

SECTION 5

New Concentration

Proposal

Program proposal for new Concentration is composed of the following sections: 1) program description; 2) accreditation; 3) impact on existing program and programs external to department; 4) course taken at other institutions; and 5) sunset clause.

If new resources or additional space are required to support the proposed Concentration the Market Demand Analysis and Financial Analysis sections must be completed.

1. The automated [CourseLeaf program](#) will be used for submission of the proposal for a new concentration. The online approval form should be completed by the department submitting the proposal, the proposal and other supporting documentation should be attached to the online approval form. The online approval form and the documentation are submitted via the automated review/approval process.

***** Even though a new concentration is submitted in [CourseLeaf](#) as a modification the proposal documentation for a Concentration must be included in the submission.**

2. Proposal Description

Detailed comments for the **applicable elements** listed below should be included in the proposal for a new concentration:

- Goals of the proposed program.
- Rationale for instituting this program.
- How program change advances mission and strategic goals of university and college or school.
- Curricular and other requirements student will be expected to meet, include rationale.
- Educational goals and student learning outcomes.
- Constituency served/intended student market.
- Facilities to be used for delivery.
- Required library resources.
- Time line and scheduling for the new program initiation.
- Impact on existing curriculum.
- List of courses to be offered in the program, indicating which currently exist and which are new
- List of current faculty who will be members of the program.
- Level of quality that can be realistically achieved with available resources, include how program will enhance academic stature of college, school or university.
- Identify indicators of program quality that would be achieved within five years.
- Detailed statement identifying new resources or reallocation of resources required for the program including a five-year budget.
- A statement on enrollment projections for the initial five years.
- Identify special needs associate with program or requirement for additional space.
- Attach an email or letter to [CourseLeaf](#) from any other college/school that offers courses in this program, that the college/school is aware of the change and outlines the impact this change will have on their college/school.

3. Accreditation
If college/school/or this program is accredited, provide documentation that this change will not affect this accreditation or that you have gained approval from that body to proceed with these changes for the next academic year. If unable to do so, this proposal must be delayed until this documentation can be provided.
4. Courses Taught Off-Campus
Any courses associated with proposed concentration that will be taught off-campus need additional approval prior to holding the course off campus. The academic policy delineating the approval process is: [Alternate \(Off-Campus\) Location for Teaching Courses](#).
5. Portion of Academic Program Taken at Another Institution
 - Does this program include an arrangement whereby students can take some portion of the academic program at another institution or entity? Examples of institutions or entities are the Medical College of Wisconsin, University of Wisconsin-Milwaukee, and General Electric.
 - This includes any courses that may be applied to the degree or certificate requirements that a student may take at another institution or entity in which *Marquette transcripts the credits*.
 - This *excludes* credits that students may transfer from another institution or entity and also *excludes* clinical or internship arrangements.
 - If yes, what is the name of the institution or entity?
 - If yes, what is the maximum number of credits and corresponding maximum percentage of the credits in the program that can be taken at the other institution or entity?
6. Sunset Clause
The concentration proposal must include detailed plan for terminating the program if the revenue and or enrollment targets as identified in the proposal are not achieved by the fall semester of the fourth year or subsequently maintained during periodic program reviews.
7. Once submitted online, the [CourseLeaf](#) workflow and digital signature approval process will follow automatically:
 - Dean endorses and signs online approval form.
 - Registrar concurs with program title and course(s) number and signs online approval form.
 - The remainder of the approval/review process as delineated in [Section 10](#) of the program guidelines.

If new resources or additional space are required to support the proposed Concentration the Market Demand Analysis and Financial Analysis sections must be completed as noted below:

Market Demand Analysis

Market demand analysis for a new concentration program not requiring new resources need not complete this section. However, concentrations requiring new resources will require a dedicated section that addresses demand expectations in some formal manner and answers the basic questions listed below. More rigorous evidence is required for programs with higher resource demands.

At a minimum the market demand analysis should include the following:

- Describe the target market of students intended to be serviced by the new program. Descriptions might include age, qualifications, career goals, etc.
- Discuss the various factors (external and internal) that suggest adequate demand for this program.
- Address competitive programs that seek to serve the same target market of students and what their enrollment performance has been.
- List the programmatic characteristics that demonstrate how the proposed program is distinctive from competing programs (e.g., quality, geography, available financial aid, etc.).
- Provide evidence why the proposed program can be positioned in the "quality" sector of the market.

Department creating a new minor program may contact the Vice President for Marketing and Communication for assistance in developing the market demand analysis.

