employers, and, for professional programs, accrediting bodies is complete
- Template for a New Graduate Program Proposal has been completed to prepare Program Proposal
- Program Proposal has been submitted to FGSR at grad.executiveAssistant@uregina.ca
- Feedback from FGSR Program Development Advisory Panel has been used to revise the Program Proposal
- Notice of Motion to Create a New Graduate Program template has been completed
- Program proposal has received formal approval from Department, where applicable
- Program proposal has received formal approval from Line Faculty graduate studies committee, where applicable
- Program proposal has received formal approval from Line Faculty Council
- Program proposal has received formal approval from CCFGSR
- Program proposal has received formal approval from Executive of Council
- Program proposal has received formal approval from Senate



Letter of Intent to Develop a New Graduate Program

Submit to grad.executiveAssistant@uregina.ca

Proposed program name:

Department/Faculty housing the program:

Date of anticipated first intake:

Submitted by:

In a brief cover letter addressed to the Dean of FGSR, please address the following:

- Briefly outline the purpose of the program. What need does it address?
- What credential will the program lead to?
- Who are the students the program will be targeted to?
- What is the planned mode of delivery?



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Template for a New Graduate Program Proposal



Table of Contents

1. Checklist of approvals for new graduate programs
2. Executive summary
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4. Admission information
5. Professional accreditation requirements
6. Program rationale
7. Location of the program
8. Delivery of the program
9. Resource requirements and revenue
10. Timeline
11. Teachout provision
12. Appendices



How to use this template

This template has been prepared by FGSR to assist you in collecting and organizing the information that will be needed to facilitate review at each step of the approval process.

Before completing the template, be sure that you have consulted with all relevant stakeholders, including your department/Line Faculty, departments/Faculties offering related programs, external stakeholders such as prospective students and employers, and, for professional programs, accrediting bodies.

Following this consultation, complete the information required in each of the 12 sections. Additional rows can be added or removed from tables as necessary.

Appended to the end of this template are suggestions for getting help with completing Sections 6.4 – 6.6. Please feel free to reach out to grad.executiveAssistant@uregina.ca for additional assistance.

When the template is ready to be reviewed by the FGSR Program Development Advisory Panel, please send it to grad.executiveAssistant@uregina.ca



1 Checklist of Approvals for New Graduate Programs

Name of Program:

Line Faculty:

Department (if applicable):

Table 1: Tracking of approval milestones

Department Approval	Date:
Line-Faculty Council Approval	Date:
Recommended by CCB	Date:
Recommended by CCAM	Date:
Approval at CCFGSR	Date:
Approval at Executive of Council	Date:
Approval at Senate	Date:



2 Executive Summary

2.1 Program Objectives

- a) Describe the benefits the unit, Faculty and university hope to receive from offering the program.

- b) Describe the specific academic focus of the program.

- c) Describe the area of knowledge or professional training not currently available at the University of Regina the program will initiate, or uniquely reconfigure.

2.2 Program Outcomes

List five to seven outcomes in bullet-form that describe the knowledge, skills, and competencies that students are expected to exhibit upon successful completion of the program. The focus is on the “output” of the program from a student’s perspective, that is, the knowledge, skills, and competencies they will be able to list on a resume after completing the program.

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3 Detailed Program Description

3.1 Program Overview

Provide an overview of the program requirements exactly as they are to appear in the Academic Calendar. Update the details in the template below with the proposed program’s details.

Brief program description goes here. Example:

The Centre on Aging and Health coordinates an interdisciplinary research-oriented Master's degree in Aging Studies. Students may work toward an MA or an MSc degree depending on the nature of their Master's thesis research. This program reflects the collaboration of the Faculty of Arts, the Faculty of Kinesiology and Health Studies, and the Faculty of Social Work. The program aims to provide research training and specialized gerontological knowledge in aging to health professionals. The program is also suitable for students who wish to pursue doctoral studies and research careers.

