NOTIFICATION OF INTENT TO SUBMIT A PROPOSAL (NISP)
FOR A NEW PROGRAM OF INSTRUCTION

1. Institution: Troy University

2. Date of NISP Submission: May 19, 2023

3. Contact Person and Title: Michael Thrasher, D.M.A.
   Telephone: (334) 808-6805
   E-mail: wmthrasher@troy.edu

4. Program Identification:
   Award Level: Graduate
   Title: Master of Arts in Arts Management
   Degree nomenclature (e.g., MBA, BS): MA
   6-digit CIP: 50.1001

5. Program Administration and Implementation:
   Name of College/ School: College of Communication & Fine Arts
   Name of Dean: Michael Thrasher, D.M.A.
   Name of Department: N/A (Interdisciplinary)
   Name of Chairperson: N/A

   Proposed program implementation date: Fall 2024
   Anticipated ACHE meeting to vote on proposal: December 8, 2023
   Anticipated date of approval from institutional governing board: September 15, 2023
   Other considerations for timing and approval (e.g., SACSCOC review): N/A

6. Program Design:
   Brief Description of Program and Objectives: The purpose of Troy University’s Master of Arts in Arts Management degree is to instill professional competencies relevant to the areas of arts management and leadership. The program serves the needs of individuals seeking careers with non-profit fine and performing arts organizations (art galleries, museums, orchestras, theatres, ballets, performing arts centers, arts councils, festivals, etc.). Students develop their skillsets through coursework in grant writing, fundraising, organizational leadership, marketing and audience development, finance, human resource management for non-profits, and advanced coursework in arts disciplines as appropriate to the student’s orientation and aspirations. The capstone project consists of a semester-long internship with an appropriately identified arts organization.
• Student Learning Outcome (SLO) 1: Upon completion of the course of instruction, the student will be able to describe the artistic, political, economic, historical, and global environments in which arts organizations operate.

• Student Learning Outcome (SLO) 2: Upon completion of the course of instruction, the student will be able to demonstrate managerial functions in the arts including financial management, marketing, advocacy, fundraising and resource development, grantsmanship, and legal issues pertaining to the arts.

• Student Learning Outcome (SLO) 3: Upon completion of the course of instruction, the student will be able to assess leadership styles, ethics and integrity, and stewardship principles appropriate to the functioning of arts organizations.

• Program Outcome (PO): Upon completion of the course of instruction, the student will demonstrate the ability to design, implement and evaluate practices for the effective management of modern artistic organizations.

Proposed delivery format (100% in-person, 100% online, hybrid, multiple formats):
If hybrid, what % of program will be delivered online? Hybrid. Most existing courses to be affiliated with the program are already available through online modalities. Certain components (e.g., the internship) may require in-person activities. The final program is expected to be attainable through 90% online or Hy-Flex delivery methods.

Total Credit Hours required to complete the program (if range, enter minimum): 36

Please identify any specialized accreditation agency that may apply to this program and explain why your institution does or does not intend to seek specialized accreditation: Troy University holds accreditation through the National Association of Schools of Music, and is exploring additional accreditation through related agencies such as NAST (Theatre), NASD (Dance), and NASAD (Art & Design). However, as this program is expected to have no more than 25% content in any one of these arts disciplines, agency plan approval is not required (cf. NASM Handbook 2022-23, III.1.1.).

Will the curriculum require work-based or experiential learning (internship, practicum, etc.)? If yes, please explain. Definitions and examples of different types of work-based learning are available at https://www.alapprentice.org/: Yes. As a capstone experience, students must complete at arts management internship with an appropriately identified arts organization. The internship, to be conducted under the supervision of a qualified Troy University faculty advisor and a cooperating administrator within the host organization, will provide practical work experiences that complement academic coursework and the student’s future aspirations.
Will the program be designed to meet educational requirements licensure and/or certification required for entry-level employment? If yes, please list license and/or certification(s): No. Entry-level employment in non-profit arts organizations does not require specialized licensing or certification.

