Office of the President

Academic Program Review Updates

19 September 2013

Members of the Academic Community

I am pleased to announce that the Final Report on the Academic Program Review is available for download here (355kb)

This report marks the official conclusion of the APR. Moving forward, and along with curricular innovation, we will return to the standard unit review cycle in effect before the APR commenced. Strengthened by the knowledge the APR helped us gain, Faculty, Departments and Programs at the University of Regina can thus continue to review, renew and revitalize their program array to meet the evolving needs of our students and for the benefit of our Province.

I wish to thank all who participated in this engaging and challenging effort.

7 February 2013

Program changes in the Academic Program Review are flowing through the academic approval process. At its meeting of 23 January 2013, Executive of Council voted on 75 motions coming from academic units. Seven of these motions proposed to create new programs or expand on existing programs; eight involved program suspensions or deletions; and 59 proposed revisions to existing programs.

In comparison, at its meeting of 25 January 2012, Executive of Council voted on 38 motions coming from academic units. Two motions proposed to create new programs or expand existing ones; one involved program suspensions or deletions; and 35 proposed revisions to existing programs.

A short summary of the rationales for recent program additions and deletions follows. All the items below will be presented to Senate for approval at its meeting of 9 February 2013. More information on these changes is contained in the agenda of the meeting of Executive of Council of 23 January 2013.

**Baccalauréat en éducation, Addition of Minor**

The addition of this minor will further enhance program options without the need to offer any new courses as this option mirrors a minor option already available in English.

**Creation of Creative Technologies Concentration for the Bachelor of Arts, Fine**
Arts Major

The creative technologies concentration is a response to the University's strategic plan/Academic Program Review and builds upon existing faculty, courses and capital infrastructure(s), allowing units to work together towards common goals.

Creation of Concentrations in the Bachelor of Kinesiology – Human Kinetics Major: High Performance and Adaptation and Rehabilitation

These concentrations reflect the evolution of the skills required by the evolution of industry and the profession. The proposed changes stem from discussions with members of the faculty, fieldwork students, and partners in the community.

Creation of Minor in Creative Technologies

The minor is a first step in the fulfillment of demand in the creative technology sector.

Creation of Bachelor of Science and Bachelor of Science Honours Major in Psychology

These new degrees expand the University’s offering in an area of high demand and enhance inter-faculty collaboration.

Creation of Certificate in Indigenous Access Transition Education (IATEC)

This program is designed to prepare students for a university level program of study thereby with a goal of increasing retention and success rates. The program is also designed to increase access for indigenous students to post secondary programs.

Course-Based Master of Science Program in Mathematics and Statistics

This program responds to additional student demand for a course-based graduate program as a complement to the existing thesis-based and project-based options with minimum resource implications.

Deletion of BA Combined Honours Major in Economics and Geography

The BA Combined Major in Economics and Geography remains available; but the honours program has graduated no students. The program is restrictive with little flexibility: there is no possibility to specialize in one of the two options and this limits the degree’s flexibility for subsequent graduate studies.

Deletion of the Advanced Certificates in Justice Studies and in Police Studies

This certificate was linked to the Bachelor of Arts in Justice Studies, which was deleted as part of a complete curriculum realignment: the Bachelor of Arts in Justice Studies has now been replaced with the “academic track” of the BA in
Police Studies, a program that enhances the flexibility of the programs in Justice Studies.

**Deletion of Bachelor of Francophone Studies**

The Bachelor of Francophone Studies officially replaced the Bachelor of French-Canadian Studies during 2006-7 and became operative in 2008. To date, no student has completed the degree, and one student is enrolled in the program. The single student currently registered will have until Spring 2014 to complete the degree.

**Suspension of Admission to BA Major and Minor in Arts and Culture**

When the Arts and Culture program was approved it was done so with the understanding that the program would be reviewed after two years. In fact, this review happened during the 3rd year of the program. The program has graduated a total of 2 students in three years. The three funding partners believe that the resources used to deliver this program could be better employed supporting students in other programs.

