

NEW PROGRAM IMPLEMENTATION HANDBOOK



...Building a Culture of Innovation at Graceland...

The Graceland Innovation Committee (GIC) believes that all ideas are good ideas and works to shepherd individuals or groups who want to implement a new initiative through the appropriate communication and approval processes. It is not the responsibility of GIC to approve initiatives or programs for implementation.

We have prepared this handbook to help you develop your ideas into innovations!

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GIC MEMBERSHIP

Name	Contact Information	
Paul Binnicker, Chair	4710	binnicke@graceland.edu
Alison Choate	4720	choate@graceland.edu
Tim Robbins	5157	timothy1@graceland.edu
John James	4727	jtjames1@graceland.edu
Katie Clauson Bash	5064	clauson@graceland.edu
Rob Poulton	5431	rpoulton@graceland.edu
Ozzie White	5321	dwhite1@graceland.edu
Dan Platt	5159	platt1@graceland.edu
Dennis McElroy	5292	dmcclroy@graceland.edu
Umila Harold	4689	haroldu1@graceland.edu
Lydia Johnson	4000	lydia1@graceland.edu
Emily Alexander	5483	ealexan1@graceland.edu

These core committee members meet weekly and, as they shepherd ideas through processes, may contact you to encourage or to help you develop an idea! They can answer your questions about the status of an idea that has been submitted to the committee.



GIC OBJECTIVE

To promote a 'Culture of Innovation' and continuous environmental scanning at Graceland University.

GIC RESPONSIBILITIES

1. Regularly scan the Graceland community for new ideas that will benefit the university through increased net revenue and/or operational savings; evaluating those ideas and assisting with feasibility studies, as determined.
2. Assist academic units and departments by conducting external environmental scanning to systematically gather, analyze and regularly report key trends and information to appropriate individuals, departments, and/or committees for tactical and strategic purposes.
3. Explore and recommend new or modified academic or non-academic initiatives that fit the criteria of being mission-oriented, having significant market demand and sustainability, and fitting within or enhancing our program mix.
4. Provide information and recommendations to assist executive leadership in the development of a strategic and programmatic vision for Graceland that is inclusive of a rural traditional liberal arts campus, an urban non-residential campus, and a non-credit training and workforce development focused campus (SkillPath).

IDEA → INNOVATION: TOOLS & PROCESS

Tools	Committee Responsibility
<p>Idea Submission</p>	<p>The GIC Chair will:</p> <ul style="list-style-type: none"> ▶ Review, post to Master Spreadsheet ▶ Assign a committee member to serve as the idea’s Shepherd ▶ Thank submitter, usually via email, within 2 working days (48 hours).
<p>Phase 1: Idea Evaluation and Triage</p>	<ul style="list-style-type: none"> ▶ The Shepherd will contact the idea summitter within 1 week to facilitate an initial assessment of the idea by scoring five elements on the Idea Evaluation Rubric (see p.5). <ol style="list-style-type: none"> 1. Mission and Institutional Fit 2. Revenue/Risk Potential 3. Image and Quality 4. Market Demand 5. Availability of Start-up Resources <div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 10px auto;"> <p>View the Rubric on page 5. Maximum Possible Score: 20 points</p> </div> <ul style="list-style-type: none"> ▶ The Shepherd will bring the idea, rubric score, results of any research and one of the following recommendations to the next GIC meeting for discussion: <ul style="list-style-type: none">  Pursue further  Gather more information, determine need for New Program Initial Proposal (NPIP)  Archive the idea for now  Refer to an individual, department, committee; request response within 2-4 weeks  Proceed with Feasibility Study ▶ GIC will select a Recommendations and develop/assign Next Steps. ▶ GIC Chair will document the Recommendation/Next Steps on the Master Spreadsheet. ▶ If the recommendation is to develop a New Program Implementation Proposal (NPIP) for initial approval, the Shepherd and/or GIC Chair will support that process (see pp. 6-7).
<p>Phase 2: New Program Initial Proposal</p>	<ul style="list-style-type: none"> ▶ The completed NPIP should be forwarded electronically to the Champion’s Chair, Dean or Director, and VP. The VP will review it with Executive Council who will determine whether to allocate the necessary resources for more comprehensive feasibility and market analyses. For programs that do not require an investment of new resources, the VPAA can waive the need to undertake the feasibility process via an email to the GIC Chair who will inform the GIC and archive a copy of the waiver.
<p>Community Input</p>	<p>For academic programs, the VPAA will share the NPIP with faculty for their initial approval. For administrative and support programs, Institutional Research will summarize the proposal and invite community comments via a university-wide announcement.</p>
<p>Phase 3: Feasibility Study</p>	<ul style="list-style-type: none"> ▶ If approved by EC, EC will make and communicate the necessary assignments of personnel and resources needed to complete a Feasibility Study (see pp. 8-11).
<p>Phase 4: Approvals</p>	<ul style="list-style-type: none"> ▶ The GIC Chair will document approval dates and input of the relevant committees on the Feasibility Form. Unfortunately, external approvals can delay the marketing and start date of a program, but it is essential that every program Graceland offers has federal, state, and accreditor approval before it is advertised or promoted.

IDEA PROPOSAL

► Anyone can submit an idea by filling out the following form, easily available on the Graceland Innovation Committee's My Graceland page, https://my.graceland.edu/ICS/GU_Groups/Group_Management/Graceland_Innovation_Committee/.