Financial Analysis

Departments may consult with the Assistant Provost for Budget and Division Operations for assistance external to the college/school in developing the financial analysis summation.

A new Concentration requiring new resources, realignment of resources or additional space will include in the proposal a financial analysis summation with written detail of all sections listed below that are pertinent to the proposed program:

- **Realignment of Resources**
Realignment of resources is critical to the start of any new program. Although new resources may be required every effort should be pursued in maximizing realignment of college or department resources to fund a new program. The realignment plan to support this proposal should include a detailed explanation of realignment and impact of the realignment on other programs.
- **Resource Needs**
New programs will normally have additional impact on current resources in its home department and/or college. Additional space requirements and renovation cost must be identified as well as faculty set-up costs that may include items such as computer, start-up cost and laboratory requirements, development, advertising and promotional material, other administrative resources (e.g. special admission or registrar procedures), etc.
- **Budget Components**

The financial analysis section will include written detail and justification for projected revenues, expenses, capital expenses, and start-up costs as well as a five-year budget showing all annual revenues and expenses. The five-year budget projection worksheet template is included as [attachment B](#) and the five-year assumption worksheet template is included as [attachment C](#) both worksheets need to be completed and submitted with the proposal.

A. Revenues:

- Net Tuition Revenue: An estimate of the Net Tuition Revenue including a description of the revenue assumptions basis should be made using the following information:
- Enrollment Projections: estimate the number of New full-time and continuing students and advanced standing students. Full-time Undergraduate, Law and Dental students are defined as students taking more than 12 credits per semester. For all Graduate students, Part-time Undergraduate, Law and Dental estimate total number of credit hours.
- Tuition Revenue: If existing tuition rates are being proposed, calculate the tuition revenue by multiplying the estimated number of students/credits times the appropriate current year tuition rate (please refer to the Bursar Home Page titled “Master Fee Schedule”). Please contact the Budget Office for the current assumptions on future tuition rate increases. For each successive fiscal year projection use the appropriate tuition with the designated increase. For programs with new rates, calculate the tuition revenue by multiplying the estimated number of students/credits times the proposed new rate. A designated tuition increase should be used for each successive fiscal year projection.
- Fee Revenue: If a new fee is being proposed calculate the fee revenue by multiplying the estimated number of students/credits times the proposed fee.
- Unfunded Tuition Discount: unfunded discounts are all non-endowed, unrestricted scholarships, grants, stipends, and assistantships. For estimates of discount for Undergraduate, Graduate, Law and Dental contact the Director of Financial Aid.
- Funded Discount: attach documentation outlining each source of funded discount. For spendable income estimates using endowed and restricted scholarships please contact the Budget Office.
- Contributions: estimate the total expected gift revenues and identify the source.
- Grants: estimate the total expected grants revenue and identify the source.
- Other Income: estimate the total expected revenue and identify the source.

B. Personnel Expenses:

- Faculty Salaries: Please provide an estimate of full-time faculty salaries. Attach documentation listing the number of faculty, rank and status (tenure, non-tenure).
- Administrator Salaries: Please provide an estimate of full-time administrator salaries. Attach documentation listing the number of administrators and titles.
- Support Staff: Please provide an estimate of full-time support staff salaries. Attach documentation listing the number of support staff and classification.
- Part-time personnel: Please provide an estimate of part-time personnel, including faculty, administrators, support staff, student and graduate assistants. Attach documentation listing the number of employees and classification.
- Fringe Benefits: Estimate fringe benefits using designated rates for all full-time personnel and part-time personnel. Please contact the Budget Office for your college/department average fringe benefit rate.
- Direct Expenses: Estimate all expenses including office supplies, advertising, promotion, travel, postage, etc.

C. Direct Expenses:

Identify each category of expenses (i.e. office supplies, Telephone, Advertising and public relations, Administrative expenses, travel and entertainment, copying, professional fees, accreditation fees, software fees periodical, journals and electronic serial fees, and marketing cost) in writing as to the need and also on the five-year budget projection worksheet. Direct expenses in subsequent year are held at a flat rate.

D. Indirect Expenses:

Occupancy and other indirect expenses will be determined by Office of Finance.

