APPLICATION FOR APPROVAL OF NEW DEGREES AND MAJORS

**Revised March, 2016 - Draft**

Instructions

Proposals for new programs, on campus, online, or via distance education, must follow these procedures. Proposal originators must provide thorough information on all aspects of the proposed program and address issues raised during the review process of new programs. The guidelines contain information on the proposal process, the approvals needed to initiate a new program, and time lines for the approval process.

**Approval Process for New Programs**

A proposal for a new program requires several steps and levels of review and approval. The various steps and approvals are listed below. These steps can be viewed graphically in the New Academic Degrees & Majors Approval Process, available at <https://www.andrews.edu/services/effectiveness/approvals/>.

## Idea Generation

The person or department with the original idea should discuss the idea among the department faculty, the school dean, and with other potential stakeholders. If the program would be delivered off-campus, the originator or originating department should also discuss the idea with the School of Distance Education and International Partnerships (SDEIP). The idea must fit within the strategic plan of the institution. The school dean will determine if the idea should be explored further, through the development of a pre-proposal. In order to be fully prepared to roll out a new initiative, this process should begin a year and one/half to two years prior to the proposed start date,

## Pre-proposal Development

Once the department where the idea originated has the dean’s approval to go ahead, the department must gather information to determine if the idea is, indeed, viable, and complete a pre-proposal. Questions for the pre-proposal are included in Part One of this document.

The pre-proposal stage is a time to identify and meet with stakeholders to determine the mission, vision, and goals of the new program, and ensure that the new program aligns with Andrews’ mission. The department should work with the market analyst at Integrated Marketing & Communication to determine market demand for the new initiative, as well as identify any existing, similar programs at Andrews, at sister institutions, or at nearby colleges or universities that may compete for students. If these discussions result in a positive projection, the department must work with the Dean’s Office to prepare a pro-forma budget. If the new initiative will be offered off-campus, this is also the time for inspections of the site, and preliminary discussions with the church organization that manages that location.

The school dean is responsible for bringing the pre-proposal to Deans Council and/or Academic Master Planning Committee to determine whether this new program fits within the University’s strategic plan, and whether there is sufficient capacity to offer the program, given the number of existing degree programs, enrollment trends, etc., in consultation with Financial Administration. This approval should occur by the end of April of the year prior to the proposed start date.

## Proposal Development

Once the Deans Council and/or Academic Master Planning Committee has given approval to move forward, the department must complete a full proposal. The questions for the full proposal are included in Part Two of this document.

An important part of proposal development is having consultations with various offices or departments on campus that will support the development and implementation of the new program. The Office of Institutional Effectiveness (OIE) must be consulted for help in creating a curriculum map, finalizing program assessments, and to provide assistance if the program is to obtain professional accreditation. The Registrar and Student Financial Services should be consulted to ensure that all of the program specifics have been articulated, and to determine whether the program will be eligible for Federal financial aid. If the program will be an undergraduate degree/major, one of the consultations must be with the Director of Andrews Core Experience (ACE) to determine the appropriate general education package, as well as to determine whether any courses may serve both ACE and the degree program. If the program is to be offered online, the department should begin working with the SDEIP for online course development. If the program is to be offered off-campus, the department will continue discussions with the SDEIP in order to determine what is necessary to secure state or country approval.

The school’s curriculum committee must approve the proposed curriculum and any new courses. Once that has been obtained, and the proposal is complete, the proposal must be submitted to the Undergraduate or Graduate Chair of the Program Development & Review Committee (PDRC), no later than September of the year prior to the proposed start date.

The PDRC will review the proposal and may ask for, or send it back for, further information. Proposal originators should be present at the PDRC to give a brief presentation and answer any questions. When the PDRC is satisfied that all concerns have been addressed, the proposal is sent to the Undergraduate/Graduate Council for approval. Simultaneously, the Provost reviews and approves the proposal in consultation with the Chief Financial Officer and/or the Financial Management Committee.

The Board of Trustees provides the final authorization for new programs. The OIE will also seek approval from the Higher Learning Commission if the program is outside of Andrews’ typical offerings. In addition, the OIE will send a yearly report to the Adventist Accrediting Association, with information on all new programs.

## Compliance

Programs that will be offered online or off-campus have an additional step. Distance programs must make final arrangements for course development with the Distance Learning and Technology Committee. Off-campus programs must work with SDEIP to finalize the Memorandum of Understanding and obtain government approval, and, finally, with the OIE to obtain approval by the Higher Learning Commission for the new location.