Idea Proposal

Proposed Idea: Please provide a description of the idea or initiative that you are proposing. Include context so that readers can understand why Graceland University should implement this concept.

**For new academic programs, please include program level, degree and delivery format.*

Mission Fit: Describe how the proposed concept is mission centered and would enhance Graceland's mission, Graceland creates learning communities where students develop their potential for meaningful and productive lives.

Strategic Alignment:

How does the new concept advance the strategic direction of Graceland? How does it support or align with one or more of the University's strategic goals or 'Pathways' (below).

- Academics of the Future
- Holistic Learning Experiences
- Strategic Enrollment Growth
- Financial Stability & Learning Environments
- Distinctive Value
- Collaborative, Innovative Community

Demonstrated Interest / Market Demand

How would this benefit society and the institution? For academic initiatives/programs, is there sufficient market demand?

Name:

Email:

For further questions, please contact
Paul Binnicker (binnicke@graceland.edu) or ext. 4710

Thanks for all you do for Graceland University.

► Once this form has been submitted, the sender will receive an automated notification that it has been received by the system. Within 48 hours, the GIC Committee Chair will confirm by phone or email that the committee has received it and will assign a "Shepherd" who will be responsible for exploring the idea with you and moving it through the processes described on the next pages. The Shepherd will introduce him or herself to you within one week and will be your idea facilitator and communication liaison.

PHASE 1: TRIAGE

IDEA EVALUATION RUBRIC

Idea Number and Title:

Total Points:

Criteria for Idea Evaluation	4 Points	3 Points	2 Points	1 Point
<p><u>Does it fit Graceland's mission?</u> Mission: Graceland creates learning communities where students develop their potential for meaningful, productive lives. Strategic Pathways: ---Academics of the Future ---Holistic Learning Experiences ---Strategic Enrollment Growth ---Financial Stability, Learning Environment ---Distinctive Value ---Collaborative, Innovative Community</p>	<p>__ Will contribute to Graceland's mission and strategic plans in ways that are vital, specific, and strategic pathways.</p>	<p>__ Will contribute to Graceland's mission and align on or more strategic pathways.</p>	<p>__ Seems consistent with the Graceland mission, but the specific contribution to the mission or strategic pathways is unclear.</p>	<p>__ May actively Undermine Graceland's mission, and/or does not align with the institution's strategic pathways.</p>
<p><u>Will it produce revenue?</u> Level of potential to create net revenue for Graceland.</p>	<p>__ Strong potential to create > \$100K high positive net revenue & bears minimal risk of losses &/or costs.</p>	<p>__ Strong potential to create > \$10K – \$99K net revenue & bears moderate costs/risk of losses.</p>	<p>__ Some potential to create positive net revenue, but it also bears significant cost/risk of losses.</p>	<p>__ Unlikely to produce significant revenue, and will likely cost significant dollars to implement.</p>
<p><u>Will it enhance Graceland's image as a quality institution?</u> Level of potential to enhance Graceland's image as a quality institution of higher education.</p>	<p>__ Strong potential to enhance Graceland's image among many different stakeholders, with minimal potential to damage our image.</p>	<p>__ Moderate potential to enhance our image among many stakeholders (or strong potential among a few), with minimal potential to damage our image.</p>	<p>__ Some potential to enhance our image, but also moderate potential to damage our image among one or more stakeholder groups.</p>	<p>__ Strong potential to enhance our image, but also moderate potential to damage our image among certain stakeholder groups.</p>
<p><u>Is there market demand?</u> Level of demonstrated interest or market demand and that it can be viable within the higher education market.</p>	<p>__ Strong current & future demand among various markets: employers, students, parents, faculty, staff, alumni, donors, etc.</p>	<p>__ Moderate current demand for this initiative & potential for growth in future demand.</p>	<p>__ Minimal current demand &/or low potential for growth in demand.</p>	<p>__ No apparent significant current or future demand.</p>
<p><u>Is it feasible and actionable?</u> Extent to which the environment is right for this initiative now. Graceland has the resources—social, technological, economic, ecological, and political—to begin moving forward with this initiative immediately.</p>	<p>__ Graceland has the resources—social, technological, economic, ecological, and political—to move forward with this initiative immediately.</p>	<p>__ Graceland has the majority of resources needed to move forward with this initiative immediately.</p>	<p>__ There are one or more significant barriers—economic, social, technological, ecological &/or political—to begin this initiative.</p>	<p>__ There are many significant barriers to beginning work on this initiative.</p>

PHASE 2: NEW PROGRAM INITIAL PROPOSAL

Use this form if you are proposing a new program or initiative that will require an allocation or reallocation of resources. For academic programs that are making changes based on mission, strategic planning, or quality-related issues, the VPAA can waive the need to undertake the feasibility process.

Responses may be brief but should provide enough information that Executive Council (EC) can make a good decision about whether or not to invest more Graceland resources in developing a full feasibility study, to include a market study to project potential student enrollments and budget projections. The full feasibility study will require information from many departments and the budget could take four to six weeks to develop. You will be involved in that process and EC will identify other individuals and departments to help you. When complete, ask your VP to submit the form to EC.

