BRADLEY
University

New Academic Initiative (NAI) Process

Proposed Program Name/Title
SUMMARY PAGE

In less than 2 pages, provide a summary of the proposed program. The summary should include:

1. Program Concept/Rationale Statement.
2. Proposed learners/consumers/clients/market for the program.
3. 5 Year Pro Forma- Projected revenues and costs for the program.
4. Operational plan overview: Curriculum, Program Delivery, Program Support requirements.
5. Major Risk Assessment.
6. Exit plan.

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Program Concept/Ideation

Proposed Academic Program Name: (to be provided by proposing entity)
Anticipated Start Date:
Proposed By: Name of Individual (Note: this is the Champion)
From: division, college, school, department, office, center, institute, or program

1. **Concept Statement**
   a. **(REQUIRED) Present the basic concept for the proposed program. Discuss the general structure of the program, the intended learners/market/audience, and the proposed presentation format. Indicate how this program will be differentiated from other offerings at the University or from similar programs at other institutions.**
2. **(REQUIRED) Rationale**
   a. **Provide an explanation or rationale for the proposed program. Why should Bradley University consider offering the proposed program? How will the program fit with the University's strategy or strategic priorities? How will the program benefit the University and improve overall University performance? How does the proposed program or initiative complement existing university strengths? Does this program overlap or compete with existing programs or initiatives? How will this proposed program or initiative advance academic excellence and quality, student support and services, or operational excellence?**
   b. **How will the proposed program enhance Bradley's reputation in higher education and/or in the community?**
   c. **(REQUIRED) Provide preliminary demand assessment regarding anticipated size of the program opportunity.**
   d. **(OPTIONAL) Provide supporting materials as evidence of the validity of the proposed program.**
3. **(REQUIRED) Letter of Support**
   a. **Provide a letter signed by the division leader or, if an academic unit, the Dean of the College, indicating that program has been discussed with the leader and the leader is in support of the new program concept.**

Note: An optional, one-page attachment may be added to outline topics related to academic content.

Note: If a degree program is being proposed, specify the type of degree to be earned, the number of credit hours per semester to complete the program, and the total number of credit hours to complete the degree. Also, include the method of delivery. For instance, is this a residential or an online degree program? In addition, will the degree program be offered during the standard academic year (e.g., fall and spring semesters) or will courses be delivered over the entire calendar year including the summer?

Gate Review 1: Concept Review

The NAI Committee reviews program concepts, statements, and rationale. Any concerns or questions raised must be addressed before a program moves on to the next stage of review. Acceptable programs are notified that the proposal is to move on to the Feasibility Analysis stage.

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Feasibility Analysis

1. **Feasibility Analysis**
    a. **(REQUIRED) Market Analysis. Present a detailed assessment of the potential market for the proposed program or service. Who are the intended customers or learners? Who will be paying for the proposed program? What are the program features and benefits that the proposed market believes are essential elements for the program? What are the relevant market segments, and how do the segments differ? What is the willingness to pay for the proposed program? What is the size of the potential market for the program? What is the revenue potential for the program?**
    b. **(RECOMMENDED) Student Interviews. Include reports and analyses of interviews with prospective learners/students/clients. Be certain to include the prospective students' reasons for participating in the program, the benefits they hope to obtain, the features of the program they believe are critical to their decision process, and the price they are willing to pay for the program or service.**
    c. **(REQUIRED) Competitive Assessment. What programs or services are potential competitors for the proposed program? Which universities or institutions are offering similar or competitive programs? What are the features of those programs? How are those programs priced? What is the enrollment in those programs?**
    d. **(REQUIRED) Marketing Plan. How will the program be marketed to potential students? What is the investment required in online marketing and other forms of information communication to secure learners for the program?**
    e. **(OPTIONAL) Employer Interviews. If the program is intended to provide the learners with a required degree for potential employment, include interviews with prospective employers detailing the expectations the employer has for new hires. What are the knowledge, skills, and/or abilities that employers find valuable in prospective hires? What is the level of employer interest in hiring students with the program degree or certification?**
    f. **(OPTIONAL). Additional sources of revenue or funding. If applicable, note any additional sources of program revenue, such as government grants, endowments, donations, scholarships, employer funding, etc., that could provide additional revenue or financial support for elements of the program.**
    g. **(REQUIRED) 5 year program Pro Forma Revenue Projections**
        i. **Includes: Anticipated enrollment, pricing, credit hour production, and total potential revenue**

h. **(OPTIONAL) Provide supporting materials and information as necessary to support the analyses.**

i. ***Note:*** *If a degree program is being proposed, discuss with the Assistant Vice President for Budgeting and Planning whether standard tuition, bundled tuition, discounted tuition, or premium tuition will be charged. In addition, do any special program or course fees apply?*

