

***University Wide Degree and Certificate Approval Process (v.03, 2020.05.07)***

The mission of University College is to expand access to a Tufts education to new populations at every stage of life, to unlock the potential of university-wide collaborations and demonstrate what is possible when schools work together in innovative ways, and to bring new revenues to the schools and to the University as a whole.

In keeping with our role as a think-tank and catalyst for experimentation, the goal of this degree proposal process is to facilitate the development and institutional approval of new university-wide degrees and certificates to be supported or operated by University College, on its own or in partnership with other schools, programs, or external partners.

Ideas for university-wide degrees or certificate programs will be initially screened by the Program Development & Approval Committee (PDAC) and the UC Dean, following the PDAC process for initial proposals. Those judged to have strong potential will be directed to prepare a full proposal following the PDAC Proposal Template with additional information requested for UC review, as indicated below. A subcommittee from UC will work with the proposer and PDAC throughout the proposal process. Approvals required will follow the PDAC guidelines, adapted as needed for the specific program under consideration, and will include approval by the Faculty of University College.

While UC is interested in developing a wide-range of degrees and certificates for new student sectors including working professionals, those seeking new career paths, part-time students, and corporate partners, programs appropriate for being offered through University College should all share these characteristics:

- Be consistent with the mission and vision of Tufts and University College and the appropriate accreditation standards, and accessibility and diversity goals;
- Make sense to be offered through UC rather than by another school or program because it has significant involvement from three or more schools or is in an area not covered by any of the schools;
- Be comparable in quality to other courses in the university;
- Be designed to meet UC's revenue targets of a 35% margin and \$75K minimum revenue

This document provides guidance how to generate a proposal that covers the information the committees need to come to a decision. If you have questions please contact [PDAC@tufts.edu](mailto:PDAC@tufts.edu).

**Executive Summary**

- Overview
- Purpose
- Rationale
  - Why does the world need this?
  - What programs would students currently think meet this need?
  - What can Tufts bring to the existing offering that is distinct?
  - Why should Tufts offer this?
  - What market research supports this?
  - Why is this program appropriate to be housed in University College [UC], rather than a school or department?
  - What level of support/involvement is requested from UC for the program, i.e academic approval, administrative support, operation?

**Program Content*****Structure & Curriculum***

- Describe

- UC: The description should indicate which courses will be offered through UC and which through other schools. Proposers will be asked to submit evidence of consultation with appropriate stakeholders about any departmental or school-based resources to be used. Indicate where there is potential for cross-registration and credit agreements with the schools.

### ***Faculty***

- What faculty are already involved and what roles will they play? Who are they or who will you be looking to hire? How will you work with the various schools?
- UC: Proposers will be asked to submit evidence of consultation with appropriate stakeholders about any departmental or school-based faculty resources to be used and any financial/effort arrangements to cover borrowed faculty resources.

### ***Admissions***

- Define the admissions requirements, how the review committee will be comprised, etc.
- Note: All University College courses must be open to non-degree students who meet the basic qualifications for enrollment to that course.

### ***Advising Plan***

- Define the plan and discuss any special challenges posed by the UC context.

### ***Student Affairs***

- Include residential, meals, health & wellness, activities, etc. and any special challenges posed by the UC context.

### **Governance**

#### ***Accreditation***

- What body(ies) will accredit the program etc. Will the program require or benefit from any accreditation beyond those noted in the general guidelines for all Tufts and UC courses?

#### ***Faculty Oversight***

- What body will approve courses etc. Note that the UC non-degree program committee is charged with approving *UC operated courses* including stand-alone and those that are part of a program. Courses borrowed *from other schools* will have been approved through the appropriate school-based curriculum committee.

#### ***Student Records***

- What will the System of Record be? How will courses and students be coded? Will the currently established structure for UC transcripts be sufficient, or are modifications anticipated?

#### ***Program Delivery***

- Through what modality will courses be delivered—classroom, online, hybrid? Note that all online components must be developed in house through ETS or through an approved partner.

### **Administration**

#### ***Program Director***

- Who will lead the program, and who will identify, hire, and oversee them?

