

REQUEST FOR AUTHORIZATION TO IMPLEMENT A
BACHELOR OF ARTS
IN DIGITAL ARTS AND CULTURE
AT UNIVERSITY OF WISCONSIN (UW)-MILWAUKEE
PREPARED BY UW-MILWAUKEE

ABSTRACT

The University of Wisconsin-Milwaukee proposes to establish a Bachelor of Arts in Digital Arts & Culture (DAC) within the College of Letters and Science. The development of program responds to a need to train undergraduate students in digital humanities skills in conjunction with technological skills. The program will allow students to operate as media practitioners and global communicators, to contribute as creative problem solvers using digital media, and to develop skills in new knowledge production and research methods. Graduates will be better equipped to work in a variety of nonprofit, community, and business settings; in the industries of the arts, design, media, and information technology; and graduate work in a variety of arts, humanities, social science, and information programs. The program will be comprised of 36 credits in specialized areas of study, such as media systems, digital composition, and understanding digital culture, among others.

PROGRAM IDENTIFICATION

Institution Name

University of Wisconsin-Milwaukee

Title of Proposed Academic Program

Digital Arts and Culture

Degree Designations

Bachelor of Arts

Mode of Delivery

Single institution

Face-to-face

Department or Functional Equivalent

College of Letters and Science

College, School, or Functional Equivalent

College of Letters and Science

Proposed Date of Implementation

September 2020

Projected Enrollments and Graduates by Year Five

Table 1 represents enrollment and graduation projections for students entering the program over the next five years and those students currently enrolled in the Committee Interdisciplinary submajor of Digital Arts and Culture. By the end of Year 5, it is expected 38 new students will have enrolled in the program and 30 students will have graduated from the program. The average student retention rate is projected to be 70% between year 1 and 2 for a cohort entering as new freshmen, based on the UW-Milwaukee Office of Assessment and Institutional Research’s data for all new freshmen at UW-Milwaukee, and 50% thereafter for that cohort, based on the same source. The graduation rate at the end of year 5 is on average 46%. These same retention/graduation rates are applied to the current set of 27 students in the submajor, per their year in school.

Table 1: Five-Year Degree Program Enrollment Projections

Students/Year	Year 1	Year 2	Year 3	Year 4	Year 5
New Students	5	5	8	10	10
Continuing Students	25	17	11	12	20
Total Enrollment	30	22	21	22	30
Graduating Students	N/A	10	9	2	9

Tuition Structure

For students enrolled in the Bachelor of Arts in Digital Arts and Culture program, standard tuition and fee rates will apply. For the current academic year, residential tuition and segregated fees total \$4,799.21 per semester for a full-time student enrolled in 12-15 credits per semester or \$399.93 per credit. Of this amount, \$4,045.56 is attributable to tuition and \$753.65 is attributable to segregated fees. Nonresident tuition and segregated fees total \$10,584.17 per semester for a full-time student enrolled in 12-15 credits per semester or \$882.01 per credit. Of this amount, \$9,830.52 is attributable to tuition and \$753.65 is attributable to segregated fees. Students may choose to take some courses online. Online offerings are assessed an additional \$275 fee per 3-credit course.

DESCRIPTION OF PROGRAM

Overview of the Program

The Digital Arts and Culture program will provide the opportunity for students to explore practices of and scholarship on digital systems, network culture, and media industries employing an interdisciplinary lens.

Student Learning Outcomes and Program Objectives

Students who earn a Bachelor of Arts in Digital Arts and Culture program will analyze digital and electronic media systems, explaining what these platforms do and how they do it; engage with complex digital issues both online and offline; organize information, both architecturally and visually, structuring software, web sites,

advertisements, and social media; and work hands-on, collaboratively, and across disciplines, producing media with artists and designers.

Five specialized categories of courses define the themes of the major. Courses in the Core Culture category introduce students to essential cultural and historical dimensions of digital art and network practices. Media Systems courses provide an overview of media industries. Digital Composition coursework builds on the foundations of the 100-level core culture courses, encompassing a curriculum in which students develop competencies in composing in digital media and analyzing the same. The category of Understanding Digital Culture, consisting of upper-level courses, provides students the chance to analyze more complex systems and issues. In parallel, the upper-level coursework in the Practicing the Digital Arts area are a means of gaining practical experience organizing and collaborating in media production processes. Finally, the Digital Engagement Capstone course asks students to draw on their academic career to research and produce a portfolio piece which showcases their creative and professional talents. The Digital Arts and Culture major draws its core, required, and elective courses from offerings in the Peck School of the Arts, College of Letters and Science, and School of Information Studies. Student internships (DAC 289 or DAC 489) will be encouraged, as will participation and presentations at various DAC-related events, such as the annual Undergraduate Research Symposium and annual Center for 21st Century Studies conferences. Student contributions to ongoing research projects cultivated by the UW-Milwaukee Libraries Digital Humanities Lab are also a venue for student engagement outside of the classroom.