**Master of Arts in Mathematics and in Statistics be archived**

This program is identical to the Master of Science in Mathematics and in Statistics. It is inactive with no students registered in it but it generates confusion for Science students.

**Discontinuation of Admission to the Adapted Movement Science Major**

The Adapted Movement Science is essentially identical to the newly revised Human Kinetics major and thus it is redundant. The Human Kinetics major has been reworked to be more flexible and include the Adapted Movement Science component.

**Closure of BSc Combined Major in Biochemistry and Chemistry**

This program will be closed due to very limited enrollment.

**Closure of BSc in Applied/Industrial Physics with Emphasis in Computation and Physical Modeling**

The B.Sc. programs in Applied/Industrial Physics has two areas of emphasis: Electronics and Modern Physics, and Computation and Physical Modeling. As part of the Academic Program Review, we have solicited student feedback and considered market requirements. As a result, the two areas of emphasis will be combined into a single, more flexible degree.

**24 January 2013**

The draft Process Proposal for Structural Changes prepared upon request by Executive of Council for discussion at its meeting of 23 January 2013 is now
online and available here. The University community is encouraged to provide feedback on the proposal via email to Academic.Program.Review@uregina.ca or directly to the Provost on or before 12 February 2013. The revised proposal will then be submitted to Executive of Council for ratification.

24 December 2012

The update to the Frequently Asked Questions page is now online.

10 December 2012

As the year draws to a close I would like to take the opportunity to provide a short summary of the APR process to date.

The APR began with the University’s 2009 Strategic Plan, māmawohkamātowin: Our Work, Our People, Our Communities. That document calls for the University to:

Align our array of program offerings to respond to the needs and interests of current and prospective students .... Under the leadership of the Faculty Councils and Deans’ Council, we will collegially discuss and develop terms of reference by which our academic programs are evaluated. We will then review all academic programs, undergraduate and graduate. Consulting with the appropriate academic bodies, we will together determine how our array of program offerings should be altered to meet the respond to the needs and interests of current and prospective students. We will act expeditiously on those determinations (māmawohkamātowin: recommendation A3).

In formulating these commitments within the Strategic Plan, the University drew on extensive consultation across campus and throughout the community. It involved more than 100 meetings with faculty, staff, students, alumni, and stakeholder groups; open fora with campus groups including students; more than 1,100 online responses to a survey on future directions for the University; a discussion paper that drew on all of the foregoing, and more than 300 written responses to that paper.

When the consultation process was complete, a final draft plan was prepared. That document was unanimously approved and adopted by the following University collegial bodies: Executive of Council, Senate, and the Board of Governors. Each of these bodies had, and continues to have, voting student representatives on them.

Following unanimous approvals of the Strategic Plan the APR process launched in 2009. The configuration of the APR was determined through extensive discussion with faculty, staff, and students. A steering committee determined the data sources and evaluation, documenting it in a methodology report published in September 2010.

Higher Education Strategy Associates (HESA) supplied external data sources,
such as national enrolment data and trends. Internal data sources included existing enrolment, financial and human resources data; and responses to questionnaires to faculties and departments surveys of faculty members, alumni, advisors and students. Approximately 4,100 responses came from students enrolled in programs at the University, and about 940 came from recent alumni.

Starting in 2011, a task force of elected representatives from faculties conducted the APR and evaluated the data for each program. The evaluation was compiled into reports that were issued to departments and faculties for comments in Fall 2011. Following review in the academic units, revised and corrected reports were issued in Winter 2012.

Proposals for changes follow the standard academic approval process, involving collegial discussion by faculty and student representatives at each stage of the process. In particular, student representatives participate in the academic approval process at multiple stages, with voting positions in department meetings, Faculty Council meetings, meetings of the Council Committee on Undergraduate Admissions and Studies and the Faculty of Graduate Studies and Research Council, the Advisory Group on Planning, Evaluation, and Allocation, Executive of Council, and Senate. Structural and budgetary decisions that fall under the purview of the Board of Governors also have a voting student voice in the person of the President of the Students’ Union.

