

Date: April 16, 2025

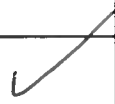
To: Dannel Malloy, Chancellor
University of Maine System (UMS)

From: Jeffrey St. John, VCASA JJ

Regarding: New Program Addition, Associate of Arts in Psychology, UMA

Please find the attached program proposal from the University of Maine at Augusta to offer the Associate of Arts in Psychology. The attached materials include documentation of university-level support, including approval from the President and the full program proposal.

The Chief Academic Officers Council reviewed and recommended the proposed addition of the Master of Science in Digital Marketing Analytics on March 6, 2025. I also recommend this program addition.

| I approve | I do not approve for the reasons listed below | Additional information needed for decision | Action |
|---|---|--|------------------------------------|
|  | | | Recommend A.A in Psychology at UMA |


Chancellor Dannel Malloy

4.16.26
Date

Maine's Public Universities

University of Maine • University of Maine at Augusta • University of Maine at Farmington
University of Maine at Fort Kent • University of Maine at Machias • University of Maine at Presque Isle
University of Maine School of Law • University of Southern Maine



OFFICE OF THE VICE PRESIDENT FOR ACADEMIC AFFAIRS & PROVOST

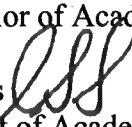
207.621.3360 *office* / 207.621.3293 *fax*

46 University Drive, Augusta, Maine 04330-9488

www.uma.edu | 1.877.UMA.1234

MEMORANDUM

TO: Jeffrey St. John
Vice Chancellor of Academic Affairs

FROM: Joseph Szakas 
Vice President of Academic Affairs/Provost

DATE: February 27, 2025

SUBJECT: Program Proposal (Steps 2 & 3): Associate of Arts in Psychology

The University of Maine at Augusta (UMA) is seeking approval of a program proposal for an Associate of Arts in Psychology to begin in the Fall of 2026.

Rationale:

A dedicated PSY AA degree at UMA offers a specialized, customizable, and in-depth understanding of human behavior and mental processes, catering to those who are specifically interested in pursuing careers or further study in a variety of fields. A brief review of the Labor Statistics using the research site Lightcast (<https://lightcast.io/>) indicates that the job field of psychology is growing (comparison of 2020-2024 presented) and a field worth investing in here at UMA.

This degree will provide a good opportunity to collaborate with multiple UMS campuses on 2+2 AA to Baccalaureate pathways, and already have articulation agreements in the works with Psychology programs including UMF and USM, and are establishing several 2+2 pathways within UMA (such as with Mental Health and Human Services).

APL X-P.1 "Academic Program Approval," Step 2: Development of Program Proposal, states that upon approval of an ITP from the VCASA office, a Program Proposal will be prepared and evaluated through the university's normal curricular process(es). After completion of the program proposal, the university-level evaluation is initiated by the distribution of the proposal to the university's normal curricular process.

UMA's Associate of Arts in Psychology proposal received full review and approval by the appropriate campus stakeholders including the Psychology Faculty, Dean of the College of Arts and Sciences, UMA Curriculum Committee, UMA Faculty Senate, myself and the President.

Please let me know if you have any questions or require additional information.



OFFICE OF THE PRESIDENT

207.621.3041 office | 207.621.3393 fax

46 University Drive, Augusta, Maine 04330-9488
www.uma.edu | 1.877.UMA.1234

MEMORANDUM

TO: Jeffrey St. John
Vice Chancellor of Academic Affairs

FROM: Jenifer Cushman, President
Joseph Szakas, Vice President of Academic Affairs/Provost

DATE: February 27, 2025

SUBJECT: Associate of Arts in Psychology

Please accept this memo as our full support and approval of an Associate of Arts in Psychology.

Let us know if you need additional information.

Best,

A handwritten signature in black ink, appearing to be 'Jenifer Cushman', written in a cursive style.

Jenifer Cushman, President

A handwritten signature in black ink, appearing to be 'Joseph Szakas', written in a cursive style.

