Proposing, Revising, and Suspending Graduate Degree and Certificate Programs

2018-19
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Guidelines for Developing and Revising Rackham Graduate Programs

The Rackham Executive Board reviews and approves new degree and certificate programs and major revisions to existing programs. It also approves suspension of admissions to programs, program moratoriums, and program deactivation.

Contact Assistant Dean John Godfrey (936-1647) for information and examples of successful proposals for new degree and certificate programs.

1. Stages of program proposal development and activation

The Rackham Executive Board reviews and approves new programs. Proposals may be received at any time but faculty should plan for sufficient time for all stages of review and approval. Development of a degree or certificate program usually takes several months but may require up to a year, depending on the complexity of the proposal and the academic calendar. Only after final approvals have been obtained may a new program be advertised or admit students.

1. Development of the draft proposal. Faculty consult with Rackham deans about proposal development and timeframe for approval.

2. Preliminary Rackham review. Rackham deans review the draft and give feedback.

3. Unit review and support letters collected.

4. Rackham Executive Board approval. The Rackham Executive Board reviews and approves new programs at biweekly meetings during the academic year.

5. Michigan Association of State Universities (MASU). MASU gives final approval for programs in new fields. New programs may not advertise or recruit and admit students until this approval is secured. MASU meets quarterly. Information is on the Provost Office’s webpage. New master’s degrees in existing fields and certificate programs do not need MASU approval.

6. Activation. When final approval is obtained, the Registrar will activate the new program and Rackham will open it for admissions.

2. Content of proposals

Proposals for degree or certificate programs must explain the rationale and provide information for the curriculum and degree requirements; faculty resources; administration and implementation; admission requirements and projected enrollment; arrangements for advising, mentoring, and supporting the student community; and required funding, space, and equipment.
2.1 Objectives and rationale

A proposal must provide a detailed explanation of the academic focus and objectives of the program, and the benefits to student career preparation, including:

- An explanation of the academic focus of the proposed program and a discussion of its relationship with other Rackham programs with which it might overlap or have proximate interests, and what impact the program may have on other U-M programs. Explain why a new program is needed rather than modifying an existing program.
- A discussion of evidence of the need for the program, including the anticipated demand, career paths, and job prospects of graduates.
- A discussion of the features and strengths of the program relative to similar programs at peer universities and other universities in the State of Michigan.

2.2 Curriculum and academic requirements

Proposals should adhere to the Graduate School’s policy requirements for Ph.D. degrees, master’s degrees, dual degrees, certificates, and accelerated master’s degrees. Coursework must be primarily at the 500 level and higher; 400-level courses must be approved by the Registrar for graduate credit and require work appropriate for the graduate level.

All proposals are required to provide a comprehensive description of the curriculum that includes:

- Total required credits for master’s and certificate proposals, and for pre-candidacy for doctoral program proposals.
- Brief description and credits for each required course.
- A list of elective courses with credit hours.
- Discussion of language or other competency requirements.
- Discussion of capstone projects, internships, fieldwork, practicums, and any requirements mandated by accrediting agencies, including how these will be approved and how students will be assessed.
- A model term-by-term program of study that shows how students will complete the program, including courses and credits earned, by term, and anticipated time to degree.

Proposals for master’s and doctoral degrees may designate sub-plans or plans, which distinguish areas of concentration:

- A sub-plan designates a defined track of study that appears only on the transcript.
- A plan, designates a formal track of study that appears on the diploma and the transcript.

A proposal that includes either kind of concentration is required to provide a detailed discussion of the rationale and curriculum for each, including courses, credit hours, and other requirements.

Proposals for Ph.D. programs should also discuss:

- Requirements for advancing to candidacy, including written and oral exams, or other milestones (see section 5.4, Rackham Graduate School Academic Policies).
- Expectations for structure of the dissertation: i.e., journal articles, monograph, performance.
• Expected time-frames for achieving candidacy and completing the degree (section 5.5.1, Academic Policies).
• Master’s option for students who complete pre-candidacy requirements and leave the program without completing the doctorate.

Proposals for a doctoral program may also include a stand-alone master’s degree in the same field of study, for which students may be admitted as an independent degree. The requirements for a terminal master’s should approximate those for pre-candidacy.

