


**Memorandum**

To: Judith Lothian, Ph.D.  
Chair, Faculty Senate

From: Karen E. Boroff, Ph.D.   
Interim Provost and Executive Vice President

Re: Creation of Provisional Programs

Date: March 26, 2018

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As you know, I have given approval for the MS in Physics program on a provisional basis on February 12, 2018. Based on the MS in Physics review, we collectively agreed that a general process for provisional programs has the real potential to increase creativity and innovations in academic credential development as well as to expedite time to market, and improve our chances of success.

The vibrancy of any university's academic portfolio is critical to attracting faculty and students. In order to advance that vibrancy, faculty members develop new academic credentials, such as certificates, minors, majors or entire degrees. These exciting, new programs can help to advance our academic reputation, but their success ultimately depends on our ability to move from feasible to sustainable. To ensure this happens, various analyses should be available to all decisions makers, all of whom have an important stewardship responsibility under shared governance. In some instances, it might be effective to grant provisional status to a program so that an informed decision can be made based on data and experience.

No matter how comprehensive any initial academic proposal may be, there are always open questions. These include "will the proposed student enrollments actually be achieved?" In addition, while the design phase is one aspect of a program proposal, actually implementing the program provides a wealth of insights that bring to bear on a program's merit. These include the degree to which learning outcomes have been achieved, the ability to attract and retain faculty members to teach in the program, the kinds of support that may now be needed to sustain an active research agenda in the relevant field, the ability to earn grants and other forms of support, and how competition may react to what is now offered.

It can be challenging to identify which programs will fill a particular need and resonate with potential students. It is particularly taxing when proposals come forward throughout the academic year. In approving provisionally the MS in Physics, we asked for a business plan for enrollments, for expenses associated with this new program, a marketing strategy, and some analysis of space for a hire. While we realize there may be some additional expense in starting new programs, ultimately,

the enrollment in the MS in Physics should be sufficient to offset these costs. Under shared governance, we all need a degree of clarity and agreement to understand that new initiatives need to contribute to our financial sustainability or to acknowledge that new resources from other areas in the college or University may require realignment to subsidize these ventures when enrollment falls short. To this end, a “sunset clause” for under achievement has to be in place when we have misstepped.

As a way to balance the need for innovation with the uncertainty of program outcomes, I want to provide faculty members with a workable and realistic process for gaining approval of new programs on a provisional basis. This is not intended to supplant the reviews by the faculty committees in the schools and colleges and by the Senate. Perhaps we can consider this process, as faculty committees and deans review proposals:

1. All program proposals must create a business plan, with financial projections, similar to what has been compiled for the MS in Physics, which is attached.
2. The Office of the Provost commits to providing incremental dollars for the department (or the appropriate program) to hire one term faculty member to start the provisional program. As the department so decides, and in accordance with the *Faculty Guide*, this hire can be renewed for additional year(s) depending on the department’s review and recommendation to the dean. This program will automatically sunset either after four years for undergraduate offerings or three years for graduate offerings, if enrollment targets and financial stability, according to the business plan, are not achieved.
3. The business template, devised by the department, will be the guiding document on expenses and enrollment projections. If the enrollments are not achieved by the end of the proposed time horizon, (1) existing students in the program will be “taught out” and (2) the program is automatically terminated. If the program does meet enrollment targets, the faculty can, through the normal EPC, Dean, Faculty Senate, and Provost channel a request to convert a provisional program to a permanent one.
4. The Office of the Provost is willing to entertain additional academic programs (certificates, minors, majors, degrees) on a provisional basis, during the 2018-2019 Academic Year, as follows: new academic credentials, following the established EPC / Faculty Senate processes, must be presented either in the November or the April Senate meetings. If a college submits more than one program, the college must prioritize the submissions. Likewise, the Senate must prioritize its submissions if it recommends more than one program. In considering prioritization, some factors to consider may include the following:
  - a. Does the proposal show that there is current faculty research that supports the intellectual rigor of the proposal?
  - b. Do market analyses show a need for this proposal?
  - c. What is the time horizon for the proposal to contribute to the margin?
  - d. Does the proposal show that this proposal easily leverages the University’s existing competencies?
  - e. Does a given proposal have a greater chance of securing outside funding?
  - f. Does this department already have a provisional program to which it is devoting energies?

- g. Does this department have a track record of successful implementation of new initiatives?
- h. Does the initiative bode well for student success?
- i. Does the initiative demonstrate a commitment to evaluate learning outcomes?

A suggestion is for the colleges' educational policy committees and the Senate to work together on a common document, which includes the important aspects of the EPC and the APC review questions, which will streamline submission. Simultaneous submission to all the relevant committees may be necessary to determine the prioritization if there is more than one program.

Attachment: MS in Physics template.

College of Arts and Sciences  
Proposal for New Master of Science in Physics

Revenue and Expense Summary

As of 02/08/18

	Start-Up 2017-2018	Year One 2018-2019	Year Two 2019-2020	Year Three 2020-2021	Year Four 2021-2022	Year Five 2022-2023	Cumulative Total
<b>Revenue:</b>							
Tuition		179,712	362,370	444,864	564,696	623,820	2,175,462
Fees		2,608	5,868	7,172	8,476	9,780	33,904
Grants	0	182,320	368,238	452,036	573,172	633,600	2,209,366
<b>Total Revenue</b>	<b>0</b>	<b>232,320</b>	<b>468,238</b>	<b>602,036</b>	<b>773,172</b>	<b>883,600</b>	<b>2,959,366</b>
<b>Expenses:</b>							
Personnel		222,571	268,195	437,473	410,017	448,165	1,786,421
Non-Personnel		74,000	54,500	79,500	55,000	55,000	318,000
<b>Total Expenses</b>	<b>0</b>	<b>296,571</b>	<b>322,695</b>	<b>516,973</b>	<b>465,017</b>	<b>503,165</b>	<b>2,104,421</b>
<b>Gross Contribution</b>	<b>0</b>	<b>(64,251)</b>	<b>145,543</b>	<b>85,063</b>	<b>308,155</b>	<b>380,435</b>	<b>854,945</b>
Estimated Administrative Overhead Allocation	0	(81,312)	(163,883)	(210,713)	(270,610)	(309,260)	(1,035,778) a
<b>Net Contribution</b>	<b>0</b>	<b>(145,563)</b>	<b>(18,340)</b>	<b>(125,650)</b>	<b>37,545</b>	<b>71,175</b>	<b>(180,833)</b>
<b>Notes:</b>							
a Overhead allocation was estimated at 35% of total revenue for this illustration							