Gate Review 2: Feasibility Review
NAI Committee reviews market analyses and competitive analyses. Any concerns or questions raised must be addressed before a program moves on to the next stage of review. Acceptable programs are notified that the proposal is to move on to the Operational Analysis stage.

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Operational Analysis

1. Program Operational Analysis

a. **(REQUIRED) Program Design. Describe the design and delivery of the proposed program. Topics to be discussed and presented shall include, at a minimum:**
   i. **Proposed Curriculum – courses, credit hours, topics, course sequencing (if applicable). Note any in-person clinical experiences or hands-on laboratory requirements.**
   ii. **Instructional Methodology – residential/in person, online, hybrid. Faculty requirements for instruction.**
   iii. **Rubrics/Assessment – how will individual elements of the program be evaluated? What are the individual course rubrics? How is the overall performance of the learner in the program determined for certification or degree purposes?**
   iv. **Accreditation standards – are there accrediting organizations that need to approve the program? Does the program meet requirements of the Higher Learning Commission for the University? How long will it take to secure approval and what are the costs associated with obtaining necessary accreditation?**
   v. **Does the proposed program or initiative require special permission and/or accreditation approvals? If this is a degree program or curricular**

proposal, does it presently have Curriculum and Regulations (C&R) approval and Senate approval?

b. **(REQUIRED) Program Infrastructure. Describe the supporting infrastructures that are necessary for successful program delivery. What additional functions need to be performed? Is there a requirement to purchase physical capital? Is there a need for a program or course coordinator, or other personnel (e.g., lab assistants, course monitors)? Is additional software necessary? What are the additional requirements necessary to offer the program in a manner that will be successful?**
c. **(REQUIRED) Support Systems – include such issues as enrollment and registration processes and procedures. What library resources will be required? Are there other specific needs in terms of academic or cocurricular support? How are learners monitored for performance?**
d. **(REQUIRED) Personnel Needs – who are the instructors for the proposed program? Full-time faculty, Adjunct faculty, part-time faculty? Does the program require additional support personnel (i.e., Program Director, Instructional Technology, tutors, lab assistants, etc.)**
e. **(REQUIRED) Program Operational Plan. The POP should include, at a minimum, a four year project plan outlining the timeline and major activities to be completed to successfully launch the proposed program and to operate the program for a minimum of 4 years.**

Gate Review 3: Operational Review
NAI Committee reviews Program Design and Program Architecture analyses. Any concerns or questions raised must be addressed before a program moves on to the next stage. Acceptable programs are notified that the proposal is to move on to the Financial Analysis stage.

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Program Financial Analysis

1. **Financial Analysis (in addition to the 5-year Pro Forma)**
    a. **CALCULATE: Gross Instructional Margin. Revenue Projections – Direct Operating Cost Projections = Gross Instructional Margin (GIM). Provide actual dollars and GIM as a percentage of projected Total Revenue.**
    b. **(REQUIRED) Direct Supporting Cost Projections. Include any ongoing infrastructure or capital expenses; ongoing accreditation expenses; administrative staff expense; other expenses that can be tied to program support.**
    c. **CALCULATE: Operating Margin. GIM – Direct Supporting Costs = Operating Margin (OM). Provide actual dollars and OM as a percentage of Total Revenue.**
    d. **(REQUIRED) Net Income. Include Other Indirect Support Costs (ISC) expense; other staff expenses; marketing expenses; other program overhead, e.g., maintenance and repair, rent, etc. (with explanation); all other operating expenses.**
    e. **CALCULATE: Net Income. Operating Margin – All Other Program Expenses = Net Income (NI). Provide actual dollars and NI as a percentage of Total Revenue.**
    f. **(REQUIRED) Program Development Costs and Required Capital Investment. These should include ALL upfront required investments needed to successfully launch and deliver the program as proposed in the previous discussions. Include funding for contractual or consultant services (e.g., Boundless, EAB) associated with program analysis and launch; internal Course Development personnel expenses; initial ITS expenses; any required infrastructure of capital expenses or investments (e.g., dedicated classrooms, lab facilities, clinical practice equipment, etc.); and any other one-time initial costs associated with program development, launch, and operations.**
    g. **CALCULATE: Program Return on Investment and Break Even Analysis. Program Return on Investment (PROI) is calculated as Net Income divided by Program Development Costs and Capital Investment. The Breakeven Point is the point at which the Net Income from program operations have covered all initial program development costs and required capital investment.**
    h. **(REQUIRED) Program Risk Assessment. Identify major areas of risk in the program projections and operations. Topics to discuss may include: reputational risk, competitive risk, financial risk, operational risk, and similar issues. Identify contingency plans.**
    i. **(REQUIRED) Provide supporting materials and information as necessary to support the preceding analyses.**

Gate Review 4: Financial Review

NAI Committee reviews Program Financial analyses. Criteria should include strategic fit, program support for institutional performance and reputation, return on investment, and risk. Any concerns or questions must be addressed before a program moves on to the next stage. Programs that meet the threshold are notified that the proposal is approved for implementation and execution according to the proposed plan and timeline.

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Annual Program Evaluation Process

4. **Annual Program Evaluation**
    a. **(REQUIRED) Program Annual Evaluation process. This specifies the process to be used annually to evaluate the proposed program's performance. How will the performance of the program be measured? What metrics will be used to determine if the program will remain feasible? The following are examples of ongoing program evaluation metrics.**
    b. **(REQUIRED) Program Sunset Plan. At what point will the program have achieved its financial goals? At what point will the program become no longer viable for the University? What measures or metrics might be used to indicate that the program should be discontinued? These must be specified as part of the program proposal, along with a plan to sunset or discontinue the program at the designated time.**

Potential Program Evaluation Metrics:

1. Demand Indicators:
    a. Data USA: Total Degrees Awarded; Size of Workforce; Average Salary Trend (https://datausa.io/search/?dimension=CIP)
    b. U.S. Bureau of Labor Statistics: Employment Projections, Employment by Detailed Occupation. (https://www.bls.gov/emp/tables/emp-by-detailed-occupation.htm)
    c. 5 Year Enrollment: Numbers/Trend
    d. 5 Year Freshman Enrollment: Numbers/Trend
    e. EMBO report for incoming class
    f. Number of Majors (5 years)
    g. Number of Minors (5 years)

2. Revenues:
    a. Annual Tuition Revenues: Number/Trend (5 years)
    b. Average Tuition Revenue/Student (5 years)
    c. Average Tuition Discount (5 years)
    d. Fees (if any)

3. Operations:
    a. Total Faculty Salaries (5 years)
    b. Faculty: Tenure Track, Full Time Adjunct, Part Time (5 years)
    c. Departmental Budget (5 years)
    d. Average Class Size (5 years)

e. Total Annual Credit Hour Production (5 years)

4. Financial:
    a. Program Classroom Margin Revenues (5 years)
    b. Program Classroom Margin – Percentage (5 years)
    c. Revenue per Credit Hour (5 years)
    d. Margin per Credit Hour (5 years)
    e. Total Program Restricted Annual Scholarship Funds (5 years)

5. Outcomes:
    a. Course Evaluations (5 years)
    b. Retention Rate (5 years)
    c. Graduation Rate (4 and 6 year)
    d. Placement Rate (5 years)
    e. Average Starting Salaries (5 years)

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Approval Sign Off Signatures

1. Program Concept/Ideation

_______________________________________ _______________

Chair, NAI Committee (Provost) Date

2. Feasibility Analysis

_______________________________________ _______________

Chair, NAI Committee (Provost) Date

_______________________________________ _______________

Vice-President, Enrollment, Marketing & Com Date

3. Program Feasibility Analysis

_______________________________________ _______________

Chair, NAI Committee (Provost) Date

_______________________________________ _______________

Date

4. Financial Analysis

_______________________________________ _______________

Chair, NAI Committee (Provost) Date

_______________________________________ _______________

Chief Financial Officer Date

_______________________________________ _______________

University President Date