Idea Number and Title:

Executive Summary	Program Leader and Contact Person (Champion):
	Projected Start Date:
Briefly describe the proposed initiative.	

Mission & Fit	<ul style="list-style-type: none"> ▶ Describe how the initiative will enhance Graceland’s mission, eg: impact of the proposed program on Graceland’s character, heritage, liberal arts foundation. ▶ Describe how the initiative will contribute to student success. ▶ Describe how the initiative will support or align with Graceland’s strategic plans/Pathways.

Academic Structure For Academic Programs only.	
<i>For academic programs that are making changes based on mission, strategic planning, or quality issues, the VPAA can waive the need to undertake the feasibility process via an email to the GIC Chair.</i>	
<ul style="list-style-type: none"> ▶ Date of initial conceptual approval by Faculty: ▶ Program level and degree(s) to be offered: ▶ Delivery Format: ▶ Admissions Requirements: ▶ List plan and timeline for development/implementation of courses: 	

Quality	<ul style="list-style-type: none"> ▶ Describe how the program reflect on Graceland’s quality. ▶ What standards will be set for program quality and how will you ensure that the program continues to meet those standards. ▶ Describe general expected learning outcomes and how they will be assessed for quality.

Market Need Analysis &	<ul style="list-style-type: none"> ▶ Demonstrate that there is a student market for this initiative, beginning with primary market research to measure prospective student interest. ▶ Specify how many new students this initiative will bring to Graceland and project how enrollment will change/grow over a five-year period.

Enrollment Projections	<ul style="list-style-type: none"> ▶ Identify competitors for new proposed programs. ▶ Address why students would choose Graceland over a more established program. ▶ Provide Bureau of Labor Statistics Occupational Outlook (or other professional sources) projections for employment and salary levels.
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Number of enrollments/participants projected each year.	Year 1	Year 2	Year 3	Year 4	Year 5

Program Feasibility		<i>Estimates</i>
	▶ Potential tuition and fees	Annual revenue estimate(s)
	▶ Potential human resources	
	Identify whether these costs would be <u> </u> initial or <u> </u> ongoing.	
	▶ Potential physical and technological resources	
	Identify whether these costs would be <u> </u> initial or <u> </u> ongoing.	

Comments about Feasibility:

External Approval	<ul style="list-style-type: none"> ▶ Explain whether the program will apply for any professional endorsements or accreditations. ▶ Identify any federal or state approvals that will be needed (Institutional Research can provide this).
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Executive Council Response	Executive Council Review Date	
		Check here if approved for further exploration and feasibility study.
		Check here if not approved at this time.
	Rationale:	
	_____	_____
	Signature of President or Designee	Date

PHASE 3: FEASIBILITY STUDY FORM

Responses should be data-based and supported by citations and references to established professional sources and standards.

- This full feasibility study will require information from many departments and the budget, to be developed by the Director of Business Services, will take two to six weeks to complete.
- You will be involved in that process and EC will identify other individuals and departments to contribute data and to project what resources they will need to support the program and its students.
- Academic programs will also need to complete the curricular approval process and that can be done simultaneously.
- When completed this form and the budget will be shared with the University Budget Committee for analysis.
- UBC will document their analysis and provide it Executive Council for their analysis and approval.
- If approved, EC will submit a summary resolution to the Board of Trustees for final approval.
- If external approvals are needed, those must be obtained before marketing of the program can begin.

Date Executive Council approved the concept for development: _____

If applicable, Date Faculty approved the concept for development: _____

Executive Summary	Program Leader, Administrator, or Champion:
	Projected Start Date:
<p>▶ Identify whether the initiative is a curricular, co-curricular, administrative or support program.</p> <p>▶ Briefly summarize the proposed initiative and justification for implementation.</p>	

Mission & Fit	<p>▶ Describe how the initiative will enhance Graceland’s mission, eg: impact of the proposed program on Graceland’s character, heritage, liberal arts foundation.</p> <p>▶ Describe how the initiative will contribute to student success.</p> <p>▶ Describe how the initiative will support or align with Graceland's strategic plans/Pathways.</p>

Quality Improvement Plans	<p><i>If the program is not yet fully developed, please respond with a general overview and identify the date at which assessment plans will be completed.</i></p> <p>▶ Outline the processes for monitoring: 1) program effectiveness and 2) student learning outcomes. Include how faculty will conduct ongoing assessment of what students learn from coursework, the curriculum, the co-curriculum and other learning experiences. Describe the proposed measures of assessment (direct and indirect) that will be used to evaluate student learning and explain how the results will be used to modify and improve efforts in an effort to continuously improve.</p> <p>▶ Accountability: Identify who is responsible for the development and implementation of the program, who will be accountable for achievement of the program’s outcomes, accreditation, assessment, quality, and sustainability, and what will be the determinants of continuation or elimination of the program?</p>

▶ See Phase 2: Complete an assessment matrix to specify what outcomes will be measured, how often, in what courses, what processes will be used, and who will measure them.

The following responses about enrollment projections; faculty, staff, physical and technological resources; and institutional capacity need to be specific enough that the Director of Business Services can use them to build a five-year budget projection to accompany this Feasibility Study.