Program Requirements and Curriculum

Table 2 illustrates the program curriculum for the proposed program. A total of 36 credits is required for the major, of which at least 15 upper-level credits in the College of Letters and Science and must be completed in residence at UW-Milwaukee. No more than 21 credits from a single curricular area may count toward the major. Students must earn a 2.0 GPA on all UWM credits that count toward the major including transfer work. The general education requirements of UW-Milwaukee and Bachelor of Arts requirements of the College of Letters and Science apply to the students in this degree program.

Table 2: Bachelor of Arts in Digital Arts and Culture Curriculum

Core Culture Courses		
ART 118	Digital Arts: Culture, Theory, Practice	3 credits
JAMS 113	Internet Culture	3 credits
Media Systems Courses	Select 3 credits from courses below	
ARTHIST/ENGLISH/FILMSTD 111	Entertainment Arts: Film, Television, and the Internet	3 credits
INFOST 110	Introduction to Information Science and Technology	3 credits
JAMS 101	Introduction to Mass Media	3 credits

Digital Composition Courses	Select 6 credits from courses below	
ART 212	Introduction to Digital Studio: A/V Strategies	3 credits
ART 221	Introduction to Design	3 credits
ENGLISH 202	Writing in the Humanities	3 credits
ENGLISH 214	Writing in the Professions	3 credits
INFOST 240	Web Design I	3 credits
JAMS 201	Media Writing	3 credits
JAMS 231	Publication Design	3 credits
FILM 255	Introduction to Digital Arts	3 credits
Understanding Digital Culture Courses	Select 3 credits from courses below	
ANTHRO 302	Anthropology and Popular Culture	3 credits
COMMUN 313	Human Communication and Technology	3 credits
ENGLISH/FILMSTD 380	Media and Society:	3 credits
INFOST 310	Human Factors in Information Seeking and Use	3 credits
Practicing the Digital Arts Courses	Select 3 credits from courses below	
ART 312	Intermediate Digital Studio	3 credits
ART 324	Web Design	3 credits
ENGLISH 439	Information Design	3 credits
INFOST 350	Introduction to Application Development	3 credits
INFOST 430	Multimedia Application Development	3 credits
JAMS 336	Media Graphics	3 credits
Capstone Seminar		
DAC 661	Digital Engagement Seminar	3 credits
Understanding Digital Culture Expanded Electives	Sub-Category total	(6-9 credits)
ANTHRO 302	Anthropology and Popular Culture (if not selected above)	3 credits
ANTHRO 340	Cultures of Online Games and Virtual Worlds	3 credits
ART 309	Issues in Contemporary Art:	3 credits
ARTHIST/ENGLISH/FILMSTD 111	Entertainment Arts: Film, Television, and the Internet (if not selected above)	3 credits
ARTHIST 472	History and Theory of New Media Art	3 credits
COMMUN 310	Communication in Organizations	3 credits
COMMUN 313	Human Communication and Technology (if not selected above)	3 credits

