1. **What is the purpose of the Academic Program Review?**

The University of Regina’s strategic plan, mâmawohkamâtowin: Our Work, Our People, Our Communities, approved in 2009 by the Board of Governors, contained a number of recommendations aimed at fostering excellence in the institution’s mandated activities of teaching, research and public service. One of the key recommendations was for the University to conduct a comprehensive review of its academic programs:

**A3 - Align our array of program offerings to respond to the needs and interests of current 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 respond to the needs and interests of current and prospective students. We will act expeditiously on those determinations.

**A4 – Enhance the University’s distinctive programming and research profile. Capitalize on our research successes to benefit the institution, researchers, and our students.**

Over the past decade we have seen in our University the emergence of areas of research excellence, innovative professional and applied programs, and productive collaborations with other institutions. Examples of distinctive programming and collaboration include the graduate school of public policy, a joint initiative with the University of Saskatchewan; our leadership in petroleum engineering and research into carbon capture and storage, with industry and government as our partners; and the planned new program in
nursing education with SIAST and First Nations University of Canada. These illustrate what we can accomplish when we identify a need and move nimbly to address it.

Continuing to support the initiatives, new projects, and partnerships that have generated these successes, we will develop and capitalize on our established and distinctive research accomplishments as a means of meeting the needs of students and society, and of raising the University’s profile in research and scholarship. We will renew the University’s strategic research plan. We will also continue to support appropriate commercialization of our research for the long-term benefit of the institution, researchers, and our students.

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<th>2. Who is conducting the Academic Program Review?</th>
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<td>The review is being led by the Provost's Office with operational responsibility assigned to the Associate Vice-President (Academic).</td>
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<th>3. Who has been consulted?</th>
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<td>The consultation process collected input on the criteria being proposed for the evaluation and the kinds of evidence to collect. The University of Regina's academic community and internal and external stakeholders were included in the consultation process. This included faculty and staff members, students, senators, alumni and the general public.</td>
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<th>4. What have you measured to assist in the evaluation?</th>
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<td>Quantitative as well as qualitative indicators deemed to be relevant reflections of the performance of the programs under study which can serve as a basis for comparison of these programs both internal and external to our university.</td>
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Qualitative data such as questionnaires and surveys and quantitative data such as enrolment patterns will be used as part of the consultation process. The document describing the evaluation framework and the indicators can be found in the Quick Links at the top of this page.

### 5. How do you evaluate University of Regina programs?

The evaluation is based on the proven approach developed by Robert Dickeson in Prioritizing Academic Programs and Services, customized to meet the needs of the University of Regina. The document describing the evaluation framework and the indicators can be found in the Quick Links at the top of this page.

### 6. Are you developing a standard set of criteria that you will use to evaluate current programs?

Yes, a standard set of criteria has been developed so that all programs can be assessed in same way, while at the same time remaining sensitive to disciplinary differences. The document describing the evaluation framework and the indicators can be found in the Quick Links at the top of this page.

### 7. How did you establish the criteria?

The criteria are based on proven approaches used elsewhere, modified based on consultation with faculty, staff and students to ensure the results will meet the needs of the University of Regina.
8. **Do we not already possess all of the feedback and data to assess University of Regina programs?**

A good deal of the data is available through the Office of Resource Planning, but we also need feedback from faculty and staff members, students, senators, alumni and the general public in order for the review to be comprehensive in nature.

9. **Are Campion, Luther and First Nations University included in the review?**

The academic programs at the federated colleges are University of Regina programs and therefore will be evaluated as part of the review.

10. **Who is represented on the University Steering Committee supporting the review?**

A sub-committee of Deans' Council (Dean of Arts, Dean of Science, Dean of Business Administration, Dean of Fine Arts, Dean of Social Work and University Librarian).