7. Employment Occupational Alignment
Using the federal Standard Occupational Code (SOC) System, please indicate the top three occupational codes related to post-graduation employment from the program. A full list of SOCs can be found at https://www.onetcodeconnector.org/find/family/title#17. A list of Alabama’s “In-Demand Occupations” is available at https://ache.edu/Instruction.aspx

SOC 1 (required): 11-9199.00 Managers, All Other
SOC 2 (optional): 11-1011.00 ChiefExecutives
SOC 3 (optional): 13-1011.00 Agents and Business Managers of Artists, Performers, & Athletes
SOC 4 (optional): 11-3012.00 Administrative Services Managers

8. Relationship to other programs within the institution:

Is the proposed program associated with any existing offerings, including options within current degree programs? If yes, please explain. If this is a graduate program, please list any existing undergraduate programs which are directly or indirectly related. If this is a doctoral program, also list related master’s programs.

The majority of the courses to be associated with this program already exist within Troy University’s graduate catalog, particularly within the following current degree options:

- Master of Public Administration
- Master of Science in Strategic Communication
- Master of Science in Education (Art, Instrumental Music, Vocal/Choral Music, English/Language Arts)
- Master of Business Administration (Music Industry)

Anticipated new courses to be developed include:

- ENG 5XXX: Grant Writing for Arts Organizations
- MUS 5XXX: Principles of Fundraising in the Arts

Will this program replace any existing programs or specializations, options, or concentrations within existing programs? If yes, please explain. No. This will be a new curricular program that provides a unique pathway and orientation.

9. Relationship to programs at other Alabama public institutions:
List programs at the same degree level that use the same or similar CIP codes. If no similar programs exist within Alabama, please list similar programs offered within the 16 SREB states.

The University of Alabama offers a Master of Fine Arts in Theatre degree with an arts management concentration (operated by the Department of Theatre & Dance and the Manderson Graduate School of Business, https://theatre.ua.edu/mfa-concentrations/mfa-arts-management/). Coursework is provided through the coursework from the Department of Theatre and Dance, the Manderson Graduate School of Business, and the College of Communications and Information Sciences. This three-year program provides for the completion of both an MBA degree and an MFA degree.

The University of Alabama at Birmingham offers a Master of Arts in Cultural Heritage Studies. This program provides students with the theoretical background and practical skills necessary to enter a career in the fields of cultural heritage practice, policy, and management (https://www.uab.edu/cas/art/graduate/ma-cultural-heritage). A track in cultural heritage administration is available.

The University of Montevallo offers an undergraduate minor in arts administration (http://bulletin.montevallo.edu/preview_program.php?catoid=31&poid=4554).

If the proposed program duplicates, closely resembles, or is similar to any other offerings in the state, please provide justification for any potential duplication.

None of the programs described above match the nature, character, or intent of TROY’s proposed Master of Arts in Arts Management degree.

If you plan to explore program collaboration with other institutions, please explain: No collaborations with institutions outside Troy University are planned. However, we believe that this program may provide meaningful opportunities to leverage our resources in TROY branch sites, especially the Troy University – Montgomery location. Opportunities also exist to build partnerships with public or private arts organizations across the community, state, and region, particularly through internships.

10. Projected program demand

What is the primary methodology you will use to determine the level of student demand for this program? (Survey of current or former students, enrollments in existing programs or courses.)
Surveys of current and former students will provide context for student demand and a rationale for the program. Initial written responses from such students include the following:

“Speaking for myself, if an arts administration degree had been offered when I was at Troy, that’s the direction I would have taken. I think that the need for more formally trained arts administrators is growing and this specific skill set is very in demand, especially when paired with broad skills like fundraising and entrepreneurship.”

“We now only hire employees with arts administration degrees, or who have substantial proven administrative experience.”

“I pretty much built the administrative side of Desert Winds out of necessity because no one really knew how to do things . . . If I had access to someone with the expertise that this degree would offer, things might have moved more rapidly. In order for arts programs to thrive and continue the life mirroring purpose that is so needed in our communities . . . this expertise is terribly needed. Troy would be a perfect place for such a degree.”

**What is the primary methodology you will use to determine state need for this program?**

(Labor market information, expert market analysis, state or regional economic development strategy.)

Establishment of state need will be based on review of other institutional offerings; data from the U.S Department of Labor; and analysis of recent published job announcements in the field.
This form is intended to be used as a “soft copy” to gather requisite information related to new degree program applications. For programs to be included on Commission agendas from March 2022 onward, applications should be submitted through the Academic Program Review Portal (apr.ache.edu).