COMMUN 410	Organizational Communication Technology	3 credits
COMMUN 413	Rhetoric and the Internet	3 credits
COMMUN 440	Contemporary Problems in Freedom of Speech	3 credits
COMPLIT 133	Contemporary Imagination in Literature and the Arts	3 credits
COMPLIT 135	Experiencing Literature in the 21st Century:	3 credits
COMPLIT 233	Literature and Film:	3 credits
DAC 199	Independent Study	3 credits
DAC 699	Advanced Independent Study	3 credits
ENGLISH 253	Science Fiction:	3 credits
ENGLISH 290	Introduction to Film Studies	3 credits
ENGLISH 291	Introduction to Television Studies	3 credits
ENGLISH 294	Game Culture	3 credits
ENGLISH 310	Writing, Speaking, and Technoscience in the 21st Century	3 credits
ENGLISH/FILMSTD 312	Topics in Film Studies:	3 credits
ENGLISH/FILMSTD 329	Film and Literature	3 credits
ENGLISH/FILMSTD 380	Media and Society: (if not selected above)	3 credits
ENGLISH 383	Cinema and Genre:	3 credits
ENGLISH 394	Theories of Mass Culture:	3 credits
FILMSTD 212	Intermediate Topics in Film Studies:	3 credits
GLOBAL 202	Introduction to Global Studies III: Globalization and Technology	3 credits
GLOBAL 351	Language, Media, and Social Practice in Global Communications	3 credits
INFOST 110	Introduction to Information Science and Technology (if not selected above)	3 credits
INFOST 120	Information Technology Ethics	3 credits
INFOST 310	Human Factors in Information Seeking and Use (if not selected above)	3 credits
INFOST 465	Legal Aspects of Information Products and Services	3 credits
INFOST 674	The Search Engine Society	3 credits
INFOST 675	Information Technology and Organizations	3 credits
JAMS 101	Introduction to Mass Media (if not selected above)	3 credits
JAMS 111	Gender and the Media	3 credits
JAMS 260	Contemporary Non-Fiction Media	3 credits
JAMS 262	Principles of Media Studies	3 credits
JAMS 450	Race and Ethnicity in the Media	3 credits
JAMS 460	History of Mass Media	3 credits

JAMS 461	Media Ethics	3 credits
JAMS 466	Health and Media	3 credits
JAMS 559	Freedom of Expression in the Digital Age	3 credits
JAMS 562	Media Studies and Culture	3 credits
Practicing the Digital Arts Expanded Electives	Sub-Category total	(3-6 credits)
ART 212	Introduction to Digital Studio: A/V Strategies (if not selected above)	3 credits
ART 218	2D Design Strategies	3 credits
ART 221	Introduction to Design (if not selected above)	3 credits
ART 312	Intermediate Digital Studio	3 credits
ART 316	Interactive and Multimedia Art	3 credits
ART 318	Electronics and Sculpture	3 credits
ART 324	Web Design (if not selected above)	3 credits
ART 325	Web Design II	3 credits
ART 327	Digital Media Workshop:	3 credits
ART 393	Digital Printmaking	3 credits
ART 424	Topics in Web, Interaction and Screen Design:	3 credits
ART 426	Motion Graphics	3 credits
DAC 289	Internship in Digital Arts and Culture, Lower Division	3 credits
DAC 489	Internship in Digital Arts and Culture, Upper Division	3 credits
ENGLISH 202	Writing in the Humanities (if not selected above)	3 credits
ENGLISH 214	Writing in the Professions: (if not selected above)	3 credits
ENGLISH 328	Forms of Experimental Literature:	3 credits
ENGLISH 431	Topics in Advanced Communications:	3 credits
ENGLISH 435	Rhetoric and Professional Writing	3 credits
ENGLISH 436	Technical Documentation	3 credits
ENGLISH 437	Project Management for Professional Writers	3 credits
ENGLISH 439	Information Design (if not selected above)	3 credits
FILM 201	Introduction to Experimental Media Arts	3 credits
FILM 222	Introduction to Digital Filmmaking	3 credits
FILM 255	Introduction to Digital Arts (if not selected above)	3 credits
FILM 302	Video in the Classroom	3 credits
FILM 380	Media Arts Module:	3 credits

FINEART 313	Programming for Artists I	3 credits
GEOG 215	Introduction to Geographic Information Science	3 credits
GEOG 525	Geographic Information Science	3 credits
INFOST 240	Web Design I (if not selected above)	3 credits
INFOST 340	Introduction to Systems Analysis	3 credits
INFOST 430	Multimedia Application Development (if not selected above)	3 credits
INFOST 491	Advanced Topics in Information Science & Technology: (Flash)	3 credits
INFOST 685	Electronic Publishing and Web Design	3 credits
JAMS 201	Media Writing (if not selected above)	3 credits
JAMS 204	News Writing and Technology	3 credits
JAMS 231	Publication Design (if not selected above)	3 credits
JAMS 232	Photojournalism	3 credits
JAMS 332	Introduction to Digital Documentary	3 credits
JAMS 336	Media Graphics (if not selected above)	3 credits
JAMS 399	On-Campus Internship (DAC placement)	3 credits
MUSIC 327	Analog and Digital Synthesis I	3 credits
MUSIC 328	Digital Synthesis and Systems II	3 credits
MUSIC 680	Special Studies in Music: (Interactivity and Improvisation)	3 credits
THEATRE 357	Digital Audio Workstations for Stage and Studio	3 credits
THEATRE 437	Sound Design and Digital Editing	3 credits
Total credits		36 credits

Assessment of Outcomes and Objectives

Assessment of the DAC Program involve the following tools:

1. Exit interviews with graduating majors each semester;
2. Annual review of transcripts of graduating majors each semester to collect data on time to degree, courses taken, other credentials completed, GPA, and grades;
3. Alumni surveys of undergraduate students at regular intervals to determine views toward their preparation for employment or advanced studies, track career choices, and solicit suggestions for improvement;
4. Enrollment data collection in undergraduate courses to monitor demand, areas of strength and weakness in curriculum;
5. Assessment of major using WEAVE ELOs and final research projects for required capstone course.