Joseph Szakas, Provost



Proposal for Associate of Arts in Psychology at University of Maine at Augusta

Prepared by:

Patrick Cheek, Associate Professor of Psychology, UMA

Laura Kati Corlew, Associate Professor of Psychology, UMA

Zachary Roth, Assistant Professor of Psychology, UMA

A. Project Objectives and Content

In proposing an Associate of Arts degree in Psychology, our faculty are driven by the guiding principles of student-centered curricular needs as well as aligning our work with both UMA and UMS strategic plans, particularly the System's Key Performance Indicators (KPIs) of boosting **enrollment, retention, transferability, economic & workforce development, research, and cross-campus collaboration**. Psychology has no degree at UMA but is among its most popular minors and concentrations. We believe the creation of a standalone Psychology degree at the Associate's level would have several key benefits:

- Capitalize on the name recognition of psychology
- Fill a void within UMA and the UMS for an PSY AA degree
- Prepare students for the workforce and baccalaureate degree programs
- Fulfill a growing need for adult degree completion and transfer opportunities
- Create pathways to a multitude of baccalaureate degrees at UMA (e.g. mental health)
- Multiple opportunities for baccalaureate pathways to existing Psychology programs across the UMS (e.g. UMF, USM, YourPace)

The benefits of this proposed degree leverage existing faculty and courses at UMA, and would require no additional resources or faculty lines.

Please see the Appendix for the proposed program check sheet.

B. Evidence of Program Need

Bringing to UMA a dedicated PSY AA degrees offers several advantages:

1. **Depth of Focus:** A dedicated psychology degree would allow students to delve deeper into the specific theories, methodologies, and applications. This degree has 8 PSY courses, whereas most of UMA's degrees and concentrations require only one or two PSY courses (i.e. Introduction to Psychology).
2. **Specialization:** Psychology encompasses various subfields like neuroscience, community psychology, developmental psychology, social psychology and more. A dedicated PSY AA would allow students to specialize in a particular area of interest, preparing them for the workforce or further baccalaureate study.

3. **Practical Skills & Degree Pathways:** Our current roster of faculty would be able to offer students opportunities such as internships, research projects, and hands-on experiences, suited for entry-level jobs and further baccalaureate study, especially in professional programs.
4. **Out-of-state Enrollments:** A standalone PSY AA would enable us in the future to pursue recognition from the American Psychology Association (APA), boosting the potential for out-of-state enrollment.
5. **Online/Distance Learning Accessible:** This PSY AA would not only be the first of its kind in the UMS, it would also be completely online.

A dedicated PSY AA degree at UMA offers a specialized, customizable, and in-depth understanding of human behavior and mental processes, catering to those who are specifically interested in pursuing careers or further study in a variety of fields.

Market Analysis: A brief review of the Labor Statistics using the research site Lightcast (<https://lightcast.io/>) indicates that the job field of psychology is growing (comparison of 2020-2024 presented) and a field worth investing in here at UMA (see Table 1).

| Job title | # Jobs 2020 | # Jobs 2024 | Change in Jobs 2020-24 | 2020-2024 % Change |
|--|-------------|-------------|------------------------|--------------------|
| Counselors, all other (Child, Family and Social workers) | 29,054 | 40,459 | 11,405 | 39% |
| Childcare workers | 560,632 | 578,356 | 17,724 | 3% |
| Social Workers, All other | 61,476 | 62,379 | 903 | 1% |
| Community and Social Service Specialists, All Other | 89,652 | 101,414 | 11,762 | 13% |

C. Differentiation from similar existing UMS programs or how programs will complement each other

We examined Associate's degrees across the UMaine System primarily those at UMM, UMFK, and UMPI. We have determined that no competing degrees exist. We think this degree will provide a good opportunity to collaborate with multiple UMS campuses on 2+2 AA to Baccalaureate pathways, and already have articulation agreements in the works with Psychology programs including UMF and USM (see Appendix C), and are establishing several 2+2 pathways within UMA (such as with Mental Health and Human Services). We also note that the development of the UMS Unified Catalog also provides our students the ability to take PSY courses on other UMS campuses regardless of articulation agreements.