Market Need Analysis & Enrollment Projections

- ▶ Demonstrate that there is a student market for this initiative, beginning with primary market research to measure prospective student interest.
- ▶ Specify how many new students this initiative will bring to Graceland and project how enrollment will change/grow over a five-year period. Justify projections and estimate how long they can be sustained.
- ▶ Identify competitors for new proposed programs and address why students would choose Graceland over a more established program.
- ▶ Identify the potential for employment and salary levels, citing the Bureau of Labor Statistics and other sources from business, government, and professional organizations.

Number of enrollments/participants projected each year.	Year 1	Year 2	Year 3	Year 4	Year 5

Faculty and Staff Resources

- ▶ Identify the required faculty and staff FTE, including the existing faculty and staff who have available time and qualifications to serve the initiative and those that will need to be hired in the first five years.
- ▶ Explain the ease or difficulty in hiring qualified faculty and staff.
- ▶ Identify any teaching or position expectations if they differ from Graceland's current model.

Technological & Physical Resources

- ▶ Identify the new technological or physical resources that will be needed to implement and maintain the program over the initial five years.

Academic Structure	<p>This section is for Academic Programs only.</p> <ul style="list-style-type: none"> ▶ Program Level and Degrees to be Offered ▶ Delivery Format ▶ Admissions Requirements ▶ List names of courses and course descriptions or timeline for development/implementation of courses. If available, attach curricular approval form(s) as Appendix A.
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Institutional Capacity	<ul style="list-style-type: none"> ▶ Describe the resources needed to support the new initiative. Not all resources are readily apparent to program planners. Completing this section requires contacting administrative and support departments in order to identify costs that those areas are likely to incur in order to support the program and serve the program’s students outside of the classroom. The GIC Chair is well-equipped and willing to coordinate this effort for you. ▶ Use the information gathered to work with the Director of Business Services to develop a five-year budget projection based on what is learned from the feasibility process. Again, the GIC Chair can facilitate this part of the process. ▶ When the enrollment and budget projections are complete, the GIC Chair will forward the feasibility study to the University Budget Committee for analysis and recommendation.
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Academic programs: The full faculty should evaluate the fit of the proposed program as early in the process as possible. Dates of program conceptual approval and of curriculum approval should be documented above.

All programs: For each of the following areas, contact the department leader (or work with the GIC Chair to do so) and briefly describe each unit’s contributions and related costs over the first five years.

Academic Administration:

Accounting Services:

Admissions and Marketing:

Athletic Training:

Bookstores:

Business Services:

Enrollment Management:

Facility Services:

Fundraising

Human Resources & Payroll:

Independence Operations (CGCS):

Institutional Effectiveness/Research (External approvals, document in next text box):

Institutional Advancement:

Information Technology Services (ITS):

Libraries:

Registrar:

Student Financial Services:

Student Life (Residence Life, Campus Ministries, Intercultural Student Services, Student Activities, Sodexo):

Other:

External Approvals	<p>► Check the approvals that will be needed and add any others that are specific to this program. Identify the cost of obtaining each type of approval. The Office of Institutional Effectiveness can provide this information and help obtain the approvals..</p>
<p>Higher Learning Commission (HLC) Approval State of Iowa Approval State of Missouri Approval US Department of Education Notification State Authorization Reciprocity Agreement (SARA) Other (eg: states, state boards or specialized accrediting bodies)</p>	

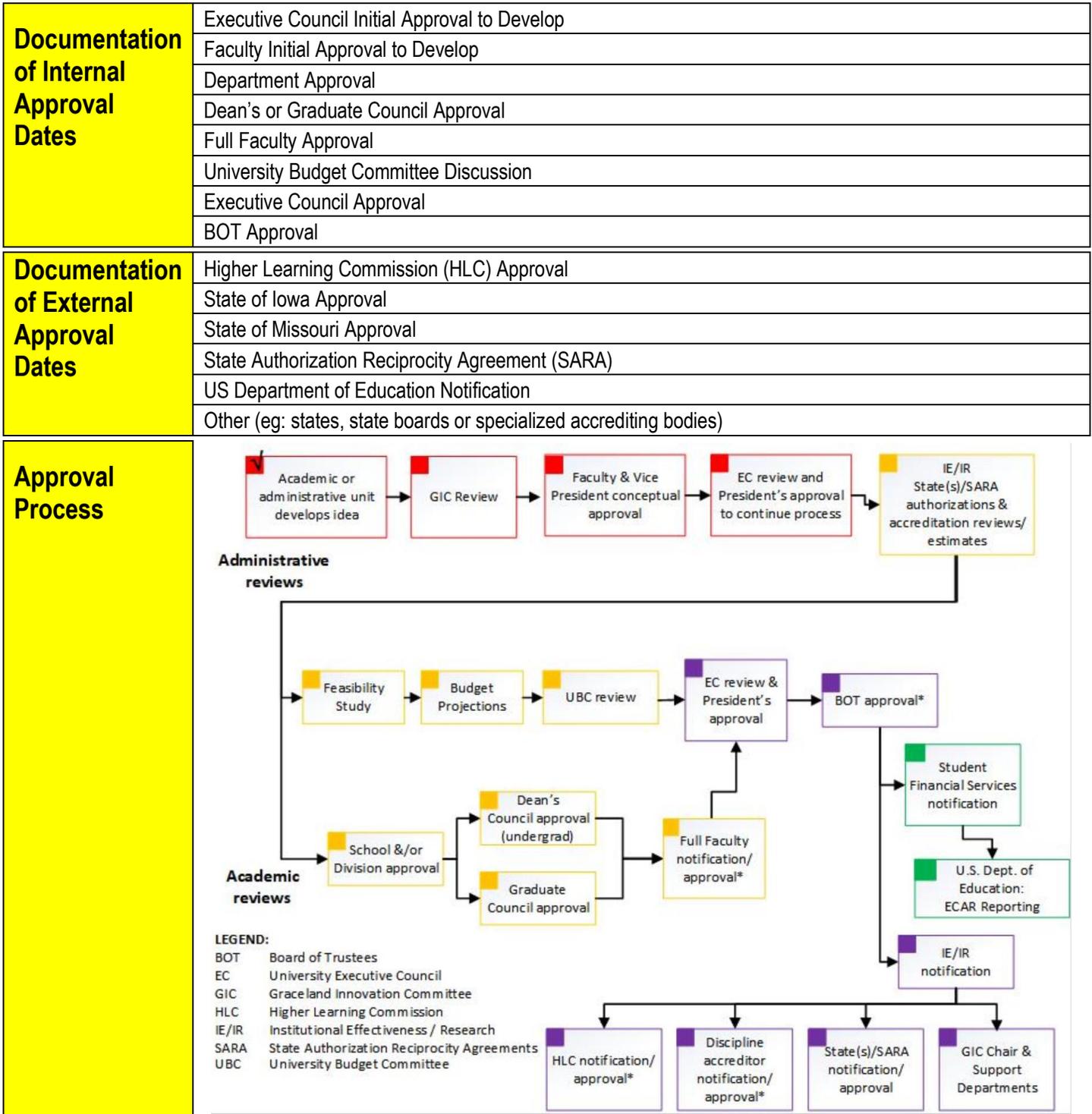
Findings & Recommendations	<p>► Executive Council: Summarize the findings of the feasibility study and explain whether or not this new initiative should be implemented and why. This section may include a description of pros and cons for the initiative being considered. This section should be brief since most of the detail is included above.</p>

