Passed 20-0-0

SENATE RESOLUTION #3072

TITLE: **Support for the Creation of a Doctorate in Health Science**

DATE INTRODUCED: **11/14/2025**

AUTHOR: **Senator Smith**

SPONSORS: **Vice President McGuire, Chief of Staff Hargett, Director of Student Organizations Elwood; Senators Cooper, Huelskamp, Keasling, Lindsay, Moore, Morales, and Robinson**

WHEREAS, the purpose of the Associated Students of the University of Wyoming (ASUW) Senate is to serve our fellow students in the best manner possible; and,

WHEREAS, the Department of Kinesiology & Health and Communication Disorders in the College of Health Sciences submitted a formal proposal to create a doctorate in Health Science, as reflected in Addendum A; and,

WHEREAS, The Feasibility Study, as reflected in Addendum B, conducted by the Dean of Health Sciences and other associates, showed that by the third fiscal year after implementation, the program is projected to generate a revenue surplus; and,

WHEREAS, the estimated startup cost of the degree is relatively low: $143,834 with one additional faculty salary; or $33,180 without a faculty appropriation, according to Addendum B; and,

WHEREAS, the creation of this Ph.D. program will equip students with research, communication, and professional development skills imperative for the health job market; and,

WHEREAS, this new offering will create another degree opportunity and provide flexibility to meet evolving demand in the health field.

THEREFORE, be it resolved that the Associated Students of the University of Wyoming (ASUW) support the creation of a Doctorate in Health Science; and,

Passed 20-0-0

19. THEREFORE, be it further resolved that upon passage of this legislation, it be circulated

20. to the Board of Trustees, the President's Office, and other relevant stakeholders.

Referred to: SWAC & TASFRC

Date of Passage: November 25, 2025 **Signed:** Aidan McGuire

(ASUW Chairperson)

"Being enacted on November 25, 2025 **, I do hereby sign my name hereto and approve this Senate action."** Tayla Medina

ASUW President

Passed 20-0-0

Addendum A

UNIVERSITY OF WYOMING | Office of Academic Affairs

Office of Academic Affairs
Dept. 3302 • 1000 E. University Avenue
Laramie, WY 82071
(307) 766-4286 • (307) 766-6476 • fax (307) 766-2606
www.uwyo.edu/acadaffairs

This form is to be used with all new degree/certificate proposals as outlined in the process on the Academic Affairs website at https://www.uwyo.edu/acadaffairs/degrees. Departments shall use this form to provide documentation of collaboration and support for any courses and/or resources that will be contributing to the new degree/certificate that are not within the home department.

Date: 8/14/2025

Name of Proposal: Doctorate in Health Science

Department: Kinesiology & Health; Communication Disorders

College: Health Sciences

The above-named degree/certificate proposal has been reviewed by the following departments/colleges and all appropriate courses and resources have been discussed prior to proposal submission:

Mark Guiberson	
Department Head	Signature
Qin Zhu	
Department Head	Signature
Derek Smith	
Dean	Signature
Patrick Hardigan	
Dean	Signature

Submitted on: _____(date)

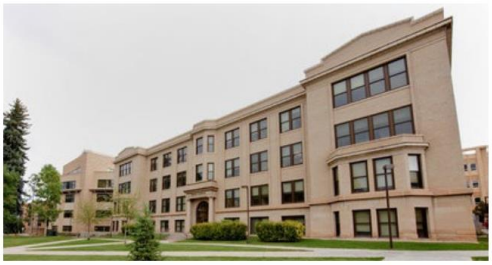
By: _____

Passed 20-0-0

Addendum B:

Doctoral Program in Health Sciences

FEASIBILITY STUDY



CONTACTS:

Dean of Health Sciences, Patrick Hardigan Ph.D.

Senior Associate Dean of Health Sciences, Derek Smith Ph.D.

Division of Communications Disorders, Mark Guiberson Ph.D., CCC-SLP

Division of Kinesiology and Health, Kelly Simonton Ph.D.

University of Wyoming
College of Health Sciences

Passed 20-0-0

Executive Summary

Degree Title: Doctorate in Health Sciences

Level of Degree: PhD (Doctor of Philosophy)

Delivery Mode(s): On campus program; Distance Education Delivery for some of the Health Sciences concentration areas (synchronous and asynchronous)

Estimated Startup Cost of Degree: $143,834 with one (1) faculty salary appropriated; $33,180 without appropriation

Anticipated Launch Date: Fall 2026 (both concentrations within degree program)

Description: The Ph.D. program in Health Sciences aims to equip candidates with comprehensive knowledge, research skills, and disciplinary expertise to excel in diverse health-related careers. These careers may span higher education, research, innovation, clinical/applied practice, and program development. By offering advanced education in health sciences, this program is designed to address current and future unmet needs across various health-related social and behavioral science disciplines. The vision is to establish a doctoral program in Health Sciences with specified concentrations and interdisciplinary elements that is flexible and resilient to the dynamic needs and demands of an ever-evolving world. The core coursework for all health science doctoral students will cover essential content areas (e.g., research methods, psych-biosocial & behavioral statistics, and ethics), complemented by specialized and interdisciplinary graduate courses. Individual concentrations will enable students to acquire disciplinary expertise and specialization through faculty-mentored research and elective coursework. This comprehensive approach ensures a well-rounded and versatile doctoral training experience.

The overarching "umbrella" design of the interdisciplinary *Health Sciences* doctoral program is intentional to facilitate scalability, sustainability, and timely evidence-based response to evolving workforce and knowledge discovery needs. The PhD in *Health Sciences* program will be housed within the College of Health Sciences infrastructure, which provides organizational and financial stability, but also division level autonomy of concentration program development and delivery. This feasibility study proposes two inaugural health-related social and behavioral science concentrations under the PhD in *Health Sciences* umbrella: 1) *Kinesiology and Health*; and 2) *Communication Sciences and Disorders* that will be administered within their respective units with support from the College. Both units already possess graduate programs at the master's level. This feasibility study acknowledges that (a) existing and new interdisciplinary collaboration with departments outside of Health Sciences will be formalized and pursued (i.e., PSYC, SOC, EDRE, FCSC), respectively, and (b) future/new concentrations (e.g., social work, nursing) within the health sciences college would necessitate proposal (NOI), review, and approval processes (per UW policy) under the Health Sciences doctoral program umbrella.