Alabama Commission on Higher Education

PROPOSAL FOR A NEW DEGREE PROGRAM (Part 1: Proposal)

1. Date of Proposal Submission: August 1, 2023
   Full program name and level: Master of Arts in Art Administration
   Degree nomenclature (e.g., MBA, BS): MA
   CIP Code: 50.1001

2. Learning Outcomes:
   Succinctly list at least four (4) but no more than seven (7) of the most prominent student learning outcomes of the program.

   i. Student Learning Outcome (SLO) 1: Upon completion of the course of instruction, the student will be able to describe the artistic, political, economic, historical, and global environments in which arts organizations operate.

   ii. Student Learning Outcome (SLO) 2: Upon completion of the course of instruction, the student will be able to demonstrate managerial functions in the arts including financial management, marketing, advocacy, fundraising and resource development, grantsmanship, and legal issues pertaining to the arts.

   iii. Student Learning Outcome (SLO) 3: Upon completion of the course of instruction, the student will be able to assess leadership styles, ethics and integrity, and stewardship principles appropriate to the functioning of arts organizations.

   iv. Student Learning Outcome (SLO) 4: Upon completion of the course of instruction, the student will demonstrate the ability to design, implement and evaluate practices for the effective management of modern artistic organizations.
3. Employment Outcomes and Program Demand

Please describe how the proposed program prepares graduates to seek employment in the occupations (SOC codes) identified within the NISP. Note: you may also indicate any updates to those codes here.

Closely related Standard Occupational Codes for this program of study include the following:

SOC 1: 11-9199.00 Managers, All Other
SOC 2: 11-1011.00 Chief Executives
SOC 3: 13-1011.00 Agents and Business Managers of Artists, Performers, & Athletes
SOC 4: 11-3012.00 Administrative Services Managers

Demand for managers and leaders of non-profit arts and service organizations is anticipated to be high for the next decade. According to the Bureau of Labor Statistics, “overall employment of public relations and fundraising managers is projected to grow 8 percent from 2021 to 2031, faster than the average for all occupations.”1 In addition, “employment of fundraisers is projected to grow 11 percent from 2021 to 2031, much faster than the average for all occupations.”2

Please explain whether further education/training is required for graduates of the proposed program to gain entry-level employment in the occupations you have selected.

No additional education is required for graduates to gain entry-level employment in this field. The field does not have licensure or certification requirements.

Briefly describe how the program fulfills a specific industry or employment need for the State of Alabama. As appropriate, you should discuss alignment with Alabama’s Statewide or Regional Lists of In-Demand Occupations (available at https://ache.edu/Instruction.aspx under “Policy/Guidance”) or with emerging industries as identified by Alabama’s Innovation Commission or the Economic Development Partnership of Alabama (EDPA).

---

According to the 2022 Alabama Commission on Higher Education Employment Outcomes Report, “higher salaries are related to higher levels of educational attainment” and “more advanced degrees typically produce higher earnings.”\(^3\) In addition, “compared to bachelor’s degree holders after five years, master’s degree recipients earned 33.5% more.”\(^4\)

The field of management was identified as one of the most popular fields of study for 2015 Alabama residents, with graduates posting “above average Alabama employment rates five years after graduation.”\(^5\) Market demand appears strong for leaders in the non-profit sector, particularly in arts organizations such as concert halls, art galleries, museums, orchestras, choral societies, community theaters, dance troupes, etc.

Please describe how you will determine whether graduates are successful in obtaining relevant employment or pursuing further study.

Program efficacy is determined by tracking alumni through survey instruments. The Strategic National Arts Alumni Project (SNAAP) may provide an alternative, pre-designed mechanism for tracking post-graduation outcomes.\(^6\)

Briefly describe evidence of student demand for the program, including enrollments in related coursework at your institution if applicable. If a survey of student interest was conducted, please briefly describe the survey instrument, number and percentage of respondents, and summary of results.

An informal survey of current and former students was conducted by a faculty member in the College of Communication and Fine Arts. Written responses from respondents included the following:

- “Speaking for myself, if an arts administration degree had been offered when I was at Troy, that’s the direction I would have taken. I think that the need for more formally trained arts

---


\(^4\) Ibid.

\(^5\) Ibid., 33.

