Summer 2023
Accelerating Curricular Innovation
Request for Proposals (RFP): New and Re-imagined degree programs and majors

Key Dates & Information:

RFP Release Date: _____4/27/2023_____

      Preliminary Proposal Due Date: _____6/14/2023_____

      Selection and Award Notification Date: _____6/21/2023_____

      Project Duration: <u>Summer 2023</u>

      Maximum Award Amount: $10,000_____

      Maximum preliminary proposals selected for award support to develop full proposals: __5__

        Full Proposal Due Date: _____8/23/2023_____

        Full Proposal Review by Academic Council and Faculty in Fall 2023

        Approved Program/Degree Launch as early as Fall 2024

Description:

The QUEST for Success Strategic Framework calls for broad innovation across the college with the College Innovation Council leading the selection and assessment of innovations aligned with the college's goals and the achievement of key performance indicators. Curricular innovation is essential to elevating the visibility of the college, ensuring growth and financial sustainability, and to aligning the grounded liberal education and unique curricular components of a Ursinus education with market and employer demand.

The College Innovation Council is a likely landing place for proposals to develop new degrees and new majors as well as proposals to re-imagine and re-align current degree programs and majors with emerging trends within and across disciplines and in higher education writ large. However, the College Innovation Council is not a faculty governance body. Curricular proposals received by the College Innovation Council will be passed over to the Academic Council for review and collaboration with the proposers.

To harness the opportunities presented by the strategic framework and accelerate the college's efforts to increase enrollment and invest in key areas of opportunity, this call for proposals is developed to engage the creativity of the faculty over the summer specifically to develop new degree/major proposals and/or to re-imagine/re-align existing programs.

What is meant by a new program? A non-exhaustive list:

- A new major
- A reorganization and rebranding of an existing program
- A post-bac program
- A graduate program
- An interdisciplinary program
- A Center

Proposals for a New or Reimagined Undergraduate Major or New Graduate Degree/Certificate Program

For full consideration, preliminary proposals should be submitted to the College Innovation Council email CIC@ursinus.edu with the subject heading CURRICULAR INNOVATION by June 14, 2023. Members of the Academic Council, the College Innovation Council, and the Faculty Council will review them against the following criteria:

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- Proposed projects must be original and/or innovative.
- Proposed projects must directly address goals of the strategic framework, specifically those goals associated with enrollment growth, retention targets, financial sustainability, and offering programs that distinguish the college while also supporting growth in new student enrollment.
- Proposed projects can be scoped to a full proposal by September 2023
- The project, once fully developed, would likely merit additional investments by the college to launch in Fall 2024 or Fall 2025.

Preliminary Proposal
Length - typically 3-5 pages

Must contain
1. Cover page with names and contact information for proposers, the proposed name of new or reimagined program and degree (BA/BS, undergraduate or graduate certificate, MA/MS), and proposed academic home (if cross-disciplinary include names of engaged units)

2. Summary of the role of discipline(s) at Ursinus College. List/describe the following:

   a. At least three expected program learning outcomes and how they will be measured
   b. Distinguishing learning experiences (experiential or other high-impact practices) that will be offered
   c. Any special accreditation requirements
   d. How the program meets the goals/objectives of the strategic framework
   e. How does the program fit with existing academic offerings?
   f. Any additional information that would inform the preliminary review

The proposal will be reviewed by faculty representatives from the Academic Council, the College Innovation Council, and the Faculty Council.

Full Proposal Development
If selected for the award, the proposers will work over the summer of 2023, in collaboration with members of the Academic Council, the College Innovation Council, and the Faculty Council to develop a full proposal that will be ready for review in early Fall 2023 by the full academic council and faculty. The goal is that the approved program/degree would be ready to launch in Fall 2024 or Fall 2025 and that the necessary investments in the new program were included in the college's budget.

For those programs that are post-baccalaureate certificate or master's level, a substantive change request has been submitted to Middle States such that, once a program is approved in Fall 2023, launch in Fall 2024 is possible.

The length of the full proposal will depend on the program/degree being proposed.

Academic Council specifies what is required for a degree/program proposal. To ensure that projected enrollment demand and employment/advanced study opportunities are well understood and that the necessary investments in the new program/degree are fully captured, the full proposal must also include a market assessment, pro-forma budget and budget justification.

Market Assessment
Working with Admissions, using software such as LightCast (via the VP for Finance and Administration), publicly available market assessments etc., demonstrate sufficient market demand for the proposed program and the career opportunities and workforce needs for graduates of the proposed program. Discuss how offering such a program would distinguish the college from its peers.

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<u>Pro-Forma Budget</u>
The Pro-forma budget should be developed in collaboration with the president and VP for Finance & Administration with input from key stakeholders in other divisions. A blank template and an example completed template are provided to awardees to assist with budget development.

STEP 1
Working with Institutional Research, Admissions, and the VP for Finance and Administration: Estimate projected annual new full-time student enrollment projections for the first 5 years of the program. Estimate the number of returning students each year to provide a total projected annual full-time enrollment from year 1 through year 5 of the program. Be sure to indicate if, for undergraduate programs, transfer students are included in the projections.

STEP 2
Working with the VP for Finance and Administration and Institutional Research estimate the net tuition revenue for years 1 through 5 of the program.

STEP 3
Working with the VP for Finance and Administration, estimate the annual cost for items in the proforma. This includes estimated needs for program start-up (expenditures prior to enrollment), the financial impact of the program on existing programs (see Support and Overhead tab in the pro-forma) due to increased course demand for existing offerings, increased demand for tutoring support, etc., and whether non-college funding is available to support the program (e.g., research funding generated by faculty, philanthropic support garnered by having such a program, corporate support provided due to the nature of the program) and what amount may be available.

STEP 4
In preparing the budget justification be sure to include the reasoning behind enrollment projection and each line of the pro-forma request. admission and enrollment of the first class in Fall 2024/Fall 2025.

In Fall 2023, the full proposals will be reviewed by the Academic Council, and contingent on their approval, by the faculty, as per the process for new programs/degrees. The President's Council will evaluate the market assessment and pro-forma in parallel with the faculty review process. If there is agreement on sufficient demand and availability of funding to launch a proposed program, and if the faculty has approved the proposal, the proposal will be presented to the Budget and Long-Range Planning Committee for priority inclusion in the FY25 or FY26 budget.