

Creating a Business Case for New Academic Programs | 10.20.16 Larry Goldstein, President, Campus Strategies LLC

Please find a bonus resource for the *Creating a Business Case for New Academic Programs* webcast.

Webcast Bonus Resources

1. [New Program Routing Sheet for New Degree Program or new Area of Emphasis/Concentration](#) – *Pages 2-8 in this packet* – Adapted from a real example, this seven-page document provides a detailed approval process for new academic programs and can be easily modified for your institutional context. This document can serve as a way to empower your academic team to communicate the full potential of a proposed program and help support the business case.
2. **Tables to organize anticipated costs & resources** – These basic Excel templates can help you organize the information detailed in the new program routing sheet including:
 - a. **Table 1- Anticipated Resources:** download from this link:
<http://www.academicimpressions.com/preconference/Table1-resources.xlsx>
 - b. **Table 2 – Anticipated Costs:** download from this link:
<http://www.academicimpressions.com/preconference/Table2-costs.xlsx>

**New Program Routing Sheet for New Degree
Program or New Area of Emphasis/Concentration**

Webcast Resource: Adapted for *Academic Impressions: Creating a Business Case for New Academic Programs*,
shared by *Larry Goldstein, Campus Strategies LLC*

School/Department/Program Submitting Proposal_____

Title of Proposed Program_____

Type of Program ___ New Program___ New Area of Emphasis/Concentration-

Degree to be Awarded_____

Proposed Implementation Date_____

1. Proposal prepared by_____ Date_____

2. Department Review_____ Date_____

(chair's signature)

___ Approved ___ Not Approved

3. Dean Review_____ Date_____

(dean's signature)

___ Approved ___ Not Approved

4. (4a and 4b occur simultaneously)

a. Curriculum Committee review_____ Date_____

(chair's signature)

b. Council of Academic Deans' review_____ Date_____

(chair's signature)

5. Academic Senate approval_____ Date_____

(chair's signature)

___ Approved ___ Not Approved

6. Vice President Academic Affairs review _____ Date _____
(vice president's signature)

___ Approved ___ Not Approved

7. President review _____ Date _____
(president's signature)

___ Approved ___ Not Approved

8. Board of Trustees review _____ Date _____
(new programs only) (secretary's signature)

___ Approved ___ Not Approved

9. State Higher Education Agency approval required? _____ Yes _____ No

10. Accreditation approval required? _____ Yes _____ No

If yes, specify accreditor _____

I. Rationale and Need for the Program

- A. Describe the extent to which this program is central to the institutional mission, the strategic plan priorities, and its relationship to the instructional program emphasis.
- B. Describe how this program meets a critical and compelling regional or statewide need as identified in the State Higher Education Agency plan.
- C. State the specific local, state, and/or national needs for graduates of the proposed program. Describe job opportunities that are available to persons who complete the program. Provide evidence of market demand through supporting data including results of recent surveys. Present data demonstrating the current and projected supply of graduates from existing programs in the state if applicable.
- D. Provide evidence of student interest in the program. Include projections of full-time and part-time majors for each of the first five years of the program.
- E. Project the number of program graduates for the five years following the initial year of awarding degrees.
- F. If a similar program(s) already exists within the state, compare/contrast the proposed program with such program(s) highlighting degree differences, areas of specialization, and specific academic content of the proposed program or course of study.

II. Course of Study Leading to the Proposed Degree (if applicable)

- A. State the educational objectives of the program.
- B. Describe the program as it would in a catalog including each area of concentration.
- C. List the courses (title, number, semester credit hours, and catalog description) that would constitute the requirements and other components of the proposed program. Indicate which are currently offered and which will be new courses. (Indicate new courses with an asterisk.)
- D. If applicable, describe any selective admissions policy or specific criteria for students selecting this major field of study.
- E. Describe expected student learning outcomes for the proposed program and directly relate these to the general curricular requirements of the program.

III. Faculty

- A. Provide a list of current faculty (and areas of expertise) who will teach in the program.
- B. List faculty by rank needed for *full implementation* of the program. Indicate which additional faculty are to be hired and describe their qualifications.

IV. Accreditations and Similar Requirements

- A. If additional accreditation is required from an organization recognized by the US Department of Education to offer the program, describe the process for obtaining the accreditation.
- B. If any special licensure or certifications are required to offer the program, identify the agency overseeing the requirement and the process for satisfying it?
- C. Describe any additional resources, including facilities, to gain accreditation, licensure, and/or certification?

