



THE UNIVERSITY OF THE WEST INDIES
SCHOOL FOR GRADUATE STUDIES AND RESEARCH

GUIDELINES FOR SUBMISSION
OF
TAUGHT GRADUATE PROGRAMME PROPOSALS
(2011)

Objectives and Structure of the Guidelines Document

These guidelines apply to all new taught graduate programmes being proposed for the consideration of the Board for Graduate Studies and Research. The main objectives of the guidelines are: (1) To identify responsibilities and suggest a procedure that should be followed in developing a proposal for the introduction of a new taught graduate programme at the University of the West Indies; (2) To provide a detailed checklist of the pertinent information that Departments and Faculties should consider in their decision to develop and deliver a new taught graduate programme; and (3) To assist the Campus Committees of the School for Graduate Studies and Research, and the Board for Graduate Studies and Research, in determining the appropriateness and viability of proposed new programmes.

This guidelines document consists of a brief section on **Responsibilities and Procedures** and a **Format for Proposals** being prepared for submission to the Board. The format itself has two components:

- (1) **A Cover Page:** which provides summary information about the proposed programme and which must be submitted as part of the programme proposal; and
- (2) **A Programme Description:** which provides the Sections that must be completed and indicates the type of information required in each Section. The Sections are: Aims and Objectives; Rationale; Access and Support; Course of Study and Faculty; Regulations and Assessment; Quality Assurance; and Budget.
- (3) **A Checklist for Submission of Proposals for Online and Blended Courses and Programmes (in the Appendix of this Document):** which is to be completed for programmes which incorporate online or blended delivery. Where relevant, this Checklist is to be appended to the programme proposal as *Appendix I*.

Responsibilities and Procedures

It is the responsibility of the proposing Department to:-

- ensure the thorough preparation of the programme proposal;
- initiate the necessary consultation with other Departments that already have or may be considering the development of similar or related programmes;

- foster intra- and inter-Campus collaboration including, where possible, the sharing of resources and collaborative delivery of programmes;
- resolve amicably potential conflict or competition concerns.

Beyond these responsibilities, the proposing Department should pay particular attention to early consultation with:

- (a) The Campus Librarian, with regards to library resources, equipment and access;
- (b) The Campus Bursar, to ensure the development of a realistic budget for the programme;
- (c) The Global Campus, where distance delivery is proposed, and especially if the programme is designed to reach an audience beyond the students registered to the Campus, and
- (d) The CETL for guidance with course outlines, learning outcomes, etc.
- (e) The Computer Centre regarding any additional call on their resources.

Departments are urged to include the persons listed above, or their nominees, in their Programme Planning Committee, so that relevant information may be obtained and expertise shared in a timely manner.

Once a draft Proposal has been prepared, it should be circulated directly to the appropriate Departments and Faculties on all Campuses for comment. It is expected that within thirty days of receipt of the Programme Proposal, Departments and Faculties should respond with comments; these might include general advice and suggestions, possible articulation opportunities, opportunities for collaboration and resource sharing, enrollment trends in related programmes, and problems and concerns. All responses should be addressed to the proposing Dean, with a copy to the Head of Department. Following this exercise, a revised comprehensive Proposal should be prepared and submitted to the Chair, Campus Committee for Graduate Studies and Research for the Committee's review and recommendations; and for onward submission to the Board for Graduate Studies and Research, should the Campus Committee so decide. All proposals so submitted should include the written responses of other Departments and Faculties as Appendices to the Proposal. Any written confirmation of support for the programme received from the Campus Librarian, Campus Bursar, CETL or Global Campus (as appropriate) should also be appended as part of the proposal. Proposals should be submitted to the Campus Committee in the Semester preceding that in which they are to be considered by the Board for Graduate Studies and Research.