2.3 Faculty resources

Proposals must provide evidence of sufficient faculty with active records of research and graduate teaching, including:

• Names, rank, and tenure status of faculty who will be active participants.
• Evidence of sufficient core faculty to provide leadership, to ensure that required courses are taught regularly, and to provide mentoring and advising.
• Ph.D. program proposals should include short CVs of participating faculty.

2.4 Admissions and enrollment planning

Proposals should discuss:

• Anticipated admissions activity, including first-year enrollment targets and steady-state cohort size, and whether enrollments are expected to be incremental or to have an impact on enrollments in other programs.
• Admission requirements and the admissions process, including requirements for scores measuring English proficiency on exams such as TOEFL.¹
• Active measures to reach and recruit a diverse pool of students, particularly those traditionally underrepresented in the program or field.

2.5 Advising, mentoring, and the student community

Proposals should discuss plans to support a climate for student success, including:

• How academic advising and mentoring will be organized, including annual student reviews, and other steps to support career preparation and degree completion.
• Steps for building and maintaining an inclusive community, including measures for ensuring the successful degree completion of students traditionally underrepresented in the program or field.

2.6 Program implementation and administration

Proposals should identify the academic unit where the program will be administratively located

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¹ Applicants whose native language is not English and who do not meet the Graduate School’s criteria for exemption, must submit TOEFL or other English language test scores as required to meet Rackham English proficiency requirements.
and discuss:

- How the program chair will be appointed.
- The composition and duties of the faculty program committee and how the committee will be appointed.
- How faculty advising, and other administrative responsibilities will be assigned.
- How the Graduate Coordinator and other student services will be provided.
- How regular program assessment will be done.

2.7 Finances, space, and equipment

Proposals should outline any necessary funding arrangements. Rackham approval does not convey or imply funding for any costs associated with starting or maintaining a new program. Proposals should provide information about:

- Source of funding for anticipated start-up or bridging costs.
- For Ph.D. programs, sources for funding five years of full support, as well as sources of additional funding for research or other needed requirements.
- Grants or other funds available for master’s students.
- Source of funding for administrative and other program costs.
- Source of funding for specialized equipment or other academic resources.
- Unit that will provide space for program administration and operations.
- Firm commitments from the units that will provide resources to meet transition and ongoing program costs.

3. Letters of support

To be considered by the Rackham Executive Board, proposals must have letters of support from all academic units that confirm any commitments of courses, faculty effort, funding, space, or other resources. Letters should affirm that the proposal has been approved by faculty under the procedures of the unit. Letters should be provided by:

- Dean or designee of the school or college where the program will be administratively located.
- Deans of other schools or colleges providing resources.
- Chair and directors of departments or units providing resources.

In addition, deans, chairs, or directors of academic units with proximate interests in the academic focus of the proposal should provide letters that discuss these interests and the impact that the proposed program may have on present activities and future plans.

For review by the College of Engineering’s Curriculum Committee, contact Mary-Ann Mycek. For review by LSA’s Dean’s Cabinet and Executive Committee, contact Paula Hathaway.
4. Requirements for certain types of programs

4.1 Certificates of Graduate Study

A certificate of graduate study is a 12-19 credit non-degree credential that focuses on a topic of academic interest by providing a specialized set of courses and related activities (section 9, Academic Policies). Certificate proposals should address content areas required for all proposals, and identify the programs whose students are expected to be interested. The proposal should stipulate whether the certificate only be open to students enrolled in graduate programs, or if persons who are not otherwise U-M graduate students may apply.

4.2 Dual degree programs

Dual degree programs lead to two different degree citations on the transcript and two separate diplomas. Students undertake complementary programs of study that allow limited double-counting of course credits (section 7.2, Academic Policies). Exceptions to the limit on double-counted credits are allowed only with a clear and convincing educational justification such as, for instance, when two programs require identical or highly similar methodological coursework, but the dual degree otherwise maintains the distinctive integrity of each program. In no case may double-counting exceed one quarter of the total credits for the two degrees. Triple-counting credits for a third certificate or degree is not allowed. Alternatively, proposals may reduce the required credit hours for each degree rather than use double-counting.