Program name goes here. Example:

Master of Arts (MA) or Master of Science (MSc) in Aging Studies (thesis)

One of AGIN/SW 803 or AGIN/SW 816	3 credit hours
One of JS GS 817, JS GS 837, EC&I 809, PSYC 823, SW 881 or KHS 802	3 credit hours
KHS 892/AGIN 890 or MNUR 820/AGIN 893	3 credit hours
KHS 803 or PSYC 801	3 credit hours
PSYC 807 or KHS 866 or Directed Readings Course on Ethical Issues	3 credit hours
AGIN 901 (Research)	12 credit hours
AGIN 800 Seminar	0 credit hours
Total	30 credit hours

3.2 Courses

Using Table 3.2, list the numbers and descriptions of all courses that could be used to meet the requirements of the program. Include the number of credit hours of each course, whether it is required or elective, and whether it currently exists or is to be created. Do not include courses that are not planned to be offered in the future. If a course has a prerequisite, note this in the description. Normally, Master’s programs have a minimum of 30 credit hours, research-oriented doctoral programs have a minimum of 60 credit hours, and practice-oriented doctoral programs



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have a minimum of 30 credit hours.



Table 3.2: Summary of relevant courses

Course Name	Course Number	Course Description	Credit Hours	Required?	Exists?
Total Credit Hours in Program					

3.3 Completion Path

Use the table below to outline a recommended program completion path and course sequence. For example, if students were required to take the required course PSYC 801 and register for 3 credit hours of PSYC 901 (thesis research) in the first semester of their first year in the program, the first entry in the table would be:

Year of program	Term	Students should register in...
1	1	PSYC 801 (3 credit hours) PSYC 901 (3 credit hours)

Note that to be considered full-time in a given term, students must normally register for 6 credit hours, and to be considered part-time, they must normally register for 3 credit hours. Please see [here](#) for details.

Table 3.3: Recommended program completion path

Year of program	Term	Students should register in...



3.4 Program Routes

If the program has several routes, describe each route

Table 3.4: Program routes

Program Route	Description

3.5 Relation between Courses and Program Outcomes

In the table below, link the courses in Table 3.2 to the program outcomes described in Section 2.2.

Table 3.5: Course offerings in relation to projected outcomes

Course	Outcome

3.6 Comparable Programs at the University of Regina

If related graduate or undergraduate programs are currently available at the University of Regina, explain what distinguishes the new program from existing ones.



3.7 Comparable Programs at Other Institutions

Compare the proposed curriculum with similar programs at peer institutions. For each program, summarize the program elements (e.g., coursework, thesis, project, practica). The first entry in the table should be for the proposed program at the University of Regina.

Table 3.7: Comparable programs

Institution	Program Name	Program Elements
University of Regina		

4 Admission Information

4.1 Target Students

Indicate the main target groups (incl. their typical academic backgrounds) you expect will be interested in this program.

4.2 Admission Requirements

All proposed programs' admission standards must meet or exceed FGSR's minimum standards for admission; current regulations can be found [here](#). If the proposed program has requirements that exceed, or are in addition to FGSR's minimum requirements, describe them below. If a mid-career option is available, explain what qualifications an applicant would need to possess to be considered without a Bachelor's degree.



4.3 Application Deadline(s)

Indicate program application deadline(s)

4.4 Program Intake Terms

Indicate program intake terms (check all that apply)

- Fall
- Winter
- Spring/Summer



5 Professional Accreditation Requirements (if applicable)

5.1 Accreditation Bodies

List relevant professional accreditation bodies and which accreditations will be pursued.

5.2 Accreditation Standards

Explain how the program meets professional accreditation requirements (e.g., duration and type of practica, academic background of admitted students) and ensures its graduates are eligible for professional registration.



6 Program Rationale

6.4 Need for Program

Provide evidence of the need for the program. Helpful tools can be surveys of undergraduate students, employers, associations, media reports, government, letters of support, etc. Sample surveys for prospective students and employers are appended to this template.