V. Cooperative Arrangements

Describe cooperative arrangements with other institutions and organizations that may be needed to offer the program. Specify the nature of such arrangements and attach any formal statements of agreement that have been developed.

VI. Library Impact

Provide a brief analysis of existing resources which will support the proposed program. Identify additional resources that are needed and the period over which they will be acquired. Discuss additional provisions for required access to new resources controlled by others and the mechanism for gaining access to the resources.

VII. Facilities, Equipment, and Technology

- A. Indicate the status of existing facilities, equipment, and technology available to support the proposed program.
- B. How will the proposed program impact the current use of existing facilities, equipment, and technology?
- C. Describe additional facilities, facility modifications, equipment, and technology that will be required for use in the proposed program.

VIII. Ancillary Impacts

Describe the impact on existing support units—administrative, academic, or student—that will be unusually affected by introduction of the proposed program.

IX. Low-Productivity Programs

Identify existing low-productivity programs directly related to the proposed program. Careful review should consider the resources (e.g., faculty, library, general operations) currently devoted to the existing programs and how those resources might be redeployed to help finance the proposed program.

X. Financial Implications

The information on the following pages is required to support an assessment of the adequacy of resource availability to support the proposed program.

Table 1: Anticipated Resources (see attached spreadsheet template)

1. Reallocated Funds—enter the amount of funds for the first five years of implementation that will be reallocated from existing resources to support the proposed program. Include funds reallocated from the discontinuance or downsizing of existing academic programs.

Attach analysis of the overall impact that the reallocation will have on the institution, particularly on existing programs and organizational units.

2. Tuition and Fee Revenue—enter the estimated tuition and fee revenue that will be directly attributable to *students new to the institution* enrolled in this program each year for the initial five-year period.

Provide rationale for enrollment projections used to calculate tuition and fee revenue.

3. Grants and Contracts—enter the amount of grants, contracts, or similar external funding which will become available in each of the first five years as a direct result of this program.

Provide detailed information on the organizations providing funding including documentation of the specific sources. Provide information about alternative sources of funding to enable program continuation after the external funds cease to be available.

Note: conditional approval may be granted to a new program proposal which is dependent on external funds which have not been formally awarded at the time of proposal submission if appropriate evidence indicates the likelihood that an award is forthcoming.

In this situation conditional program approval may be granted for up to one year, although actual program implementation cannot occur during this period. Full program approval with permission to implement will be granted only after documentation of funding is received. Under exceptional circumstances, the conditional approval may be extended for up to one additional year.

4. Other Sources—enter any additional funds from sources other than 1, 2, or 3 that have been specifically designated for the proposed program.

Provide detailed documentation on the sources of funding including supporting documents from the resource provider.

5. Total Resources—add the various resources available for each year including both one-time and cumulative resources.

Provide additional explanation or comments as appropriate.

Table 2: Anticipated Costs (see attached spreadsheet template)

1. Faculty Positions—enter (a) the cumulative number of new full-time-equivalent (FTE) faculty needed to implement the program in each of the first five years, (b) their related salary expenditures, and (c) their related fringe benefits. (For example, if two new faculty members are needed—one in the first year and one in the second—the FTE, salary, and benefits for one should be reported in Year 1 and the same information for both faculty should be reported in Year 2 and successive years.)
2. Administrative Positions—enter (a) the cumulative number of new FTE administrative staff needed to implement the program in each of the first five years, (b) their related salary expenditures, and (c) their related fringe benefits.
3. Support Staff Positions—enter (a) the cumulative number of new FTE support staff needed to implement the program in each of the first five years, (b) their related salary expenditures, and (c) their related fringe benefits.

4. Equipment—enter the anticipated cost of new equipment required for each of the first five years of the proposed program.
5. Library—enter the anticipated new library costs for each of the first five years of the proposed program.
6. Space—enter anticipated costs for any special new or renovated facilities (e.g., classroom, laboratory, office) required for the proposed program. Differentiate between new and renovated space.
7. Other—enter any other costs required for the proposed program. Attach descriptive narrative or annotate the table with details. Examples of items included in this category are allowances for faculty development, travel, dues/memberships, office supplies, software, equipment maintenance, rents, etc.
8. Total Costs—add the various resources available for each year including both one-time and cumulative resources.

Provide additional explanation or comments as appropriate.