Passed 20-0-0

Table of Contents

Passed 20-0-0

Overview of Degree, Purpose, Strategic Play Overlay

Objectives

Doctoral candidates will gain an integrative educational experience inclusive of depth and breadth in core health sciences coursework and concentration-specialized coursework and research engagement. The multi-stage *Kinesiology and Health* program will be in-person (main campus), and the *Communication Sciences and Disorders* program will utilize a hybrid (on-campus and distance learning) model. Doctoral training outcomes, with concentration specificity, will be achieved through research, discipline-focused learning, service, and professional development.

The PhD program objectives include students who can:

- ***Research***: (a) Describe, evaluate, and synthesize concepts and theories in the given field; (b) Acquire a variety of research skills and practice in the scientific process; (c) Collective & independent research activity – projects, experiments, and training; (d) Present and publish in a variety of regional, national, and international platforms; and/or (e) Engage in grant writing and submission in pursuit of internal/external funding consistent with discipline demands.
- ***Teaching***: (a) Assist and/or lead undergraduate instruction or internship/experiential learning; (b) Teach and supervise students (clinical settings if applicable), (c) Engage in teacher mentorship/development to acquire breadth of experience, e.g., developing syllabi, assessment, and instructional strategy diversity; and/or (d) Develop fundamental pedagogical knowledge and skills.
- ***Service***: (a) Engage in school/university committees; (b) Pursue opportunities to serve in leadership roles appropriate for graduate students (regional, national, or university levels); and/or (c) Actively engage in community service/extension and programming as appropriate within the discipline.
- ***Professional Development***: Seek and engage in opportunities to develop and refine research and writing skills, instructional practice, contemporary discipline knowledge, and health science breadth and depth of knowledge and proficiency.
- ***Programmatic***: (a) Attract and recruit academically successfully, highly motivated and diverse PhD candidates from Wyoming and beyond; (b) Extend the opportunity for current professionals to seek additionally professional learning and partnership with existing students and research labs; (c) Expand training and education opportunities through interdisciplinary approaches both within the wide scope of health sciences and outside of health sciences to other collaborative groups at UW (i.e. psychology, sociology, education, family consumer science, physiology, computing, engineering, etc.)

Passed 20-0-0

Fit with Current Offerings

The proposed *Health Sciences* doctoral program will be an umbrella extension of existing graduate programs within the College of Health Sciences. Specifically, current graduate programs offered at the M.S. level (e.g., Kinesiology & Health; Communication Disorders) will hybridized and expanded based on current resources (faculty and coursework) to meet PhD level requirements. Many courses and curriculum planning of specialized training will stay the same but with expanded rigor and requirements for the PhD program completion. Additionally, multiple classes within each division and across divisions will be added and utilized interdisciplinarily[1] to provide additional doctoral level coursework, research training, and dissertation development.

To maintain and expand interdisciplinary collaboration for coursework training and electives for students earning the PhD in Health Sciences, the College's leadership team has established communication with graduate program leadership in Psychology (prefix PSYC), Sociology (prefix SOC), Education (prefix EDRE), and Family and Consumer Sciences (prefix FCSC) regarding their graduate coursework and ability to accept, enroll, and engage future PhD Health Sciences students in their respective courses. This collaboration is customizable with each collaborating partner academic department and flexible in that it may be expanded to other departments in the future to add expertise in relevant social-behavioral (health-relevant) learning opportunities. Customization and flexibility may include waiving non-health science prerequisites, assisting with instructor approval of enrollment, and adjusting to support health science student background and expertise. Existing relationships are established with EDRE, leadership acknowledgement for collaboration has been approved with SOC and FCSC; communication is pending with PSYC. Appendix A identifies courses and their potential contribution to the Health Science PhD curriculum.

As importantly as fit, the PhD in Health Sciences program fulfills an unmet need at the UW for the multiple health-related disciplines, addresses market demand, and contributes to the status of Carnegie R1 (very high research activity) classification. The UWs existing and related doctoral programs (e.g., Biomedical Sciences, Neuroscience), do not provide a pathway to facilitate health-related social and behavioral science training at the doctoral level and also misses several applied science content areas (i.e., exercise physiology as a sub-domain of kinesiology). This is a barrier to (1) research productivity and growth, particularly in the College of Health Sciences where >50% of the college's faculty expertise lies in the social and behavioral sciences (e.g., many sub-disciplines within kinesiology and communication disorders), and (2) producing a trained and educated workforce in high-demand areas. Within each division, a large portion of research lies in the psychosocial/behavioral disciplines and has hit a ceiling within Kinesiology and Health and Communication Disorders that can only be raised with a doctoral program and trainees. In addition, historical PhD students within these programs have often "pushed" a candidate through a program like Biomedical Sciences despite it not being a true academic fit.

Passed 20-0-0

Concrete specific mechanisms have been identified to grow external funding and research outcomes within the health sciences with the addition of the doctoral program, e.g., doctoral program specific training and foundation grants.

Rationale

Rationale for the concentration in *Kinesiology and Health* is guided, in part, by the spectrum of preventative health competencies including: (a) exercise science (physiology, motor learning, biomechanics, sport/exercise rehabilitation), (b) pedagogical and psychological sciences (pedagogy in kinesiology, physical education teacher education, exercise/physical activity psychology), and (c) structural/environmental/ecological approaches to health. The need for this concentration is driven by student and workforce demand, faculty expertise within the division, and absence of an existing doctoral pathway at UW resulting in graduate students leaving the UW.

Rationale for the concentration in *Communication Sciences and Disorders* meets the need for specializations in medical speech-language pathology, craniofacial disorders, speech motor control, speech sound disorders, developmental disorders, voice disorders, and other acquired disorders. Employment growth for this concentration is projected at 18% resulting in over 3,000 job openings annually. The shortage of PhD-level faculty is a barrier to training speech-language pathology students and meeting workforce demands.

Addressing global and Wyoming specific health challenges is going to require interdisciplinary collaboration amongst expert teams and educational training opportunities. Thus, the proposed program is aligned with UW priorities and enhances external funding potential, research productivity, interdisciplinary research collaboration, interdisciplinary coursework/teaching engagement, and graduate student enrollment. At the macro level, this could be viewed as teams comprised of social scientists, biological/physiological scientists, liberal artists, physical scientists, and computer/technology scientists with expertise in the needed subdisciplines of these larger categories. Anecdotally, students who have pursued their undergraduate and master's degrees in health sciences concentrations have sought to continue their education through the doctoral training, however, most are forced to leave the UW and attend other universities where that opportunity is afforded. After working with specific faculty, research labs, and developing relationships and connections these excellent students are lost due to the limitation of health sciences doctoral program degree offerings. The demand has been felt and experienced by the faculty within the health science concentration areas and has been an additional motive for pursuing a new degree.