\(^6\) Information on the SNAAP program is available at https://snaaparts.org/.
administrators is growing and this specific skill set is very in-demand, especially when paired with broad skills like fundraising and entrepreneurship.”

- “We now only hire employees with arts administration degrees, or who have substantial proven administrative experience.”
- “I pretty much built the administrative side of Desert Winds out of necessity because no one really knew how to do things . . . If I had access to someone with the expertise that this degree would offer, things might have moved more rapidly. In order for arts programs to thrive and continue the life mirroring purpose that is so needed in our communities . . . this expertise is terribly needed. Troy would be a perfect place for such a degree.”

4. **Specific Rationale (Strengths) for Program**

*What is the specific rationale for recommending approval of this proposal? List 3-5 strengths of the proposed program.*

i. The field of Art Administration, and non-profit management in particular, is a growth field as demonstrated by data from the U.S. Department of Labor and the Alabama Commission on Higher Education. Anecdotal information from job listing services (e.g., the College Music Society, the Association of Arts Administration Educators, etc.) indicates a large quantity of open positions. As such, this program meets a statewide need.

ii. Troy University already has numerous courses in its catalog that would logically support this program of study. Consequently, few new courses need to be created. Rather, this program leverages the strength that already exists within the institution to provide a new pathway towards degree completion, providing a ready alternative for prospective students without a major reallocation of resources. Through a partnership with existing programs in business, public administration and education, a coherent and impactful program of study can be implemented.

iii. No equivalent program of study exists within the state university system. Consequently, students interested in such a program pursue options out of state. Offering this program at Troy University may potentially keep more students within the state, strengthening our overall position.
Please list any external entities that have supplied letters of support attesting to the program’s strengths, and attach letters with the proposal.

N/A.

5. Program Resource Requirements

A. Faculty. Please provide or attach a brief summary of primary and support faculty that includes their qualifications specific to the program proposal. Note: Institutions must maintain and have current and additional primary and support faculty curriculum vitae available upon ACHE request for as long as the program is active, but you do not need to submit CVs with this proposal.

Please provide faculty counts for the proposed program:

<table>
<thead>
<tr>
<th>Status</th>
<th>Faculty Type</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Primary</td>
</tr>
<tr>
<td>Current Full-Time</td>
<td>4</td>
</tr>
<tr>
<td>Current Part-Time</td>
<td>1</td>
</tr>
<tr>
<td>Additional Full-Time (to be hired)</td>
<td>1</td>
</tr>
<tr>
<td>Additional Part-Time (to be hired)</td>
<td></td>
</tr>
</tbody>
</table>

Note: Annual compensation costs for additional faculty to be hired should be included in the NEW ACADEMIC DEGREE PROGRAM SUMMARY table in Part 3. Salary/benefits for current faculty should not be included.

Current Full-Time

- Guo-Brennan, Michael, Associate Professor. B.M., Illinois State University, 1990; M.P.A., University of Louisville, 2004; Ph.D., University of Louisville, 2012.
• Smith, Robert W., Professor. B.M.E., Troy State University, 1979; M.M., University of Miami, 1990.

Current Part-Time

• Orlofsky, Diane D. B.M.E., Cedarville College, 1978; M.M., Wright State University, 1982; Ph.D., Florida State University, 1986.

Briefly describe the qualifications of any new faculty to be hired:

Position: Assistant Professor of Arts Management (tenure track).

Qualifications: Significant professional experience in the fields of arts management and leadership. Completed graduate degree or equivalent experience (doctorate preferred), with at least one earned degree in a fine or performing arts discipline. University teaching experience, a demonstrable record of scholarly/creative activity, and ongoing research are preferred.

Responsibilities: Teach courses and provide leadership for the Master of Arts in Arts Management program in the College of Communication & Fine Arts. Oversee the degree plan and corresponding curricula, including recruiting students, organizing internship placements, and providing career guidance and support. Maintain an active agenda of professional scholarly activity in such fields as arts management, leadership, and/or related areas. Participate in activities related to the academic mission of the university, including service on committees and student advising.

Budget: Salary of $64,000 annually; estimated benefits of $19,200; total budgetary impact of $83,200.

B. Staff. Will the program require dedicated staff? □ Yes □ No
C. Equipment. Will any special equipment be needed specifically for this program?

