MEMORANDUM

**Office of the Provost
and Vice-Principal (Academic)**

To:	Faculty Deans
From:	Gavan Watson, Vice-Provost, Teaching and Learning
Copy:	Fahim Quadir, Vice-Provost and Dean, School of Graduate Studies and Postdoctoral Affairs
	Associate Deans, Teaching and Learning
Date:	July 8th, 2025
Subject:	Measures to address delays in Cyclical Program Reviews

Executive Summary

Queen's is implementing new measures to address delays in Cyclical Program Reviews, as mandated by the Quality Council following the 2023-24 audit. Beginning this September, units more than one year behind on their scheduled site visit will face restrictions on new program proposals and major modifications. These changes aim to reinforce compliance and support informed academic planning.

This memo outlines important changes to address delayed Cyclical Program Reviews (CPRs).

The 2023–24 Quality Council Audit raised serious concerns about the frequency and extent of CPR delays at Queen's, with some reviews being years overdue. The Audit Committee has directed the university to take corrective action. This is not a new issue, with similar concerns raised in the 2013–14 audit and little improvement noted in the intervening period.

Under the Ontario Universities Council on Quality Assurance's Quality Assurance Framework, all programs must undergo a CPR at least once every eight-years. To address the audit findings, Queen's has introduced the following changes:

- Adopted a seven-year CPR cycle to create a buffer for delays.

- Restricted CPR deferrals to extenuating circumstances only.
- Expanded support available to units undergoing CPR, including enhanced guidance, check-ins, workshops, and more structured timelines.
- Streamlined the Self-Study template to facilitate timely completion.
- Shortened the Self-Study review and approval process by eliminating steps not required by the Quality Council.
- Increased resourcing to the Senate Cyclical Program Review Committee to enable it to increase the number of reviews it considers annually.

Queen's will face a second audit within the next two years to verify compliance, with a focus on reviewing if academic programs are undergoing CPR within the required eight-year timeframe and following the processes set out in the Quality Assurance Framework. If the university is still out of compliance, the Quality Council may impose sanctions, including halting approvals of new programs or suspending admissions to existing programs it deems to have deficient QA processes.

New restrictions for delayed units

Effective September 2025, the following restrictions will apply to any academic unit whose CPR site visit has not occurred within **one year** of its scheduled deadline. Since site visits are due by the end of March, any unit that has not completed its site visit **by the end of the following March** will be subject to these restrictions. In future cycles, these restrictions will apply automatically.
- No major modifications from the unit will be recommended by SCADP to Senate for approval.
- No new program proposals from the unit will receive pre-approval.
- No new program proposals from the unit will be approved to proceed to the external review stage.

Affected units will be notified directly: I will contact them and copy you on that communication. These restrictions will remain in effect **until a site visit is scheduled**. Scheduling requires submission and ranking of external reviewer nominations by all relevant parties, and a final, approved Self-Study.

Why timely reviews matter

While delays may be understandable given limited resources, compliance with the Quality Assurance Framework is not optional. Delays affect more than compliance: they hinder well-informed academic planning, curriculum development, and the ability to justify changes or program development. Robust

quality assurance processes ensure that proposals for change grounded in sound analysis and continuous improvement, supported by the deep understanding of program needs that the CPR provides.