WHEN THE FEASIBILITY STUDY IS COMPLETE...
CONGRATULATIONS!

► You have now compiled a strong rationale for your idea. The next step is to complete and document the approval processes. New programs often require both internal and external approvals. This may require completing additional forms such as a Curriculum Change Form, or working with the Office of Institutional Effectiveness (IE) to complete accreditation paperwork. If the information above is complete, GIC and IE can help transfer information to the necessary approval forms in order to facilitate those processes. It is important to note that no program should be marketed before all necessary state and accreditation approvals are received.



PHASE 4: DOCUMENTATION OF APPROVALS



PHASE 5: ANNOUNCE, MARKET, IMPLEMENT, ASSESS

- ▶ Once all of the necessary internal and external input and approvals have been documented on the New Program Approval Form (p. 12), the program is ready to be announced, marketed, shared - and fulfilled!
- ▶ Next Step: Notify internal and external constituencies...

ANNOUNCEMENT AND NOTIFICATION CHECKLIST

- ▶ As you check off each item, enter the date of the notification or announcement or "NA" if not applicable.

- _____ Internal Community Announcement: GIC
- _____ Press release and/or advertising: Enrollment Management and Marketing
- _____ Notification to other departments that need to support the program:
 - _____ Accounting Services
 - _____ Business Services
 - _____ Student Financial Services
 - _____ Institutional Effectiveness/Research
 - _____ Registrar
 - _____ Student Life
 - _____ Other: _____
 - _____ Other: _____
 - _____ Other: _____
 - _____ Other: _____

CONTINUAL QUALITY IMPROVEMENT CHECKLIST

- ▶ As you check off each item, enter the date of the notification or announcement or "NA" if not applicable.

- _____ Implement Assessment Plan, forward findings/analysis at least once/year to Institutional Effectiveness.
- _____ Implement Strategic Plan
- _____ Report progress according to the Sunset Plan

APPENDIX A: POLICY G-2

New Program Approvals
 Graceland University
 Policy and Procedure G-2

SUBJECT:

New Program Approvals

PURPOSE:

Graceland University values innovation and encourages community collaboration in proactive planning. The following procedure is designed to enhance the development of new ideas and ensure that such development includes feasibility review, including input and identification of required resources from each department that will be involved in implementation of the new program or initiative.

Roles:

Champion: The individual who is most invested in making the idea happen. Often this is the idea submitter or it may be the program's future leader, administrator, or manager, or it may be someone who has expertise in the field related to the new program or initiative. By collaborating with the Chairperson of the Graceland Innovation Committee (GIC), Champions can significantly reduce the amount of time that they commit to paperwork and approval processes. The GIC Chair will take the lead in consulting with the Champion and keeping the Champion aware of timelines and may call upon the Champion to advocate for the program in University Budget Committee (UBC), Executive Council (EC) and other meetings.

Graceland Innovation Committee (GIC) Chair: The Chair is an experienced leader who has helped develop new programs at Graceland and is aware of the behind-the-scenes actions and needs that are required to support a program and its students. The Chair and GIC members have developed a knowledge base, relationships, and systems to project needs and costs that may not be apparent at the conceptual stage of an idea but that will be essential to implementation of a quality program. The Chair will collaborate closely with the Champion to ensure the integrity of the project development and to apprise the Champion of progress. The Chair may be called upon to advocate for the program in various meetings.