4.3 Dual degree programs with other institutions

A dual degree program with another institution, sometimes called a sandwich or split program, is one in which the student completes the requirements for two separate degrees in different fields and earns two separate diplomas, one from U-M and the other from another institution with which a formal collaborative agreement has been established. Such programs may include online learning but entail residency and coursework at each institution while observing the Graduate School’s policy on double-counting credits (section 7.2, Academic Policies).

In addition to information required for all new degree programs, proposals for dual degrees must include a draft of the MOU with the partner institution which discusses arrangements for:

- Joint governance and oversight, including provisions for ongoing monitoring of the effectiveness of the program.
- Standards and arrangements for admitting students and evaluating their progress.
- A commitment to participation of students with backgrounds underrepresented in the fields of study.
- Student financial support, including tuition, stipend, and health insurance.
- Access to library, computing, laboratory, and other research facilities, as well as to grants for support of academic work.
- Provision of student services, including access to faculty advising and mentoring, professional development opportunities, and career services.
- Provisions for resolving disputes involving students and faculty.
- Plans for training in the responsible conduct of research and scholarship.
- For Ph.D. students, arrangements for research supervision for both degrees and the composition of dissertation committees.
• Arrangements for handling administrative responsibilities and associated operational costs, including travel and housing for faculty and students visiting partner institutions.

• The duration of the agreement and arrangements for regular formal evaluation, extension, or termination. Note that U-M limits agreements to a maximum term of 5 years (with renewal possible but not automatic).

For dual degree programs with international partner institutions, after Rackham approval the draft agreement should be sent to the office of the Vice Provost for Global Engagement and Interdisciplinary Academic Affairs for final institutional review and authorization. Final approval of both the new dual degree and the institutional agreement are required before the new program can recruit or admit students.

4.4 Accelerated master’s degree programs

Through arrangements in certain fields of study, undergraduates with an exceptional academic record may apply in their junior or senior year to work toward an accelerated master’s degree (AMD) while fulfilling the remainder of their bachelor’s requirements (section 10, Academic Policies). AMDs allow a student who is close to completing undergraduate requirements in 3 or 3.5 years to apply to start earning credits toward the graduate program while finishing the undergraduate degree. Rackham policies apply to students admitted to these programs.

Proposals should also discuss:

• Minimum undergraduate GPA and other requirements.

• Arrangements to coordinate with the undergraduate program to facilitate recruitment, admission and successful transition to the master’s.

4.5 Accelerated master’s: partnerships with other institutions

These guidelines describe arrangements required for proposals that establish partnership agreements that allow undergraduates from another institution to participate in an AMD program. Under these arrangements, students complete nearly all requirements for the bachelor’s degree in three years. Students come to U-M as undergraduate departmental non-candidates for degree (NCFD) in the fourth year, during which they finish remaining requirements for the bachelor’s from their home institution while also taking graduate courses and applying for admission to the Rackham master’s program in the fifth year, when they complete the graduate degree.

An MOU between the U-M academic unit(s) and the partner institution governs the terms, conditions, and procedures for these 3+2 AMD programs. The MOU should incorporate the elements prescribed in these guidelines. MOUs with international partners are coordinated and approved by the Vice Provost for Global and Engaged Education. The Graduate School reviews and approves proposals for these programs.

4.5.1 General structure

3+2 AMDs have the following general model:

• In year 3 of undergraduate study at the home institution, students apply to U-M for undergraduate departmental NCFD admission, with decisions made by the graduate
admissions committee with regard to promise for successful admission to the Rackham program in year 5.

- In year 4, students:
  - Enroll for 2 terms of full-time study with undergraduate NCFD status, earning a minimum of 12 credits per term for courses that can either be transferred to the bachelor’s degree at the home institution or to meet requirements for the master’s. No more than half the credits of graduate-level coursework taken as an undergraduate NCFD in year 4 and approved by the AMD program may be transferred to the master’s (section 4.2, Academic Policies). Courses that may be counted towards the U-M graduate degree must be approved graduate-level courses taken during year 4 or year 5. Courses required for the undergraduate degree may not be double-counted. No courses may be triple-counted with any other degree and no transfer credits from a third institution are allowed.
  - Apply for admission to the master’s program.
  - Complete the bachelor’s degree by the spring/summer term.