UMA's proposed PSY AA degree has a primary core of 24 PSY credits and is modeled after APA-approved psychology degree programs in the United States.

UMM's AA in Liberal Arts is very similar to UMA's existing degrees in Social Science, Liberal Studies, and Interdisciplinary Studies, that allow a choice of a 12-15 credit concentration. It has a liberal arts core with a 15 credit carveout for a concentration including Aquaculture, Audio/Media Production, Creative Writing, Marine Biology, Mental Health Rehabilitation Psychology, Visual Arts.

UMFK has AA and BS degrees in Behavioral Science. In Fall 2024, UMFK proposed a name change of their Behavioral Science program and degrees to Psychology. We support the work of our faculty colleagues at UMFK, and upon reviewing their program description and degree requirements, found that their Associate and Baccalaureate degrees are substantially different from our proposed PSY AA, with most of their classes more closely matching mental health, clinical and social work programs. Regardless, we have in the spirit of collaboration noted examples of transfer equivalencies should UMFK desire to partner with us on a 2+2 PSY degree pathway in the future.

Transfer Equivalencies

UMA Psychology AA <-> UMFK Behavioral Science BS (soon to be renamed to Psychology)

PSY 100 - Introduction to Psychology <-> PSY 100 - Introduction to Psychology.

PSY 308 - Human Development <-> PSY 308 - Lifespan Human Development

PSY 310 - Personality <-> PSY 310 Personality

PSY 355 - Social Psychology <-> PSY 360 - Social Psychology

PSY 400 - Abnormal Psychology <-> PSY 362 - Abnormal Psychology

D. The role each participating university has in the collaborative effort

As of November 2024, we have drafted articulation agreements for 2+2 degree pathways both internally and externally. See Appendix B - Notes of Support

E. Availability of resources and finances for sustainable program support

Our **projected enrollment** of the proposed degree is a maximum of 10 majors by the end of AY2027. No new support is needed based on these projections since the program leverages existing faculty and courses at UMA. See the Pro-Forma statement below for more information.

F. Outline of the future program evaluation process

Per UMA guidelines, we will submit annual reports for the proposed associate's degree. These reports include standard quantitative metrics such enrollment data, student headcounts, number of majors, and number of graduates as well as detailed qualitative information on areas such as program growth, and identifying and addressing student barriers.

In addition to annual reports, the degree would undergo an external review every 5 years that guides the program. These external reviews provide feedback from major stakeholder groups including students, graduates, content experts, local workforce and agency partners, and Maine legislators.

G. Accommodations for diverse accessibility needs under Americans with Disabilities Act (ADA)

The proposed degree would leverage existing support structures at both the program and institutional level such as UMA's Student Services Offices, EAB Early Alerts, and the Faculty Development Center.

H. Documentation of the university's approval process, including letters of support from the university president and provost.

See attached.

I. Pro Forma statement (maintained by the VCASA office)

The proposed degree aims to address educational and workforce needs central to UMA's mission and our student demographic by targeting the following Key Performance Indicators (KPIs):

1. **Enrollment & Adult Degree Completion:** We know anecdotally, and from the popularity of our PSY minor, that there is student interest and market demand for this degree. This demand is not currently being fulfilled by UMA and we think we are losing prospective students to other regional private colleges. We think this degree will attract both traditional and non-traditional students in Kennebec County by offering foundational coursework in psychology that is useful for students who wish to continue their educational attainment as well as non-traditional students who wish to complete their degree at UMA.
2. **Retention:** We believe there is a subset of UMA students who have a desire for a PSY degree that we are not currently meeting. Psychology is a popular field with substantial name recognition across the country, so it is not difficult for our students to find another university to earn a PSY degree. This demand is not currently being fulfilled by UMA and we think we are losing prospective students to other regional private colleges. In essence, we think this degree would capitalize on psychology's popularity in two ways: to potentially attract students to come to UMA as well as help retain a subset of current UMA students who want to earn a PSY degree.
3. **Economic/Workforce Development:** A good number of our students have families in the area and have established roots in Maine. The degree will equip graduates with essential skills for

entry-level positions in various areas as social services and community outreach, addressing regional workforce shortages in Maine. With many of our students already working, this degree will also help them earn promotions and higher wages.