Director of Business Services: The Director of Business Services will work with the Champion and/or GIC Chair to develop a three-year financial projection for the Feasibility Study and to gain University Budget Committee input regarding financial feasibility of the potential program.

Shepherd: Within 48 hours of receiving an idea proposal form, the GIC Chair will assign a GIC committee member to work with the idea submitter to facilitate communication and identify the best initial action to be taken in order to move the idea forward in the decision-making process. The Shepherd will contact the idea submitter within a week of assignment.

Definitions:

Environmental Scanning: Careful monitoring of the patterns, trends, and relationships of Graceland's internal and external environments with the purpose of detecting early indications of opportunities and threats that may influence Graceland's current and future plans.

Feasibility Study: Assessment of the practicality of a proposed project, a feasibility study aims to objectively and rationally uncover the strengths and weaknesses of a proposed venture, opportunities and threats present in the environment, the resources required to carry through, and ultimately the prospects for success.

New Program: Any academic, administrative or support initiative, effort, or activity that will involve a new allocation of, or reallocation of, Graceland resources and sustained investment of resources over time. Sometimes it is difficult to know whether a proposed program will require resources from other areas of the institution. Collaborating through the GIC Chair will help ensure that all possibilities are explored and that all the people who will eventually support the program are aware of the potential new program, have provided input into planning, and are able to accommodate the program's students upon implementation.

POLICY:

The Board of Trustees is responsible for ultimate approval of any new academic degree program to be offered by Graceland University.

The President is responsible for approving any new programs, initiatives, and activities to be offered by Graceland University.

The Executive Council (EC) is responsible for review and analysis of all new programs, initiatives, and activities to be offered by Graceland University.

The Deans Council (DC) and University Faculty are responsible for approval of new undergraduate academic course and degree offerings, as well as for constructing and executing the related assessment and professional development plans.

The Graduate Council (GC) and University Faculty are responsible for approval new post-graduate academic course and degree offerings, as well as for constructing and executing the related assessment and professional development plans.

The Graceland Innovation Committee (GIC) is responsible for assisting program planners with developing a comprehensive feasibility study. This includes contacting other Graceland department leaders in order to determine institutional impact and to project costs of supporting the program.

The Director of Business Services is responsible for assisting program planners and the GIC with developing a five-year budget projection.

The University Budget Committee (UBC) is responsible for reviewing the budget projections and making a recommendation regarding the financial feasibility of the program to the Executive Council.

PROCEDURE:

A detailed New Program Implementation Handbook details the specifics of procedures identified in this policy and is attached as Appendix A.

Any employee can submit an idea for a new program to the GIC by using an electronic form available at https://my.graceland.edu/ICS/GU_Groups/Group_Management/Graceland_Innovation_Committee/, or by writing a short proposal and submitting it to the GIC. Once the idea is received, the GIC committee will appoint a Shepherd who will work with the individual who submitted the idea to identify a program Champion. The Champion will be a key decision-maker and contact person for the GIC Chair and Shepherd as they facilitate the next steps that the idea proposal will take.

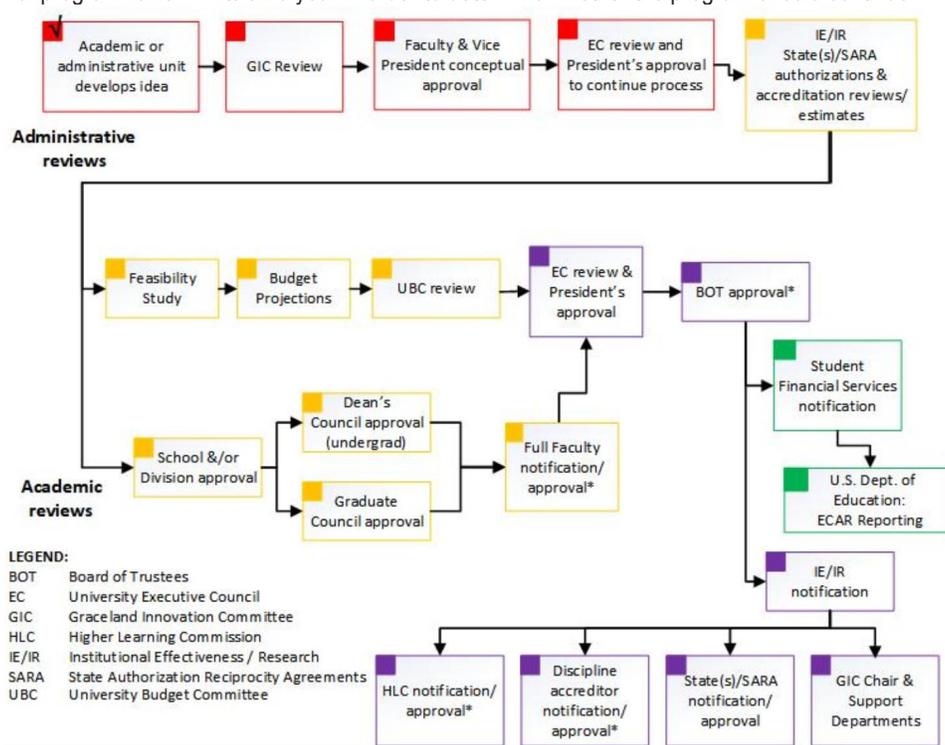
For programs that require new resources or reallocation of resources, the first step will be to develop a New Program Initial Proposal (NPIP) that briefly addresses the ability of the program to advance Graceland’s mission and strategic plans, relevance, sustainability and quality. If Executive Council approves the NPIP concept, the GIC Chair and Director of Business Services will dialogue with the Champion in order to develop five-year enrollment and cost projections. For academic programs that are making changes based on mission, strategic planning, or quality-related issues, the VPAA can waive the need to undertake the feasibility process by submitting a brief memo to the Chair of the GIC. The Chair will archive the recommendation.

