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MEMORANDUM

DATE: 4 March 2020

TO: Ephraim Nikoi, Chair of the Faculty; Maria Stalzer Wyant Cuzzo, Interim Provost; Mimi Larson, APRC Chair

FROM: UWS Planning and Budgetary Council

RE: PBC recommendations for New Program Development

Faculty Senate Executive asked the Planning and Budgetary Council to identify "A step-by-step protocol that summarizes the process to propose new programs of all types (entitled majors, non-entitled majors, minors, certificates, and other)." In doing so, we reviewed PBC's past for reviewing newly proposed majors and minors. Additionally, we considered the "Charge to Faculty Senate to develop new program proposal guidelines" from January 14th; the campus' existing process for proposing a new major; and the UW-System guidelines for new major entitlement.

The existing campus process for proposing a new major includes three phases: Approval to Plan, Authorization, and Degree Implementation Process. This process is largely centered on the development of a new major that will require an additional entitlement; **the initial phase (Approval to Plan) is largely related only to entitled majors and culminates with the sending of the "Notice of Intent" to other System schools.** At the current moment, these steps are not involved in the approval of new tracks/concentrations within existing entitled majors, minors, and certificates. Since this initial phase is so tightly tied to system regulations, we recommend only a single change to the process. Under the "Process" heading ,step 4 states: "Faculty Senate reviews and recommends approval of "Notice of Intent," following an initial broad review of resource issues by its Planning and Budgetary [sic]." The Planning and Budgetary Council recommends removing ourselves from that step; the notice of intent does not require detailed information about the resources that will be involved in the creation of a new entitled major. There is not information about course array or granular information that would allow for a meaningful review of the program's impact on campus resources. **PBC is hesitant to review and give a recommendation at this stage without being able to see all of the pieces that will be involved with the new major.** We fear that such pre-emptive approval may undercut our future

ability to give meaningful feedback and critique about the proposed major's planning and budgetary impact.

PBC proposes that non-entitled majors, minors, and certificates should enter the new program process at the second phase, Authorization. Our proposed revisions to this section can be found in the Appendix. We propose that PBC and the Provost review the program proposal at the same time. We recommend this so that PBC does not simply provide a "rubber stamp" approval of a program that the Provost has already committed to. This allows for more meaningful governance input into the process and will hopefully provide meaningful input to the proposed program from two important, but different, lenses: governance and administration.

As departments consider adding new majors, minors, and certificates, we encourage utilization of the steps and resources identified on pages 12-13 in the memo submitted to faculty senate on 10-11-2019. In particular, we note that market research required for enrollment projects may require outside expertise and result in expense in the planning process.

Further, PBC recommends the following questions be considered prior to finalization of these processes:

1.   At any point, should SGA be asked to give input? Perhaps, as a courtesy, we should send the "Notice of Intent" to SGA for input or give them the ability to help with focus groups/gathering student input.
2.   How should APRC's involvement occur within the process?

Respectfully submitted,
 M. Koslowsky, M. McCoon, E. Pinnow, and A. Zbacnik

Appendix
Proposed revision to Phase 2: Authorization

1.) For non-entitled majors/minors/certificates only: Department representatives meet with the identified representative(s) in Academic Affairs administration to gauge support and interest in the proposal.

2.) Department will commit to a timeline of development and identify representatives who will serve as an advisory council for the new program development. This should include a commitment to a transparent sharing of information about the program with campus (i.e. a Sharepoint site).

3.) Departmental representatives meet with identified representatives from Enrollment Management; University Relations; other collaborative Academic Departments; Equity, Diversity, and Inclusion; and other internal stakeholders about interest, marketing, feasibility, and enrollment potential of the new program. Each of these will have a designee who will serve in an advisory capacity to new programs.

4.) The departmental advisory council, with input from their ad-hoc advisors from the previously mentioned offices will:

a. Review the literature and conduct an in-depth analysis of comparable Wisconsin/Minnesota, Midwest regional competitors and national programs to learn about existing academic curriculum similar to or informative of the proposed new program idea. Summarize the key themes learned from this review (this is already required for newly entitled majors).

b. Create a draft description of the proposed major, non-entitled major, minor, certificate or similar new program including primary learning outcomes (this is already required for newly entitled majors).

c. Conduct feasibility research to determine the enrollment management potentials for a new program, the most likely student audience, the preferred method of delivery, the level (graduate or undergraduate), the labor market and positions related to the major for post-graduation outcomes and the appropriate terminology and curricular areas that would attract students. Also, examine existing curricula at UW-Superior for relevant interdisciplinary overlap or possible redundancy (this is already required for newly entitled majors).

d. Create a list of learning outcomes, knowledge and abilities (this is already required for newly entitled majors).

e. Map learning outcomes to existing curriculum (if relevant) or outline new curriculum needed with learning outcomes. The specific array of courses that will be included in the new program will be required for PBC review.

f. Establish delivery method and curriculum models.

g. Examine student credit hour production within the department (including a breakdown per FTE) and how the new program impacts it; required for PBC review.

h. 2 years of past-enrollment data in existing classes that are being included in the new curriculum; required for PBC review.

i. 2 years of teaching rotation for proposed program (including staffing for all courses and noting any new overloads and adjunct requirements); required for PBC review

j. Test the proposed major with facilitated focus groups with potential students and with SGA.

k. An executive summary of the previous information, with supporting documentation.

5.) Department shares the draft proposal with the Provost and the Planning and Budgetary Council. The Provost and/or PBC may require additional discussion with, supplementary information from, and/or revision by the proposing department and/or the Dean of Faculties and Graduate Studies before committing the University to this The Provost must affirm an institutional commitment for the proposal to move any further.

6.) The Provost provides an Institutional Letter of Commitment for the proposal document and a spreadsheet, the Cost and Revenue Projections for the Newly Proposed found under Authorization Templates The proposing group must provide input/drafts of the Cost and Revenue Projections.

7.) The Department approves the "Authorization to Implement a Degree Proposal." The proposal must be complete at this point.

8.) Undergraduate Academic Affairs Council (UAAC) or Graduate Council (GC), as appropriate, reviews and recommends approval of "Authorization to Implement a Degree Proposal".

9.) Faculty Senate reviews and recommends approval of "Authorization to Implement a Degree Proposal", following a review of resource issues by its Planning and Budgetary Council. If they do not recommend approval, they provide feedback to the proposing unit and it is submitted for re-review.

10.) Senate sends a written action memo to the Chancellor for signature before "Authorization to Implement a Degree Proposal" goes forward to UW-System.