- In year 5, students:
  - Enroll in the master’s program with Rackham registration (or registration in another academic unit with non-Rackham graduate term) for a minimum of 2 full terms with a minimum of 9 credits per term, paying full tuition.
  - Complete the requirements for and receive the master’s degree.

- The Registrar will assign a program code so students in the 3+2 AMD can be tracked.

### 4.5.2 Additional content requirements

In addition to content required for all proposals, 3+2 AMD proposals must include the following.

1. **Rationale and objectives.** Proposals should provide a detailed and compelling rationale that explains the objectives of the partnership, the anticipated benefits for the program and all students, and how these objectives align with the goals of the graduate program and the goals of the university more broadly. Examples of the latter, for instance, would include partnerships with minority-serving institutions or institutions in world regions where U-M has few collaborative engagements.

2. **Curriculum and requirements.** Proposals should confirm that requirements will be identical for all students in the program. Students with NCFD status are not permitted to register for classes until the first day of the term, so the program should confirm that class space is available for students. Proposals should provide:
   - A model term-by-term program of study for years 4 and 5, listing required courses, cognates and electives and credit hours, that show how students will complete both bachelor’s and master’s degrees.
   - Arrangements for instruction in the responsible conduct of research and scholarship.

3. **NCFD admission.** Undergraduate Admissions is the clearinghouse for admissions to NCFD status in year 4. Programs should contact Sally Lindsley, Senior Associate Director of Undergraduate Admissions, for information. Proposals should discuss:
   - Enrollment targets and intended steady-state cohort size both in absolute numbers and relative to the current enrollment.
   - Eligibility criteria such as GPA and other requirements.
• Application requirements, including academic statement of purpose, personal statement, TOEFL scores if required, or other credentials.
• The criteria and process used by the partner institution to endorse applicants, including how the U-M program will be consulted to assure a transparent process.
• The admissions process and measures to actively support the recruitment of a diverse pool of students, including students underrepresented in the program or field.

4. Admission to the master’s. Proposals should discuss:

• The criteria and evaluation process to assess whether students have made sufficient progress for regular admission to the graduate program.
• Arrangements for students who exit the program after year 4 or who are not admitted to the master’s.

5. Program implementation. Proposals should discuss:

• Arrangements for joint oversight and governance with the partner institution, including the designation of U-M faculty who will be responsible for oversight, and management of responsibilities for recruitment, admissions and student advising.
• How administrative support will be provided, including support for student services.
• How the program will be assessed in collaboration with the partner institution.

6. Faculty resources. Proposals must provide names, rank, and tenure status of faculty who have agreed to advise and mentor students in year 4 in collaboration with advisors at the partner institution.

7. Advising, mentoring, student community, and climate. Proposals should discuss advising, mentoring, progress reviews, and other steps to support the transition from the home institution and from NCFD status in year 4, and to the master’s in year 5.

8. Finances and space. Proposals should discuss how student costs will be met, including tuition, support costs, health insurance, travel, and costs for books and other supplies.

9. Draft MOU. Proposals must provide a draft MOU (see section 4.3) which specifies that the Graduate School may terminate the agreement if it determines that the partners are not meeting their commitment to the program or the students, or that the quality is falling short of standards expected for Rackham graduate programs. An MOU may not be signed without prior approval by the Graduate School, and such an arrangement cannot be advertised or used to admit students before final approval. After the Graduate School approves the program, the draft MOU must be sent to the office of the Vice Provost for Global Engagement and Interdisciplinary Academic Affairs for final institutional review and authorization.

4.6 Rackham Interdepartmental Degree Programs

Rackham Interdepartmental Degree Programs (IDPs) bridge schools and colleges, with faculty from different academic units participating in degree programs that cut across the disciplinary and structural organization of the University.

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2 Applicants whose native language is not English and who do not meet the Graduate School’s criteria for exemption, must submit TOEFL or other English language test scores as required to meet Rackham English proficiency requirements.
New Rackham IDPs will have a 3-5 year pilot period, during which admissions activity will be assessed each year to see if the program is meeting its anticipated levels.

In addition to the requirements for all degree proposals, Rackham IDP proposals should discuss:

- A plan with criteria for the formal designation of faculty affiliates and a process for periodic review of their engagement and contributions.
- How the enrollment portion of tuition will be attributed to the academic units where most activity is located and most student and administrative/programmatic costs are incurred.
- Arrangements for the director to annually discuss academic operations and planning with the dean’s office of the unit where the primary activity is located.

