

## Elements to be included in a proposal of a new academic program

A proposal for a new academic program must include the following elements:

1. Description of the program
2. Rationale including:
  - a. Relation to Manhattan's commitment to a foundation in the liberal arts for all students
  - b. Relation to Manhattan's mission and goals
  - c. Credible market analysis supporting the enrollment projections assumed in margin forecasts, including clear articulation of target student audiences (e.g. Trad UG, Non-trad UG, grad, etc.)
  - d. Net surplus and margin (\$ and %) forecasts going out 4 years generated using spreadsheets, as indicated below
3. Program of study for the new program, including all courses to be taken over the entire degree (including those outside the area of the program) and a proposed term-by-term schedule by which students would typically take those courses
4. Written acknowledgement by the chair of each department offering non-gen ed courses for the program of that department's ability and/or requirements to offer such courses
5. Spreadsheets containing revenue projections, all estimated costs associated with the program, and resulting forecasts of net surplus and margins to be generated by the program

### Sample Program of Study

#### Term-by-Term

Year	Fall	Spring
First	ENG , MATH , etc.	
Second		
Third		
Fourth		

## Sample Spreadsheet

### Estimated net surplus and margins for the program

	A	B	C	D	E
3			Academic Year 2010-2011		Acader
4			H1 (July-Dec)	H2 (Jan-June)	H1 (Jul
5	<b>New Program in X</b>				
6	Incremental FT Undergrad Students (supported by market research from admissions)=				
7	Estimated net tuition per student (from finance)				
8	<b>Estimated Incremental tuition revenue from FT undergrads</b>				
9					
10	New PT Undergrad Students=				
11	Ave # of Credits taken per new PT Undergrad Student=				
12	Estimated credit hour tuition rate (from finance)				
13	<b>Estimated Incremental tuition revenue from PT undergrads</b>				
14					
15	New FT Grad Students=				
16	Estimated tuition for program				
17	<b>Estimated Incremental tuition revenue from FT grad students</b>				
18					
19	New PT Grad Students=				
20	Ave # of Credits taken per PT new Grad Student=				
21	Estimated credit hour tuition rate				
22	<b>Estimated Incremental tuition revenue from PT grad students</b>				
23					
24	<b>Other potential sources of new revenue (list separately)</b>				
25					
26	<b>TOTAL ESTIMATED INCREMENTAL REVENUE</b>				
27					
28					
29	Additional FT Faculty Salaries in the department (including benefits)=				
30	Additional # APT, Adjunct, and Overload Stipends in the department=				
31					
32	Additional FT Faculty Salaries in other departments (including benefits)=				
33	Additional # APT, Adjunct, and Overload Stipends in other departments=				
34					
35	Additional Staff Salaries in the school or department=				
36	Additional Staff Salaries in other schools or departments=				
37					
38	Marketing				
39	Technology				
40	Library				
41	Other Additional Costs--list separately				
42					
43					
44	<b>TOTAL ESTIMATED INCREMENTAL EXPENSES</b>				
45					
46	<b>MARGIN IN \$ (TOTAL ESTIMATED INCREMENTAL REVENUE-TOTAL ESTIMATED INCREMENTAL EXPENSES)</b>				
47	<b>MARGIN IN % (MARGIN IN \$/TOTAL ESTIMATED INCREMENTAL REVENUE)</b>				
48					