Over the past semester, some outcomes of the APR consultations have begun to emerge. On our campus there is very strong demand for some programs. Much of it is for degrees in areas that can be labeled as professional or pre-professional: engineering, business, kinesiology and health studies, social work, nursing, public policy, geology, police studies, pre-medicine, pre-optometry, and other pre-professional programs. As a publicly funded institution, the University has an obligation to meet sustained student demand in these and other areas.

The APR is equally applicable to all departments and programs on campus. Recent commentary has focused on aspects of the APR, specifically the Faculty of Arts and the Department of English. But neither the Faculty of Arts nor the Department of English is being singled out in the review process. Rather, all departments and programs across this campus are subject to the same review and are included in the budget scenarios being developed for 2013-14.

In the current (2012-13) fiscal year, approximately 75% ($133 million) of our $177 million operations budget goes to paying the salaries and benefits of our permanent faculty and staff. A further $9 million goes to paying the contracts of sessional lecturers. Suggestions have been made that the University should institute a wage freeze or wage reduction for our permanent employees. However, the University of Regina will continue to honour each of its collective agreements with faculty and staff.

We look forward to continuing the consultative process as we seek in coming
months to determine our programming array for the future, and the appropriate structures to deliver that programming. We are currently preparing an update to the list of frequently asked questions, which will be posted to this site.

14 November 2012 (updated 19 November 2012)

The third in a continuing series of information fora on the Academic Program Review was held today at 9:30am. The forum was video recorded to make it accessible to interested parties who could not attend. View the video below:

- View full video capture including presentation documents
- View presentation documents (4.7 MB)
- View Updated and Clarified presentation with notes (1.56 MB)

For the next steps in our consultation process we have been invited to participate in an information forum for student discussion on Monday 19 November 2:00 - 3:30 pm in the Multipurpose Room, Riddell Centre. Additionally, the Provost’s Office will be available to participate in meetings of faculty and staff to discuss the implications of the Academic Program Review. In the next few weeks, we will also continue the conversation on structural changes and the means to consult collegially on it. Please continue to direct your comments to the Academic Program Review email address.

29 October 2012

On 19 October, Senate approved the creation of a new program in the Johnson-Shoyama Graduate School of Public Policy. The Master in Health Administration is aimed at mid-career individuals already working in diverse health care organizations across Canada who need or want further training and credentials to support upward career mobility. This program is an excellent fit in the context of the Academic Program review as it responds to proven demand in a sustainable way and it makes use of concentrated and online course delivery to meet the needs of its intended audience. The full proposal is available at http://www.uregina.ca/presoff/senate/meetings
At the University of Regina, the available resources to deliver programs are currently static. Consequently, new programs such as the Master in Health Administration need to be able to prove their sustainability before they can be started. These new programs contain procedures for regular reviews and for their wind-down if they become no longer sustainable.

The Provost’s Office is also organizing a campus forum on 14 November 2012 at 9:30am to provide information and collect feedback on the Academic Program Review.

25 September 2012 (updated 28 September 2012)

2012-13 will be a key year in the Academic Program Review as we work to alter and renew our program array. This aspect of the Review responds to the commitment made in our Strategic Plan to "act expeditiously" in determining how "our array of program offerings should be altered to respond to the needs and interests of current and prospective students."

Across our campus, Faculties and departments are therefore engaged in program review and renewal. All program changes follow the standard University approval protocols. These involve a lengthy consultative process that starts with department meetings, continues with undergraduate and graduate curricular committee meetings and Faculty meetings including student representatives, and culminates with Executive of Council and Senate meetings with representatives from all Faculties, students and the community. Agendas and minutes of Executive of Council meetings are available at [http://www.uregina.ca/presoff/council/executive/index.shtml](http://www.uregina.ca/presoff/council/executive/index.shtml)

Many changes are now under way. For example, upon the recommendation of the Faculties and departments involved, the following changes were approved at the Executive of Council meeting of 27 June 2012.