Diversity

The proposed Digital Arts and Culture major's curriculum and learning outcomes will advance inclusive excellence. Specific components and requirements within the curriculum will offer students opportunities and learning activities to engage in diversity with respect to perspectives, theories, practices, and populations different from themselves. The DAC curriculum encourages interdisciplinary collaboration inside and outside the classroom, compelling students from both different disciplinary and cultural backgrounds to collaborate, encouraging them to step outside of their comfort zones.

UW-Milwaukee, the UW-System's most diverse campus, has a robust array of academic and student support services that DAC students are encouraged to access through DAC's website, blogs, and social media channels. The UWM Student Success Center, The Office of Equity and Diversity, the Cultures and Community program, and the Multicultural Student Centers offer our students ways of connecting to these plans and initiatives. These pursuits are active campaigns within DAC to expand equity in student recruitment, access, retention, and degree completion.

Collaborative Nature of the Program

The interdisciplinary network of faculty collaborators in Digital Arts and Culture come from across the schools, colleges, and departments at the University of Wisconsin-Milwaukee. Some of our largest institutional stakeholders are the College of Letters and Science (L&S), The Peck School of the Arts (PSOA), and the School of Information Studies (SOIS). The departments and programs from which we draw many of our courses and faculty affiliates include: Anthropology; Art and Design; Art History; Communication; English; Film Studies; French, Italian, and Comparative Literature; Geography; Music; History; Journalism, Advertising, and Media Studies (JAMS); Sociology; and the School of Information Studies (SOIS). We currently collaborate with the Office of Undergraduate Research, the Center for 21st Century Studies, UW-Milwaukee Libraries Digital Humanities Lab, Lubar Entrepreneurship Center, and Northwestern Mutual Data Science Institute.

Projected Time to Degree

The DAC major, within the Bachelor of Arts degree requirements of the College of Letters and Science of 120 credits, can be completed in 4 years as a full-time student.

Program Review

The UW-Milwaukee Academic Program & Curriculum Committee reviews newly approved majors after 5 years. The committee then reviews programs on a ten-year cycle.

Accreditation

The Bachelor of Arts in Digital Arts and Culture will be subject to Higher Learning Commission review.

JUSTIFICATION

Rationale and Relation to Mission

The Bachelor of Arts in Digital Arts and Culture (DAC) will fulfill an existing need in undergraduate education, aligning with key components of the university's mission. As an institution that espouses the guiding values of innovation and collaboration, the major will train undergraduate students in critical digital humanities and technological skills that will add value to and enrich a wide range of participating programs and areas. In line with the UW System's commitment to extend knowledge and its application beyond the boundaries of its campuses, the students graduating with this degree will move into the workplace and society ready add value in both.

The Digital Arts and Culture major aims to empower learning communities by leading students to a variety of opportunities: to operate with confidence as media practitioners and global communicators; to collaborate and contribute as creative problem solvers using digital media in a networked global culture, and to develop skills and understanding of new knowledge production and research methods. Specifically, it is expected that the formalization of the DAC major will have the following impacts. The major will prepare students for professional work in a variety of nonprofit, community, and business settings, in the industries of the arts, design, media, and information technology. The coursework in the major engages students to address issues of technology and culture, examine new media products and systems, and develop relationships and networks, both in metro Milwaukee and globally.

Institutional Program Array

The interdisciplinary network of faculty collaborators in Digital Arts and Culture come from across the schools, colleges, and departments at the University of Wisconsin-Milwaukee. Many programs at UW-Milwaukee currently offer stand-alone courses in digital practice and digital humanities; however, the DAC major will allow students to synthesize these courses in a coherent way. Students across the UW-Milwaukee campus already pursue the DAC submajor and certificate alongside other programs in the College of Letters and Science, some of which are Journalism, Advertising, and Media Studies (JAMS), Communication, Italian Studies, English, Film Studies, Global Studies, Mathematics, Psychology, Sociology, Spanish. Additionally, the students in the DAC programs come from the School of Information Studies, the Information Science and Technology (IST) BA, the Web Development certificate, and the Healthcare Informatics certificate; from Peck School of the Arts, Studio Arts, Design and Visual Communication, Digital Studio Practice, Arts and Technology, Art Education, Film and Video, Music, and Theatre; and from the Lubar School of Business.