**Time lines for the Approval Process**

Generally, a minimum of twelve months is required for the approval of new programs.

* Program Development and Review Committee and the Undergraduate and Graduate Councils meet monthly during the academic year. The review by the PDRC requires at least one meeting, and may require more, depending on the complexity of issues to be resolved. The Undergraduate and Graduate Councils' review generally takes one meeting.
* The Off-Campus Programs Committee meets monthly. The Distance Learning and Technology Committee meets monthly, however, the development of online courses and programs is an extensive process and will likely require significantly more time.
* The Provost will need at least one month to fully review the proposal in consultation with the Chief Financial Officer and/or Financial Management Committee.
* Programs to be initiated in a fall term should receive full approval during the preceding fall in order to be included in the bulletin.
* The Board of Trustees considers new program proposals at its regular meetings, and such proposals should receive Board approval at least six months prior to the proposed startup date of the program.

## Operationalization

To facilitate the start of the new program, there are a few additional steps that must be completed.

1. Enter the new program information in the next year’s bulletin. This can be done as soon as the program is approved by the Graduate or Undergraduate Council, Provost and Chief Financial Officer.
2. The department should schedule an appointment with IMC to discuss a marketing and recruitment plan for the new program.
3. For certificate programs that are eligible for Federal financial aid, the program director will need to meet with the Director of Student Financial Services so that the proper paperwork can be submitted to the Federal government, in order for students in the program to be eligible for Federal financial aid.
4. Send copy of full proposal, MOU (if applicable) and voted minutes to Academic Records to set up new program and location in database

Contents

[Instructions i](#_Toc446936177)

[Idea Generation i](#_Toc446936178)

[Pre-proposal Development i](#_Toc446936179)

[Proposal Development ii](#_Toc446936180)

[Compliance iii](#_Toc446936181)

[Operationalization iv](#_Toc446936182)

[New Program Summary 1](#_Toc446936183)

[Executive Summary 2](#_Toc446936184)

[Part 1 (pre-proposal) 3](#_Toc446936185)

[A. Mission & Goals 3](#_Toc446936186)

[1. Mission & Vision. 3](#_Toc446936187)

[2. Program Goals. 3](#_Toc446936188)

[3. Institutional Mission 3](#_Toc446936189)

[4. Relationship with other programs 3](#_Toc446936190)

[B. Market Analysis 3](#_Toc446936191)

[1. Need 3](#_Toc446936192)

[2. Competition 3](#_Toc446936193)

[3. Market Demand 3](#_Toc446936194)

[4. Projected Enrollment 3](#_Toc446936195)

[5. Consultative and Advisory Resources 3](#_Toc446936196)

[C. Pro-Forma Budget 4](#_Toc446936197)

[D. Locations 4](#_Toc446936198)

[Part Two 4](#_Toc446936199)

[E. Program Description 4](#_Toc446936200)

[1. Student Learning Outcomes 4](#_Toc446936201)

[2. Curriculum 4](#_Toc446936202)

[3. Curriculum Map: Learning & Assessment 5](#_Toc446936203)

[4. Program Mechanics. 6](#_Toc446936204)

[5. Accreditation 7](#_Toc446936205)

[6. Admission Requirements 7](#_Toc446936206)

[7. Academic Standing and Graduation Requirements. 8](#_Toc446936207)

[F. Program Administration 8](#_Toc446936208)

[1. Administrative Structure 8](#_Toc446936209)

[2. Specific Responsibilities 8](#_Toc446936210)

[3. Selection Process 8](#_Toc446936211)

[4. Mentoring and Advising of Students 8](#_Toc446936212)

[G. Program Resources 9](#_Toc446936213)

[1. Faculty Resources 9](#_Toc446936214)

[2. Physical Facilities 9](#_Toc446936215)

[3. Library Support 9](#_Toc446936216)

[4. Interdisciplinary Programs 9](#_Toc446936217)

[5. Student Financial Aid 9](#_Toc446936218)

[H. Financial Analysis 9](#_Toc446936219)

[1. Expenditures 10](#_Toc446936220)

[2. Revenue 10](#_Toc446936221)