6.1 Alignment with the Strategic Direction of the University

Describe how the program contributes to the University's [strategic plan](#) and, for thesis-based programs, the University's [strategic research plan](#).

6.2 Contribution to the Reputation of the University

Describe how offering this program will enhance the reputation of the University of Regina.

6.3 Alignment with the Strategic Direction of the Academic Unit

Describe how the program aligns with your department's/faculty's strategic direction.

Note: A list of resources to assist with answering questions 6.4 – 6.6 is appended to this template.



6.5 Employment Outlook

Describe the outlook with respect to employment opportunities for graduates of the proposed program.

6.6 Enrolment Trends

Describe enrolment trends in similar programs at other institutions.

6.7 Comparable Programs

Differentiate the proposed program from competing programs at other institutions

Table 6.7: Relation with competing programs

Institution	Similarity to proposed program



6.8 Impact on Other U of R Programs

List any program currently offered at U of R that could be impacted by the introduction of the proposed program.



6.9 Impact on Enrolments at the U of R

From the list below, check all that apply

This program is expected to:

- Attract new students to the U of R
- Assist in retaining current undergraduate students at the U of R
- Assist in retaining current graduate students at the U of R
- Attract students in other graduate programs at the U of R

- Attract students from Saskatchewan
- Attract students from elsewhere in Canada
- Attract students from abroad

6.10 Domestic and International Enrolments

Is the program targeted primarily to domestic students, international students, or is it expected to be equally attractive to both groups?

6.11 Impact on Research at the U of R

If applicable, describe the potential that the program has to contribute to the research enterprise of U of R.



7 Location of the Program (if applicable)

If the program is to be housed outside of the main University of Regina campus , indicate where the program will be located and explain why this is the best location for offering this program.



8 Delivery of the Program

This program will be offered (check all that apply):

- Full time
- Part time

- Face-to-face
- Online
- Blended (both face-to-face and online components)

Explain why this mode of delivery is mode appropriate for this program.



9 Resource Requirements and Revenue

9.1 Resource Requirements

Describe the human, financial, physical and other resource needs for the establishment of the program (incl. IT, library, space requirements...).

9.2 Availability of Expertise

Describe hiring needs, availability of expertise among current faculty and staff, and impact on teaching load.

9.3 Enrolment Projections

Provide enrolment estimates for the first 5 years with plausible best-case, worst-case, and expected estimates.

Table 9.3: Enrolment projections over first 5 years

	Year 1	Year 2	Year 3	Year 4	Year 5
Best case					
Expected					
Worst case					



9.4 Recruitment Plans

How will students be recruited to the program?

9.5 Involvement of Personnel in Other Areas

If other academic units outside of the home department/Faculty are involved in the delivery of the program, list them here.

9.6 Course Coverage

Provide a table that maps courses to be offered in the program to current faculty and new hires.

Table 9.6: Proposed instructors

Course	Proposed instructor



9.7 Projected Revenue and Expenses

Use the tables below to compute the projected revenue generated by the program in each of the first five years of its existence, its projected expenses, and the number of enrolments required for the program to be financially viable.

Table 9.7.1: Projected revenues

	Year 1	Year 2	Year 3	Year 4	Year 5
A. Number of credit hours taken during year					
B. Tuition per credit hour*					
C. Total tuition revenue per student (A X B)					
D. Expected enrolments**					
E. Total revenue (C X D)					

*Current graduate tuition rates are available [here](#). Note that PhD students are charged a flat rate tuition fee per term irrespective of the number of credit hours in which they enroll. For PhD programs, omit A and B from the table above.

**from Section 9.3 above

Table 9.7.2: Projected expenses

	Year 1	Year 2	Year 3	Year 4	Year 5
F. Number of new hires required to deliver program					
G. Approximate salary and benefits per hire					
H. Total salary costs (F X G)					
I. Other costs*					
J. Total costs (H + I)					

*May include initial costs associated with recruitment and advertising; new administrative costs; costs of renting space or equipment; costs for software/subscriptions, etc.