### 4.7 Online degree programs

Degree programs may deliver half or more of required courses online. New online programs, or revisions to existing programs that move half or more of required courses online, must be approved by the Graduate School. Proposals for online programs must provide assurance that the quality of education and access to student services maintains the high standards expected of all Rackham programs. Tenured and tenure-track faculty must participate actively in online degree programs; these programs must allow direct interaction with faculty and may not rely solely on the distribution of recorded material.

Distributed degree programs must verify that course materials are compliant with the Americans with Disabilities Act (ADA) and accessible to students with visual or other disabilities. Information and guidelines are available at the Office for Institutional Equity’s Web Accessibility website. Programs must also comply with the University’s copyright policy and U.S. export control restrictions on access by foreign nationals to certain regulated information or software.

In addition to information required for all new program proposals, distributed delivery proposals must also discuss:

- Participation by regular instructional faculty in design and delivery of instruction and provisions for assuring frequent and effective interaction with such faculty, including the opportunity for asking questions, and for interaction with other students.
- The qualifications of any adjunct faculty that may be used for teaching and the extent of their contributions.
- Assessment mechanisms to monitor curriculum and instruction and to train faculty in effective distance-teaching techniques.
- Arrangements for student access to learning and research resources, including library, computing, laboratory, and other facilities necessary for completion of the degree.
- Advising, professional development, and other student services.
- Any on-campus component of instruction.
- Mechanisms to ensure academic integrity, including authentication to assure that enrolled students do all required work themselves.
- The adequacy of technical and infrastructural resources for program delivery and student support, including providing students with technical support for hardware, software and the delivery system required in the program.
• Arrangements to ensure access for students with disabilities, to comply with University policies and legal and regulatory requirements for copyright, and to assure that U.S. export control regulations are observed.

5. Changes to existing programs

To ensure that program information and degree audits are accurate, the Graduate School must be informed of changes to degree or certificate programs before they are implemented.

5.1 Major changes

The Graduate School must approve requests for substantive revisions to curriculum and requirements that affect the scope or nature of the program. Extensive revisions may require review by the Rackham Executive Board. Major changes include:

• A new mission or focus, including change of program name.
• Modifications to admission requirements.
• Any change that has implications for student career prospects.
• Change in the number of required credit hours.
• Addition of a new plan or cancellation of an existing one.
• Alteration of candidacy requirements for Ph.D. programs.
• The provision of half or more of instruction online.
• A relaxation of requirements for training in quantitative methods.
• For interdepartmental programs, the withdrawal of a collaborating department or program, or the participation of a new academic unit.

A detailed explanation must be submitted that discusses the difference between the existing and revised programs, the rationale, anticipated impact, and confirmation of faculty approval. Chairs or directors of all units involved in the program must be informed and provide written approval to the Graduate School. Requests and supporting documentation should be sent to Assistant Dean John Godfrey (936-1647).

5.2 Minor changes

Changes to program curriculum that must be reported to Rackham OARD for degree audit purposes but do not require approval, include:

• Revisions to cognate requirements.
• Changes to foreign language requirements.
• Revisions to thesis/capstone project requirements.
• Addition of a new sub-plan or cancellation of an existing one.

Minor changes that can be made without reporting include:

• Introduction of a new core course to replace an existing one.
• Course changes that do not affect the number of required credit hours.
6. Admissions suspension, moratorium, and program closure

Requests for admissions suspension, admissions moratorium, and program closure are handled by Assistant Dean John Godfrey (936-1647).

6.1 One-year admissions suspension

Program faculty may ask the Rackham Dean to suspend admissions to a graduate program for one year. An admissions suspension allows short-term issues to be addressed, such as over-enrollment in a given year, the need for curricular re-design, or to resolve temporary financial pressures.

A request should include the reasons for the suspension and the term and year it is to take effect. Requests should be submitted in sufficient time to allow the Graduate School to act on the recommendation before applications open: requests should be submitted by August 1 for an admissions suspension to take effect in the fall or winter term of the following academic year.

A suspension notice will be placed on the Rackham Admissions website and the program’s own website. The program will be responsible for providing regular curriculum, advising, and other resources for currently enrolled students.