Support for UW's Strategic Plan

The proposed doctoral program in *Health Sciences* contributes to multiple elements of the current *Forward Wyoming* strategic plan and academic missions. Contributions, impact, and alignment with UW's ongoing objectives are detailed in Table 1.

Passed 20-0-0

Table 1. Alignment with UW Strategic Plan

UW Objective	Strategic Direction	Contribution of new PhD Health Sciences Program
Enhance Student Success	Strategically grown enrollment; Build a student focused program; Increase global engagement	The expansion to a PhD program expands the educational offerings, keeps students at UW who want to be here in our labs and with our faculty who are forced to leave and finish their educational journey else where
Pursue Institutional Excellence	Raise UW's scholarly capacity and profile; Value and reward teaching, research, engagement, innovation, and service; Strengthen relations with external partners	PhD programs expand ability to maintain R1 classification; Increases in research output of faculty and students; PhD students gain needed opportunities in teaching and expands innovation possibilities beyond M.S. research programs; Increased external partners
Provide a Supportive Community	Build opportunity ladders for faculty and students; Develop initiatives to hire, reward, and retain staff/students; Invest in resources that enhance health and well-being of UW community	Current faculty in CHS degree programs experience a 'ceiling effect' in terms or productivity and research growth; Current program depth limits recruitment of qualified faculty and students who do not see PhD program opportunities; PhD program increase professional growth & recruitment; CHS disciplines specialize in health and wellbeing, research and programs directly apply and are provided to UW communities
Engage with and Serve the State	Leverage UW extension and R&E centers; Grow health and well-being initiatives across the state; Enhance UW's connections to people of Wyoming; Grow educational opportunities	Doctoral level projects, longevity, and impact are far more competitive and prioritized for impact reasons to UW, state, and beyond. Current programs are limiting due to lack of access to PhD programs, students, and faculty training; PhD in Health Sciences focuses on research, education, and practice that directly enhances state stakeholders
Cultivate Financial Stability	Strategically grown enrollment; Grow external funding for research and scholarship; Grown external partnerships	The PhD proposed program removes the 'ceiling effect' on current facility regarding what grants they can apply for, the research team capacity issues, and collaborative partnership opportunities; The expansion of the program, the resulting research lab expertise, depth, and longevity, coupled with faculty load time increase these opportunities significantly

In terms of the UWs *Forward Moving* values, the proposed PhD in *Health Sciences* aligns exactly with several important values including, 1) growth, health, and leadership of members of the UW community (values); 2) partnership and engagement with Wyoming communities (values); 3) student catalysts of innovation (values); 4) expansion of intellectual opportunities contributing to well-being (value proposition); 5) transdisciplinary collaboration addressing complex health challenges (value proposition); and 6) investing in resources that enhance health and well-being (execution strategy).

The proposed doctoral program bridges disciplines and serves public health and healthcare arenas. Direct benefits of the proposed program to UW priorities are anticipated

Passed 20-0-0

in (1) personalized and meaningful interdisciplinary student education and research training providing diverse and expansive learning and professional opportunities, (2) transdisciplinary research teams addressing the grandest health and healthcare challenges and training of future experts (workforce) who understand, value, and work effectively as members/leaders of such teams, and (3) betterment and economic prosperity of Wyoming through a healthy workforce. Additionally, the proposed program will contribute to UWs goals of growing research productivity and increasing graduate enrollment.

Learning Outcomes

As a result of the interdisciplinary nature of the *Health Sciences* doctoral program umbrella and the specific expertise targeted within each concentration area, we propose a general list of learning goals for all *Health Sciences* PhD graduate along with concentration specific goals for the current two proposed concentrations.

Table 2. Health Sciences PhD broad learning outcomes, assessments, and rationale

Proposed Learning Outcome	Assessment	Rationale
1. Ability to understand and critically analyze a spectrum of research methodologies & applications	• Course evaluations • PhD milestone projects • PhD Dissertation	The PhD program is considered a research-intensive program. Thus, graduates must not only develop strong content knowledge and expertise in the described concentration area, they will create depth knowledge and understanding of the research process and independently (under the guidance of a graduate faculty mentor) engage in the research dissertation process. This includes: - Passing all courses - Engaging in a milestone project (national presentation, authored work) - Successful Dissertation proposal (min. two studies) - Successful Dissertation defense (min. two studies)
2. Ability to design, execute, and disseminate and independent research project	• Course assignments • PhD milestone projects • PhD Dissertation	
3. Ability to use information, research, and best practices when developing research, programs, and services	• Course assignments • PhD milestone projects • PhD Dissertation	
4. Ability to understand issues, ethics, and subject rights for conducting research (e.g., human rights, institutional review)	• PhD Dissertation proposal and IRB submission • Additional lab work	
5. Ability to communicate (written, oral, visual) professionally and in a scientific manner for a range of audiences	• Course evaluations • PhD milestone projects • PhD Dissertation	

Within the **Kinesiology & Health** concentration, graduates gain expertise in a wide scope of specialties, including but not limited to: (a) exercise science perspectives (physiology, motor learning, biomechanics, sports performance, strength and conditioning), (b) pedagogical and psychological sciences (pedagogy in kinesiology, physical education teacher education, exercise/physical activity psychology), and (c)

Passed 20-0-0

structural/environmental/ecological approaches to public health. While this scope of disciplines is broad, this concentration includes the general health sciences outcomes and the more specialized concentration-specific learning outcomes detailed in Table 3.

Table 3. Kinesiology & Health Concentration learning outcomes, assessments, and rationale.

Proposed Learning Outcome	Assessment	Rationale
1. Knowledge about multiple fields within Kinesiology & Health and their interrelatedness	• Core course requirements • Elective course requirements	In addition to the Health Sciences PhD umbrella core requirements, the Kinesiology & Health concentration maintains a set of requirements related to coursework, research and PhD milestones. Through these concentration specific requirements, students will achieve the five proposed learning outcomes. K&H concentration outcomes include generalized K&H knowledge, specialized knowledge and research skills, and professional translation and workplace knowledge and skills. The breadth of K&H fields, expertise, and workforce placements requires one-on-one mentorship with a trained graduate faculty advisor.
2. Knowledge about research related to exercise, physical activity, and/or the combination of kinesiology related life sciences and social sciences	• Core course requirements • Elective course requirements • PhD milestone & dissertation requirements	
3. Knowledge about previous research (findings, methodologies, limitations) within ones' emphasis area	• Elective course requirements • PhD milestone & dissertation requirements	
4. Knowledge about the translation of kinesiology research to inform practice in local, national, and international communities	• Elective course requirements • PhD milestone & dissertation requirements • K&H Seminar (required) • Additional Lab work	
5. Knowledge about navigating the kinesiology and health workforce, academia, and/or research (public and private)	• K&H Seminar (required) • Additional Lab work • One-on-one doctoral advisor mentorship	

Similarly, the **Communication Sciences and Disorders** concentration includes the general health sciences outcomes and the more specialized concentration-specific learning outcomes detailed in Table 4.