Other Programs in the University of Wisconsin System

A search of the "Major Mania" system for "Digital Arts" and "Digital Media" found little or no duplication of other programs in the UW System. UW-LaCrosse has a minor in Digital Media Studies and Design while UW-Parkside has a major/minor in Graphic Design.

UW-Stout offers three B.F.A. degrees that focus on animation, video games, and graphic design. UW-Whitewater has majors in media arts and gaming that mainly center on animation, games, and interactive media. These program and course offerings in the UW System seem to emphasize production. DAC differs in that it emphasizes interdisciplinarity, grounding the practical work with an understanding of culture, humanistic, and liberal arts inquiries.

Need as Suggested by Current Student Demand

In Fall of 2003, the Digital Arts and Culture certificate was launched. Since then, the program has awarded over 400 certificates. Since 2010, when we saw a great deal of growth, the DAC Certificate has averaged just under 100 students per year enrolled in the program. The DAC Committee Interdisciplinary submajor was established in Spring 2016 based on student demand from the success of the DAC Certificate. Since the inception of the submajor, increasing numbers of students are opting for the submajor over the certificate. In its first three years as a submajor 29 students have graduated with the DAC CIM, as of the summer term of 2019, and 4 students have applied for graduation in the fall semester of 2019. Given that CIM submajors are featured less prominently in marketing materials, we expect that visibility of the stand-alone major will allow it to continue to grow, realistically graduating more than 10 students each year.

Need as Suggested by Market Demand

We have seen programmatic, research, and enrollment interest in the Digital Arts and Culture areas growing on the UWM campus for several years. The field of digital studies in general encourages approaches to examining and representing any number of questions that take advantage of new communication technologies such as computers and the Web. The burgeoning field draws on essential features of the digital realm, such as databases, hypertextualization, and networks, to create and share knowledge that is interdisciplinary by nature. As our cultural legacies and modes of inquiry and knowledge production migrate to digital tools and formats, the ways in which we apprehend cultural material, technology, and society needs to be re-conceptualized.

Students recognize these shifts and sense a need to adapt in order to accomplish their goals after graduation. They are eager to develop proficiencies with new tools and analyze approaches to developing digital literacies. They recognize that new media practices have a direct impact on society and the marketplace and wish to engage effectively in these practices. Increasingly so, the market and academic discourse seek this kind of integration of training in critical thinking and practical skills. The implementation of a DAC major is one such tool that we should use to address the needs of our students.

University of Wisconsin - Milwaukee

Cost and Revenue Projections For Bachelor of Arts in Digital Arts and Culture

	Items	Projections				
		2020	2021	2022	2023	2024
		Year 1	Year 2	Year 3	Year 4	Year 5
I	Enrollment (New Student) Headcount	5	5	8	10	10
	Enrollment (Continuing Student) Headcount	25	17	11	12	20
	Enrollment (New Student) FTE	4.5	4.5	6.6	9.0	9.0
	Enrollment (Continuing Student) FTE	21.5	14.6	10.3	11.1	18.0
II	Total New Credit Hours (# new sections x credits per section)	0	255	240	51	240
	Existing Credit Hours	0	0	0	0	0
III	FTE of New Faculty/Instructional Staff	0	0	0	0	0
	FTE of Current Fac/IAS	0.125	0.125	0.125	0.125	0.125
	FTE of New Admin Staff	0	0	0	0	0
	FTE Current Admin Staff	0.25	0.25	0.25	0.25	0.25
IV	New Revenues					
	<i>From Tuition (new credit hours x FTE)</i>	\$0	\$85,968	\$80,911	\$17,194	\$80,911
	<i>From Fees</i>					
	<i>Program Revenue - Grants</i>					
	<i>Program Revenue - Other</i>					
	<i>Reallocation</i>					
	Total New Revenue	\$0	\$85,968	\$80,911	\$17,194	\$80,911
V	New Expenses					
	Salaries plus Fringes					
	<i>Faculty/Instructional Staff</i>	\$28,773	\$28,773	\$28,773	\$28,773	\$28,773
	<i>Other Staff</i>					
	Other Expenses					
	<i>Facilities</i>					
	<i>Equipment</i>					
	<i>Other:</i>					
	Total Expenses					
VI	Net Revenue	-\$28,773	\$57,195	\$52,138	-\$11,580	\$52,138