- Substantial revisions to Bachelor of Arts, Major: Theatre and Performance – consolidating three existing degrees into a single, more flexible degree offering additional options to students while refocusing the program to make the best use of available resources;

- As a consequence of the new Theatre and Performance degree, suspension of admissions to the BFA (Acting), the Bachelor of Fine Arts (Design/Stage Management), the BFA (Theatre Studies) and the BA Hons in Fine Arts (Theatre Studies) – all of these options are now integrated into the new degree.

- Revision of the Bachelor of Arts and Bachelor of Arts Honours in Political Science to meet student demand, streamline the program and enhance collaboration with other departments.
Many more initiatives are now in the collegial approval process. These include, for example, changes to the B.A.Sc. in Software Systems Engineering to afford students more flexibility. The proposed new Master of Health Management in the Johnson-Shoyama Graduate School, on the other hand, is a prime example of responding to the changing needs of our Province. Designed for in-career professionals, this program’s innovative format and part-time delivery model will enrich the continuing development of full-time administrators across the Province’s health regions. The proposal for this new MHA was passed at Executive of Council on 26 September.

Discussion has also begun in a variety of fora – and will continue throughout the year – about our configuration of departments and Faculties. The question is simple: is our current configuration the best and most effective one for our changing array of programs? The answers to that question are, needless to say, not simple, and will require a great deal of collegial thought, discussion, and debate in the coming year. By summer 2013 we intend to have a clear plan for reconfigurations where these are appropriate, and have targeted the beginning of the 2014-15 budget year for the introduction of a number of these reconfigurations.

16 August 2012

The Provost's Office has received many of the faculty plans for the implementation of program changes; we expect to receive all of them by the end of August. Work on the sustainability indicator continues.

In preparation for the new academic year, the Provost's Office will work with the Advisory Group on Planning, Evaluation and Allocation to simplify and streamline the guidelines for program approval. This preparatory work will improve approval timelines; enhance the information associated with new program proposals; and support academic innovation, in line with the strategic goals of the University.

The Provost's Office is also working with the Office of Resource Planning to aggregate data sources to help Deans and Department Heads monitor program demand and enrolment statistics. This information will also become valuable to assess the results of the Academic Program Review and in other academic processes including Unit Reviews. Please continue to send your email feedback and suggestions to academic.program.review@uregina.ca

19 July 2012

Work on faculty plans and the sustainability indicator is ongoing. As we prepare to implement these plans and bring the Academic Program Review to its conclusion, Deans have been asked to start discussions on the possibility of structural changes. Program changes ensure that we continue to offer an array of programs that fulfills the dreams and aspirations of our students and the needs of our Province. Structural changes allow us to choose the most efficient
structures to support these programs and drive the highest proportion of resources right in front of our students.

The Provost's Office will support the discussions on structural changes by offering data and information derived from many data sources. These include student engagement surveys, budget analyses and comparative studies among universities. Structural changes may involve multiple faculties; the Provost's office is willing to help coordinate and support the discussions among faculties.

The combination of program changes and structural changes ensures that our resources are allocated appropriately and efficiently to achieve the vision we articulated in our strategic plan to become one of Canada's best comprehensive universities.

3 July 2012

The Provost's Office has started receiving faculty plans for the implementation of program changes. The implementation of these plans will proceed through standard academic approval processes involving department, curriculum committees, faculty councils and other University level approval bodies, reaching Senate in Spring 2013.

These changes will result in higher quality programs that raise the University's reputation and ensure its sustainability. Measuring these results is not a simple task, because they depend on external factors. The Provost's Office is working closely with the Office of Resource Planning to offer simple estimators to faculties that will help them determine how to best allocate their resources during their feasibility planning process. We have also received some very interesting proposals from faculty members.