Table 4. CSD Concentration learning outcomes, assessments, and rationale.

Student Learning Objectives	Assessment	Rationale
1. **Demonstrate comprehensive knowledge of research in CSD and related disciplines, including ethical**	• Core course requirements • Elective courses	The Communication Sciences and Disorders (CSD) concentration includes coursework, research, and

Passed 20-0-0

considerations and current issues in the field.		milestone requirements designed to support five targeted student learning outcomes. These outcomes focus on developing broad and specialized knowledge of research in CSD and related disciplines, deep understanding of research across the scope of practice, critical evaluation of prior research within an emphasis area, application of research-to-practice and implementation science principles, and foundational skills in university-level teaching and professional practice. The 72-credit hour program includes CSD-specific coursework, interdisciplinary electives, research preparation, and dissertation research, all supported by close faculty mentorship. Flexible hybrid delivery, required in-person residency experiences, and part-time enrollment options further support student success while ensuring the development of high-level academic and professional competencies.
2. **Demonstrate in-depth knowledge of prior research (e.g., key findings, methodologies, and limitations) within one's area of emphasis.**	• Elective course requirements • PhD milestone & dissertation requirements	
3. **Demonstrate understanding of research-to-practice frameworks and the implications of research for disciplinary science, societal needs, professional practice, and policy.**	• Elective course requirements • PhD prospectus & dissertation requirements • Concentration courses • Independent study and work in faculty lab	
4. **Demonstrate foundational knowledge of university-level teaching, as well as current issues in clinical and academic practice.**	• One-on-one doctoral advisor mentorship • Concentration courses • Elective courses	

Curriculum Map and Program Structure

Program Structure – Kinesiology & Health

Within the College and this doctoral program, concentrations will be division/discipline specific; in this case, the Divisions of *Kinesiology and Health* and *Communication Disorders* are proposed as the inaugural divisions to house the proposed concentration. Both divisions are significant contributors to the College's teaching, research, and service missions and possess much of the requisite curricula and faculty expertise. The absence of a doctoral program (particularly in health-related social and behavioral sciences) impedes mission, enrollment, and research growth at the UW and particularly within these two divisions. The *Kinesiology and Health* and *Communication Sciences and Disorders* concentrations are identified as extensions of strong Master of Science programs in the divisions. Thus, we propose a general PhD program outline that includes course credit requirements with autonomy and flexibility for each division/concentration to meet the needs of their students.

Passed 20-0-0

The Health Sciences PhD program will require 72-course credit hours, which is in alignment with the majority of comparable programs regionally and nationally. Students in the PhD program may transfer credits from their master's degree or other graduate credit they have earned, up to 24 credit hours (the number of total credits and specific classes that will allowed to be transferred will be at the discretion of the division of the concentration area). All Health Sciences PhD students will be required to take 9 credit hours of core coursework in health sciences (e.g., research methods, psych biosocial & behavioral statistics, ethics). All students will so be allowed up to 6 credit hours for independent research/prospectus and up to 30 credit hours for dissertation research. The remaining credits will include concentration specific courses and elective courses (each concentration will provide slightly differing criteria for each, see below).

The *Kinesiology and Health* concentration will include a master's and doctoral hybridized program to incorporate teaching and learning experiences for students at each level to participate in coursework together. This approach directly aligns with national trends in kinesiology and the current BMS program but with focus on the social and behavioral sciences. The hybridized model capitalizes on the broad College and DK&H faculty expertise to create strong interdisciplinary knowledge and appreciation of the multi-dimensional nature of kinesiology and health while also affording extensive specialized training. The 72-credit hour doctoral program is anticipated to include 9 required/core coursework credits, 3-6 seminar credit hours, complemented by 12-15 concentration credit hours, 9-12 elective credit hours, 6 independent research credit hours, and 30 dissertation credit hours. In the concentration, specialization can be established based on programmatic offerings, student goals, and the interdisciplinary expertise outside of the DK&H. Elective and research hours facilitate interdisciplinary opportunities for students by leveraging existing and building new relationships with several UW academic programs, e.g., epidemiology, education, psychology, biomedical sciences, and others. It is important to note that PhD students within the K&H concentration area can vary greatly from exercise science clinicians to sport injury rehabilitation, to physical education teaching. This means the concentration areas and coursework may differ; two such examples of potential proposed coursework paths for these students are provided in Tables 5 and 6.

Table 5. Proposed course list for K&H student (exercise science cognate)

	CORE CONTENT (9 hrs. required)	**Hrs.**	**Status**
KIN 5085	Research Methods in Kinesiology	3	Currently offered in K&H
KIN 5586 ***or*** **STAT 5050**	Advanced Collection of Research Data & Analysis Statistical Methods for Biological Sciences	3	Currently offered in K&H
SPPA xxx	Ethics in Social & Health Science	3	In Development
With approval of the Graduate Committee Chair alternative research-/ethics-based courses may be substituted, including those from other academic departments.			
	Total Hours available	9	*9 hrs. required*
	CONCENTRATION COURSES (12 -15 hours)	**Hrs.**	**Status**

Passed 20-0-0

KIN 5041	Advanced Exercise Physiology	3	Currently offered in K&H
KIN 5056	Advanced Exercise Test & Prescription	3	Currently offered in K&H
KIN 5039	Perception & Action in Motor Skills	3	Currently offered in K&H
KIN 5586	Biopsychosocial Aspects of Injury/Rehab	3	Currently offered in K&H
KIN 5043	Environmental Exercise Physiology	3	Currently offered in K&H
	Total Hours available	15	*12 hrs. required*
	ELECTIVE COURSES (9-12 hours)	**Hrs.**	**Status**
KIN 5038	Research on Sports Skill Expertise	3	Currently offered in K&H
KIN 5018	Psychology & Motivation in Kinesiology	3	Change from old listing
KIN 5047	Biomechanics in Sport & Exercise	3	In development (new faculty)
HLED 5021	Creating conditions for community health	3	Currently offered in K&H
HLED 5023	Epidemiology	3	Currently offered in K&H
HLED 5026	Achieving Rural Community Health	3	Currently offered in K&H
****	Non-KIN/HLED Elective (encouraged/optional)	3	Not required
	Total Hours available	21	*9 hrs. required*
	SEMINAR COURSE (3-6 hours)	**Hrs.**	**Status**
KIN 5588	K&H Intellectual Seminar (offered each semester)	3	Currently offered in K&H
	Total Hours available	3	3 required/6 optional
	RESEARCH COURSES (18-36 hours)	**Hrs.**	**Status**
KIN 5097	Independent Research Study (6 hrs. max)	3	Currently offered in K&H
KIN 5980	Dissertation Research (30 hrs. max)	3	Currently offered in K&H
	Total Hours available	36	Max req. for both

Note. Elective courses can include KIN/HLED and many other collaborative programs including SPAA, EDRE, PSYC, SOC, FCSC.

