NORTHLAND PIONEER COLLEGE

Office of the President

To: The Instructional Council

From: Jeanne Swarthout, Ph.D., President

Date: March 1, 2010

Re: Business Plan Recommendation

On February 25, 2010, I received the Instructional Council recommendation to approve the Five Year Budget Projection template and Business Plan Outline to be used by the college in adopting new programs. I fully support the recommendations of the Instructional Council in adopting the business plan documents for new program development and its partial use in evaluating current programs. All of those individuals who worked to prepare this approach to program development and evaluation are commended for the effort; this approach is solid and will help move instructional programs forward in a data-driven environment. Thanks.

Copy: Vice President Vest

        College Council

Northland Pioneer College
Preliminary Business Plan for New Programs

Executive Summary
- How does the program relate to NPC's mission and strategic plan?
- Dates to roll out
- Students served and locations
- Aggregate budget costs: faculty, capital and instructional expenses

Introduction
- Brief chronology on how idea for program came to be
- Reasons for program proposal

Program Objectives
- What is the academic outcome – Certificate of Proficiency, Certificate Program, Degree Program, Community Education, Continuing Education Program
- How does the program relate to NPC's mission and strategic plan?
- How does the program transfer / articulate with colleges / universities?
- How will the program collaborate with state and local agencies?
- How will the program support community needs?

Needs Assessment
- Interest survey results required to begin marketing effort with evidence. Survey local businesses and prospective students as applicable to answer the following questions:
  - Is the community looking for qualified candidates?
  - Are there job prospects?
  - Are businesses willing to offer internship opportunity and /or other contributions, i.e., equipment, material, scholarships?
  - Will the program lead to promising careers?
  - How will the program provide qualified personnel to the community?
- Identify the members of the Advisory Committee composed of community leaders and business folk who will offer recommendations and receive feedback at regularly scheduled meetings.

Marketing Interest
- What other programs are being offered elsewhere? Are we in competition with other institutions?
- How will students learn about the program?
- How will the program attract students?
- What is the length of the program?
- At what campuses will the program be offered?
- What class days and times will the program be offered?
- How will the program be rolled out?

Career Opportunities
What is the employment potential for the program, i.e., locally and nationwide.
Check Arizona Department of Commerce – employment in major occupational groups and links to Bureau of Labor Statistics to document:
- Forecast for this career choice
- Salary ranges
- Types of positions are available for students who have this credential

Considerations
Please explain any additional factors for the Instructional Council to consider as they evaluate the program proposal. How will fluctuations in program enrollment or interest be evaluated?

Program Requirements
Delineate course sequencing for program using 3035 and new program forms using ACRES.

Program Assessment
- How (evaluation method)
- When (regularly and periodic)
- Who (create advisory council)

Desktop review each semester while the program is being "incubated" determine the following with a report to IC or appointed subcommittee to evaluate the plan and outcomes and make adjustments to the original plan. Might evaluate on FTSE date, for example, to determine how many paying students are enrolled. Incubation period would continue for 3 years or until the program is up and running for inclusion in routine annual review

Preliminary Cost Benefit Analysis: Please enter the average costs and revenues associated with the program. As the proposal moves through the process of approvals a comprehensive multi-year analysis will be required for years one through five before final approval by the college.

PROGRAM REVENUE

Projected Enrollment
o Describe expected enrollment and the formula/rationale about how you determined this projected enrollment. Realistic enrollment estimates are absolutely critical to establishing and sustaining a new program. How many students will enroll initially?
o What is the target for the number of students to make the program viable?
o What is the timeline for achieving that target, i.e., enrollment projections by semester?
o Determine the number of students expected to attend and the credit hours to complete the program to calculate FTSE figures.

Program Fee (if applicable)
Describe relationship between program fee and the specific expenses the fee will cover. For example, will this fee cover overhead or direct expenses?

Course Fees (if applicable)
Describe relationship between course fees and the expenses these fees will cover.

Credit Hours/Tuition
Based on the projected enrollment and proposed load (credit vs load) hours, what will be the tuition generated by the program.

Total Program Revenue
Based on the projected enrollment/load (credit vs load) hours/tuition, and applicable fees, what is the total revenue expected by the program?

Grants
Have grant funds been approved by the District Governing Board for use by the program? What are the expenditures covered by these funds over what period of time?

Miscellaneous
Are there services provided to community that may produce revenue?

PROGRAM EXPENSES

Class Size
What is the normal class size for courses in the program?

Load Hours
What are the normal load hours for faculty?

<u>Staffing Expenses</u>
How many full-time faculty are necessary?
Provide data to support the availability of the faculty for these positions.
Estimate salary and benefit costs.

How many adjunct, part-time faculty will be required?
Are there benefit costs associated with these faculty?

Will lab aides, teaching assistants, or support staff be required?

Total Staffing Expenses
Add all staffing costs

<u>Operating Expenses</u>
Please estimate the following expenses:
Contractual Services
Non Instructional Supplies (office Supplies, copying, meeting supplies)
Instructional Supplies
Equipment & Maintenance - See below
Travel
Marketing

Total Operating Expenses
Add all operating costs

Program Cost per FTSE

<u>Indirect Costs</u>
Administrative Services will estimate overhead costs for each program; What impact with the program have on parking, advisement, the business office, financial aid, and information services?

<u>Capital Expenditures</u>
Where will the program be located? Is there vacant space available for the program at the proposed time of day and site? Will the program have an impact on other activities at that site?

Provide evidence-based estimates for new construction and/or remodeling
Provide supportive data for total office furniture, classroom furniture and equipment costs
List instructional equipment costs:
Capital Equipment
Non-Capital Equipment
Total Capital Needs
Add all capital expenditures

Total Program Expenses
Add staffing, operating, indirect costs and total capital expenditures

TOTAL PROGRAM REVENUE LESS TOTAL PROGRAM EXPENSE

	Northland Pioneer College Academic Program Five-Year Budget Projection				
PROGRAM	**Year 1 FY10/11**	**Year 2 FY11/12**	**Year 3 FY 12/13**	**Year 4 FY 13/14**	**Year FY 14/15**
Program Revenue					
Enrollment					
Program Fee					
Course Fees					
Tuition					
Total Program Revenue					
Program Expenses					
Class Size					
Load Hours					
Staffing Expenses					
Full Time Faculty					
Benefits					
Adjunct Faculty					
Benefits					
Lab Aides/Support Staff					
Total Staffing					
Operating Expenses					
Contracted Services					
Non-Instructional Supplies					
Instructional Supplies					
Travel					
Marketing					
Total Operating					
Indirect Costs (Admin Estimate)					
Total Expenses					

Revenue (vertical label, rows Program Revenue through Total Program Revenue)

Expenses (vertical label, rows Program Expenses through Total Expenses)

	Capital Expenditures					
Capital	New Construction/Remodeling Costs					
	Office/Classroom Furniture					
	Capital Equipment (include Computers)					
	Non-Capital Equipment					
	Total Capital					
	Total Program Expense					
	Program Revenue					
	Less Program Expense					
	Program Cost					
	Program Cost / FTSE					