A simple rule of thumb for the sustainability of a course, for example, can be the ratio of the income the course generates to the cost required to teach the course. If this ratio is close to 1, the course is sustainable. If it is greater than 1, the course is generating additional income. If it is lower than 1, the course is unsustainable.

This simple estimator shows how courses can be individually evaluated, but we cannot use it to combine courses into a program because, for example, it does not take into account the research component. Over the course of summer, we will work towards a more comprehensive estimator. Please continue to send your email feedback and suggestions to academic.program.review@uregina.ca.

15 June 2012

The Associate Vice-President (Academic) will meet with Deans between 15 June and 22 June to discuss the implementation of the plans each faculty created
collegially. This will happen in four steps.

1. Set the dates of the academic approval process for all proposed changes

2. Articulate faculty plans in a series of motions and supporting rationales

3. Report on the academic approval process regularly

4. Create a final report for the community

We aim to complete the implementation of all program changes by March 2013.

We will also involve our students during this process. The Associate Vice-President (Academic) will meet with the University of Regina's Student Union and the Graduate Student Association next week, and Deans and faculty members will discuss the specifics of program changes with their students.

This consultative process will realign our program array to strengthen our reputation by providing high quality, financially sustainable programs. We will fulfill our students' dreams and aspirations, key to achieve our strategic goal to become one of the top comprehensive institutions in Canada.

The approval of the 2012-2013 budget by the Board of Governors on 8 May is another confirmation of the need to help the University focus limited resources in a way that increases our program quality, our reputation, and our long-term institutional sustainability. More information on the budget is available here.

25 May 2012

Work on the Academic Program review is continuing through Spring and Summer. The Provost and the Associate Vice-President (Academic) have met with the Dean's Executive of the Faculty of Arts on 9, 10 and 23 May; members of the Dean's Advisory Council of the Faculty of Engineering on 14 May; the Faculty of Fine Arts on 16 May; and the Librarians and Archivists group on 17 May.

The Provost and the Associate Vice-President (Academic) also provide updates at every meeting of the Advisory Group on Planning Evaluation and Allocation, Deans' Council, and Executive of Council.

The approval of the University Budget by the Board of Governors on 8 May complements the APR plans that Faculties submitted to the Provost's Office in April. Over the next few weeks, the Associate Vice-President (Academic) will meet with Deans to enhance these plans with timelines for the academic approval process. Our goal is to complete all program changes by March 2013, and all structural changes by March 2014.

Until then, we will continue to update this site every two weeks.

3 May 2012
The information fora of 12 and 19 April were well attended and generated a good amount of discussion. An updated version of the Questions and Answers document that includes this discussion is posted below.

**Updated Questions and Answers**

The Provost's Office has prepared a comprehensive list of initiatives originating in Faculties and will report on them to the Board of Governors on 8 May, to Executive of Council on 23 May and to Senate on 6 June. While these academic bodies have student representatives, we are also arranging meetings with student associations. The list of initiatives will appear on this website as they are implemented.

The timeline for the Academic Program Review process has also been updated to include the first part of 2013 and is posted below.

**APR Timeline**

We invite email feedback at Academic.Program.Review@uregina.ca

**16 April 2012**

An important part of the Academic Program review is the timely communication of updates and the availability of multiple feedback mechanisms. In addition to this website, there have been many opportunities for consultation including workshops, Faculty Council meetings and Senate meetings. Faculty and Staff at the University of Regina have also been invited to learn more about the Academic Program Review, provide feedback and have questions answered by attending one of the information fora on Thursday, 12 April from 1:30 to 3, and on Thursday, 19 April from 9 to 11:30.