Toward the end of the year of suspension, the Rackham Dean will re-open admissions if program faculty submit a request showing that they are ready to take applications for the following academic year. If the program is still not ready to accept applications, the Dean will recommend to the Rackham Executive Board that a moratorium be placed on admissions.

6.2 Admissions moratorium

Program faculty, the Dean of the school or college where the program is located, or the Rackham Dean may recommend to the Rackham Executive Board that an admissions moratorium be placed on a graduate program. A moratorium allows faculty to re-assess the purpose and goals of the program and to address issues such as declining enrollments sufficient for a student community; deficiencies in resources, including funding or faculty availability; or other concerns that require planning and recalibration of resources to ensure the success of the program. A moratorium may be in place for up to five years.

Reasons for an admissions moratorium may include insufficiency of faculty and leadership to ensure that courses are available and that students are being mentored and advised; persistently low application and admissions activity that affects the quality of the student community; and the lack of funding and other resources required to sustain the viable operation of the program.

A request should explain the issues that the program is facing and the term and year the moratorium is to take effect. Requests should be submitted far enough in advance to allow the Graduate School to act before applications open: requests should be submitted by March 1 for a moratorium to take effect in the fall or winter term of the following academic year.

The program will be removed from the Rackham Admissions website during the moratorium and a notice should be placed on the program’s own website. The program will be responsible for informing current students, and for providing the regular curriculum, advising and other resources for currently enrolled students.
Program faculty may ask the Executive Board to lift an admissions moratorium by providing a written request that discusses the reasons for the moratorium and the results of the steps that have been taken to address these issues. This request should include any revisions to the curriculum and requirements, and a timetable for reopening admissions. The Dean of the school or college where the program is located must provide written approval that includes any commitments for funding, staffing, and space. The Executive Board will lift the moratorium only when it is shown that the program will again attain a level of quality appropriate for a Rackham degree, and that the program has the faculty, staff, and financial resources in place to sustain it on an on-going basis. The program may not advertise or admit students until the moratorium is lifted.

The Rackham Executive Board will consider closing a program that has had an admissions moratorium in place for five years.

### 6.3 Program closure

Program faculty, the Dean of the school or college where the program is located, or the Rackham Dean may recommend to the Rackham Executive Board that a graduate program be closed. A program may be closed when enrollment activity has stopped or the program is no longer viable because of lack of resources, qualified faculty, student demand, or commitment by faculty or the school(s) or college(s) where it is located. Program faculty will be asked to provide a written response to the proposed closure before the Rackham Dean recommends this action to the Board.

Executive Board approval is required to close a program. The Board will approve closure if the program is inactive (no enrollment for five years or more, or very intermittent enrollment over a ten year period) or if it concludes that the program can no longer be offered at an acceptable level of quality. Program faculty requesting closure must provide reasons, the term and year it is to take effect, and a plan for providing courses, advising, and support for current students until they graduate, transfer to another program, or leave the University. The Dean of the school or college must provide written approval.

The program will be closed officially and deactivated by the Registrar after all enrolled students have completed the degree, transferred to another program (section 3.9, Academic Policies), or left the University. The program may no longer be advertised or admit students and will be removed from Rackham Admissions and program websites.

A request to re-open a program requires a complete program proposal (section 2). Rackham Executive Board approval is required.

### 7. 2018-19 calendar for approving new Rackham degree programs

Developing, reviewing and approving degree and certificate proposals may take up to six months or more. The Rackham deans (Planning Group) review preliminary drafts and give feedback. The final proposal must include review and written approval by the heads of the academic unit(s) contributing resources; contact deans and chairs about procedures and timetables. The Executive Board reviews and approves new programs. The Michigan Association of State Universities (MASU) gives final approval for programs in new fields. Additionally, approval by the Regents is required for new degree designations.
For programs requiring MASU approval, Rackham-approved proposals must be submitted to Tracy Pattok (tpattok@umich.edu) in the Office of Budget & Planning (OBP) two weeks before the MASU submission deadline.

For more information, contact Assistant Dean John Godfrey (jgodfrey@umich.edu).

### 2018-19 Rackham and MASU deadlines and meeting dates

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*Last meeting of the year; consideration of proposals may be carried over to the fall term.