Table 6. Proposed course list for K&H student (pedagogical cognate)

	CORE CONTENT (9 hrs. required)	**Hrs.**	**Status**
KIN 5085	Research Methods in Kinesiology	3	Currently offered in K&H
KIN 5586 ***or*** **STAT 5050**	Advanced Collection of Research Data & Analysis Statistical Methods for Biological Sciences	3	Currently offered in K&H
SPPA xxx	Ethics and Social Issues in Health Sciences Research	3	In Development
With approval of the Graduate Committee Chair alternative research-/ethics-based courses may be substituted, including those from other academic departments.			

Passed 20-0-0

	Total Hours available	9	*9 hrs. required*
	CONCENTRATION COURSES (12 -15 hours)	**Hrs.**	**Status**
KIN 5011	Socialization in PE and Kinesiology	3	In change from old listing
KIN 5018	Psychology & Motivation in Kinesiology	3	In change from old listing
KIN 5015	Instructional Models in PE and Kinesiology	3	In change from old listing
KIN 5016	Analysis & Supervision in PE	3	Currently offered in K&H
KIN 5586	PE in a Public Health Perspective	3	Currently offered in K&H
KIN 5014	Teaching Sport based PE	3	Currently offered in K&H
	Total Hours available	18	*12 hrs. required*
	ELECTIVE COURSES (9-12 hours)	**Hrs.**	**Status**
KIN 5090	Foundations of Coaching	3	Currently offered in K&H
KIN 5038	Research on Sports Skill Expertise	3	Currently offered in K&H
KIN 5039	Perception & Action in Motor Skills	3	Currently offered in K&H
KIN 5047	Biomechanics in Sport & Exercise	3	In development (new faculty)
KIN 5586	Biopsychosocial Aspects of Injury/Rehab	3	Currently offered in K&H
HLED 5026	Achieving Rural Community Health	3	Currently offered
****	Non-KIN/HLED Elective (encouraged/optional)	3	Not required
	Total Hours available	21	*9 hrs. required*
	SEMINAR COURSE (3-6 hours)	**Hrs.**	**Status**
KIN 5588	K&H Intellectual Seminar (offered each semester)	3	Currently offered
	Total Hours available	3	3 required/6 optional
	RESEARCH COURSES (18-36 hours)	**Hrs.**	**Status**
KIN 5097	Independent Research Study (6 hrs. max)	3	Currently offered
KIN 5980	Dissertation Research (30 hrs. max)	3	Currently offered
	Total Hours available	36	Max req. for both

Note. Elective courses can include KIN/HLED and many other collaborative programs including SPAA, EDRE, PSYC, SOC, FCSC.

Note: Variations of some courses that meet the learning objectives will be available depending on the K&H concentration area of focus (cognate); other courses are available both within and outside of K&H for those areas.

Program Structure – Communication Sciences & Disorders

The *Communication Sciences and Disorders* concentration is tailored for candidates who hold a MA/MS in communication sciences and disorders or related discipline. The

Passed 20-0-0

concentration aims to prepare individuals for tenure-track academic positions, research roles, and leadership positions within the field. Key features include:

- Hybrid in-person and distance learning options providing flexibility, convenience, and accessibility to students to engage with the curriculum and program.
- Face-to-Face Residency Experiences: Certain aspects of the program will require in-person residency experiences, fostering a sense of community and facilitating technical learning with instrumentation and other technology available on campus.
- Part-Time Enrollment Option: The program will allow students to enroll part-time initially, allowing for greater flexibility in managing their academic and personal commitments and better serving employed speech-language pathologists.

This doctoral concentration in *Communication Sciences and Disorders* is designed to meet the diverse needs of students by fostering a comprehensive and advanced learning experience that integrates theoretical knowledge and research with clinical application. The 72-credit hour program includes:

- **Core coursework** – minimum of 9 semester credit hours (e.g., research methods, psychosocial and behavioral statistics, ethics)
- **Core concentration courses** – minimum of 12 credit hours
- **Elective courses** – 15 credit hours
- **Research courses** – 36 credit hours

Depending on the research focus, some research groups/laboratories require on-campus participation, while others allow remote engagement.

Table 7. Proposed course list for Communication Sciences and Disorders students

	CORE CONTENT (9 credits min.)	Hrs.	Status
SPPA 5750	Research Methods in Speech Pathology & Audiology	3	Currently offered
KIN 5085	Research Methods in Kinesiology	3	Currently offered in K&H
STAT 5050	Statistical Methods for Biological Sciences	3	Currently offered
SPPA #tbd	Ethics and Social Issues in Health Sciences Research	3	In Development
	Total Hours available	**12**	
	CONCENTRATION COURSES (12 credits min.)	**Hrs.**	**Status**
SPPA 5900	Practicum in College Teaching	1-3	Currently offered
SPPA 5500	Topics in Communication Disorders	1-9	Currently offered
SPPA 5890	Independent Study	1-4	Currently offered
	Total Hours available	**16**	
	ELECTIVE COURSES (15 credits min.)		
KIN 5586	Advanced Collection of Research Data & Analysis	**3**	Currently offered

Passed 20-0-0

PSYC 5530	Professional Issues & Ethics	**3**	Currently offered
SPPA #tbd	Advanced Qualitative Analysis	**3**	Currently offered
SPAA 5959	Enrichment Studies	**1-3**	Currently offered
FCSC 5117	Understanding Community Leadership	**3**	Currently offered
	Total Hours available	**15+**	
This elective list is an example provided within the interdisciplinary nature of the degree. However, this list of electives is not exact or all encompassing. With approval of the Graduate Committee Chair alternative courses may be selected, including those from other academic departments.			
	RESEARCH COURSES (36 credits minimum)	**Hrs.**	**Status**
SPPA #tbd	Mentored Research	6-12	In Development
SPPA #tbd	Dissertation Prospectus Writing	3-6	In Development
SPPA #tbd	Dissertation Research (30 hrs. max)	18-30	In Development
	Total Hours available	**48**	
	Total Hours for the degree	**72**	

Note. Elective courses can include KIN/HLED and many other collaborative programs including SPAA, EDRE, PSYC, SOC, FCSC. All classes except SPPA#tbd *Mentored Research* and some electives (student, advisor, and graduate committee determined) will be available online and/or in hybrid format.