4. **Research:** Although UMA has no existing PSY degree, our expert faculty are engaged in both research and applied work. This work includes students and gives them a comparative advantage. For example, Dr. Kati Corlew's Psychology in Context Lab employs 2-6 students every year for research and engagement projects, and takes students to multiple conferences in Maine and across the country. In addition to research employment opportunities, students can engage in research projects as volunteers, and partake in various trainings and workshops in the field of psychology as part of their membership in the lab. Dr. Zach Roth serves as faculty advisor for the Community Garden Club, where UMA students gain experience in community engagement activities. These activities provide students weekly opportunities to implement the applied aspects of a psychology education. This takes many shapes, including leading a garden project using group dynamics principles or recruiting new volunteers and partner organizations using their knowledge of motivations and attitudes; PSY graduates often go on to lead community facing organizations where the ability to apply psychology in this manner is critical to their work.
5. **Transferability:** This degree would offer myriad transferability options. It is designed to ensure seamless transfer of credits to existing four-year psychology programs across the UMS as well as baccalaureate degrees at UMA, such as Social Science, Interdisciplinary Studies, and Mental Health and Human Services. Approval of this degree would also facilitate developing and maintaining "2+2" MOUs with partner programs across the UMS.
6. **Fiscal/Infrastructure Sustainability:** The program will leverage existing university resources, faculty, and facilities. We believe the implementation of this degree would be cost-effective and sustainability while bringing to UMA the opportunity to increase enrollment revenue and student retention. At UMA, psychology is a high revenue-generating discipline per credit hours taken with dedicated and established faculty. The creation of this degree does not create additional burdens on our faculty since it leverages existing courses and infrastructure. Ultimately, this proposed degree would allow UMA to capitalize on the existing popularity of psychology by counting PSY courses toward a dedicated PSY degree.
7. **Institutional & Environmental Equity:** By offering flexible course delivery the program will continue to promote access and equity, particularly for nontraditional students, aligning with UMA's mission and spirit of "meeting students where they're at." We also built the proposed degree on the foundation of Unified Accreditation and the belief that we can cooperate with other psychology programs within the UMS. Specifically, strengthening psychology at UMA means while promoting pathways to further study in PSY programs across the UMS.

Associate's of Arts in PSY Degree Requirements:

- Minimum 60 Credit Hours
- Writing Intensive Course
- Minimum Cumulative G.P.A.: 2.00
- 15 Credit Hours of Residency Courses
- 9 Credits of Major Residency Courses
- Minimum G.P.A. in the Major: 2.00

Program Major Requirements (24 Credit Hours):

Core Requirements (9):

- PSY 100 - Introduction to Psychology **3 CR**
- PSY 308 - Human Development **3 CR**
- PSY 355 – Social Psychology **3 CR**

Complete five PSY electives (15 CR): any lower or upper-level course with a PSY XXX designation.

General Education Requirements (22 Credit Hours):

- ENG 101 - College Writing **3 CR**
- Complete any writing intensive (W) course **3 CR**
- Complete any 100-level math course **3 CR**
MAT 115 - Elementary Statistics is recommended for most baccalaureate programs
- Complete any 100-level laboratory science course **4 CR**

Complete one of the following Oral Communications courses (3):

- COM 101 - Public Speaking **3 CR**
- COM 102 - Interpersonal Communication **3 CR**

Complete one of the following Fine Arts electives (3):

- ARC 100 - Architectural Design Studio for the Non-Majors **3 CR**
- ARH xxx any Art History course
- ART xxx any Art course
- DRA xxx any Drama course
- ENG 351W - Creative Writing **3 CR**
- ENG 452W - Creative Writing II **3 CR**
- MUH 1xx any 100-level Music History course
- MUS 1xx any 100-level Music course