We have prepared an information package for forum attendees and for everyone who would like to stay up to date but was unable to participate in one of the fora. The package is available on this website:

- **Presentation slides**
- **Process Document**
- **Questions and Answers**

Please send your questions and comments to Academic.Program.Review@uregina.ca

**27 March 2012**

As campuses across the country face increasing fiscal pressures and rising expenses, debates often arise about resource allocation. Specifically, these debates can focus on "administrative" versus "academic" spending. Often, the feeling is that functions in areas such as human resources and information technology are taking away resources from teaching and research. While this
may seem at first blush to be the case, the truth - as is often the case - is somewhat different.

A university is a complex organism whose central activities - teaching, research, service - cannot be done without the help of dozens of supporting activities and structures. Without caretakers cleaning classrooms and washrooms daily, no one can teach. Without an information services unit running an increasingly complex network of servers, storage arrays, wireless networks, databases, and security provisions, we are unable to sustain the complement of data and communication tools now available to all of us, staff and students alike. Without occupational health and safety specialists, accountants, grant writers, and many others, the University will fall out of compliance with the federal bodies on which we depend for research and infrastructure funding.

Faculties are the center of our academic activities, and they deserve special attention. In fact, over the past 9 years, nearly two thirds of the total increase in salaries and benefits have gone to faculties even though (1) the amount of space we are using and maintaining has nearly doubled while utilities costs have been held nearly flat (2) the complexity and capacity of the systems that supporting units manage has increased dramatically, and (3) risk management, auditing, and government reporting requirements have become increasingly onerous. Thus, we succeeded in putting most of our resources right in front of our students.

Truthfully, administrative and academic spending are two faces of the same coin: faculties cannot thrive without adequate support activities and structures. We continue to strive for our sustainability. The Academic Program Review is but one of the many initiatives we undertake to achieve it.

5 March 2012

The Academic Program Review continues to advance at all levels of academic governance:

- Deans are meeting with the Provost and the Associate Vice-President (Academic) to identify possible structural changes for faculties. The Provost's Office coordinates and supports these efforts.
- On 19 March, Associate Deans and Department Heads will participate in a half-day workshop on the **five-step process for program changes**.
- On 20-22 March, a group of Deans, Faculty Administrators, Associate Deans and Department Heads will join the Associate Vice-President (Academic) in a three-day intensive workshop on change management and support.
- All academic units have scheduled meetings to collectively identify program changes with faculty members.
- The Provost's Office, Human Resources and Communications have developed jointly a comprehensive communications plan for the university and the community that includes ample opportunities for consultation.

The Academic Program Review is a key factor in the continued success of
students, faculty members and staff of the University of Regina. As we collectively prioritize and improve our programs and structures, we move closer to realize our ultimate goals of quality, reputation and sustainability.

17 February 2012
Faculties and Departments are working on the adjusted data reports to identify programs that need changes. The five-step process they use to determine these changes is simple:

1. Identify programs that have a relatively high proportion of program issues and unit issues with low adjusted scores.
2. Use the qualitative information in the adjusted data report with rescoring to confirm low scores in program issues and unit issues.
3. Prioritize programs.
4. Run a root-cause analysis in the five programs with highest priority.
5. Determine a change for each program based on the analysis.

This process allows for precise, accurate and timely results. Focusing on five high priority programs will give units the opportunity to shorten the process considerably. This will pave the way for subsequent structural efficiencies, as indicated in the process timeline. The Provost's Office will continue to offer support and suggestions as units proceed with the implementation of this process.

The process document is available here.

26 January 2012
The Elected Task Force met on 20 January and finalized the packaging of the data reports, updated files from HESA and score modifications. A revised Methodology Report (3 Jan 2012) is available for download here. Deans received the report packages on 23 January. They will circulate them according to each faculty's procedures.

Faculties and Departments will use the data reports as one of the tools in reviewing their program array. They will decide collegially if programs should be added, expanded, reduced or deleted to achieve our strategic goals of quality, reputation and sustainability. Deans will support the consultation and seek structural efficiencies. Some academic units have already begun this process:

The Department of Geography is proposing a new Bachelor of Geographic Information Systems.