Narrative: Explanation of the Numbers and Other Ongoing Commitments that will Benefit the Proposed Program

Add additional rows, if necessary.

a - Number of students enrolled

b - To be based on 12 credits at the undergraduate level and 7 credits at the graduate level

c - Number of faculty/instructional staff providing significant teaching and advising for the program

d - Number of other staff providing significant services for the program

Provost's Signature:

Date:

**UNIVERSITY OF WISCONSIN-MILWAUKEE
COST AND REVENUE PROJECTION NARRATIVE
BACHELOR OF ARTS (BA) IN DIGITAL ARTS AND CULTURE (DAC)**

Introduction

The University of Wisconsin-Milwaukee proposes to establish a Bachelor of Arts in Digital Arts & Culture (DAC) within the College of Letters and Science. Graduates will be better equipped to work in a variety of nonprofit, community, and business settings; in the industries of the arts, design, media, and information technology; and graduate work in a variety of arts, humanities, social science, and information programs. The program will be comprised of 36 credits in specialized areas of study, such as media systems, digital composition, and understanding digital culture, among others. This proposal elevates a currently approved submajor to a degree program.

Section I – Enrollment

By the end of year five, it is expected that 38 new students will have enrolled in the program and 30 students will have graduated from the program. Graduates include students transferring over from the submajor. FTE counts are based on the current array of students in the program, approximately 20% are part-time, while the rest are full-time.

Section II –Credit Hours

The calculation of credits hours in the program is complicated by two factors – one, the interdisciplinary nature of the program, relying almost exclusively on coursework outside the DAC curricular area, and two, the frequency of double majors in the program. Of the 28 students currently in the submajor as declared or intended, 12 are double majors. The question then is how to isolate the credit hours directly attributable to the proposed DAC major. The following method is used here. 1) We assume 50% of the students in the program are double majors. 2) We assume that the number of graduating students would be the best measure the number of credit hours, as the major's requirements set forth the minimum number of credits for completion. For 50% of the graduating students each year, we attribute 36 credits hours in the major's coursework, no matter the distribution across school/college boundaries. These students would not take these courses except for the DAC major. For the other 50% of the graduating students, the double majors, we assume 15 credits of coursework directly attributable to the DAC major. (Please see the program curriculum where it is noted that no more than 21 credits from a single curricular area of the required 36 can count toward the DAC major.) Thus, in year two, for example, in which 10 students graduate after moving over from the submajor, 5 are assumed to have completed 36 credits, and 5 have completed 15, totaling to 180 and 75 respectively, for a grand total of 255 for year two.

Section III – Faculty and Staff Appointments

No new faculty or staff appointments are anticipated during the five-year period. Because of DAC's interdisciplinary curriculum, almost the entirety of the curriculum is taught as regular teaching load in other programs. Therefore, at most, an additional 0.125 FTE is required for teaching the capstone course once a year. Administration of the program is 0.25 FTE for the coordinator over a year.

Section IV-Program Revenues

New revenues are calculated in the following way. In section II, in the Total New Credit Hours row, the total of part-time and full-time credits for each graduating student is entered. Revenue per credit is estimated to be \$337.13 (based on a full-time rate of \$4,045.56 after segregated fees, in order to provide the most conservative estimate, as part-time fees would be higher per credit). Except for year 1, which includes no graduates, and year 4, which has the smallest graduating class, program revenue averages \$80,000+. Total revenues over the 5-year span equals \$264,984.

Section V – Program Expenses

There will be no increases to program expenses if the Authorization to Implement is approved. Cost varies for instructor of the capstone as the salaries of the faculty and staff teaching the course vary. The cost is set as 12.5% for a senior lecturer's salary of \$41,400. Administration of the program is 0.25 FTE for the coordinator, whose full-time rate is \$64,544. A fringe rate of 35% is applied to both. Thus, the total cost for the existing undergraduate and graduate programs offered by the department are estimated to be \$28,773 per year over the upcoming five-year period.

Section VI – Net Revenue

The program shows a positive net revenue of \$121,118 over the five year, despite negative revenues in years 1 and 4. Of course, the negative revenues are an artifact of student credit hours being summed in their final semester. In fact, these revenues, like the students' coursework over the course of the major, would be spread out over the time in the program. The approach of "summing at graduation" is simply a method to isolate credits and revenue exclusive to the program.