New Program Summary

|  |  |  |  |
| --- | --- | --- | --- |
| Degree (BS, MA, etc.): | | [CIP Code](https://nces.ed.gov/ipeds/cipcode/browse.aspx?y=55): | |
| Major (Physics, Business, etc.):  (List both if dual degree) | | | |
| Concentration(s): | | | |
| Intended Application start date: | Intended Enrollment start date: | | # of credits: |
| How many credits for this program will be from new courses? | | | |
| Contact Person for this program: | | | |
| Department: | | | |
| School: | | | |
| Program Delivery: face-to-face\_\_\_\_ online\_\_\_\_ off-campus\_\_\_\_  (check all that apply) | | | |
| If program will be delivered off-campus please list the locations below: | | | |
| Does this program replace an existing one? No\_\_\_\_ Yes\_\_\_\_  Provide name of program it replaces: | | | |
|  | | | |
| APPROVALS  (please provide signatures and approval dates for each committee or Council) | | | |
| Deans Council/Academic Master Planning Committee | | | |
| School Curriculum Committee | | | |
| Program Development & Review Committee | | | |
| Graduate/Undergraduate Council | | | |
| Provost | | | |
| Chief Financial Officer | | | |

If Certificate is identified above, ask:

1. Will this certificate lead to a job in a recognized profession? (yes, no) If yes, job placement rates must be tracked.
2. Is the certificate program Title IV eligible (Check with Student Financial Services)
3. Are the courses in the certificate program credit bearing? (yes, no)
4. Does the certificate/program consist of 50% or more of new courses developed specifically for the requested program (i.e. the courses are NOT a subset of courses from an existing degree program)? (yes, no)

Executive Summary

Provide a brief summary or abstract of the program. (To be submitted with the full proposal)

Part 1 (pre-proposal)

After consultation with the dean, the department involved will need to identify and meet with appropriate stakeholders, and the market analyst in IMC in order to complete this section.

# Mission & Goals

1. Mission & Vision. Identify the mission and vision of the program.
2. Program Goals. List one to three broad goals for students in the program.
3. Institutional Mission. Describe how the program will further the University's mission and initiatives in the Strategic Plan, as well as the more specific plans of the unit(s) involved.
4. Relationship with other programs. Identify any similar or related programs offered in your department or elsewhere at Andrews University and clarify the uniqueness of this program. If overlap exists with another unit, that unit should be invited to prepare a commentary on the proposal for the new program. Describe any cooperative relationships, if appropriate.

# Market Analysis

1. Need. Identify the need for the program and indicators of student demand. Describe how the program will meet these needs. Include documentation from national, state, local, professional, and disciplinary resources, as appropriate.
2. Competition. Identify similar programs in the area, and at other SDA institutions. Explain how the proposed program will compete for students on a national or regional level. Using the program’s proposed Classification of Instructional Program (CIP) code, departments can search for similar programs at http://nces.ed.gov/collegenavigator/.
3. Market Demand. Explore market demand for prospective graduates (see U.S. Bureau of Labor Statistics at <http://www.bls.gov/ooh/> and <http://data.bls.gov/projections/occupationProj>).
4. Projected Enrollment. Indicate the probable source of students, projected enrollment and the projected number of graduates.
5. Consultative and Advisory Resources. List the sources of advice and consultation that have been used in formulating this proposal (e.g., IMC, industry, professional, business advisory groups).

# Pro-Forma Budget

Provide a preliminary budget. This should be appended as needed for the full proposal.

# Locations

**STOP: Part One of the proposal must be approved by the Deans Council and/or the Academic Master Planning Committee, in consultation with the Finance Office.**

Part Two

After approval of the pre-proposal, a number of consultations are needed to complete Part Two. Please see specifics in italics in the sections below.

# Program Description

1. Student Learning Outcomes. List the specific, measurable student learning outcomes that will be achieved by students in the program. (What will students know and be able to do?) *For help with this section, please consult with the Office of Institutional Effectiveness.*
2. Curriculum. *(note: use program in Curiculog)*
3. Describe the curriculum, identifying major and minor options, concentrations or tracks, and any other specific requirements, such as research, field work, internship, etc.; include discussion of any experimental or unique components.
4. List the required or core courses, cognates and electives for the program, indicating the course numbers and titles, the number of credits, the frequency of the course offerings

Note: Minimums for advanced courses are:

* For bachelor’s degrees, at least 30 credits of the degree and one-third of the major must be 300-level or higher.
* For master’s degrees, 75% of the course work the program must be 500-level or higher.
* For doctoral programs, 100% of the course work must be 500-level or higher.