Complete one of the following Humanities electives (3):

- AME xxx any American Studies course
- ARH 105 - History of Art and Architecture I **3 CR**
- ARH 106 - History of Art and Architecture II **3 CR**
- ASL 1xx/2xx any 100- or 200-level ASL course
- DRA xxx any Drama course
- ENG xxx any English course (except ENG 100, ENG 101, ENG 210W, ENG 317W or ENG 320W)
- FRE xxx any French course
- HGH xxx any Holocaust, Human Rights & Genocide course
- HTY xxx any History course
- HUM xxx any Humanities course
- MUH xxx any Music History course
- PHI xxx any Philosophy course
- SPA xxx any Spanish course
- WGS xxx any Women and Gender Studies course

General Electives (14-16 Credit Hours):

- Complete additional general electives to reach the required 60 total credits
14-16 CR

Appendix B: Notes of Support

10/28/24, 11:44 AM

University of Maine System Mail - UMA UMF psychology pathway



Patrick Cheek <patrick.cheek@maine.edu>

UMA UMF psychology pathway

1 message

Natasha Lekes <natasha.lekes@maine.edu>
To: Patrick Cheek <patrick.cheek@maine.edu>

Mon, Oct 28, 2024 at 11:41 AM

Dear Patrick,

I have shared the plan to have a UMA/UMF articulation agreement so that students could do two years at UMA and then complete their psychology major at UMF. We would be happy to welcome students from UMA.

Thank you for initiating this collaboration,

Natasha

--

Natasha Lekes, Ph.D.
Professor of Psychology
University of Maine at Farmington

UMA/USM Psychology Pathway Inbox x



Kristen Gleason

to me ▾

10:01AM (3 hours ago)



Dear Dr. Corlew,

I have reviewed the PSY AA Full Proposal that you sent in regards to a UMA/USM articulation agreement for students who would like to complete an associates degree at UMA and then continue with a psychology major and bachelors degree at USM.

We already work with many students who transfer to USM with an associates degree from the area community colleges (e.g., SMCC) and this is a relatively smooth process. We would be happy to welcome transfer students from UMA as well.

Thank you for reaching out to coordinate with our psychology department!

Take care,

Krissy Gleason

--

Kristen Gleason, Ph.D.

(she/hers)

Chair of the Psychology Department

Associate Professor of Psychology

University of Southern Maine

Science Building, Rm 510

Portland, ME 04104



Sarah Hentges

Nov 3, 2024, 6:34 PM (19 hours ago)



to me ▾

Dear Dr. Corlew

Thank you for sharing the proposal for the Associate of Arts degree in Psychology at UMA. This associate's degree would be beneficial to our students in a variety of ways. In my work advising Interdisciplinary and Liberal Studies majors, one of the most sought-after programs is psychology, and students are often disappointed to hear that they cannot major in psychology. Instead, they end up creating interdisciplinary programs that allow them to take psychology and HUS classes as a part of their degree in INT. It is the most popular choice of minor for Liberal Studies BA students, and the majority of INT students include psychology coursework in their INT degree.

This AA degree in psychology would be a seamless transition into the INT degree, giving students a clearer pathway into the BA in INT program.

Please let me know if you need anything else from our department in support of this proposal.

Sincerely,

Sarah

--

Sarah Hentges (she/they)

Professor of Transdisciplinary Cultural Studies

Interdisciplinary Studies & Liberal Studies Program Coordinator

Co-Chair of WICCD (Women Invigorating Curriculum and Cultivating Diversity)

[*Demystifying American Yoga: Embodied Movement for Individual and Collective Transformation*](#)

[*E-RYT-200 and YACEP Yoga Alliance*](#)

www.thespiralgoddesscollective.com (laboratory/studio)

[*Yoga for Every Mind/Body*](#) (Fb group)

[*Women and Fitness in American Culture*](#)

