New Certificate

Dean approved concept paper should be submitted and approved by Office of the Provost **PRIOR** to drafting a new certificate proposal.

Proposal

Program proposal for new certificate program are composed of the following parts: 1) program description; 2) assessment plan/learning outcomes; 4) accreditation; 5) impact on exiting program and programs external to department; 6) course taken at other institutions; 7) market demand analysis; 8) financial analysis; and 9) sunset clause.

A new certificate program that includes 50% or more new courses may require review by the Higher Learning Commission prior to final approval.

Reporting requirements for "Gainful Employment" concerning new, aid eligible stand-alone certificate programs can be found starting on page 5 and need to be reviewed and if pertinent must be processed prior to program commencement in order for students to receive financial aid. Required documentation noted on pages 5 and 6 must be included in the program proposal.

1. The automated [CourseLeaf program](#) will be used for submission of the proposal for a new certificate. 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.

2. Executive Summary
   1-2 pages providing brief overview of program, highlighting reason for program and program goals.

3. Program Description
   A program description should consist of the following elements:
   - 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.
   - Indicate how the new program incorporates any aspects of the Jesuit values and educational philosophy (e.g. an ethics component, opportunity for service learning, leadership opportunities for students, etc.).
   - Educational goals.
   - Constituency served.
   - Facilities to be used for delivery.
   - Required library resources.
   - Time line and scheduling for the new program initiation.
   - Impact on existing curriculum, accreditation.

- 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.
- Identify special needs associate with program.
- Indicate if off-campus site(s) will be used to teach associated program courses.

4. Assessment Plan
   - The new certificate proposal will include an assessment plan. That includes learning outcomes, performance indicators, direct and indirect methods of measurement of student outcomes, the structured process by which regular measurement will be conducted, analyzed, and shared, and how evaluation information will regularly be used to make program changes.
   - All new degree or major proposals should specify proposed learning outcomes and direct and indirect student performance and satisfaction measurement as part of the proposal. These items will serve as additional criteria that determine the continuation or eventual phase-out of the program. They should be developed at the department or college level and will be used as general norms against which to compare initial three year and future program performance. Obviously, the specific educational outcomes sought will be program and departmental specific. Assistance in developing the student learning outcomes and outcome assessment can be obtained by contacting the Vice Provost for Academic Affairs.

5. 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.

6. Impact on Existing Programs
   Program proposals must address how the new program will affect enrollment in existing programs and offering of current courses as applicable. Statements should be included from the affected Dean or department chair identifying the impact.

7. Courses External to Department Offering the Program
   Programs utilizing courses offered by other departments or colleges must include in the proposal a letter(s) from the department chair(s) or college dean(s) that support inclusion of their course(s) for the new program and identify resource implications.

8. Courses Taught Off-Campus
   - Any courses associated with proposed certificate 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.

- 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?

9. Market Demand Analysis
   Market demand analysis for a new certificate program <u>not requiring</u> new resources may be less extensive than one requiring new resources. However a new certificate program proposal will require a dedicated section that addresses market 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 <u>target market</u> 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 <u>demand</u> for this program.
   - Address <u>competitive programs</u> 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 <u>distinctive</u> from competing programs (e.g., quality, geography, available financial aid, etc.).
   - Provide evidence why the proposed program can be <u>positioned</u> in the "quality" sector of the market.

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

10. 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.

If no new resources or additional space are required to support the proposed certificate program a statement should be included in the proposal stating such. A statement on enrollment projections for the initial five years should also be included.

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

For new certificate proposals the depth of the financial analysis will be based on the level of resources required to support the program and requires written details for the areas listed below to be included in the business analysis summation. The business analysis section for a new certificate developed from reallocating existing resources or programs created from combining existing programs will include written detail in the business analysis summation for all areas 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 <u>new</u> 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. <u>Direct Expenses:</u>
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. <u>Indirect Expenses:</u>
Occupancy and other indirect expenses will be determined by Office of Finance.

E. <u>Capital Expenses:</u>
- 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. <u>Start-up Expenses:</u>
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.).

11. Sunset Clause
     The certificate 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.

12. 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 approval form.
     - Special Assistant to the Provost receives proposal for distribution, as needed.
     - The remainder of the approval/review process as delineated in Section 10 of the program

Required Reporting for New, Aid Eligible Stand-alone Certificate Programs

All certificate programs in order to be aid eligible must lead to Gainful Employment in a recognized occupation.

For new Gainful Employment Programs where the first day of class will begin **on or after October 1, 2011**:

 Institutions must provide notification to the Department at least 90 days prior to the first day of class.

> If the institution does not give notice at least 90 days before the first day of class, it must wait for Departmental approval before disbursing funds to students enrolled in the new GE Program and must inform students that the institution has not received the Department's approval for the program to be eligible for federal student aid.

 An institution's notification to the Department of its intent to offer a new GE Program must include information to support the institution's determination of the need for the program, as required by the regulations at 34 CFR 600.20(d)(2).

The information requested in items 1-8 must be included in the proposal for all stand-alone certificate programs.
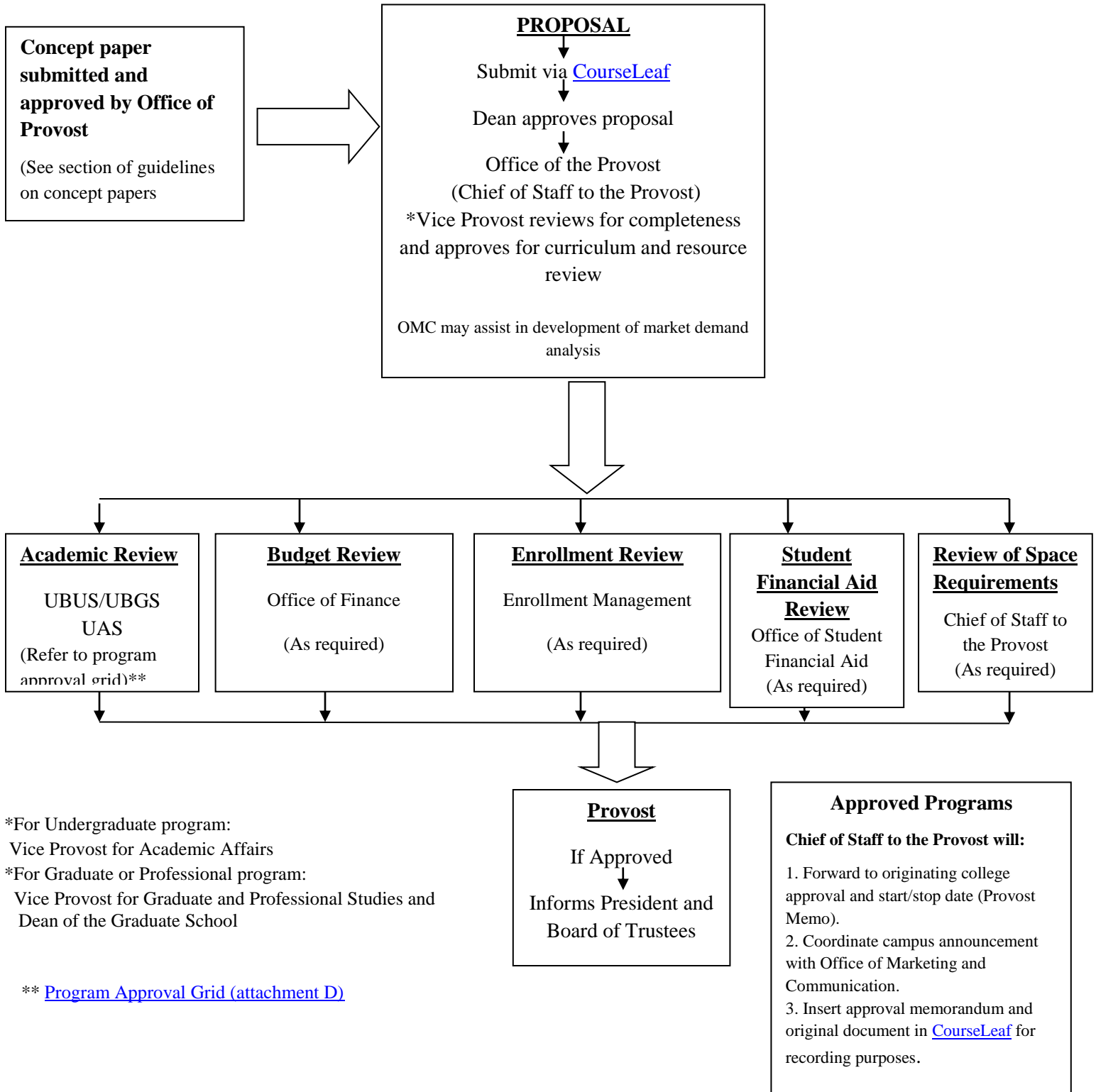
1. Institution Name

2. OPEID

3. Program Name(s) and Program CIP Code(s) supported by this documentation

4. Narrative description of how the institution determined the need for the program. For example, describe what need this program will address and how the institution became aware of that

need. If the program is replacing a current program(s), identify the current program(s) that is being replaced by the new program(s) and provide details describing the benefits of the new program(s). If the program will be offered in connection with, or in response to, an initiative by a governmental entity, provide details of that initiative. The institution must retain documents that support this description for review or submission to the Department upon request.

5. Narrative description of how the program was designed to meet local market needs, or for an online program, regional or national market needs. For example, indicate if Bureau of Labor Statistics data or State labor data systems information was used, and/or if State, regional, or local workforce agencies were consulted. Include how the course content, program length, academic level, admission requirements, and prerequisites were decided; including information received from potential employers about course content; and information regarding the target students and employers. The institution must retain copies of documents and its analysis for review and submission to the Department upon request.

6. Narrative description of any wage analysis the institution may have performed, including any consideration of Bureau of Labor Statistics wage data related to the new program. The institution must retain copies of analysis documents for review and submission to the Department upon request.

7. Narrative description of how the program was reviewed or approved by, or developed in conjunction with, one or more of the following:
   - Business advisory committees
   - Program integrity boards
   - Public or private oversight or regulatory agencies (not including the state licensing /authorization agency and accrediting agency)
   - Businesses that would likely employ graduates of the program
   - For example, describe the steps taken to develop the program, identify when and with whom discussions were held, provide relevant details of any proposals or correspondence generated, and/or describe any process used to evaluate the program. The institution must retain, for review and submission to the Department upon request, copies of meeting minutes, correspondence, proposals, or other documentation to support the development, review, and/or approval of the program.

8. Date of the first day of class. Include both:

   - The first day the program was or will be offered by the institution, and
   - The day you would like to begin disbursing Title IV funds to students enrolled in the program.

Flow Chart for
Academic Program Review/Approval Process
New Certificate

Process will vary based on type of program and extent of resource requirements

Concept paper submitted and approved by Office of Provost

(See section of guidelines on concept papers

PROPOSAL

Submit via CourseLeaf

Dean approves proposal

Office of the Provost
(Chief of Staff to the Provost)
*Vice Provost reviews for completeness and approves for curriculum and resource review

OMC may assist in development of market demand analysis

Academic Review	**Budget Review**	**Enrollment Review**	**Student Financial Aid Review**	**Review of Space Requirements**
UBUS/UBGS UAS (Refer to program approval grid)**	Office of Finance (As required)	Enrollment Management (As required)	Office of Student Financial Aid (As required)	Chief of Staff to the Provost (As required)

Provost

If Approved

Informs President and Board of Trustees

*For Undergraduate program:
 Vice Provost for Academic Affairs
*For Graduate or Professional program:
 Vice Provost for Graduate and Professional Studies and Dean of the Graduate School

 ** Program Approval Grid (attachment D)

Approved Programs

Chief of Staff to the Provost will:

1. Forward to originating college approval and start/stop date (Provost Memo).
2. Coordinate campus announcement with Office of Marketing and Communication.
3. Insert approval memorandum and original document in CourseLeaf for recording purposes.

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