The Department of Geology is preparing a new program addressing high demand in mining.

The Women and Gender Studies program is seeking complementarity and resource sharing between the University of Regina and the University of Saskatchewan.
The Faculty of Fine Arts is holding consultations on its program array and structure to better suit future demand.

14 December 2011
On 9 December, the Elected Task Force completed all modifications to the data reports. The Provost's Office has collected all changes and adjustments to the data reports that the Task Force validated and will update the data reports accordingly.

Over the course of the next year, all academic units are expected to make use of the data reports and all other information they have about their program to collegially identify changes to their program mix and plan for their implementation, following the standard academic process culminating with Senate.

Program changes thus originate from faculty members. They can be classified into six categories, keeping in mind that an academic unit may contemplate more than one change. The six categories are Enrichment/Expansion, Addition, Reduction, Consolidation, Restructuring, Elimination and changes to faculties and departments.

To help facilitate this process, and to address questions and concerns about its deployment, the Provost's Office is providing updates and additional documentation via this website, reports to Deans' Council, special meetings of the Associate Deans, Department Heads and Program Chairs, and Faculty Council meetings as requested by faculties. A chart of the communication plan can be found here.

30 November 2011
The Elected Task Force met on 25 November and started adjusting the scores in the data reports to account for the commentary forms submitted by departments and faculties. The Task Force is on track to complete all modifications by 9 December at the latest.

The next step is for faculties and departments to create changes to their program mix. This work can begin now; changes aim to improve programs rapidly and measurably in their quality, reputation and long-term sustainability.

Quality reflects our commitment to the pursuit of excellence in teaching, research and public service. Our programs need to meet the needs of our community. Faculties and departments will change their program mix to continue to be of high quality and relevance for current and future students.

Reputation hinges on our ability to achieve excellence in teaching, research and administration. Faculties and departments will change their program mix to increase our presence locally, nationally and internationally.

Long-term sustainability ensures our University will continue to thrive and succeed in the next decade and beyond. Faculties and departments will change
their program mix to maximize the benefit for our students.

24 November 2011
The Elected Task Force has now reviewed all comments on the data reports. On Friday 25 November 2011, the Task Force will use these comments to begin to modify the scores for each University of Regina academic program. They intend to complete this work by mid-December.

Units across campus will then receive updated reports. As the scores provide a rough roadmap for program expansion, modification, and deletion, units will use them as one tool to identify opportunities and weaknesses, and to move forward.

Essentially, units are tasked with determining how they need to change if they are to thrive for the next five years and beyond. Units need to do this in the context of the University’s strategic direction, the needs of the students and the provincial labour market, and the pressures facing universities in all Canadian jurisdictions.

Deans will work with academic units to facilitate program change across units and, where applicable, faculties.

16 November 2011
The ranking process is ongoing; the next meeting of the Elected Task Force is 18 November 2011. At that time, the Elected Task Force will complete the consideration of the comment forms and will start adjusting the scores to reflect the contextual information. The task force will meet every week subsequently to complete all adjustments. The updated reports will then be sent to the programs for consideration in the prioritization. An action report containing a summary of the program’s strengths, weaknesses and opportunities will complement each updated report.

As program changes originate from faculty members in each unit, work has already begun in some units on revising, reviewing and renewing our suite of programs to meet our students’ needs and for long term sustainability. All changes will follow the academic approval cycle including meetings with the Planning and Priorities Committee (renamed the Advisory Group on Planning, Evaluation and Allocation), the preparation of a change proposal including budgets and meetings with the Faculty Council, the Council Committee on Undergraduate Admission and Studies, the Executive of Council and Senate as needed.