The Board for Graduate Studies and Research may: (1) Approve the Programme unconditionally; (2) Approve the Programme conditionally, subject to minor modifications or clarifications to be overseen by the Chair of the Campus Committee and/or the Chair of the Board; (3) Request a resubmission, following major modifications to the Programme or Proposal; (4) Not approve the Programme; in such an event, it is the responsibility of the Board to provide a clear rationale for its decision. In certain circumstances, e.g., where the proposed Programme represents a significant academic departure for the Campus; where it utilizes a new or experimental pedagogical format or mode(s) of delivery; where it may lead to professional licensure; or where it is designed to articulate with licensure programmes; the Board may request expert external advice or evaluation of the Programme. In rare circumstances, and subject to the recommendation of the Chair of the Campus Committee for Graduate Studies and Research, a proposed Programme may be approved administratively by the Chair of the Board for Graduate Studies and Research. In such cases, the Proposal must be brought to the next Meeting of the Board for ratification.



THE UNIVERSITY OF THE WEST INDIES
SCHOOL FOR GRADUATE STUDIES AND RESEARCH

PROPOSAL CHECKLIST

<Insert name of programme here>

#	DOCUMENTS SUBMITTED WITH PROPOSAL	YES	NO	COMMENTS
1	Complete Cover Sheet with Relevant Signatures (Head of Department/Bursar/Dean of Faculty/Director, GSR)			
2	Approval Faculty Board/Dean/Director (Five Islands & Global campuses)			
3	CETL Comments/Approval of Course Outlines			
4	Comments from other campuses			
5	Comments from relevant DISCUS where similar programme exists within a Campus			
6	Head of Department Approval			
7	Library Impact Statement			
8	Budget (with Bursary assistance and approval) (All budget pages should receive signature of the Bursar/Staff assigned by the Bursar) <i>(For programme amendments, if there is no change in the budget, the Bursary should be advised and their approval must be obtained)</i>			
9	For Amendments: A Table showing the modifications of individual courses (credits/delivery modes/assessments)			
10	For Amendments: New Course outlines within the proposal, and existing courses (already approved) as Appendices			
11	All course credits comply with the guidelines (1 credit = 12h of Lecture <u>or</u> 24h of lab work/supervised assignments <u>or</u> 48h of unsupervised assignments)			
12	Complete Checklist for Submission of Proposals for Online and Blended Courses and Programmes (V4 Revised March 08 2023)			

Updated February, 22, 2024



**THE UNIVERSITY OF THE WEST INDIES
NEW TAUGHT GRADUATE PROGRAMME PROPOSAL**

COVER PAGE

CAMPUS:	
PROPOSED PROGRAMME TITLE:	
PROPOSED AWARD: (e.g. Masters; Diploma)	
ACADEMIC UNIT(S) THAT WILL OFFER PROGRAMME:	
DELIVERY MODE: (e.g. Face to Face; Distance)	
TOTAL CREDITS:	
DURATION OF PROGRAMME: (including Internship, Research Project, other)	
PROPOSED START DATE:	
PROGRAMME SUMMARY:	
SIGNATURES: Head of Department _____ Bursar _____ Dean of Faculty ¹ _____ Campus Coordinator, ² SGSR _____ DATES: 	
FOR BGSR USE ONLY: I Approved I Conditional Approval I Modify and Resubmit I Not Approved Chair, BGSR _____ Date _____	

¹ Through this signature, the Dean confirms that the CETL, the Campus Librarian and Global Campus representative (as appropriate) have been consulted and are satisfied with the Programme from the perspective of their responsibilities.² The Campus Coordinator confirms that the Campus Committee has agreed to forward the Programme to the Board for Graduate Studies and Research for consideration.

PROGRAMME DESCRIPTION

A. ACADEMIC AIMS AND OBJECTIVES

1. Describe the academic purpose, goals and objectives of the proposed programme.
2. Indicate if the programme replaces an existing programme(s) or is an entirely new programme, *sensu*, no similar programme previously existed. If the former, indicate whether the programme is primarily or exclusively a restructuring of existing courses.
3. Explain how the programme advances the Departmental, Faculty, Campus and/or the University Strategic Plan, and show how the delivery of the programme will facilitate implementation of the Strategic Plan(s).
4. What is the expected life of the programme? What factors (internal and external) could assure or threaten the sustainability of the programme?

