

1.3 Graduate and Professional Program Development Protocol

Context and Assumptions

In order for graduate and professional studies to reach 5-7 year enrollment targets, it needs to successfully develop programming in areas other than those that currently exist. To date, new programs have been developed through the individual initiative of faculty members, departments, or through strategic initiatives in schools. This has produced many strong programs and sustained enrollments, but the programming might be more diverse for an institution of this size.

Goals of Program Development Strategy

- Increase overall enrollment by 20-30% (300-400 headcount students) by 2018.
- Ensure fiscal stability through the development of diverse programming.
- Focus program development on programming consistent with the College's mission and strategic goals.
- Foster a culture of innovation.
- Maintain or improve academic excellence in the programming.

Protocol

This protocol describes a process that *precedes* the GPSEPC/Senate provisional and final review process, which remains unchanged. The new program development process contains the following components:

- Development and distribution of materials used to educate the faculty on the process for developing new programs.
- A semi-annual review cycle with concrete deadlines for the review of five-page program proposals. Proposals need to be approved by the dean of the school before submission.
- A review committee chaired by the Vice Provost for Graduate and Professional Studies and consisting of a combination members from the Graduate Council and the Graduate and Professional Studies Educational Policies Committee. The committee will evaluate (through published criteria) which proposals warrant the development of a complete business plan and market research.
- Market research and business planning (including budget modeling) conducted on a certain number of programs each year, depending on the quality of the proposal pool and the degree of investment and return on individual program proposals.
- Full applications for provisional approval would then go through the currently established process (signature approval by the dean, chair of the

GPSEPC, provost and vice president for finance). The provost would sign only proposals vetted through the process outlined above, and seed-funding would be available from Graduate and Professional Studies and other sources for one or two proposals per year, depending on the scope of the investment.

This protocol was discussed by the Graduate Council, GPSEPC, and Dean's Council in Fall of 2012. The version presented here was reviewed by the Dean's Council in February 2013 and posted on August 5, 2013 for additional review by the Academic Senate.