2 November 2011
The ranking process has begun. On 27 October the Steering Committee met and provided input on the procedure to be followed for ranking programs. This information will be used by the Elected Task Force as the basis for the evaluation process that will result in action reports for each program highlighting strengths, weaknesses and opportunities. Action reports will be distributed to departments and faculties. Together with the data reports and the knowledge and expertise of
all faculty members, the action reports will inform the program change process. The Elected Task Force will meet on a regular basis to consider the comment forms and proceed with the ranking process starting on 4 November 2011.

The roles of faculty members in the change process are as follows:

The **Dean of the Faculty** is the champion of the process. Deans will provide support and ensure accountability to ensure the process is followed. Deans will also provide an interdepartmental perspective that is vital for structural changes.

In departmentalized or program faculties, the **Department Head** or **Program Chair** will provide leadership at department/program meetings and help remove obstacles to move the process forward.

**Faculty Members** are the originators of changes. They identify changes after having read the data reports and the action reports and determine program changes based on the seven evaluation criteria and the corresponding issues identified in the data reports and the action reports.

**26 October 2011**

Now that all commentary forms have been received, it is time for the next step in the Academic Program Review. The first meeting of the Elected Task Force has been scheduled for 4 November. At this meeting, the Elected Task Force will consider the commentary forms prepared by the Academic Units. Each item in the forms will be categorized as follows: errors of fact, contextual information and methodology comments.

Errors of fact will be corrected in the data reports. The Provost's office received fully editable copies of the reports on 24 October 2011.

Contextual information will be added to data reports to complement, clarify and/or expand the original contextual information. To ensure a fair representation of the unit, the original contextual information will be preserved.

Methodology comments will be used to improve the methodology developed for the Academic Program Review with the ultimate goal to establish a continuous improvement cycle.

The Provost's Office is also participating in academic meetings and scheduling dedicated meetings to continue to provide up to date information to the academic community, as program changes will naturally originate from the units responsible for these programs.

**19 October 2011**

The Provost's Office has received all the comment forms and is preparing them for distribution to the Elected Task Force for evaluation. If necessary, HESA will be involved to provide additional information on the data reports. If changes to the initial scoring ensue, they will complement the input to the ranking process.
However, as important as they are, the scores in the data reports are but one component of the evaluation. The wealth of contextual information contained in the reports and the information collected from surveys, questionnaires and commentaries will complement the scores and help provide a more comprehensive and grounded view of each program.

On Friday, 14 October, the Provost and the Associate Vice-President (Academic) made a presentation to Senate and explained the ranking process and the timeline. The Steering Committee will meet on Thursday, 27 October, to make a recommendation on the weights that will be used in the criteria aggregation phase. A meeting of the Elected Task Force will follow soon after the Steering Committee meeting and will mark the beginning of the ranking process.

06 October 2011
The Academic Program Review is entering an exciting new phase. Faculties and departments have started discussing curricular innovations and the opportunities offered by new partnerships. The comment forms distributed to the academic units in mid-September are due on Friday, 7 October 2011.

The forms will address errors in the data reports and will be included in the prioritizing process. The collegial nature of the prioritization process is important for a successful outcome: program evaluation will be conducted in full respect of the academic process, involving the Elected Task Force, the Steering Committee and departmental, faculty and university committees. A summary of the evaluation framework is available here.

The next few months will be crucial to ensure that our suite of programs sustains the University of Regina for the next decade and further. The task ahead is formidable, but highly rewarding: it is at the essence of fulfilling our academic mission and our aspiration to become one of the top comprehensive universities in Canada.

12 September 2011
The commentary template for the Academic Program Review is the instrument that will be used to collect comments about the data reports and identify items that need further contextualization. The template has been distributed to the deans and is further available here.

31 August 2011
All data reports have been received and distributed to Deans, Department Heads and Program Chairs, who will spearhead the consultative change process in accordance with the academic process. An outline of this process and its timeline is posted here.

The Methodology Report (22 August 2011) is available for download as well. This document includes the results of the consultation process used to create the methodology for scoring the program data.