Course Descriptions

As can be seen from the descriptions of the curricular maps and the course table examples for students in the previous section, the M.S. and PhD hybridized curricular approach means that most of the currently offered classes can be utilized to fill core, concentration, and elective course requirements. Each course instructor is required to ensure the course demands and rigor for the PhD vs. MS students, for example, are commensurate with degree level (i.e., assignment specific requirements, quality and/or total amount of work).

Updates and/or new course designs will also be incorporated. Specifically, within Kinesiology & Health, several existing courses will be updated, e.g., content and title modifications, to provide access to a wider population of concentration students (ex. *Psychology of Teaching PE* will move to *Psychology and Motivation in Kinesiology*). These updates are per division and individual faculty agreement to expand content for a broader audience. The status of these classes is listed above as 'In Change'. Next, in both concentration divisions, new faculty have recently and/or are going to be hired in the next academic year. These tenure-track faculty will have graduate level teaching requirements, which will add several additional courses available to graduate students that simply are not articulated at the current phase of the faculty onboarding process.

Lastly, as part of achieving the PhD Core Course requirement, each concentration area requires a minimum of two research methods courses and an additional ethics course. The two research methods courses, sometimes referred to as Research Methods 1 and Research Methods 2, can be achieved within the College of Health Sciences (KIN, HLED,

Passed 20-0-0

SPPA) or outside of the college (STAT, SOC, EDRE, PSYC, FCSC). However, within these courses, students are required to complete one introduction to research methods class (methods 1) and at least one additional advanced analysis class (methods 2). Those could include quantitative or qualitative analysis. Although not required, the PhD students will be encouraged to explore a third research methods class in a specific area of knowledge (i.e., multiple regression in statistics) as an additional methods course; this class example would also serve simultaneously as an elective course. The interdisciplinary nature of the PhD program supports the requirements of these courses both housed within the college as well as with current/in-progress agreements with departments outside of the College.

Beyond the "change in currently offered courses" there are three new courses that will need to be developed to support the core and interdisciplinary nature of the PhD program. Those include:

KIN 5586- Advanced Collection of Research Data & Analysis
Despite this class already being improved and listed on the official course curriculog, the content of this class is still evolving to support the advancement of research methodologies for PhD students, to be more inclusive of several cognate disciplines and research analysis areas, and to ensure cross-concentration and interdisciplinary support. The course aims to serve as a Research Methods 2 requirements course which focuses more on the collect of real data, and the variety of basic analysis and interpretation. The course aims to be a logical second step from the Research Methods 1-Intro to methods course to go beyond methodology and into practice and analysis, interpretation, and writing (post-methodology design). This course will offer a wide variety of quantitative analysis techniques that capture behavioral and psychological data.

SPPA XXXX – Ethics and Social Issues in Health Sciences Research
This required core course for Health Science PhD students develops the knowledge and skills needed to conduct research involving all populations in health and related programs. Topics include ethical principles and regulations, socio-cultural aspects of clinical practice and research, and strategies for managing complex social contexts and issues.

SPPA or KIN XXXX- Advanced Qualitative Analysis
This course aims to provide a health science specific course in advanced qualitative analysis that does not currently exist. The intention of this course is to fulfill needs in a large percentage of students working in the social sciences, in community health settings, and who are working on health program evaluation. The purpose of this course will be to elevate knowledge and proficiency in qualitative research design, the various analytical and data collection techniques, strategies for communicating/writing

Passed 20-0-0

findings, formulating research questions, ethical considerations, and use of technology in qualitative research.

For the Communication Sciences & Disorders one course will need to be developed and two others will need to be formally approved through the curriculum and instruction committee process but will follow standing models in other CHS academic units. These courses include:

SPPA XXXX Mentored Research (6-12 SCH) – to be developed
Early in their doctoral studies, students will complete at least two 3-credit sections of this course. Working closely with PhD faculty, potentially including mentors outside their primary focus area, students will actively contribute to ongoing research projects. Activities may include data collection and analysis, interpretation of findings, dissemination through presentations and publications, and participation in grant writing.

SPPA 5097 Individual Problems: Dissertation Prospectus Writing (3-6 SCH) – pursue formal CAPP process and curriculum and instruction committee(s) approval.
Provides flexible credit for students who wish to undertake intensive study of a special problem identified in a regular class. Prerequisite: graduate standing in SPPA or permission of instructor.

SPPA 5980 Dissertation Research (18-30 SCH) – pursue formal CAPP process and curriculum and instruction committee(s) approval. Graduate level course designed for students who are involved in research for their dissertation project. Also used for students whose coursework is complete and are writing their dissertation.
Prerequisite: graduate standing in SPPA or permission of instructor.

Assessment Plan

As depicted in Tables 2, 3, and 4, the Health Sciences PhD program will include several broad goals for all students regardless of concentration area as well as specific learning objectives based on concentration area. These assessments include a variety of core, concentration, and elective course requirements in addition to several research course requirements. Each course includes a combination of assessments to evaluate student knowledge and skills ranging from assignments, discussions, quizzes, exams, and projects (group and individual). While each course instructor has the autonomy and academic freedom to determine their assessments, all course objectives must have alignment both within the course and within the Health Sciences objectives.

It is important to note that the program will also include non-course assessment of student progress through the PhD program through the use of student projects, which include, the

Passed 20-0-0

PhD milestone project (i.e., national/international research presentation; peer reviewed publication before dissertation; program implementation/intervention outside of dissertation), PhD Dissertation Proposal, and PhD Dissertation Defense. These three steps each have specific requirements outside of coursework that will be determined by the academic advisor/committee. Successful completion of these steps are required when completing the PhD program.

Degree Program Evaluation

To evaluate the degree program, we plan to use a variety of techniques both at the College and division level that house the program and respective concentration areas. First, we plan to continue to use pre-existing graduate program impact tools including a running database on graduating students, their contact information, and their job placement. Additionally, we plan to incorporate a short post-program exit survey to which data will be shared at both the college and division level which will include both strengths, weaknesses, greatest supports, and suggested improvements for the PhD program as a whole. In addition, we plan to maintain data on the number of grant dollars, peer reviewed publications, national/international presentations, and community impact information as lead by or part of PhD graduate student work in the program. Lastly, we will also have access to course evaluations for student feedback. In combination, using this scope of data should provide both the quality and quantity information for the program.