11. **Who is assisting the University in this evaluation and what are their qualifications to do so?**

Higher Education Strategy Associates (HESA) ([www.higheredstrategy.com](http://www.higheredstrategy.com)), provides institutions, governments and related agencies with strategic advice on a range of issues related to improving quality and quality measurement in higher education. Alex Usher, HESA's President, is an internationally recognized expert in student
financial aid and quality measurement in higher education. Dr. Lori McElroy, HESA’s Senior Scientist, has over 25 years of experience conducting research and managing research projects, with a special focus on educational policy issues. She also has expertise in the areas of program evaluation, performance measurement, and policy analysis.

12. **What will you do with the review results?**

We have established a collegial process that reviews the results and provide recommendations in accordance with the academic process. An outline of this process and its timeline is posted [here](#).

13. **Will they be considered with regard to budget setting in 2012-13?**

The collegial process that will review the results and provide recommendations to the Provost will do so in advance of the 2013 budget cycle.

14. **What type of changes can be expected as a result of the Academic Program Review and what kind of efficiencies will they bring?**

Changes to programs include program enrichment, required to bring a signature program to a new level of quality; new program addition, driven by student demand; program reduction, in case a program finds itself with surplus resources; program consolidation or restructuring, to reduce overlap and needless duplication; and program elimination, due to the lack of student demand and the need for refocusing.

Decisions on these changes come from academic units. Some such decisions include the creation of a new Master in Health Administration in the Johnson-Shoyama School of Public Policy; the consolidation of three existing degrees in a single more flexible program (the Bachelor of Arts, Major: Theatre and Performance); and the deletion of the Bachelor of Arts Combined Honours Major in Economics and Geography. All these decisions
were ratified by the respective Faculty Councils and by Executive of Council and Senate.

These changes bring a number of efficiencies: the creation of new programs meeting new student demand provides additional resources to the University; the consolidation of programs maintains program flexibility while providing the opportunity to focus courses on student demand dynamically, as it evolves; and the deletion of unsubscribed programs results in better allocation of resources and the reduction of overlap.

Changes to configurations of units will be the focus of intense discussion in 2013. The question is: is our current configuration the best and most effective one for our changing array of programs? The answers to that question 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.

15. Is the University of Regina committed to the Liberal Arts?

Goal A2 in our Strategic Plan states: “Reaffirm our historic commitment to the liberal arts and sciences”. Our commitment is further articulated as follows: “[...]we will, in partnership with the federated colleges, determine how a liberal education can best be conceived in light of current and future student needs and how it can, where appropriate, be better integrated into pre-professional and professional curricula.” The APR is an integral part of this process as it helps establish a dialogue on the best way to serve our community. As a means to promote and enhance this dialogue, a public forum on the Liberal Arts will be organized early in 2013.

16. What is the consultation process?

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.

In addition to these opportunities for engagement, the Provost’s Office holds APR information sessions for faculty and staff and for students. In these public sessions, participants are provided an update on the process and are then encouraged to provide feedback and requests for clarifications. Four
such sessions occurred in 2012, and more are planned for 2013.

The Provost's Office is also committed to meeting with representative groups such as Faculty Councils, the URSU and GSA Boards and others, as requested by these groups.

17. Will the APR have employment implications?

The changes resulting from the APR will affect academic programs and may result in changes in roles and responsibilities of some faculty and staff. The University of Regina is committed to and will continue to honour each of its collective agreements with faculty and staff. At this time, no such changes have arisen as a direct consequence of the APR.

18. Have people been laid off as a result of the APR?

No. As part of the 2012-2013 budget planning, however, some positions were eliminated. Most of these positions were vacant; a few became vacant after the incumbents retired. In all cases the collective agreements were honoured and adhered to.

19. I heard that there was a budget reduction for 2012-2013. Did that affect only faculties?

Every unit on campus including all faculties and administrative units received the same reduction of 3%, with the exception of the Institut français, whose budget comes from external sources; and the Centre for Continuing Education because it operates on a cost recovery basis. Executive offices received a cut of 4%.

20. Where can I learn more about the University of Regina budget?

A comprehensive budget information page is available at http://www.uregina.ca/orp/budget.shtml#Office%20of%20Resource%20Planning. It contains information on past budgets, the current budget plan, the forecast for the next budget, and the budget formation process for the next budget.

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