[*Girls on Fire: Transformative Heroines in Young Adult Dystopian Literature*](#)

[*Teaching Girls on Fire: Essays on Dystopian Young Adult Literature in the Classroom*](#) (co-editor)



Office of the Provost
224 Main Street
Farmington, Maine 04938

February 10, 2025

Joseph Szakas
Vice President of Academic Affairs/Provost
University of Maine at Augusta

Dear Joe,

I enthusiastically support the 2+2 Psychology MOU between the University of Maine at Augusta (UMA) and the University of Maine at Farmington (UMF). This pathway will allow students earning the AA in Psychology at UMA to complete a BA in Psychology at UMF with two additional years of study at UMF.

Sincerely,

A handwritten signature in black ink, appearing to read "S. Quackenbush", written over a horizontal line.

Steven W. Quackenbush, Ph.D.
Co-Provost & Dean of Arts and Sciences
University of Maine at Farmington

Appendix C: 2+2 MOUs

2+2 Pathway - UMA (PSY AA) and UMF (PSY BA) Proposal

Prepared by: Patrick Cheek, Associate Professor of Psychology (UMA) and Natasha Lokes, Professor of Psychology (UMF)

| UMF, BA in PSY (120 Credits) | CrHr | UMA, PSY AA Equivalents (60 Credits) | CrHr |
|---|------------------|---|------|
| <u>Program Requirements</u> | 42 | <u>Program Requirements</u> | 24 |
| PSY 101 – General Psychology | 3 | PSY 100 – Intro to Psychology | 3 |
| PSY 284 – Professional Seminar | 3 | | |
| PSY 400 – Research Methods | 3 | | |
| PSY 401 – Research Lab | 3 | | |
| PSY 484 – Senior Seminar | 3 | | |
| PSY electives ● PSY 208 - Social Psychology ● 300-level PSY (3) | 21 (3) (6) | PSY 308 – Human Development PSY 355 – Social Psychology PSY electives (5) | 21 |
| Remaining PSY electives | 6 | | |

**18 PSY Credits remaining to be taken at UMF*

| | | | |
|---------------------------------------|---|----------------------------|---|
| <u>Additional Requirements</u> | 3 | | 3 |
| MAT 120 or PSY 275 | 3 | MAT 115 – Elementary Stats | 3 |

| <u>UMF Gen Eds.</u> | 35-37 | <u>UMA Gen Eds.</u> | 28 |
|---|-------|--|----|
| ENG 100 – Writing Seminar | 3 | ENG 100 – College Writing | 3 |
| FYS 100 – First-Year Seminar | 3 | Not required for students transferring in 60 credits. | |
| Health | 1-3 | | |
| Arts (ARH, ART, MUH, MUS, THE) | 3 | Fine Arts elective | 3 |
| Arts or HUM (different from above) | 3 | Humanities elective | 3 |
| Advanced Writing Seminar | 3 | Any Writing Intensive Course (W) | 3 |
| Natural Sciences lab | 4 | Complete any 100-level laboratory science course | 4 |
| Natural Science | 3 | | |
| Social Sciences and Psychology (2) - Nine credits from at least two different disciplines (ANT, ECO, EPP, GEO, HTY, INS, POS, PSY, SOC) | 9 | 3 General elective courses (ANT, ECO, GEO, HTY, POS, SOC, SSC) | 9 |

| | | | |
|--|---|------------------|---|
| Elective - any course outside of the student's major | 3 | General elective | 3 |
|--|---|------------------|---|

**7-9 Gen Ed. Credits taken at UMF*

| | | | |
|---|-------|--|---|
| Electives | 41-43 | | 6 |
| Completion of at least 120 credits and all requirements for this specific program, with a cumulative grade point average of at least 2.000. | 6 | COM 101 or COM 102 1 General Elective Courses | 6 |

**35-37 Remaining Credits at UMF*

Courses needed at UMF

12 credits of core PSY courses

- PSY 284 – Professional Seminar
- PSY 400 – Research Methods
- PSY 401 – Research Lab
- PSY 484 – Senior Seminar

6 credits of PSY electives

7-9 credits of UMF Gen Eds.