1. Differentiate between existing courses and new courses to be developed. Submit New Course Proposal forms along with the proposal.
2. Interdisciplinary programs should include a capstone seminar or course that integrates the materials from the various disciplines; the proposal should make clear the interdisciplinary nature of the program and how the interdisciplinary perspective will be achieved.
3. For master's programs, indicate whether thesis/project options will be available and describe the requirements for each.
4. If any required courses will be provided by another department, provide a memorandum of collaboration from the cooperating department(s).
5. Are there any non-course-based requirements (i.e. portfolio, journal articles, etc.)? If so, please list.
6. For undergraduate programs, specify which general education package (BA, BS, professional) will be taken and give justification for the choice made. *Please consult with the Director of Andrews Core Experience to complete this section.*
7. Curriculum Map: Learning & Assessment. *Please consult with the Office of Institutional Effectiveness to complete this section*. Provide (attach) a curriculum map showing where and how the learning outcomes will be addressed in the curriculum. List student learning outcomes across one axis, and required courses (or clusters of 2 or more courses that students must choose from) in sequence on the other, as shown below. Fill in the appropriate (not all) cells using use Bloom’s Taxonomy: K=knowledge/comprehension, A=application/analysis, S=synthesis/evaluation; or using a model like the following: Introduced, Reinforced, Emphasized, Assessed (I, R, E, A). (Add rows as needed)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | SLO 1 | SLO 2 | SLO 3 | SLO 4 | SLO 5 |
| Course 1xx |  |  |  |  |  |
| Course 1xx |  |  |  |  |  |
| Course 2xx |  |  |  |  |  |
| Course 2xx |  |  |  |  |  |
| Course 2xx |  |  |  |  |  |
| Course 3xx |  |  |  |  |  |
| Course 3xx |  |  |  |  |  |
| Course 3xx |  |  |  |  |  |
| Course 3xx |  |  |  |  |  |
| Course 4xx |  |  |  |  |  |
| Course 4xx |  |  |  |  |  |
| Course 4xx |  |  |  |  |  |
| Course 4xx |  |  |  |  |  |

List and briefly describe the direct and indirect measures you will use to measure the student learning outcomes of the program, and identify when/where these measures will be used. (Add rows as needed)

|  |  |
| --- | --- |
| Direct Measures | Course or  Time in Curriculum |
|  |  |
|  |  |
|  |  |
| Indirect Measures |  |
|  |  |
|  |  |

Please note, Andrews University expects a process of Program Review to be completed in the year after the first graduating class.

1. Program Mechanics.
2. (if yes)Will the courses for the program fit within the dates defined by Andrews’ academic calendar (for fall, spring, & summer)?
   1. Yes
   2. No
3. (if calendar is no) When will the instruction typically occur?
4. How long will the courses for the program typically run (including any pre-work, instruction, & post-work)?
   1. 15 weeks (standard term)
   2. 8 weeks (2 per standard term)
   3. 3 months
   4. 6 months
   5. 9 months
   6. 12 months
5. Provide a typical plan of work for students to proceed through the program. Differences in concentrations, thesis or project requirements, or full-time/part-time study may have serious impact on the plan of work; include separate plans of work where such differences occur. (See sample table below.)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Year | Fall | Cr | Spring | Cr |
| 1 |  |  |  |  |
| 2 |  |  |  |  |
| 3 |  |  |  |  |
| 4 |  |  |  |  |

1. Where/How will the majority of this program be offered (campus)? (choose all that apply)
   1. Main campus
   2. Distance
   3. Off-campus location, US
   4. Off-campus location, international
2. (Distance) How will this program be offered?
   1. Interactive online
   2. Self-paced
3. (if multiple campuses) Please describe any variations in the curriculum by delivery\_\_\_\_\_\_
4. If at an off-campus location, please provide the full street address(es)
5. What is the language of instruction?
   1. English
   2. Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
6. Accreditation. If the program is in an area in which professional or specialized accreditation is available, indicate the basic achievements necessary to meet such requirements. If there are plans to seek such accreditation, indicate the timetable and the resource commitments needed to achieve accreditation. If there are no plans to seek accreditation when it is available, explain why not. *For assistance with this section, please contact the Office of Institutional Effectiveness.*
7. Admission Requirements. The University provides minimum criteria for admission, acceptable academic standing and progress toward the degree, and graduation. Many programs, however, have standards which exceed these basic minimums, and, in some cases, standards are imposed by specialized accreditation organizations. This section of the proposal should describe the exact criteria the new program will use.
   1. If the University admission requirements will be used, as listed in the bulletin, please state that clearly. If different from the bulletin, *please consult with the Registrar/UG enrollment/graduate enrollment to complete this section.*
8. Identify any required background experience, prerequisites, or credentials, such as course work in specific disciplines; any required degree, certificate, or licensing; any professional or field experience required.
9. Describe any other specific admission requirements, such as letters of recommendation, statement of objectives, personal interview, or special exams (such as the GRE or GMAT).
10. For programs with concentrations, must students declare a concentration at the time of admission? (yes/no)
11. If the program will have an additional application/admission process (i.e. professional programs), please describe.
12. For Graduate Certificates, indicate whether students may be admitted while concurrently enrolled in a graduate degree program or not. Indicate whether a separate departmental admission application is required (in addition to the Graduate Admission Application). Please note, certificate programs may not qualify for Federal financial aid. *Please consult with Student Financial Services.*
13. Academic Standing and Graduation Requirements.
14. Progress toward Degree. Is this program designed to be taken full-time and/or part-time? State the expected time to complete the program in years, and the time limitation for earning the degree. (Keep in mind that Federal financial aid can only be granted for 150% of the expected program length. If the program is designed to be taken full-time, the program length must be calculated for full-time study.)
15. If the program requires a higher standard than what is stated in the bulletin, describe the standard of performance expected, and any limitations on GPA or C grades that the program will impose. *If different from the bulletin, please consult with the Registrar.*
16. For programs that have concentrations, can students graduate without a concentration?
17. For Graduate Certificates, indicate whether the completion of a master's degree or a specific number of credits toward the master's degree is required before the Certificate is awarded.