B. RATIONALE

1. Identify existing or projected programmes in the same or related area at any of the Campuses and their possible impact on the proposed programme.
2. Provide evidence of appropriate consultation with other Campuses. Summarise the results of the consultations, emphasizing those from Campuses with similar programmes. Identify opportunities for inter-programme articulation and inter-campus collaboration in programme delivery, as appropriate. Identify how any undue competition or conflicts between the Campuses arising from the delivery of the proposed programme would be resolved.
3. Identify similar programmes, if any, at other institutions outside of the UWI and the possible impact of these on the proposed programme.
4. Justify the need for the programme in terms of the clientele and the developmental needs of the country and region, and indicate how these needs were established.
5. For programmes designed to prepare graduates for immediate employment, assess the likely employment demand. Indicate any employers who have specifically requested the development of the programme.

C. BUSINESS MOTIVATION

Provide a summary statement on the business motivation for the programme outlining the Financial Objectives – what financial objectives are attached to the programme over the short, medium and long term? Is it expected just to cover costs? If expected to generate a surplus are their specific applications planned, e.g. research projects, acquisition of

specialized equipment, supplementary revenue or offset non-UGC funded departmental costs?

If the programme is not expected to generate a surplus within the short or medium term (3-5 years) but has the potential to be a significant contributor in the longer term, the statement must advance compelling justification for the Campus to make the initial business investment, and the proposal must receive the explicit approval of the Principal or relevant committee before submission to the Board for Graduate Studies.

D. ESTABLISH DEMAND

Indicate the likely demand for the programme and estimate enrollment over a three to five-year period. Indicate how the estimate of demand was determined, providing summaries of any surveys, focus groups, expert informants, strong inference drawn from relevant primary data and the ability to finance programme fees into sustainable student enrolment, at the very least, over the first three years. Note that anecdotal evidence is not a useful basis for establishing demand and that students' expression of interest is helpful, but not a sufficient indicator of market demand.

E. MARKETING & ADVERTISING

- a) Enumerate the approaches that will be taken to:-
 - initially identify and sensitise the target markets of students and likely sources of financial and other support
 - promote the programme
 - implement an advertising "campaign" to complement the marketing initiatives.
- b) Indicate how and when existing markets will be targeted in succeeding years to assure the sustainability of the programme.
- c) Indicate how marketing and admissions processes might encourage increased participation of persons from the UWI 12 Countries and from extra-regional participants.

F. ACCESS AND SUPPORT

1. Describe the criteria for admission of students to the proposed programme. and how the programme will be marketed.
2. Describe the mode(s) of delivery to be used in the programme and indicate the instructional support arrangements that will be provided. If use of Global Campus resources is envisaged, indicate that the appropriate consultations have been conducted and confirm that the Global Campus has agreed to provide the Distance facilities and resources needed for the programme.

3. Identify the academic staff, administrative support, teaching materials, lecture-, lab- and tutorial facilities, and other campus UGC- and non-UGC-funded resources (e.g. Library) required to support the programme. Itemise the resources required according to expected availability at intra-faculty, inter-faculty and non-campus levels, and an estimate of quantities developed using appropriate units of measurement e.g. hours, student numbers, etc. Indicate whether these are currently available, and if not, how they will be acquired.

(This aspect of the proposal should be carefully reviewed by the Head of Department and Dean to ensure that the resources required can be accommodated within departmental and faculty resource utilisation planning and if not, for the proposal to include the cost of acquiring these resources through special employment arrangements internally and/or externally. The Head and Dean will agree with the Programme Initiator the extent to which the programme will be required to bear the marginal costs of its delivery, and an estimate developed and incorporated in the proposal as a flat figure over a period or as a function of annual revenues. This agreement must be submitted as part of the proposal.)

4. Obtain advice from the Bursary, regarding the basis on which the utilization of Campus bursarial, registrarial and other resources is to be recovered from self-funded programmes. The Bursary will provide this after consultation with the Deans.

G. COURSE OF STUDY AND FACULTY

1. Provide a complete outline of the course of study, including course syllabi, credits and a current and comprehensive reading list for each course. Describe the objectives, scope, duration and credit weighting of any proposed Research Project.
2. Describe proposed arrangements for any required attachments, agency placements, internships, and fieldwork, *inter alia*. Provide a list of prospective affiliates, as appropriate.
3. Provide brief biodata of current faculty members who will implement the programme, and describe the qualifications of any faculty to be hired. Identify the Programme Director or Coordinator.
4. Describe the responsibility and qualifications of non-UWI persons who will be involved in programme delivery, whether in course delivery, supervision of Research Projects, fieldwork, internships or attachments. Indicate the mechanisms for selecting such persons to ensure that students receive a high-quality experience.

H. REGULATIONS AND ASSESSMENT PROCEDURES

All Regulations and Assessment Procedures must be consistent with those provided in the University of the West Indies Regulations for Graduate Degrees and Diplomas.

Course load/semester; part-time/full time:	
Number of failures per semester:	
Re-sit Examinations:	
Assessment procedures for courses, coursework, fieldwork, internships, or other:	
Assessment procedures for Research Project (as appropriate):	
Time limits for completion:	

I. QUALITY ASSURANCE

All Quality Assurance procedures described must be consistent with those provided in the University of the West Indies Regulations for Graduate Degrees and Diplomas.

1. Describe how the proposed programme will be assessed and reviewed.
2. Establish a Board of Examiners and indicate the schedule of Examiners' Meetings for the programme.
3. For professional programmes for which accreditation is to be sought, state the accrediting agency and a timetable for completing the accreditation process.

J. BUDGET

This Section must be completed for all programmes, but is of particular importance in the case of non-UGC funded programmes.

PROPOSAL TO ESTABLISH PROGRAMME FINANCIAL VIABILITY

[Show all assumptions on a separate sheet]

EXHIBIT I

	Unit of Estimation	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Proposal Development Costs							
1. Programme Design – Internal staff (if applicable)	Hours*Rate						
2. Programme Design – External staff	Hours*Rate						
3. Market Analysis: Surveys, Focus Groups etc. (specify)							
4. Course Writing - New - Modified							
5. Academic Consultations & Review - communication							
6. Other Costs (specify)							
TOTAL Development Costs							
INCOME AND EXPENDITURE							
Tuition Fees							
Reimbursable Book Cost							
Reimbursable Refreshment							
Tuition Fee Package – New							
No. of Registrations – New							
Tuition Income – New Students							
No. of Registrations – Repeat							
Tuition Fees – Repeat							
Tuition Income – Repeat Students							
TOTAL TUITION INCOME							
RECURRENT EXPENDITURE							
Teaching Costs – Internal faculty	Hours*Rate						
Teaching Costs - External faculty	Hours*Rate						
Administrative Support – Full Time	Salary Costs						
Administrative Support – Part Time	Hours*Rate						
Programme Coordinator's Fee	x%*Tuition Revenues or other basis						
External Examiners' Fees							
External Examiners' Expenses							
Development Cost (unabsorbed portion)							
Lecture & Teaching Facilities External Rental Department Charge							

Faculty Charge							
Use of Equipment & Other Teaching Resources							
External rental							
Department Charge							
Faculty Charge							
General Administrative Support							
Department Charge							
Faculty Charge							
Campus Administrative Support	x%*						
Registry, Bursary, Library, MITS, Security, Maintenance, Utilities etc.	Tuition Revenues						
Books & Other student material							
Refreshment for Students							
Advertising & Marketing							
Other Expenses (specify, e.g. course cost from external institution)							
TOTAL PROGRAMME EXPENSES							
SURPLUS/(DEFICIT)							
Less Share to Participating Departments							
AVAILABLE FOR DISTRIBUTION							
DISTRIBUTIONS							
Equipment & Teaching Materials							
Research Funds							
Department Staff Development							
Programme Operating Fund							
Other							
Net Income to Programme Capital Fund							

Last updated Updated February,22, 2024.

CHECKLIST FOR SUBMISSION OF PROPOSALS FOR ONLINE AND BLENDED COURSES AND PROGRAMMES V4 REVISED MARCH 08 2023

Introduction

The following checklist³ has been developed to ensure that online and blended programmes meet the required standards of development, delivery, and student support. It is to be used in conjunction with the standard template for New and Revised Programmes and Courses. The completed checklist should be attached to the Programme Proposal for submission to the Board.