- The GIC Chair will submit the completed NPIP to the Executive Council for initial approval to expend the community resources necessary to develop the NPIP into a comprehensive feasibility study. Executive Council members will have one week to review the NPIP before it becomes an agenda item.
- The VPAA will submit proposals regarding academic programs to the faculty for **conceptual** approval. For administrative and support proposals, the GIC Chair or Office of Institutional Research will prepare a proposal summary and submit a call for comments during the week that EC is reviewing the proposal and will forward those comments to EC.
- The person(s) designated as Champion may be invited to make an oral presentation to EC and/or the Faculty.
- EC will discuss and EC minutes will reflect the EC recommendation as to whether research and development should continue.
- The President or designee will notify the GIC Chair and Champion of their decision to expand the Initial Proposal into a Feasibility Study within seven days of the decision.
- After EC approves the Initial Proposal for development into Feasibility Study, the GIC Chair and the Director of Business Services will assist with developing the Feasibility Study and Budget Projections, respectively.
- The curriculum of any new undergraduate academic programs or courses must be reviewed as outlined in Policy G11, Academic Approval Process.
- The Director of Business Services will present the Feasibility Study and Budget Projections to the UBC. The Program Champion and/or GIC Chair may attend a meeting of the UBC to answer questions. The UBC will develop a written recommendation regarding the potential financial implications of the program and present it to EC.

- The Champion and/or GIC Chair will present the Feasibility Study, Budget Projections, and UBC Recommendation to EC and may attend an EC meeting to provide additional information.
- The President will consider the recommendation of EC and UBC and will approve or disprove the proposal within three days of the final presentation. The President's designee will notify the responsible administrative officer and UBC chair.
- If Board of Trustees (BOT) approval is needed, the responsible Vice President will submit a resolution to the next BOT meeting. Once the BOT has made a determination, the VP will notify the GIC Chair and Champion of the outcome and next steps.

When all internal approvals are documented, state, federal and accreditor approvals will be pursued as appropriate in collaboration with the GIC Chair and/or Office of Institutional Research.

Objectives and outcomes of all new programs - academic, co-curricular or extra-curricular - will be assessed annually and each program will undergo a formal program review in its third year in order to determine whether the program should continue.



Legend			
BOT	Graceland University Board of Trustees	HLC	Higher Learning Commission
EC	Graceland University Executive Council	UBC	University Budget Committee
GIC	Graceland Innovation Committee	VP	Vice President

***RATIONALE for this Version:** Since the New Program Implementation Process was developed, committees and processes have changed; the policy was updated to reflect those changes.

APPENDIX B: QUALITY IMPROVEMENT TOOLS

LEARNING OUTCOMES ASSESSMENT MATRIX

Name of Program:						
Name of person completing this matrix:					Date:	
<i>Student Learning Outcomes</i>	<i>Method of Assessment</i>	<i>Expected Results</i>	<i>Actual Results</i>	<i>Analysis of Results</i>	<i>Action/ Recommendations</i>	<i>Outcomes</i>

► **To create an assessment plan, complete the first 3 columns of this matrix.**

Column 1: Identify 3 – 5 program-level Student Learning Outcomes.

Column 2: For each outcome, briefly detail your plan for assessing it. Identify the assessment tool, when and where it will be administered, who will administer it and collect/share the data. Attach any tools.

Column 3: Identify the minimum level of performance you expect a successful student to achieve.

Columns 4 – 6: Complete these columns after the assessment tool has been administered and data collected.

Consult with your program colleagues to analyze the results and make recommendations.

Column 7: Complete this column after the recommendations have been implemented and additional data has been collected.

PLANNING ASSESSMENT MATRIX

Name of Program:					
Name of person completing this matrix:				Date:	
<i>Objectives/ Strategies</i>	<i>Person(s) Responsible</i>	<i>Timeline</i>	<i>Expected Outcome</i>	<i>Actual Outcome, Analysis, and Next Steps if Different than Planned</i>	<i>Related Pathway</i>

► **To create a strategic plan, complete the first 4 columns of this matrix.**

Columns 1 - 4: Identify 2 – 4 program-level objectives/strategies that support at least one of Graceland’s strategic pathways. Identify the related pathway(s) in *Column 6*.

Column 7: Complete this column after the timeline has passed or, if ongoing, at least once annually.

APPENDIX C:

ROLES & DEFINITIONS

ROLES

Champion: The individual who is most invested in making the idea happen. Often this is the idea submitter or it may be the program's future leader, administrator, or manager, or it may be someone who has expertise in the field related to the new program or initiative. By collaborating with the Chairperson of the Graceland Innovation Committee (GIC), Champions can significantly reduce the amount of time that they commit to paperwork and approval processes. The Champion will be aware of timelines and consulted about all elements of the initiative. The Champion may be called upon to advocate for the program in UBC, EC, and other meetings.