Substantive Change Determination

As a result of the Health Sciences PhD program serving as an umbrella program for multiple division specific concentration areas, the concentration areas provide information below regarding the review of substantive change determination. In addition, the proposed program does not include expansive structural change to division and curricular demands.

A "New Degree Program Inquiry" request was submitted to the Higher Learning Commission (HLC) to determine whether further review is needed to proceed with the proposed doctoral program. The HLC responded on July 5th, 2022 informing us that no individual approval is needed for the proposed new PhD program, that our institutional doctoral program count would increase by 1, and that no additional accreditation permissions are needed at this time.

New Resources Required

The need for new or additional resources to support the Health Sciences PhD program are minimal given the structure of support shared under the College of Health Sciences. Given the impact that adding another PhD program can have for UW's Strategic Plan and R1 Status, in addition to shared and not duplicated resources across multiple units given the

Passed 20-0-0

proposed structure of the program, the requested resource support includes (see Appendix B for more information):

- ***Faculty and instructional staffing***

Requesting increased funding to the College of Health Sciences specific to the recruitment and hiring of one tenure-track social-behavioral health science faculty member in fiscal year one or two. Addition of this cross-disciplinary faculty member, contributing to graduate level teaching doctoral student mentorship, will reduce instructional burdens on current faculty and simultaneously support an increase in percent time allocation for research and PhD student mentorship for 2-3 other faculty members contributing to the doctoral program.

- ***Program administration and staff support***

The College of Health Sciences, nor the concentration areas within the Health Sciences PhD program umbrella are requesting any additional administrative staff support for the offering of this program.

- ***Technology/Library and digital resources***

The UW is currently quipped with the technology and library/digital resources needed for this program to function and thrive. Any additional resources needed for faculty and PhD student labs will come on the onus of said faculty and will be encouraged to fund through external grants and entrepreneurship.

- ***Marketing***

The College of Health Sciences and the respective division concentration leadership members believe funding allocation to market the Health Sciences PhD program is a necessary step for the induction years of the program. Specifically, current marketing and web support coordinators at the college and division level would use resources to promote, recruit, and retain program enrollment. In addition, marketing support can be targeted for research partnerships both in academic and private sector organizations. Spread across four years, the program is requesting $5,500.

- ***Support***

Revenue projections across the first four fiscal years are provided in the proposed budget (Appendix B). The projected additional revenues for the PhD program are positive starting in year 3 and some elements of the proposed budget are negotiable. Anecdotally, the PhD program leadership also expects that with the advent of a PhD program, both faculty and student grant submissions (quantity of submissions and funding totals) will go up significantly during this time, which may

Passed 20-0-0

potentially increase indirect costs and graduate students funding opportunities. In terms of support, we do request some funding to support the faculty who will spend time developing the small number of new course and for those adjusting current courses. Specifically, we request $4,000 to be used in the first years for supplemental pay for said faculty course development.

Executive Summary of Demand Statistics

The College of Health Sciences has a long history of quality training of its graduates. Those graduates continue to support many Wyoming based needs as well as national/international influences on health in a myriad of platforms and areas of expertise. While the quality of education has also been supported by the hiring of our graduates, the research has also received many accolades, not only in quantity but in the quality of impact. Despite the limitations on research and programmatic impact as a result of not having access to a PhD program, the UW Health Sciences community is well respected. Market and demand data is presented for each concentration within the *Health Sciences* doctoral program below and concludes our request for authorization.

Kinesiology & Health

National trend data provided by the National Academy of Kinesiology (2020) showed that the number of Kinesiology related PhD programs in the US has nearly doubled since 2000 with over 70 doctoral programs identified nationwide. Between 2015-2019 the number of doctoral candidate graduates in kinesiology increased by approximately 10% with data showing that students enrolling in master's programs increased by over 20% and those enrolling in doctoral programs by 29%. Additional data within division has shown that total number of enrolled MS students in Kinesiology and Health has increased by 40% in the last ten years. Similarly, the number of applicants has increased as compared to ten years prior. Anecdotally, division faculty note that an estimated 2-4 MS students leave UW each year to obtain PhDs from other institutions because they cannot complete their degree here. Enrollment growth is accompanied by "faster than average" employment following doctoral training according to the Bureau of Labor Statistics. Review of *Kinesiology and Health* Gray Decision Intelligence (Gray DI; formerly Gray Associates) data indicates that student demand is strong at the doctoral level. The gap between the percentage of graduates attaining doctoral degrees and the percentage of doctoral level employees in the national workforce points to an opportunity and need for additional doctoral training (Table 8).

Table 8: Concentration demand data Kinesiology from Gray Associates (6/8/2024)

Name	CIP Code	Student Demand Percentile WY, Natl.	% of Degree Completions at Doctoral Level	Natl. Workforce Education Attainment
Kinesiology & Exercise Science	31.0505	93%, 90%	1%	13%

Passed 20-0-0

Communication Sciences & Disorders

Rationale for the concentration in *Communication Sciences and Disorders* is based on the numerous inquiries received, scarcity of doctoral-trained faculty, and rising demand for speech-language pathologists. Employment growth (2023 to 2033) is projected at 18% resulting in ~3,330 job openings annually. The shortage of PhD-level faculty is a barrier to training speech-language pathology students and meeting workforce demands – where the Bureau of Labor Statistics identifies "much faster than average" job demand through 2033. The concentration in *Communication Sciences and Disorders* provides specializations, in medical speech-language pathology, craniofacial disorders, speech motor control, speech sound disorders, developmental disorders, voice disorders, and other acquired disorders.

For *Communication Sciences & Disorders* concentration (CIP Code: 51.0203), Gray DI data (Table 9) and trends from the American Speech-Language-Hearing Association (Table 10) indicate student demand at the doctoral level and steady growth in postgraduate employment.