# Program Administration

1. Administrative Structure. Describe the administrative structure for oversight of the program, i.e., whether by the department as a whole, or by a special advisory committee, or by a director.
2. Specific Responsibilities. Describe the structure responsible for recruitment, admissions, student advising and progress, curriculum development, and program evaluation, i.e., whether there will be separate committees / individuals responsible for each area or committees/individuals with several responsibilities.
3. Selection Process. Describe the selection process for the above committees / individuals and any special qualifications required. For interdisciplinary programs describe mechanisms to assure representation of all participating units.
4. Mentoring and Advising of Students. Discuss the advisory system to be implemented for mentoring and counseling the students in their progress toward degrees.

For programs requiring research, describe the process by which students will identify appropriate research advisers and indicate the point in the program at which the adviser and committee (if indicated) should be identified. Describe also the expected frequency of meetings between the student and the research adviser and full advisory committee.

# Program Resources

This is one of the most important sections of the proposal. The Undergraduate and Graduate Council will approve only those programs that have a secure intellectual and financial base.

1. Faculty Resources. Assess the ability of the unit to conduct the program, and describe the number and qualifications of the faculty, as well as access to resources outside the unit.
   1. List all faculty (regular and adjunct) participating in the new program. Indicate their current teaching and advising loads. Describe plans to fit new program responsibilities within these loads. Document how this new program will affect faculty workloads.
   2. Describe the qualifications of any Graduate faculty in sufficient detail to allow Graduate Council to evaluate their ability to sustain the program. If commitments for new faculty have been approved by the Provost, those should be described in the proposal, along with an assessment of the availability of individuals to fill them.
2. Physical Facilities. Describe the physical facilities and equipment available to support the new program. Particular attention should be given to facilities for graduate student research or professional training. If new educational equipment or training aids will be required, identify the source(s) of funding and provide letters of commitment to provide the required funding.
3. Library Support. Please download the [Library Support for New Academic Programs](https://www.andrews.edu/services/effectiveness/approvals/) and consult with the Library to complete this section. Describe the library support that is available to meet the needs of the new program, indicating what new acquisitions will be required. Attach the completed library evaluation as an appendix.
4. Interdisciplinary Programs. In the case of interdisciplinary programs, each department that will provide instruction should be asked to furnish a letter of support, which details the availability of resources it will contribute, as described in the proposal (faculty, course scheduling, student enrollment, etc.), and assures that its courses used in the program will continue to be available.
5. Student Financial Aid. If the proposal is for a new certificate program, please consult with the Director of Student Financial Services to determine whether the certificate is eligible for financial aid.

# Financial Analysis

The resources described in the previous section will require a variety of costs including time, money, and effort. In this section, those costs should be described as completely as possible. In addition, please make any necessary changes to the Pro-Forma budget The Provost and Chief Financial Officer will review this section and the final budget proposal.

1. Expenditures. Project the estimated expenditures of the next two-three years for the proposed program in terms of faculty and staff FTE.'s, library costs, supplies, and equipment for both classroom and research activity. If faculty and staff who are currently performing duties in one program will also be responsible for the new program, then discuss their ability to adequately support the new program.
2. Revenue. Identify sources of revenue to support the program. Describe any special grants which may be sought to support the new program and the impact of these expenditures on any existing programs.