College of Arts and Sciences  
 Proposal for New Master of Science in Physics  
 Expense Details

As of 02/08/18

Cells were completed in the proposal

Acct. Code	Start-Up 2017-2018	Year One 2018-2019	Year Two 2019-2020	Year Three 2020-2021	Year Four 2021-2022	Year Five 2022-2023	Cumulative Total
6111 Faculty Salaries - Full Time Term							
6111 Faculty Salaries - Full Time Term							
6111 Total Full Time Faculty Salaries							
6141 Adjunct Faculty Salaries							
6141 Adjunct Savings from IA Coverage of Undergrad. Courses							
6142 Adjunct Faculty Summer PT							
6142 Adjuncts & Other Faculty Payments							
Total Faculty Salaries							
6212 Dir, Graduate Studies							
Total Other Wages							
6531 Graduate Assistant Stipend							
6532 Graduate Assistant Tuition Remission							
Total Student Compensation							
Total Salaries and Wages							
6891 Fringe Benefits							
Total Personnel							
7111 Instructional Supplies							
7112 Office Supplies							
7113 Lab Supplies							
7121 Books and Publications (Library Resources)							
7124 Memberships							
7151 Lab and Instructional Equipment (Start-Up)							
7154 Furniture and Fixtures (Desks, Chairs, Accessories)							
7192 Advertising							
7211 Travel:							
Faculty Travel (New Hires)							
Student Travel (Conference Presentations)							
Total Non-Personnel							
Total Expenses							

Notes:

a Value of tuition remission for incremental GA positions must be funded by transfer to central pool maintained by Provost's Office

b Fringe based on 41.2% for full-time positions, 9% for adjuncts and other, and 0% for students

c Start-up costs estimated as 60k spread over 3 years for each new faculty member

College of Arts and Sciences  
 Proposal for New Master of Science in Physics  
 Revenue and Tuition Remission Details  
 As of 02/08/18

	Tuition Rate (a)	# of Students	Credit Load	Total Credits	Tuition Revenue	Fee Rate	Fee Revenue	Tuition & Fee Revenue	Grants Revenue
<b>2018-2019</b>									
Tuition:									
	1,248	8	18	144	179,712	326	2,608	182,320	
	1,248	0	12	0	0	326	0	0	
<b>Total Enrollment</b>		<b>8</b>		<b>144</b>	<b>179,712</b>		<b>2,608</b>	<b>182,320</b>	<b>50,000</b>
Tuition Remission:									
	1,248	4	18	72	89,856				
	1,248	0	12	0	0				
<b>Total Awards</b>		<b>4</b>		<b>72</b>	<b>89,856</b>				
<b>2019-2020</b>									
Tuition:									
	1,285	11	18	198	254,430	326	3,586	258,016	
	1,285	7	12	84	107,940	326	2,282	110,222	
<b>Total Enrollment</b>		<b>18</b>		<b>282</b>	<b>362,370</b>		<b>5,868</b>	<b>368,238</b>	<b>100,000</b>
Tuition Remission:									
	1,285	2	18	36	46,260				
	1,285	4	12	48	61,680				
<b>Total Awards</b>		<b>6</b>		<b>84</b>	<b>107,940</b>				
<b>2020-2021</b>									
Tuition:									
	1,324	12	18	216	285,984	326	3,912	289,896	
	1,324	10	12	120	158,880	326	3,260	162,140	
<b>Total Enrollment</b>		<b>22</b>		<b>336</b>	<b>444,864</b>		<b>7,172</b>	<b>452,036</b>	<b>150,000</b>
Tuition Remission:									
	1,324	6	18	108	142,992				
	1,324	2	12	24	31,776				
<b>Total Awards</b>		<b>8</b>		<b>132</b>	<b>174,768</b>				
<b>2021-2022</b>									
Tuition:									
	1,364	17	18	306	417,384	326	5,542	422,926	
	1,364	9	12	108	147,312	326	2,934	150,246	
<b>Total Enrollment</b>		<b>26</b>		<b>414</b>	<b>564,696</b>		<b>8,476</b>	<b>573,172</b>	<b>200,000</b>
Tuition Remission:									
	1,364	2	18	36	49,104				
	1,364	6	12	72	98,208				
<b>Total Awards</b>		<b>8</b>		<b>108</b>	<b>147,312</b>				
<b>2022-2023</b>									
Tuition:									
	1,405	14	18	252	354,060	326	4,564	358,624	
	1,405	16	12	192	269,760	326	5,216	274,976	
<b>Total Enrollment</b>		<b>30</b>		<b>444</b>	<b>623,820</b>		<b>9,780</b>	<b>633,600</b>	<b>250,000</b>
Tuition Remission:									
	1,405	6	18	108	151,740				
	1,405	2	12	24	33,720				
<b>Total Awards</b>		<b>8</b>		<b>132</b>	<b>185,460</b>				

a Tuition rates assume 3% annual increases based on 1,212 in 2017-2018

Notes: