

# NEW AWARD OF COMPLETION

## Propose Program - Phase 1

Estimated completion date \_\_\_\_\_

To be filled in by the person proposing the new award of completion and submitted to the Dean of Academics and Distance Learning.

Date Submitted: \_\_\_\_\_ Proposer's Name: \_\_\_\_\_

Preliminary Name of Program: \_\_\_\_\_

Explain why you are suggesting that NWIC begin offering this award of completion. Include a summary of the evidence that you already have that indicates that NWIC should begin offering this program. Attach additional evidence that doesn't fit below,

### Submit form to Dean of Academics and Distance Learning

THIS BOX IS FOR APPROVAL USE ONLY

- Approved to continue to Phase 2.
- Not approved to continue to Phase 2. Attach explanation if not approved.

\_\_\_\_\_  
Dean of Academics and Distance Learning  
*Completion of Phase 1*

\_\_\_\_\_  
Date

Single Point of Accountability (SPA) for Phase 2: \_\_\_\_\_

## Instructions for Phase I – Propose Program

Steps for completion of Phase 1:

- ◆ The person proposing the new award of completion consults with the Dean of Academics and Distance Learning prior to completing the Phase 1 form.
- ◆ The proposer fills in the date the form is submitted, his/her name and a suggested name for the new award of completion.
- ◆ The proposer explains the reasons for creating the new program and provides what evidence is already available that supports offering the program. Be sure to include whatever data has been collected concerning offering the program in addition to narrative reasoning. Indicate whether the program has been proposed previously and attach copies of past proposal materials and forms. Attach any evidence to the Phase 1 form that doesn't fit in the space provided.
- ◆ Proposer submits the form to the Dean of Academics and Distance Learning.
- ◆ The Dean of Academics and Distance Learning fills in the “estimated completion date” to be one month from the date the form is submitted. By this date, the Dean of Academics and Distance Learning will normally have signed the bottom of the form indicating completion of Phase 1.
- ◆ Completion of Phase 1 consists of a review of the request, which includes consultation with faculty and other experts in the proposed program discipline area, and the selection of a single point of accountability (SPA) for Phase 2 if the Dean of Academics and Distance Learning supports continuing to Phase 2. The Dean selects a SPA to complete Phase 2 and indicates that person's name on the bottom of the form. The SPA oversees the process of gathering data in Phase 2. The Dean may be the SPA.
- ◆ If the proposal is not approved to continue to Phase 2, the Dean attaches a statement to the form indicating why the program will not be considered further at this time. One reason that the program may not be considered is that a similar program was considered recently and a decision was made not to pursue development at this time. Include a brief explanation of why the program was not approved for development at that time. Another reason could be that the Administrative Team decides that the program request is not a high enough priority to pursue given current resources and known needs.
- ◆ The Dean forwards the Phase 1 form and materials to the Vice President of Instruction and Student Services for filing once Phase 1 is complete.
- ◆ Phase 2 commences upon approval of Phase 1.

# NEW AWARD OF COMPLETION

## Gather and Analyze Data to Research Program Feasibility - Phase 2

Estimated completion date \_\_\_\_\_

**What evidence is there that the program is needed?**

Documentation may include:

- ◆ Surveys, focus groups and other data indicating the need for the program,
- ◆ Tribal demographic information about the potential student base,
- ◆ Whether or not other institutions (tribal and non-tribal) offer similar programs that already address the need.
- ◆ Requests from tribal entities asking for the program.

**What evidence is there that there is an adequate student base and interest to offer the program?**

Documentation may include:

- ◆ Student qualifications for entry into the program,
- ◆ Admissions and enrollment data indicating student interest in the program.
- ◆ Survey of potential student interests.
- ◆ Information from tribes or other sources indicating potential student numbers and their qualifications.

**What resource allocations or other requirements need to be considered in order to offer the program?**

Documentation may include:

- ◆ Existing and potential resources needed to support the program at main campus and/or extended campus sites (physical, human, financial, changes in policies and procedures, etc.), or using online modalities,
- ◆ Special requirements of external institutions, such as tribal, state or national credentialing requirements, and;
- ◆ Potential partnering institutions, including any information from initial discussions/contacts.

**What are the financial implications of offering the program?**

Documentation may include:

- ◆ Cost-Benefit Analysis indicating direct and indirect impact on NWIC resources,
- ◆ Institutional and non-institutional sources of funding available to support the program.

**What other information will aid in the decision of whether to create the new program or not?**

Provide any additional information that will aid the College in making a well informed decision about whether to proceed to develop and implement the proposed program.

### Submit form to Dean of Academics and Distance Learning

THIS BOX IS FOR APPROVAL USE ONLY

\_\_\_\_\_  
Dean of Academics and Distance Learning  
Completion of Phase 2

\_\_\_\_\_  
Date

Chair of Program Determination Team for Phase 3: \_\_\_\_\_

## Instructions for Phase 2 - Gather and Analyze Data to Research Program Feasibility

Phase 2 consists of the following steps:

- ◆ The Dean of Academics and Distance Learning fills in the “estimated completion date” to be three months from the date Phase 1 was completed. The SPA will normally have made sure that the data gathering and analysis are completed and the results have been submitted to the Dean by this date.
- ◆ The SPA oversees the collection and analysis of the data as indicated on the Phase 2 form. The purpose of this phase is to collect the information that the Program Determination Team will need in Phase 3 to make a well informed review of the program proposal and to recommend approval, disapproval or modification of the program proposal.
- ◆ The SPA submits the data and analysis to the Dean. The Dean may request more data and analysis prior to completion of Phase 2.

Here are guidelines for the SPA concerning the specific information to be gathered and analyzed:

- The data collection needs to be in depth enough to adequately address the questions on the Phase 2 form while also not taking longer than necessary.
- Use the established College tools and personnel to gather and analyze data, wherever possible. The Director of Institutional Research has a significant body of data concerning past programs, graduation rates and other institutional data. The Director of Institutional Research can also be a consultant to the SPA in developing methods to collect and analyze the required data, such as the creation of surveys or structuring focus groups. Enrollment Services can provide past enrollment data for similar programs. Student Services may have additional data relevant to the proposed program. Faculty with expertise in the program area may have useful data, such as knowledge about what other institutions offer in the program area or what special certification or credentialing requirements apply to the program.
- Enlist the help of other college personnel in the data gathering and analysis. The SPA’s job is to make sure that the process is completed in a thorough and timely manner and not necessarily to do all the data gathering and analysis.
- Consult with the Dean of Academics and Distance Learning about what additional information beyond the required information will be useful in determining the program feasibility.
- Address all questions regardless of whether they apply to this specific program or not. Provide short clear responses about any items on the Phase 1 form that do not apply to the proposed program, such as “The proposed award of completion does not require any credentialing or certification.”
- Consult with the Dean about identifying and contacting potential partners and identifying financial resources.
- Use a sample cost-benefit analysis as a guide in developing a cost/benefit analysis for the proposed program. Consult with the Dean in developing the analysis.
- Identify potential financial support, including grants, partnerships and scholarships, if appropriate for the new program.
- Synthesize the data gathered into a report organized such that the program determination team can use it in the next Phase.
- Submit the data and report to the Dean with the Phase 2 form.
- The Dean determines whether the data and report are sufficient. If not, the SPA continues the data gathering process until it is complete.
- The Dean signs the form when the report is complete and identifies the Chair of the Program Determination Team for Phase 3. The Dean forwards the completed Phase 2 form and materials to the Vice President of Instruction and Student Services for filing with copies to the Chair of the Program Determination Team.

# NEW AWARD OF COMPLETION

## Determine Feasibility - Phase 3

Estimated completion date \_\_\_\_\_

### To be completed by Dean of Academics and Distance Learning

Chair of Program Determination Team \_\_\_\_\_

Other Team members (up to 3) \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Date Program Determination Team is to complete review \_\_\_\_\_

### To be completed by the Chair of the Program Determination Team

Team recommendation:

- Team supports developing the program and continuing to Phase 3.
- Team does not support developing program at this time.

Team recommendation for type of program (check one):

- Award of completion
- Award of Completion
- Training Program

If recommended to be a program of study, indicate program types (check one or more):

- BA
- BS
- AAS
- ATA
- AST
- AAS-T
- Certificate

Attach a statement explaining rationale for the recommendation plus any additional recommendations.

\_\_\_\_\_  
Chair of Program Determination Team

\_\_\_\_\_  
Date

### To be Completed by the Dean of Academics and Distance Learning

- Develop the program. Continue to Phase 4.
- Do not develop the program at this time.

Attach a statement explaining reasoning for the recommendation plus any additional recommendations. Describe any modifications to the Team's recommendations. Attach reasoning if decision is not in agreement with the Team's recommendations.

\_\_\_\_\_  
Dean of Academics and Distance Learning  
*Completion of Phase 3*

\_\_\_\_\_  
Date

Single Point of Accountability (SPA) for Phase 4: \_\_\_\_\_

## **Instructions for Phase 3 - Determine Feasibility of the Proposed Program**

The Dean of Academics and Distance Learning fills in the “estimated completion date” to be one month from the date Phase 2 is completed. By this date, Phase 3 will be complete and the Dean will have approved or disapproved the further development of the proposed program.

The Phase 3 process consists of three steps:

- 1) The Dean identifies the members of the Program Determination Team, which includes the chair identified at the end of Phase 2, and authorizes the Team to meet and evaluate the Phase 2 data and analysis. The Team consists of 2 to 4 members. The Dean sets a date when the Team is expected to submit the results of its review.
- 2) The Program Determination Team assesses the appropriateness of creating the proposed program, including what type of program to offer, and submits a recommendation to the Dean. If more information is necessary as the Team deliberates the program’s feasibility, the Team can request that the Phase 2 SPA collect and submit the additional information. The chair of the Team completes and signs the portion of the Phase 3 form with the team’s recommendation and submits a report to the Dean recommending approval, disapproval or a modification to the proposal, plus any other recommendations and an explanation of the Team’s rationale.
- 3) The Dean considers the Team’s recommendations, including consultation with faculty and other administrators, as needed. If the Dean needs more information prior to making a determination, the Dean may request that the Team collect and reconsider the program. Once the Dean is satisfied that the Team’s report and recommendation are complete, the Dean may approve the program for development or not, and modify the Team’s recommendation. In the case that the Team’s recommendation is modified by the Dean, the Dean needs to attach a statement describing the types and reasons for the modification prior to signing the bottom of the Phase 3 form.

If the proposed program is approved to develop as a program of study or an award of completion, the Dean identifies the SPA for Phase 4 and fills that person’s name in at the bottom of the Phase 3 form. The Dean forwards the completed form and associated materials from the Team to the Vice President of Instruction and Student Services for filing.

If the proposed program is approved to develop as a training program, the Dean forwards the form and Team materials to the Director of Outreach and Community Education for Phase 4 oversight. The Director forwards the completed form and associated materials to the Vice President of Instruction and Student Services for filing.

If the program is not approved for development then the Dean forwards the forms and materials to the office of the Vice President of Instruction and Student Services for filing and the process stops.

# NEW AWARD OF COMPLETION

## Develop Curriculum and Make Resource Projections-Phase 4

Estimated completion date \_\_\_\_\_

### SPA submits the following to the Dean of Academics and Distance Learning

- Catalog description listing core courses and any other program requirements, and a suggested quarter-by-quarter schedule for offering the program courses. Include an analysis of students' time to completion based upon completion of prerequisites in the quarter-to-quarter schedule.
- Course outcomes and syllabus for each of the new or revised credit courses in the program.
- Curriculum Committee forms: new course cover sheets and proposal for all new credit courses in the program, and revised course cover sheets for all revised credit courses in the program.
- New Award of Completion cover sheet,
- Program handbook and changes in processes and procedures if needed to implement the new program
- Revenue and expenditures projections for each of the first three years of the program.
- Institutional or grant financial support projections necessary to accommodate the new program, budgetary and financial implications to all aspects of the college, including student services, housing, physical facilities, library and information resources, and faculty and staff.
- Articulation Agreements if the program will be offered in partnership with another institution.
- Calendar for implementation of the program, including a student recruitment plan and a proposal of when to begin offering new courses in the program according to the quarter-by-quarter schedule.

\_\_\_\_\_  
Dean of Academics and Distance Learning

*Completion of Phase 4*

\_\_\_\_\_  
Date

Single Point of Accountability (SPA) for Phase 5: \_\_\_\_\_

## Instructions for Phase 4 - Develop Curriculum and Make Resource Projections

The Dean of Academics and Distance Learning fills in the “estimated completion date” to be 2 months from the date Phase 3 is completed. By this date the SPA is expected to submit all of the curriculum materials, resource projections and calendar, and the Dean signs the form indicating completion of Phase 4.

The SPA works with faculty and staff, as necessary and authorized by the Dean, to develop and collect the curriculum materials that will be required for program approval in Phase 5.

The curriculum materials are normally developed in the order listed on the form. Resources and suggestions for developing the curriculum materials include:

- Catalog description and schedule of classes – use the format for catalog descriptions found in the NWIC catalog. The Chair of the Curriculum Committee can provide an electronic version of a catalog description that you can modify. Consult with the Dean to develop a quarter-by-quarter schedule for the courses in the program. Award of completion programs require a one year sequence of courses. Use the schedules of previously existing programs as examples.
- Course outcomes and syllabi – The NWIC assessment website contains instructions, blank forms and examples of course outcomes. Use the NWIC syllabus template as a guideline for developing syllabi. The syllabus template can be found online at the Curriculum Committee website on the NWIC intranet. To access the NWIC intranet, start from the NWIC homepage, choose “faculty/staff” from the menu on the left side of the page and then choose NWICnet. Log in and choose “Curriculum Committee” from the choices listed.
- Curriculum Committee forms – The Curriculum Committee forms and procedures can be found online at the Curriculum Committee website on the NWIC intranet. Consult with the Curriculum Committee chair for additional assistance. The New award of completion cover sheet is also available on the Curriculum Committee site.
- Program handbook, changes in procedures and processes – In certain cases, a program specific handbook needs to be developed that reflects new processes that were not previously in place. College wide processes must be developed in collaboration with departments involved in the process, including Instruction, Enrollment Services, and Student Services.

Resources and suggestions for revenue projections:

- Revenue and expenditure projections – use the cost-benefit analysis from Phase 2 and consultation with the Dean to project revenue and expenditures expected from offering the program. This will require estimation of student enrollment and the use of accepted formulas for calculating program and course revenue and expenditures.
- Institutional and grant support – use the revenue projections to identify the institutional and grant funds required to offer the program. Consult with the Vice President of Sponsored Programs concerning accessing grant or other financial resources to support the program. Work with the Sponsored Programs department to coordinate seeking grant funding and other funding, as necessary.

Calendar and plans:

- Develop a student recruitment plan in consultation with Student Services, which has guidelines for recruitment plans and examples of existing plans. Consult with the Dean of Student Life to determine who to work with in developing the recruitment plan.
- Suggest an appropriate quarter to begin offering the program allowing an appropriate amount of time for program approvals (Phase 5) and program implementation (Phase 6).



# NEW AWARD OF COMPLETION

## Approve Program and Courses - Phase 5

Estimated completion date \_\_\_\_\_

The SPA ushers the program through the following approvals and submits form to the Dean of Academics and Distance Learning

- Curriculum Committee new courses approval
  
- Dean of Academics and Distance Learning new award of completion approval
  
- Vice President of Instruction and Student Services

\_\_\_\_\_  
Dean of Academics and Distance Learning  
*Completion of Phase 5*

\_\_\_\_\_  
Date

Single Point of Accountability (SPA) for Phase 6: \_\_\_\_\_

## Instructions for Phase 5 – Approve Program and Courses

Phase 5 consists of the following steps:

- The Dean of Academics and Distance Learning fills in the “estimated completion date” to be 2 months from the date Phase 4 was completed. .
- The SPA works with faculty and staff, as necessary and authorized by the Dean, to usher the program through each of the steps in the approval process.
- The SPA submits the Phase 5 form to the Dean once the courses and program are approved and the Vice President signs the forms and forwards them to the Enrollment Services Office.
- The Dean signs the form indicating completion of the Phase 5 process and appoints a SPA for Phase 6, program implementation.

The approval process normally occurs in the order listed on the form. Resources and suggestions for each step in the approval process include:

- Curriculum Committee approval – SPA requests that the Curriculum Committee chair place the course approval on the agenda of the next Curriculum Committee meeting. The Curriculum Committee must approve any new or revised courses in the award of completion before the program is considered for approval by the Dean. Consult with the Chair of the Curriculum Committee about any aspects of the Curriculum Committee approval process.
- Dean of Academics and Distance Learning – SPA requests that the Dean sign the new award of completion form.
- Vice President of Instruction and Student Services approval – Once new or revised courses are approved by the Curriculum Committee, the Chair of the Curriculum Committee forwards the signed Curriculum Committee forms to the Vice President. Once the new award of completion form is signed by the Dean, the Dean forwards the signed form to Vice President. The Vice President then signs them and forwards them to Enrollment Services for implementation in the Jenzabar database. The SPA is not responsible for this step but should check to see when it is complete. The phase 6 can begin before Enrollment Services implements the courses and program into the database.

# NEW AWARD OF COMPLETION

## Implement Program - Phase 6

Estimated completion date \_\_\_\_\_

- Finances and agreements are in place.
- Develop brochures and other marketing materials for the program.
- Begin marketing program.
- Implement student recruitment plan.
- Purchase and put program support material in place, including equipment, library materials and other program supports necessary to begin offering program.
- Integrate the program's one year cycle of classes into the master course schedule.
- Student Services develops degree requirements worksheet and updates electronic and printed materials and forms, and adds program to the next college catalog.
- Assign courses to be fully developed and taught by existing (or new) full-time faculty and determines which courses need to be taught by part time faculty.
- Hire any new full time or part time faculty necessary.
- Fully develop courses.
- Develop and offer student, faculty and staff orientation to the new program.
- Begin teaching program and classes within program.

\_\_\_\_\_  
Dean of Academics and Distance Learning  
*Completion of Phase 6*

\_\_\_\_\_  
Date

\_\_\_\_\_  
Vice President of Instruction and Student Services  
*Completion of Phase 6*

\_\_\_\_\_  
Date

## Instructions for Phase 6 – Implement Program

The Dean of Academics and Distance Learning fills in the “estimated completion date” to be the beginning of the next academic quarter that is at least 3 months from the date the Phase 5 form is signed. By this date the College is expected to be offering the program with courses being taught.

The SPA works with faculty and staff, as necessary and authorized by the Dean, to complete each step in the implementation process. The SPA needs to work closely with the Dean or appropriate administrator in hiring and assigning faculty to implement the new program.

The implementation process normally occurs in the order listed on the form. Resources and suggestions for each step in the implementation process include:

- Finances and agreements are in place – the SPA makes sure that any institutional, grant, scholarships or other sources of funds are in place to support the program.
- Articulation agreements, MOUs, and any other necessary agreements are in place.
- Brochures and marketing materials – the SPA consults with the NWIC Public Relations Team to develop marketing materials, including brochures, public announcements, web sites and other communications concerning the new program.
- Begin marketing – implement the marketing plan in coordination with existing NWIC departments, including Student Services and the Public Relations Team.
- Implement student recruitment plan – Use the student recruitment plan developed in Phase 4, with any necessary updates, to begin recruiting students. Coordinate recruitment activities with the Student Services recruiters.
- Program materials in place – Work with the Dean and other appropriate administrator to purchase equipment, library materials and other program supports necessary to begin offering the program.
- Schedule classes – The SPA works with the Dean or appropriate administrator to integrate the program’s cycle of classes into the master annual and quarterly course schedules.
- Program worksheet and database updates – SPA works with Student Services staff to develop a award of completion requirements worksheet as an advising tool based upon the approved program catalog description. Student Services staff update electronic materials, including the Jenzabar database, update print forms, including admissions and enrollment forms, and adds program to the next college catalog.
- Faculty assignments – Dean or appropriate administrator assigns courses to be fully developed and taught by existing (or new) full-time faculty and determine which courses need to be taught by part time faculty.
- Hire faculty – Dean or appropriate administrator hires full time and part time faculty, as needed.
- Fully develop courses – faculty or staff assigned to develop courses uses the Curriculum Committee approved course syllabi and outcomes to completely develop program courses, as necessary.
- Orientation – SPA or appropriate administrator presents orientation to staff and potential students about the program content and details.
- Begin teaching program – Dean or appropriate administrator oversees this step.
- Dean signs the Phase 6 form indicating completion of Phase 6 and submits the form to the Vice President for approval and filing.

# NEW AWARD OF COMPLETION

## Evaluate Program - Phase 7

Dean creates an assessment timeline which indicates when formative and summative assessments are performed, when the evaluation is made about whether to change or discontinue the program, and when the next program assessment is scheduled.

Date to complete formative assessment: \_\_\_\_\_

Date to complete summative assessment: \_\_\_\_\_

Date to complete program evaluation and determine whether to continue, modify or discontinue program: \_\_\_\_\_

Date to complete next program assessment and evaluation: \_\_\_\_\_

Attach results of program assessments and evaluation process.

Reevaluate appropriateness of offering the program as it has been offered, including location, modalities, partnerships, course offerings, and structure of the program, based on assessment process.

Communicate assessment and evaluation results to stakeholders.

Develop other strategies for improvement.

Attach description of any changes to the program based upon evaluation:

\_\_\_\_\_  
Dean of Academics and Distance Learning  
*Completion of Phase 7*

\_\_\_\_\_  
Date

\_\_\_\_\_  
Vice President of Instruction and Student Services  
*Completion of Phase 7*

\_\_\_\_\_  
Date

## **Instructions for Phase 7 – Evaluate Program**

The Dean of Academics and Distance Learning develops a time frame for assessing the program during the first cycle (formative) and upon completion of the first cycle of classes (summative).

The formative assessment is done each quarter after starting to offer the program.

The formative and summative assessments are to include:

- Direct assessment measures, including grades and whether course and any program goals have been achieved.
- Indirect measures, including student course evaluations, student focus groups and student surveys.
- Institutional and community data, including student persistence and program completion rates, and community perception data about the program. Upon completion of the first program cycle, track graduates' success in finding employment or furthering their education.

The Dean oversees the program evaluation following completion of the summative assessment. As a result of the evaluation, the Dean makes a recommendation to continue the program without change, modify and continue the program or discontinue the program. The Dean indicates any suggested changes to the program including changes in the courses in the program, modes of delivery, locations where program is available, changes in any financial aspects of the program, and continuation or any changes in partnerships. The Dean notes any other suggested strategies for improving the program. Indigenous evaluation techniques are to be used as a framework for the program evaluation.

If the program is recommended for continuation, the Dean schedules a next cycle of program assessment and evaluation.

The Dean communicates the program assessment and evaluation results to stakeholders, including students, faculty, administrators, College teams and the NWIC community.

Dean signs the Phase 7 form indicating completion of the Phase 7 process and submits the form with all assessment and evaluation materials to the Vice President of Instruction and Student Services for approval and filing.