Compute the minimum number of enrolments required in each year to break even using the data from Tables 9.7.1 and Tables 9.7.2 above.

Table 9.7.3: Projected break-even enrolments

	Year 1	Year 2	Year 3	Year 4	Year 5
K. Total costs (J from Table 9.7.2)					
L. Revenue per student (C from Table 9.7.1)					
M. Minimum enrolments to break even ($K \div L$, rounded to nearest student)					



10 Timeline

10.1 Implementation Milestones

Provide a timeline for the implementation of the program, milestones to be achieved and action taken if milestones are not met.

Date	Milestone	Remedial action if milestone is missed

10.2 Oversight and Quality Assurance

Describe who will oversee the implementation, delivery and ongoing quality assurance of the program.

10.3 Advertisement Blurb

Provide a brief blurb that can be used to market/promote the new program.



10.4 Advertising Availability

Provide plans for advertising and informing stakeholders.

Key considerations:

- New programs can only be advertised once approved at Senate. This needs to be considered during new program development in order to allow sufficient time for advertising. For instance, if a program is approved in the Senate meeting in June, there might not be enough time to effectively advertise the program for fall intake in the same year.
- Current students might be interested in joining the new program. Most of the time, this will require a new application by the student. However, in some situations a program transfer may be possible. For instance, students who are currently in a general graduate program (e.g., PhD General Engineering) may want to join a newly introduced, specialized graduate program in their area of research (e.g., PhD Software Systems Engineering). Such students will be able to transfer into the new program within the first two semesters of its effective date without a new application. Afterwards, a transfer is no longer possible and a full application to the new program has to be submitted.
- In all cases, all program requirements of the new program have to be met. Academic units must inform affected students of the new program and the consequences of a transfer for their degree completion.



11 Teach-out Provision

Describe any plans for dealing with students and faculty should the program not succeed.



12 Appendices

12.1 Course Forms

Append a Course Inventory Form for each new or modified course offered by home academic unit or another academic unit and course syllabi of any existing courses that are part of the proposed program.

12.2 CVs of Participating Personnel

Include CVs of all faculty members, adjunct and associate members that will be involved in delivering the program.

