Program development and approval *

- Conception
  - Objectives & suitability
  - Identify stakeholders
  - Preliminary financial analysis
  - Program calendar

- Validation
  - Market analysis
  - Market research
  - Value proposition
  - Positioning
  - Learning outcomes

- Design
  - Curriculum
  - Co-curricular
  - Validation
  - Draft cost structure
  - Optimization opportunities

- Consultation & co-creation
  - Student
  - Departments
  - Faculties
  - Library
  - Budget impact

- Approval
  - Department
  - Faculty
  - Senate
  - Board
  - Ministry

- Marketing
  - Strategy and outcomes
  - Marketing plan
  - Marketing budget

*conceptual, not sequential