☐ Yes  ☑ No (no special equipment, other than typical start-up items for new faculty member including computer, supplies, etc.)

D. Facilities. Will any new facilities be required specifically for the program?

☐ Yes  ☑ No

E. Library. Will additional library resources be required to support the program?

☐ Yes  ☑ No

Please provide a brief description of the current status of the library collections supporting the proposed program.

The program of study will rely upon library resources relevant to such fields as public administration, business management, education, and music. As most of these areas already meet discipline-specific accreditation standards, their library resources will be adequate for this program of study.

F. Assistantships/Fellowships. Will you offer any assistantships specifically for this program?

☑ Yes  ☐ No

If “Yes”, how many assistantships will be offered? 1 assistantship (new)

G. Other. Please explain any other costs to be incurred with program implementation, including lab start-up expenses or specialized accreditation costs.

Additional start-up costs include the following:

- New faculty recruitment: $3,000
- New faculty start-up: $3,000
- Student recruitment: $5,000
- Publicity: $4,000

Academic Program Proposal 10/28/21
| TOTAL       | $15,000 |
Name of Proposed Program: Master of Arts in Arts Management.

Program Completion Requirements: (Enter a credit hour value for all applicable components, write N/A if not applicable)

- Credit hours required in program courses: 18
- Credit hours in general education or core curriculum: __________
- Credit hours required in support courses: 9
- Credit hours in required or free electives: 6
- Credit hours in required research: 3
- Total credit hours required for completion: 36

Maximum number of credits that can be transferred in from another institution and applied to the program: Six (6).

Intended program duration in semesters for full-time students: Four (4).

Intended program duration in semesters for part-time students: Six (6).

Does the program require students to demonstrate industry-validated skills, specifically through an embedded industry-recognized certification, through structured work-based learning with an employer partner, or through alignment with nationally recognized industry standards? If yes, please explain how these components fit with the required coursework.

The program of study does not lead to certification, nor is certification or licensure a requirement in the profession. However, the capstone component of the program is a substantive internship with a recognized arts organization, which ties degree work directly to current work in the field.
Does the program include any options/concentrations? If yes, please give an overview of the options, and identify the courses for each in the table below.

N/A.

Please indicate any prior education or work experience required for acceptance into the program:

A bachelor’s degree from an accredited institution of higher education is a requirement for admission into the program.

Describe any other special admissions or curricular requirements for the program:

Entering students should hold a bachelor’s degree in a fine arts, performing arts, or a humanities discipline upon matriculation into the program.

Please complete the table below indicating all coursework for the proposed program, identifying any new courses developed for the program, along with courses associated with each option as applicable. Include the course number, and number of credits. Coursework listed should total the number of hours required to complete the program.

<table>
<thead>
<tr>
<th>Course Number and Title</th>
<th>Number of Credit Hours</th>
<th>* If New Course</th>
</tr>
</thead>
<tbody>
<tr>
<td>Required Courses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ENG 6XXX: Grant Writing for Arts and Cultural Organizations</td>
<td>3</td>
<td>*</td>
</tr>
<tr>
<td>JRN 6615: Public Relations and Strategic Communication</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>MUI 6XXX: Fundraising and Advancement for Arts Organizations</td>
<td>3</td>
<td>*</td>
</tr>
<tr>
<td>MSM 6633: Leading and Developing High Performance Teams</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>MUI 6622: Concert Production and Promotion</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>PA 6601: Research Methods in Public Administration</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>MUI 66xx: Internship in Arts Management</td>
<td>3</td>
<td>*</td>
</tr>
<tr>
<td>Human Resource Management (choose one course from below):</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>PA 6605: Training and Development</td>
<td>(3)</td>
<td></td>
</tr>
<tr>
<td>PA 6624: Public Human Resource Management</td>
<td>(3)</td>
<td></td>
</tr>
<tr>
<td>Organizational Leadership (choose two courses from below):</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>---------------------------------------------------------------</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td>COM 6610: Leadership and Media Strategies</td>
<td>(3)</td>
<td></td>
</tr>
<tr>
<td>PA 6607: Performance Measurement &amp; Management for Public &amp; Non-profit Organizations</td>
<td>(3)</td>
<td></td>
</tr>
<tr>
<td>PA 6667: Executive Leadership in Nonprofit Organizations</td>
<td>(3)</td>
<td></td>
</tr>
<tr>
<td>PA 6665: Organizational Leadership</td>
<td>(3)</td>
<td></td>
</tr>
<tr>
<td>PA 6666: Foundations of Nonprofit Organizations</td>
<td>(3)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Electives</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Any six graduate credits in a fine arts, performing arts, humanities, or communication field with the following prefixes: ART, COM, DRA, ENG, JRN, MUI or MUS.</td>
<td></td>
</tr>
</tbody>
</table>