12.3 Supporting documentation

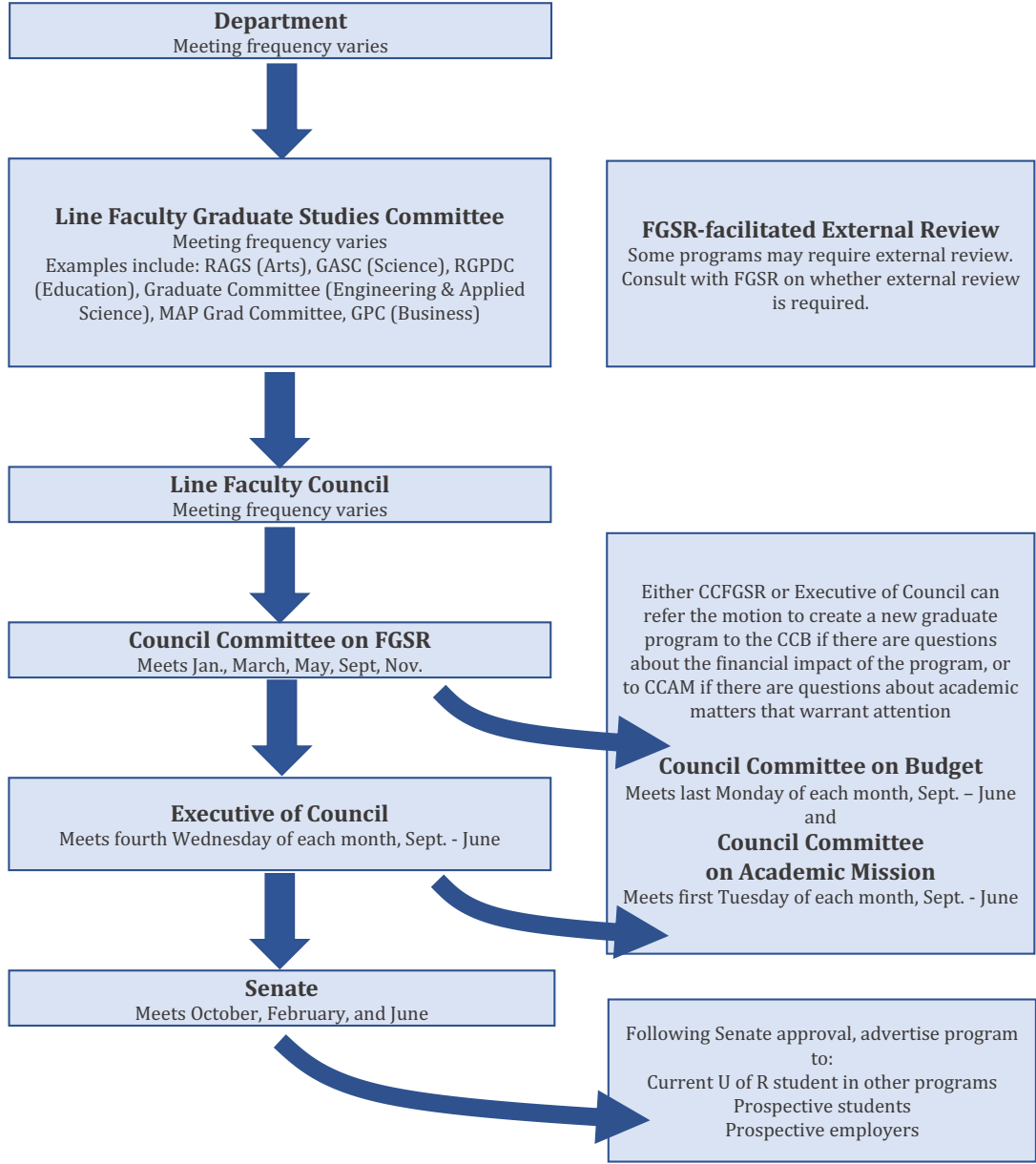
Provide copies of any supporting documentation (e.g., media reports, letters of support).

Note: Check the [FGSR website](#) to ensure registration policies are followed.



**New Program Proposal
Steps to Approval**

Following pre-approval consultation with all relevant stakeholders and FGSR, the academic unit will submit the proposal to have the program formally approved in Council. The time to final approval is typically 18-24 months but varies depending on meeting frequency. Be sure to keep in mind the frequency which each approval body meets when planning new programs.





Where to get help with...

Collecting data on
need for
program?
(Section 6.4)

Saskatchewan Labour Market Trends

<https://www.saskatchewan.ca/business/hire-train-and-manage-employees/labour-market-information>

Canadian Labour Market Trends

<https://www.jobbank.gc.ca/trend-analysis>

Council of Canadian Academies Reports

<https://www.cca-reports.ca>

Conference Board of Canada

<https://www.conferenceboard.ca/focus-areas/education-skills>

Finding
information about
job prospects of
graduates?
(Section 6.5)

2019 Saskatchewan Graduate Outcomes Survey

<https://www.saskatchewan.ca/government/public-consultations/past-consultations/post-secondary-graduate-outcomes-survey>

2020 Labour Market Outcomes of Postsecondary Graduates

<https://www150.statcan.gc.ca/n1/pub/81-595-m/81-595-m2020002-eng.htm>

Universities Canada

<https://www.univcan.ca/universities/facts-and-stats/>

Finding
information about
enrolment
trends?
(Section 6.6)

Canadian Association of Graduate Studies Statistical Reports

<https://www.univcan.ca/universities/facts-and-stats/>



Potential Survey Questions: Prospective Students

Note: This survey should be accompanied by a brief overview of the program that includes a description of the program outcomes, program requirements, and intended program duration. The questions below are suggestions for how to structure a survey and should be modified as needed to provide the most useful information about your proposed program.

