

**COORDINATING COMMISSION  
FOR POSTSECONDARY EDUCATION**

140 N. 8<sup>th</sup> Street, Suite 300  
Lincoln, NE 68508

Telephone: (402) 471-2847  
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**PROPOSAL FOR NEW INSTRUCTIONAL PROGRAM**  
Form 92-40

**SECTION I**

Institution Submitting Proposal: University of Nebraska at Omaha

Title of Program: Gender and Leadership Undergraduate Certificate

CIP Code: 30.1101

Organizational Unit in which program will be located:

Women's and Gender Studies Program  
College of Arts and Sciences

Name of contact person in the event additional information is needed: Dr. Susan M. Fritz

Telephone: 402-472-5242

Degree, Diploma, or Certificate to be offered (use separate submittal for each level):

Gender and Leadership Undergraduate Certificate

Proposed date to initiate program: When approved by the Coordinating Commission

List the location(s) where this program will be offered: UNO

If the program has a projected ending date, please so indicate:

Date approved by Governing Board: July 22, 2016

(Attach all documents related to this proposal upon which the Governing Board made its decision to approve the proposal.)

Chief Executive Officer's or other Authorized Officer's signature:

  
Susan M. Fritz

TO: The Board of Regents  
Academic Affairs

MEETING DATE: July 22, 2016

SUBJECT: Creation of a Gender and Leadership Undergraduate Certificate in the Women's and Gender Studies (WGS) Program in the College of Arts and Sciences at the University of Nebraska at Omaha (UNO)

RECOMMENDED ACTION: Approval is requested to create a Gender and Leadership Undergraduate Certificate in the Women's and Gender Studies Program in the College of Arts and Sciences at UNO

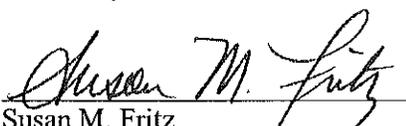
PREVIOUS ACTION: June 11, 2010 – The renaming of the UNO Women's Studies major and program to "Women's and Gender Studies" was approved by President James B. Milliken and reported to the Board.  
August 26, 2000 – The Board approved the UNO Women's Studies major.

EXPLANATION: UNO proposes the establishment of an online Undergraduate Certificate in Gender and Leadership. The proposed 15 credit hour, predominantly upper division certificate is designed for students who want to develop themselves as gender-aware leaders, and apply their knowledge in a variety of business, non-profit, and community settings.  
This proposal has been reviewed by the Council of Academic Officers. This proposal also has been reviewed and recommended for approval by the Academic Affairs Committee.

PROGRAM COST: \$3,200 in Year 1; \$25,400 over five years

SOURCE OF FUNDS: Distance Education tuition. After initial year one start-up costs, the certificate will be self-supporting.

SPONSORS: B.J. Reed  
Senior Vice Chancellor for Academic and Student Affairs  
John Christensen, Chancellor  
University of Nebraska at Omaha

RECOMMENDED:   
Susan M. Fritz  
Executive Vice President and Provost

DATE: June 30, 2016

**Proposal to Create a Gender and Leadership Undergraduate Certificate**  
**The College of Arts and Sciences**  
**University of Nebraska at Omaha**

<b>Proposed by:</b>	The University of Nebraska at Omaha (UNO) Omaha, NE
<b>Proposed program:</b>	Certificate in Gender and Leadership
<b>Proposed degree:</b>	Undergraduate Certificate
<b>Other programs in this field at UNO:</b>	Women’s and Gender Studies Program (WGS)
<b>CIP code:</b>	30.1101
<b>Administrative unit:</b>	WGS, College of Arts and Sciences (CAS)
<b>Proposed delivery site:</b>	University of Nebraska at Omaha
<b>Proposed delivery method:</b>	Distance education
<b>Date approved by governing board:</b>	TBD
<b>Proposed Start Date:</b>	Upon final approval