Table 9: Concentration demand data Communication Disorders-Speech Language Pathology from Gray Associates (8/12/2025)

Name	CIP Code	Student Demand Percentile WY, Natl.	% of Degree Completions at Doctoral Level	Natl. Workforce Education Attainment
Speech Language Pathology (Grad Only)	51.0203	50%, 93%	0% in WY; 1% Natl. Note: Master level: WY 100%; 98% national	47% at doctoral level

Table 10: Communication Disorders trends reported by the American Speech-Language-Hearing Association (2023)

Steady Growth: The demand for doctoral-level professionals in Speech-Language Pathology has been steadily increasing due to an aging population and greater recognition of the importance of communication disorders in various age groups.
Faculty Positions: Universities and academic institutions have shown a growing need for PhD-holding experts in Speech-Language Pathology to fill faculty positions. These professors contribute to the education and training of future SLP professionals.
Research and Innovation: As the field of Speech-Language Pathology advances, there is a rising demand for PhDs who can conduct research, contribute to evidence-based practice, and pioneer innovative approaches to therapy and assessment.
Leadership Roles: Doctoral degrees open opportunities for leadership positions in clinical and research settings, allowing PhD holders to influence policy, drive advancements in the field, and promote best practices.
Addressing Specialized Needs: With the increasing complexity of communication disorders, the demand for experts with specialized knowledge and expertise has grown, making PhD holders highly sought after.

Passed 20-0-0

Appendix A

Interdisciplinary Coursework Collaborations by Department (Prefix)

Unit Prefix	Class	Prerequisite(s)	PhD Contribution
EDRE	EDRE 5530 Introduction to Research	Graduate student	Cover research class 1
	EDRE 5550 Action Research	Graduate student	Cover research class 2
	EDRE 5600 Introduction to Quantitative Research	EDRE 5530	Cover research class 2
	EDRE 5610 Education Research: Group Comparison Research	EDRE 5530 & EDRE 5600	Elective
	EDRE 5620 Correlational Research	EDRE 5530 & EDRE 5600	Elective
	EDRE 5630 Educational Research IV: Multivariate Research	EDRE 5530; EDRE 5600; EDRE 5610/5620	Elective
	EDRE 5640 Introduction to Qualitative Research	EDRE 5530	Cover research class 2
	EDRE 5645 Phenomenology, Case Study, and Grounded Theory	EDRE 5530, EDRE 5640	Elective
	EDRE 5655 Ethnography and narrative inquiry in qual research	EDRE 5530, EDRE 5640	Elective

Unit Prefix	Class	Prerequisite(s)	PhD Contribution
FCSC	FCSC 5117 Understanding Community Leadership	Graduate Student	Elective
	FCSC 5121 Ethics in Research and Professional Practices	Instructor approval	Core ethics course
	FCSC 5122 Developmental Contexts Across the Lifespan	Graduate student	Elective
	FCSC 5123 Positive youth development	Graduate Student	Elective
	FCSC 5135 Program Evaluation	Graduate Student	Elective

Passed 20-0-0

	FCSC 5145 Advanced Nutrition and Metabolism	FSCS 1141; ZOO 3115	Elective

Unit Prefix	Class	Prerequisite(s)	PhD Contribution
PSYC	PSYC 5060 Statistical Methods in Psychology	Any STAT above 2000	Cover research class 2
	PSYC 5095 Statistical computation in psychology	Instructor approval	Cover research class 2
	PSYC 5120 Neuropsychology of Human Behavior	9 hrs in PSYCH	Elective
	PSYC 5300 Applied Multivariate Analysis	STAT 5050	Elective
	PSYC 5530 Professional Issues & Ethics	PSYC grad major	Core ethics course
	PSYC 5650 Social & Affective Psychology	none	Elective

Unit Prefix	Class	Prerequisite(s)	PhD Contribution
SOC	SOC 5070 Statistical Methods for the Social Sciences	Any STAT above 2000	Cover research class 2
	SOC 5100 Advanced Social Research Methods	SOC 5070	Cover research class 2
	SOC 5160 Sociology of Aging	SOC 1000	Elective
	SOC 5715 Sociological Theory	SOC 1000	Elective
	SOC 5805 Global Population Issues	STAT 5050	Elective

Passed 20-0-0

Appendix B

Preliminary *Health Sciences* Doctoral Program: Projected Revenue & Expenses with Faculty Salary (1) Appropriated

Health Sciences Doctoral Program Proposal: Kinesiology & Health & Communication Sciences & Disorders				
	Fiscal Year			
	1	2	3	4
Revenue				
Cumulative Total Laramie campus headcount enrollment (Graduate)	**3**	**5**	**8**	**11**
Communication Sciences & Disorders headcount per AY	2	1	1	1
Kinesiology & Health doctoral program headcount per AY	1	1	2	2
Total GRAD Residental credit hours generated	54	90	126	180
Total GRAD Non Residental credit hours generated			18	18
Cummulative GRAD credit hours generated	54	90	144	198
Resident Graduate Tuition rate (Block Tuition 18 credits)	$6,989	$7,269	$7,559	$7,862
Nonresident Graduate Tuition rate (Block Tuition 18 credits)		$21,761	$22,631	$23,537
Total Tuition Revenue Generated per enrollment projection	$20,967	$36,343	$75,547	$102,153
Resident Graduate Fees rate	$1,702	$1,702	$1,702	$1,702
Non Resident Graduate Fees rate		$1,702	$1,702	$1,702
Total Fee Revenue Generated per enrollment projection	$5,106	$8,510	$13,616	$18,722
Total Tuition & Fees from Enrollment	**$26,073**	**$44,853**	**$89,163**	**$120,875**
Total Fee Revenue Remaining with College	$1,458	$2,430	$3,888	$5,346
Total Fee Revenue Remaining with Provost	$3,648	$6,080	$9,728	$13,376
Total New Revenue Generated	**$26,073**	**$44,853**	**$89,163**	**$120,875**
New Program Expense Assumptions				
Faculty	$98,340	$0	$0	$0
Other administrative staff (0.5 FTE Office Associate)	$0	$0	$0	$0
Graduate Assistants (1 in year 1; 3 in years 2-4; 1 Com Sci & Dis and 2 Kines)	$25,230	$75,690	$75,690	$75,690
Supplies (Technology & computers)	$3,000	$1,500	$3,000	$3,000
Travel	$0	$3,000	$3,000	$4,500
Marketing	$2,000	$2,000	$1,000	$500
New course development (2 courses)	$2,000	$2,000	$0	$0
Capital expense	$0	$0	$0	$0
Other (specify)	$0	$0	$0	$0
Projected Financial Results for New Program	**FY1**	**FY2**	**FY3**	**FY4**
Total Expenses	$130,570	$84,190	$82,690	$83,690
Total Revenues Generated	$26,073	$44,853	$89,163	$120,875
New Program's Total Surplus or Deficit	**-$104,497**	**-$39,337**	**$6,473**	**$37,185**
Operating margin (surplus or deficit / revenues)	-4.01	-0.88	0.07	0.31