Thank you for completing this survey. The University of Regina is considering offering a (Master's/Doctoral) program in _____. Your answers to the questions below will allow us to tailor the program to the needs of our students.

- How interested would you be in registering in this program?
- The following are reasons people pursue graduate studies. Please rate the extent to which each of the reasons below is true of you.

	Not true for me at all	A little true for me	Very true for me	Completely true for me
This program will allow me to start/change my career				
This program will allow me to advance in the career I am already in				
This program will enhance my current skill set				
This program will allow me to explore a personal interest				
This program will allow me to achieve a personal goal				

- If this program were not available at the University of Regina, would you pursue it elsewhere?
- What do you like about the proposed program?



5. What would you change about the proposed program?
6. What is the maximum number of years you would be willing to invest in completing the program above?

7. Please rate the importance to you of the following attributes using the scale below in your decision about whether to enrol in this program.

	Not important	Not very important	Not sure if important	Very Important	Essential
Part time registration allowed					
Available online					
Affordable tuition					
Availability of funding					
Availability of experiential learning opportunities (e.g.,					
Freedom to choose thesis/project topic					

*Note: As an alternative, the response options could be “Makes me less interested” “Does not affect my decision” and “Makes me more interested”

8. If you would like us to contact you when the proposed program becomes available, please provide your e-mail address.



Potential Survey Questions: Prospective Employers

Note: This survey should be accompanied by a brief overview of the program that includes a description of the program outcomes, program requirements, and intended program duration. The questions below are suggestions for how to structure a survey and should be modified as needed to provide the most useful information about your proposed program.

Thank you for completing this survey. This survey should take about five minutes to complete. The University of Regina is considering offering a (Master's/Doctoral) (degree/certificate) in _____ . Your answers to the questions below will allow us to tailor the program to the needs of our students.

- 1a) What are the most important skills employers in your sector look for when hiring new personnel?
 - b) How well do you think existing post-secondary programs equip graduates entering the workforce with these skills?
 - c) How well do you think the proposed program equips graduates entering the workforce with these skills?
2. What are the strongest aspects of the proposed program?
3. What could be added to the program to strengthen it?
4. Which of the following best captures your opinion of the value of this program to your organization and to others in this sector?
 - An applicant who completes this program would have an excellent chance of quickly finding employment in this sector
 - An applicant who completes this program would have an advantage in quickly finding employment in this sector over otherwise similarly-qualified applicants who have not completed this program
 - An applicant who completes this program would not be much more likely to find employment in this sector than otherwise similarly-qualified applicants who have not completed this program
 - As structured, this program is not likely to provide the skills and competencies necessary to find employment in this sector



5. Which of the following best describes the current labour market in your sector?

- There are fewer qualified applicants than positions available
- The number of qualified applicants is keeping pace with the number of positions available
- The number of qualified applicants exceeds the number of positions available

6. Looking ahead, which of the following best describes your outlook regarding the labour market in your sector five years from now?

- There will likely be fewer qualified applicants than positions available
- The number of qualified applicants is likely to keep pace with the number of positions available
- The number of qualified applicants will exceed the number of positions available

7. Would your current employees benefit from completing this program?

- Yes
- No
- Unsure

If so, in which of the following ways might your organization support your employees in completing the proposed program? (please check all that apply)

- By providing funding to offset costs of tuition and fees
- By providing flexible working arrangements to allow the student to attend classes, meet with supervisors/advisors, etc.
- By providing funding for research projects the employee may need to complete as part of their program
- Other (please specify)