**1. Description and Purpose of the Proposed Program**

The University of Nebraska at Omaha proposes that the College of Arts and Sciences establishes an Undergraduate Certificate in Gender and Leadership (G&L). The Women’s and Gender Studies (WGS) definition of leadership differs from other disciplines’ paradigms in that it offers students ways to learn and discover authenticity and transparency within themselves, via an interdisciplinary and critical awareness, utilizing a dialectical approach that is both present-oriented and visionary. The proposed certificate is designed for students who want to learn about the topic, develop themselves as gender-aware leaders, and apply their knowledge in a variety of business, non-profit, and community organizations.

The proposed certificate will consist of a minimum of 15 credit hours of courses, covering areas including:

- Women leaders throughout history
- Feminist theories applied to leadership
- The practice and application of leadership
- Leadership and gender concepts and theories including leadership characteristics and processes, values and styles
- Students’ identities as gendered leaders
- Confidence and self-awareness
- Leadership development and purpose
- Leaders in cultural, historical, and contemporary contexts
- Self-assessments of leadership abilities and agency.

All courses will be offered online, using a variety of collaboration tools and learning strategies. The core courses are service-learning courses; students will engage with course material, instructor, and

classmates online and through service learning. The service-learning components will take place at each student's location.

The proposed certificate is designed for both traditional and adult learners. Benefits (elaborated on in section 2, p. 3) of the certificate to students pursuing degrees in a variety of majors, from Business to Women's and Gender Studies (WGS), as well as nontraditional students, will include:

- Development of leadership ability and identity
- Ability to analyze gendered leadership qualities in individuals in a variety of organizational settings
- Ability to lead in different organizations, from for-profit to nonprofit

Evidence of how students can benefit from this gender-focused certificate includes the following:

- In November 2015, the National Association of Colleges and Employers *Job Outlook 2016* survey results showed that leadership is the first attribute employers seek on a candidate's resume: 80% of employers are looking for leadership.<sup>1</sup>
- The "Women Matter" study suggests that companies where women are most strongly represented at board or top-management level are also the companies that perform best.<sup>2</sup>

The proposed certificate in G&L complements the existing major and minor in WGS. It responds to students' requests for upper-division courses on gender, and will be available to non-majors and non-minors throughout UNO. It also supports the WGS distance education initiative that helps to meet the needs and interests of nontraditional students, particularly those with employment and childrearing responsibilities, and those for whom the distance to campus is a barrier to completing a university degree.

The proposed G&L certificate is intended for both students who do not have an undergraduate degree, and those with degrees who wish to increase their knowledge of gender and leadership and analyze how they interact. It will be of interest to those who have completed undergraduate degrees, but are seeking additional skills and a credential, such as those who are employed full time and seeking advancement. It will be of interest to entrepreneurs and rural Nebraskans pursuing personal and/or economic advancement in their communities.

## **2. Program of Study**

The proposed Certificate in Gender and Leadership requires 15 hours of coursework. Students completing the courses will be able to:

- Identify and discuss key characteristics of leaders and how these are displayed by gendered individuals.
- Identify and explain at least three gender issues that leaders encounter.

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<sup>1</sup> <http://www.staffingindustry.com/Research-Publications/Daily-News/NACE-Employers-seek-leadership-teamwork-skills-35952#sthash.BNQIOhHR.dpuf>

<sup>2</sup> [https://mckinseysociety.com/downloads/reports/Economic-Development/Women\\_matter\\_oct2007\\_english.pdf](https://mckinseysociety.com/downloads/reports/Economic-Development/Women_matter_oct2007_english.pdf)

- Describe how leadership qualities are manifested in individuals in different organizational settings.
- Demonstrate a critical perspective on gender issues and leadership.
- Articulate a vision of themselves as a leader and assess her/his progress on that path.
- Identify and discuss at least three leaders and their gender in cultural, historical, and contemporary contexts.
- Do self-assessments of leadership abilities and agency.
- Explore students' identities as gendered leaders.
- Compare interactions of gender, confidence and self-awareness.
- Develop leadership and purpose.
- Apply feminist theories to leadership.
- Practice the application of leadership.
- Examine leadership and gender concepts and theories.
- Research leadership characteristics and processes, values, ethics and styles.

