

Proposal Guidelines for New Academic Programs, Bethel University

Proposals for new academic programs should include the following. Please format so that document is easy to read (include subject headings as appropriate, etc.). Feel free to include other information that would help in assessing the value of the program. Submit budget in Excel format so that calculations may be checked. Any questions should be directed either to the Director of Budgeting and Strategic Planning or the Assistant to the President for Strategy.

General Information

- Name of program
- Degree(s) to be offered
- In what area of university (Liberal Arts, Professional, Graduate) will the program be based?
- Describe the program and how it will operate.
- What are the career prospects for graduates? What jobs may graduates be expected to fill?
- Contact person, with rank/title, email and phone number
- Proposed program director, with rank/title, relevant experience, and qualifications
- Date/semester program is to begin
- Length of program and academic schedule (fall/spring, fall/spring/summer, etc.)
- Will the program be full-time? Part-time? How much can students work during the program?
- To what extent might this program cannibalize existing Bethel programs?

Accreditation

- Is field-specific accreditation available? Is it required?
- How does such accreditation affect the job prospects of graduates?
- What is the timeline for review? What is required to gain accreditation?

Market Research

- What enrollments are expected? How will students be recruited?
- How large is the potential pool of students? How has this been determined?
- Describe relevant demographics of potential students (age, profession, career level, etc.).
- How wide is the catchment area (geographic area in which Bethel will recruit students)?
- What other programs might Bethel compete with? What are their enrollments, student demographics, and areas of strength?
- How would Bethel's program be distinctive? Is there unmet need for such programs?
- What potential competitors might appear in the future (within the next five years)?
- What are the competitive advantages of current or future competitors?

Revenues

- How has the proposed tuition been set? Provide arguments for this rate. How much could tuition be raised if expenses prove higher than expected, or lowered if enrollments are weak?

- What fees would be charged to students in addition to tuition? What costs would these correspond to, and to what extent would fees cover these costs?
- What external sources of funding would be available, either to the university or to students, such as grants?
- To what extent could employer tuition-remission programs be expected to cover student costs?
- How much would students be likely to borrow to cover their costs? How much of their costs would not be covered by loans or grants?

Resources Needed and Costs

- To what extent can this program be staffed with existing faculty and staff? In what ways are their qualifications sufficient for their intended duties? How would their current duties be modified if this program were approved?
- If not, how many new employees will be needed? Full-time, part-time, tenure-track? What qualifications would be required of new employees?
- What facilities and other capital resources will be required? If existing facilities will not be sufficient, describe what will be needed and when.
- To what degree would resources added for the program be useful to Bethel for other purposes should the program not succeed? What residual value would these resources have, and how is this determined? What would be the cost of divesting the university of them?
- What would tuition cover besides credit hours (laptop, iPod, books, fieldtrips, etc.)?
- What demands will the program put on existing units of the university (library, career services, advising, etc.)?
- Would this program be open to Bethel employees? To what extent can Bethel's tuition benefit be expected to reduce income?

Proposed Budget

- Provide expenses, revenues, and net revenue (profit) for the first three years of the program. Also include a budget for any start-up period preceding the beginning of the program.
- Clearly identify assumptions. Use formulas whenever possible and hardcode numbers only when necessary.
- Include all costs that the program would add for the university (e.g., additional library costs, IT or housekeeping services, etc.), not just those that would appear on the program's budget.
- Include potential cannibalization of other programs and costs to Bethel's tuition benefit program.
- Include a sensitivity analysis.

Appendix (Optional). Include external resources that may be helpful in the analysis of this proposal, either as printouts or lists of hyperlinks. Examples: Surveys from professional organizations, websites of existing programs, sample CVs.