E. Capital Expenses:

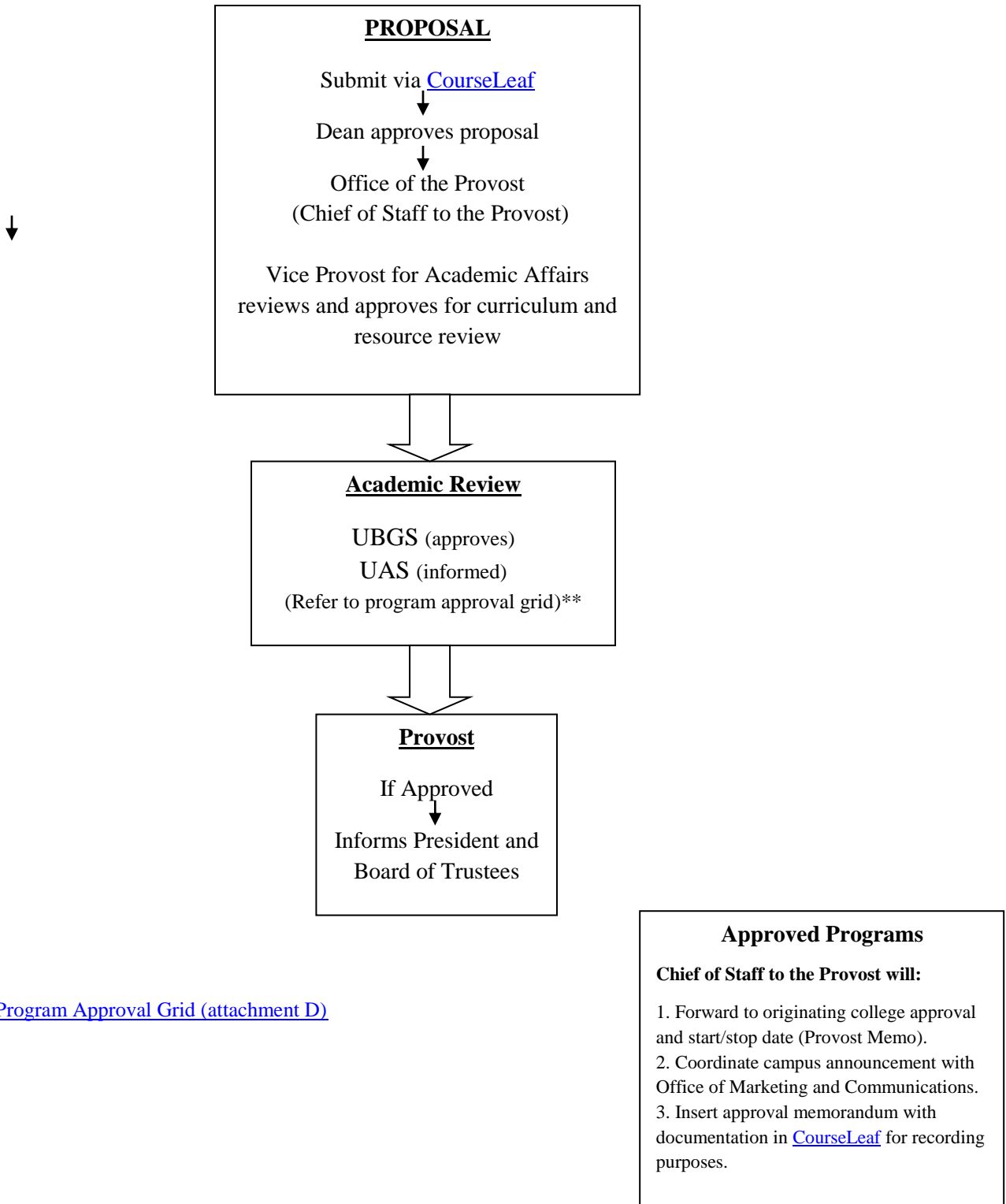
- Capital Equipment: Capital equipment, furniture, or fixtures is defined as any individual item costing \$5,000 or more and having a useful life of at least one year.
- Construction Renovation: A remodeling or renovation project is determined to be a capital project if it improves on the “status quo” of the facility, adds to the life of the facility, and costs over \$25,000. The following remodeling and renovation costs are not capital costs but rather treated as direct expenses: painting, MU travel related to the project, fixtures and furniture with a unit cost of less than \$5,000, carpeting, and minor renovations under \$25,000 in total.

- Information Technology: Costs associated with new computer hardware or software systems include equipment purchases, administrative systems purchases, outside consulting and related costs. Items that are direct expenses include Marquette University travel related to the project and MU labor costs.

F. Start-up Expenses:

Start-up Expenses: estimate the one-time costs associated with the implementation of a new program, major, academic initiative, etc. Examples of one-time costs are as follows: Promotion, Advertising Costs (Television, print, radio, etc.), Publications, Brochures, Applications, Miscellaneous (signs, etc.).

**Flow Chart for
Academic Program Review/Approval Process
New Concentration**



**[The Program Approval Grid \(attachment D\)](#)