#### ***Department***

- If applicable

***School or Administrative Unit***

- Complete

***Applications***

- What system will be used to manage applications

***Faculty hiring***

- Define how faculty will be hired to teach, advise, or engage with this program. Will the program hire all the faculty or will some be hired by home school to teach school-owned courses? Includes search, hiring, and PAF management
- UC. Proposers will be asked to submit evidence of consultation with appropriate stakeholders about any departmental or school-based faculty resources to be used and any financial/effort arrangements to cover borrowed faculty resources. Identify any special challenges with hiring and retaining instructors for this program, and proposed solutions.

***Budget***

- What DeptIDs will house the revenues and expenses for this program?

***Policies***

- In addition to UC's policies, by which University policies is this program bound?

**Program Launch**

*Expected First Cohort:*

*Applications open:*

*Marketing begins:*

*Trustee Approval:*

*Provost Approval:*

*VP Finance Approval:*

*Program Review Committee Approval:*

*UC Faculty Approval:*

**Operating Model**

***Enrollment Expectations***

- Complete

***Evaluation***

- Statement from Strategy and Program Planning assessing feasibility and difference between target and budget expectations

***Evidence***

- Complete with market research

***Total Student Cost***

- Complete including tuition and fees that are relevant

***Evaluation***

- Statement from Strategy and Program Planning assessing feasibility and difference between target and budget expectations. NB All programs must meet the margin and revenue targets stipulated in the UC Program Guidelines.

***Evidence***

- Complete with market research

***Other Revenue***

- Complete considering other targeted revenue (Advancement, product sales, etc.)
- Participation of external partners, corporations, etc.

***Financial Aid***

- Complete; also indicate whether the program is eligible for Federal Aid and, if so, who will manage this
- UC: Identify any special challenges and opportunities in the area of financial aid for the target populations and a program of this type.

***Course Development***

- Complete if the program is eligible for development compensation following school-standards

***Course Instruction***

- Complete following school-standards

***Staff Compensation***

- Complete following school-standards, considering both direct and indirect costs

***Other Operating Expenses******Admissions***

- Complete indicating whether additional fees will be incurred

***Marketing***

- Complete following recommendation from UC's director of marketing and UCM if applicable.

***Travel***

- Complete following school standards

***Commencement***

- Complete following school standards

***Misc. Other Operating Expenses***

- Complete (e.g., Office supplies) following school standards
- Classroom and administrative space

***Investment & Payback***

- What Department / DeptID will be covering upfront costs? What Department DeptID will be covering any losses until breakeven? How long will it take to pay those investors back?

***Margin Distribution***

- What, if any, margin distribution will there be; following school and university standards on a program basis
- How will the margin distribution be handled?

**Evaluation Plan*****Exit Plan***

- **Example:** Break-even enrollment for this program is X. If that number is not achieved by May 31<sup>st</sup>, the program will be cancelled. Given the incremental nature of this program, almost all costs are variable.

The Program Director will be responsible for contacting all enrolled students to indicate that the program is no longer running.

- Address any special challenges anticipated in the Exit Strategy for this program due to the UC context, target student population, etc.

### ***Metrics for Evaluation***

- Example: Success will be defined as:
  - Enrolling at least 60 students in Year 1 and 200 students by Year 3
  - Achieving a 35% margin minimum
  - Getting an NPS of 75% or higher
  - Student feedback indicating achievement on all defined outcomes
  - Improved job placement post-program

### ***Evaluation Frequency***

- Example: This program's financial performance will be reviewed on an annual basis and its enrollment expectations will be reviewed semi-annually.

### ***Growth***

- How might the program evolve after year 1?

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### **Appendix**

- Program Budget Template (see PDAC)
- Market Research (see PDAC)
- Marketing Plan
- Detailed support for any proposal content (e.g., faculty bios, course descriptions, etc.)
- Evidence of requested consultations:
- Library Resource Evaluation Form
- Administrative Planning Consultation Forms (e.g., Marketing, ETS, Finance, PRC, Legal, etc.)
- Letter of Strategic Support from Dean / EAD (see PDAC for template)
- Review Statement from Program Review Committee (PDAC to provide on receiving completed proposal)