Graceland Innovation Committee (GIC) Chairperson: The Chair is an experienced leader who has helped develop new programs at Graceland and is aware of the behind-the-scenes actions and needs that are required to support a program and its students. The Chair and GIC members have developed a knowledge base, relationships, and systems to project needs and costs that may not be apparent at the conceptual stage of an idea but that will be essential to implementation of a quality program. The Chair will collaborate closely with the Champion to ensure the integrity of the project development and to apprise the Champion of progress. The Chair may be called upon to advocate for the program in various meetings.

Director of Business Services: The Director of Business Services will work with the Champion and/or GIC Chair to develop a five-year financial projection for the Feasibility Study and to gain University Budget Committee's input.

Shepherd: Within 48 hours of receiving an idea proposal form, the GIC Chair will assign a GIC committee member to work with the individual who submitted the idea to facilitate communication and identify the best initial action to be taken in order to move the idea forward in the decision-making process. The Shepherd will make that contact within a week of assignment.

DEFINITIONS

Environmental Scanning: Careful monitoring of the patterns, trends, and relationships of Graceland's internal and external environments with the purpose of detecting early signs of opportunities and threats that may influence Graceland's current and future plans.

Feasibility Study: Assessment of the practicality of a proposed project, a feasibility study aims to objectively and rationally uncover the strengths and weaknesses of a proposed venture, opportunities and threats present in the environment, the resources required to carry through, and ultimately the prospects for success.

New Program: Any academic, administrative or support initiative, effort, or activity that will involve a new allocation of, or reallocation of, Graceland resources and sustained investment of resources over time. Sometimes it is difficult to know whether a proposed program will require resources from other areas of the institution. Completing the processes outlined in this Handbook will help ensure that all possibilities are explored and that all the people who will eventually support the program are aware of the program's needs and have provided input that will facilitate effective collaboration.

APPENDIX D:

Do you have an idea for a new initiative? Here's how to make it happen...



STEP BY STEP CHECKLIST

<ul style="list-style-type: none"> <input type="radio"/> <input type="radio"/> 	<p>Send your idea to the Graceland Innovation Committee (GIC) via a simple form, available at: https://my.graceland.edu/ICS/GU_Groups/Group_Management/Graceland_Innovation_Committee/. GIC will assign a Shepherd to collaborate with you and keep the idea moving forward. You will be the Champion unless you identify someone who is in a better position to plan in detail. GIC will apply five rubrics to the idea: Mission and Fit, Quality, Sustainability, Marketability, and Actionability and the Shepherd will work with the Champion to continue research in order to develop an NPIP.</p> <p>OR...</p> <p>Complete the new, abbreviated <i>New Program Implementation Proposal (NPIP) Form</i>, available at: https://my.graceland.edu/ICS/GU_Groups/Group_Management/Graceland_Innovation_Committee/. Work with your direct supervisor to submit the NPIP to the Executive Council through your VP. EC will reserve a week to review the NPIP before discussing it. If approved, EC will instruct the GIC Chair to work with the Champion and Director of Business Services (DBS) to develop a Feasibility Study and five-year budget.</p>
<ul style="list-style-type: none"> <input type="radio"/> <input type="radio"/> 	<p>For academic programs*, submit the NPIP to the Faculty Chairperson for the next faculty meeting agenda. The agenda will include it as an announcement and potential discussion item. For programs that do not require an investment of new resources, the VPAA can waive the feasibility process via an email to the GIC Chair who will inform the GIC and archive a copy of the waiver.</p> <p>OR...</p> <p>For administrative and support programs, EC will reserve a week to review the NPIP before discussing it. During that week, Institutional Research will disseminate a summary and request for community input. Responses will be provided to EC along with the proposal.</p>
<ul style="list-style-type: none"> <input type="radio"/> 	<p>When complete, the DBS will submit all documents to the University Budget Committee (UBC).</p>
<ul style="list-style-type: none"> <input type="radio"/> 	<p>UBC will review at the next available meeting and will invite the GIC Chair and Champion to attend.</p>
<ul style="list-style-type: none"> <input type="radio"/> 	<p>The UBC Chair will summarize their recommendations and forward to the GIC Chair, Champion, and EC.</p>
<ul style="list-style-type: none"> <input type="radio"/> 	<p>EC will review the proposal and respond to the GIC Chair, Champion, and EC within one month.</p>
<ul style="list-style-type: none"> <input type="radio"/> 	<p>EC will facilitate any additional internal approvals that are needed, such as Board of Trustees.</p>
<ul style="list-style-type: none"> <input type="radio"/> 	<p>The Champion, GIC Chair and EC members will work together to develop a shared community announcement.</p>
<ul style="list-style-type: none"> <input type="radio"/> 	<p>The VPIC will work with the Champion to obtain relevant external approvals.</p>
<ul style="list-style-type: none"> <input type="radio"/> 	<p>IE will notify the Champion, GIC Chair, UBC and EC when all external approvals are received so that marketing may begin.</p>

*The Champion and VPAA will facilitate curricular approval processes when appropriate.