| TOTAL CREDITS | 36 |
## NEW ACADEMIC DEGREE PROGRAM PROPOSAL SUMMARY

**INSTITUTION:** Troy University  
**PROGRAM:** Master of Arts in Arts Management  
**Select Level:** Master’s

### ESTIMATED "NEW" EXPENSES TO IMPLEMENT PROPOSED PROGRAM

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>FACULTY</td>
<td>83,200</td>
<td>85,969</td>
<td>88,548</td>
<td>91,204</td>
<td>93,940</td>
<td>96,758</td>
<td>98,758</td>
<td>638,377</td>
</tr>
<tr>
<td>STAFF</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>EQUIPMENT</td>
<td>3000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>FACILITIES</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>LIBRARY</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>ASSISTANTSHIPS</td>
<td>10,500</td>
<td>10,500</td>
<td>10,500</td>
<td>10,500</td>
<td>10,500</td>
<td>10,500</td>
<td>10,500</td>
<td>73,500</td>
</tr>
<tr>
<td>OTHER</td>
<td>9,000</td>
<td>1,000</td>
<td>1,000</td>
<td>1,000</td>
<td>1,000</td>
<td>1,000</td>
<td>1,000</td>
<td>15,000</td>
</tr>
<tr>
<td>TOTAL</td>
<td>105,700</td>
<td>97,469</td>
<td>100,048</td>
<td>102,704</td>
<td>105,440</td>
<td>108,258</td>
<td>110,258</td>
<td>729,877</td>
</tr>
</tbody>
</table>

### "NEW" REVENUES AVAILABLE FOR PROGRAM SUPPORT

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>REALLOCATIONS</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>EXTRAMURAL</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>TUITION</td>
<td>34,200</td>
<td>85,500</td>
<td>102,600</td>
<td>128,250</td>
<td>141,075</td>
<td>153,900</td>
<td>153,900</td>
<td>799,425</td>
</tr>
<tr>
<td>TOTAL</td>
<td>34,200</td>
<td>85,500</td>
<td>102,600</td>
<td>128,250</td>
<td>141,075</td>
<td>153,900</td>
<td>153,900</td>
<td>799,425</td>
</tr>
</tbody>
</table>

### ENROLLMENT PROJECTIONS

*Note: “New Enrollment Headcount” is defined as unduplicated counts across years.*

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>AVERAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>FULL-TIME HEADCOUNT</td>
<td>Year 1 - No data reporting required</td>
<td>8</td>
<td>10</td>
<td>12</td>
<td>14</td>
<td>14</td>
<td>14</td>
<td>12</td>
</tr>
<tr>
<td>PART-TIME HEADCOUNT</td>
<td>Year 1 - No data reporting required</td>
<td>4</td>
<td>6</td>
<td>8</td>
<td>8</td>
<td>10</td>
<td>10</td>
<td>7.666666667</td>
</tr>
<tr>
<td>TOTAL HEADCOUNT</td>
<td>Year 1 - No data reporting required</td>
<td>12</td>
<td>16</td>
<td>20</td>
<td>22</td>
<td>24</td>
<td>24</td>
<td>19.666666667</td>
</tr>
<tr>
<td>NEW ENROLLMENT HEADCOUNT</td>
<td>Year 1 - No data reporting required</td>
<td>8</td>
<td>8</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>11</td>
<td>10.5</td>
</tr>
</tbody>
</table>

### DEGREE COMPLETION PROJECTIONS

*Note: Do not count Lead “0”s and Lead 0 years in computing the average annual degree completions.*

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>AVERAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>DEGREE COMPLETION PROJECTIONS</td>
<td>Year 1 - No data reporting required</td>
<td>3</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>5</td>
<td>5</td>
<td>4.166666667</td>
</tr>
</tbody>
</table>