In responding to each criterion below, you may reference the relevant section in the programme or course proposal and/or provide a brief explanation and supporting evidence.

1. Programme/Course Structure and Alignment:

- a) The online/blended programme/course is aligned to the vision, mission, and strategic plan of the UWI.
- b) The online/blended programme/course complies with the policies of the UWI, such as but not limited to The UWIs: Data Protection Policy (April 2021), Information Security Policy (September 2016); The University of the West Indies Information Security Policy Guidelines; Acceptable Use Policy Information & Communication Technologies (ICT) (December 2014); Policy on Intellectual Property Management and Commercialisation; The University of the West Indies Risk Management Policy, October 2022.
- c) Clear roles and responsibilities for persons directly involved with the day-to-day teaching/facilitation and support of the course are outlined (e.g. faculty member/subject matter expert, instructional designer, multimedia support, programme coordinator).
- d) Sufficient qualified and academic staff are provided to support the online/blended programme/course.

³ A combination of check marks and reference to the programme proposal document should be used to support requests. The online expert must review and check before completing the confirmation note referred to in No. 6.

- e) The budget for the online/blended programme/course is sufficient to support the resources required to effectively support the online/ blended course/programme over the lifetime of the course/programme.

1E) For a blended programme, clearly indicate the modality of each course

Course Name/Code	Delivery method (blended, online asynchronous, online synchronous, face to face)
1.	
2.	

2. Technological Support:

- a) The course delivery technology to be used is the institutional approved technology solution for course delivery⁴
- b) IT resources and educational technology tools identified as necessary for specific courses have been approved.
- c) Availability of technical services to ensure continued ease of access to curricular materials. Submit confirmation from Campus IT Services (or the relevant entity) of their ability to provide the necessary services, or submit alternative arrangements made/to be made by the Department.

3. Faculty Preparedness and Support for Online Teaching:

Provide evidence of /or plans for training initiatives to develop the competency of faculty to deliver quality online teaching in accordance with established best practices. This includes:

- a) Training in online pedagogy.
- b) Training in the use of the chosen technology platform(s).
- c) A plan for student engagement during online synchronous sessions in a course.
- d) A plan for how asynchronous online course development standards will be applied using a UWI approved rubric.

⁴ This is considered a mission-critical enterprise system and should be supported as such.

- e) Availability of reliable technical support for faculty during the online programme/course.

4. Student

Support: Indicate:

- a) arrangements for the training/orientation of students in the use of the relevant technologies.
- b) proposed faculty student ratio is clearly stated.
- c) provisions to ensure that remote students have access to and can effectively use the relevant online library and information services.
- d) provisions for advising students on academic matters.
- e) for online synchronous delivery, state the provisions for tutorial support and access to course materials.
- f) the tools and methodologies that will be employed to create/facilitate a learning community.
- g) availability of reliable technical support for students during and after the online programme/course.
- h) how the relevant data to support student success will be monitored to improve student success and retention.
- i) what process is in place for the success and retention of students in the programme/course.

5. Assessment and

Evaluation: Indicate:

- a) the online assessment strategies that will be used (e.g. class tests, exams, projects, etc.) and how they will be used for online students.

- b) How opportunities for academic honesty in the online environment will be maximized.
- c) How opportunities for academic dishonesty in the online environment will be minimized.
- d) arrangements for proctoring of exams in remote locations, where applicable.
- e) arrangements for practicum and access to laboratory facilities, where applicable.
- f) Opportunities for student feedback to improve the course/programme.

6. Template for Confirmation Report

The confirmation report is intended to provide evidence of consultation with online instructional designer, education technologist or other online expert with respect to the design of the programme/courses for online delivery, including any recommendations. A template for the confirmation note is shown below:

1. Programme and or Course Name:

2. Delivery Mode (Online or Blended):

3. Name and Job Title of Online Consultant:

I certify that consultation on the programme or course has taken place with

.....

(Department/Lecturer) and that the proposed programme or course structure, the instructional materials and delivery systems are aligned with the learning objectives of the programme.

Recommendations:

Signed: Online Consultant

Affiliation (Global Campus, CETL, other)