35-37 credits to reach a total of 120

Sample Curriculum at UMF (to a total of 120 credits)

| | |
|---|---|
| <p><i>Fall Year 1</i></p> <ul style="list-style-type: none"> ● PSY 284 (3 credits) ● Natural Science (3 or 4 credits) ● Health/Phys Ed. (1-3 credits) ● PSY elective (3 credits) ● Elective (3 credits) ● Additional class if only 1-credit phys ed class (3 credits) <p><i>Spring Year 1</i></p> <ul style="list-style-type: none"> ● PSY elective (3 credits) ● PSY elective (3 credits) ● Electives (6 - 9 credits) | <p><i>Fall Year 1</i></p> <ul style="list-style-type: none"> ● PSY 400/ PSY 401 (6 credits) ● Electives (3 - 9 credits) <p><i>Spring Year 2</i></p> <ul style="list-style-type: none"> ● PSY 484 Senior Seminar (3 credits) ● Electives (6 - 9 credits) <p>Examples of PSY electives: PSY 235 Intro to Counseling, PSY 226 Adulthood and Aging, PSY 347 The Psychology of Persuasion, PSY 349 Couples Therapy, PSY 350 Personality Theory and Research, PSY 435 Psychotherapeutic Methods</p> |
|---|---|

**UNIVERSITY OF MAINE SYSTEM
ACADEMIC PROGRAM REQUEST
PRO FORMA STATEMENT**

EXECUTIVE SUMMARY

The A.A. in Psychology at the University of Maine at Augusta predicts enrollment of approximately 5-7 new FTE students per year in the first three years, with an estimated \$21,000-\$81,000 per year in predicted tuition and fee revenue. This program will add approximately \$5,000 per year in new costs for marketing and related operational expenses. The AA in Psychology utilizes existing resources to create a new degree pathway for students pursuing a credential in the field of Psychology.

PROJECTED FULL TIME EQUIVALENT (FTE) ENROLLMENT

| | Year 1 | Year 2 | Year 3 |
|-----------------------------|----------|----------|-----------|
| Cohort A | 5 | 4 | 3 |
| Cohort B | - | 6 | 5 |
| Cohort C | - | - | 7 |
| TOTAL FTE ENROLLMENT | 5 | 9 | 15 |

PROJECTED GROSS REVENUE

| | Year 1 | Year 2 | Year 3 |
|--------------------------------|-----------------|-----------------|-----------------|
| Projected Tuition | \$21,708 | \$44,984 | \$72,004 |
| Projected Fees | \$4,293 | \$8,896 | \$14,240 |
| Projected Differential Tuition | \$0 | \$0 | \$0 |
| Other Revenue | \$0 | \$0 | \$0 |
| TOTAL REVENUE | \$26,001 | \$53,880 | \$86,244 |

Note: Simplified to include total new and returning student revenue estimate at the in-state rate only.

PROJECTED NEW EXPENSES ASSOCIATED WITH PROGRAM ADDITION

| | YEAR 1 | YEAR 2 | YEAR 3 |
|--|----------------|----------------|----------------|
| New Faculty personnel expenses (salary + benefits) | \$0 | \$0 | \$0 |
| Adjunct Faculty personnel expenses | \$0 | \$0 | \$0 |
| Course Development Expenses | \$0 | \$0 | \$0 |
| Travel Expenses | \$0 | \$0 | \$0 |
| Staff personnel expenses (salary + benefits) | \$0 | \$0 | \$0 |
| Other non-personnel expenses (marketing, operations, etc.) | \$5,000 | \$5,000 | \$5,000 |
| TOTAL EXPENSES | \$5,000 | \$5,000 | \$5,000 |

PROJECTED NET REVENUE

| | YEAR 1 | YEAR 2 | YEAR 3 |
|--|----------|----------|----------|
| Projected Revenue minus Projected Expenses | \$21,001 | \$48,880 | \$81,244 |