The certificate is structured as follows:

Course	No. of credit hours
WGST 2010 or WGST 2020: Introduction to Women's and Gender Studies* (student's choice)	3
WGST 3020: Gender and Leadership I	3
Student's choice of approved elective**	3
WGST 4030: Gender and Leadership II	3
WGST 4070: Gender and Leadership III	3

\*WGST 2010 introduces Women's and Gender Studies in the social and behavioral sciences, while WGST 2020 does so in the humanities. Either course can serve as the prerequisite for WGST 3020.

\*\*Elective choices include WGST 4120: Black Women Leaders of Liberation Movements and WGST 4130: Gender and Leading Social Change. Eligible electives will be added as courses are developed; the electives will be upper division.

The intended audience for the proposed certificate is primarily UNO students seeking undergraduate degrees. High school graduates, students with associate degrees, and students with limited undergraduate credits may be considered for admission to the proposed certificate program if they receive a 3.0 GPA or higher in the prerequisite courses.

### **3. Faculty, Staff and other resources**

**Number of faculty and staff required to implement the proposed program:** Sufficient resources exist to implement the proposed certificate. All required courses and sufficient electives exist at this time. An existing faculty member or part-time instructor is committed to each of the five courses in the certificate program sequence. Multiple sections of WGST 2010 and WGST 2020 are already offered every term, facilitating the fulfillment of this requirement. WGST 3020 (Gender and Leadership I) is regularly offered each spring and fall semester. Additional elective courses are under development by full-time faculty whose home departments have agreed to schedule the courses, which will be cross-listed. WGST 4030

(Gender and Leadership II) has been approved and is being offered for the second time in fall 2015. WGST 4070 (Gender and Leadership III, the Capstone course) will be offered in spring 2016.

The development of the proposed certificate (and the courses that comprise it) has been supported by a grant from Online Worldwide, as the proposed certificate and all courses will be entirely online. The grant was awarded to Principal Investigators Karen Falconer Al-Hindi and Angela Eikenberry as a Program Development Grant in May 2012 in the amount of \$9,000 for "UNO Women's and Gender Studies degree completion and collaboration." The grant was renewed for an additional \$9,000 in August 2013. In addition, UNO Information Services provided a grant of \$11,000, over two years, to support program development via a distance education coordinator. The coordinator created and maintained an online teaching web course for UNO instructors, provided workshops and individual faculty support for course development, and assisted with this proposal.

**Additional physical facilities needed:** No new physical facilities are required, as current facilities are sufficient for meeting the requirements of the proposed program.

**Instructional equipment and informational resources:** No new equipment or informational resources are required, since the development of online courses has been funded by the Online Worldwide grant and additional funding was allocated by the Dean of the College and Arts and Sciences.

**Budget projections:** The projection is that the proposed certificate will draw 10 students annually. Students are projected to take six credit hours in the certificate over the course of a year. The estimate is that 80% of students will pay resident tuition, and 20% will pay non-resident tuition. 2016 UNO Distance Education tuition is \$257.25 per credit hour for residents and \$ 409.00 per credit hour for non-residents.

Currently, the AY 2015-2016 (and going forward) staffing of the WGS Program is as follows: the Director and Associate Director each receive three hours assigned administrative time per semester; the Program Staff Assistant is a part-time position consisting of 20 hours per week; one work-study student works ten hours per week. This staffing is sufficient to offer the proposed certificate.

The only new funding required would be for additional part-time instructors. One instructor will be sufficient to support students from Year 1 through Year 3, and starting in Year 4 two part-time instructors will be needed.

#### **4. Evidence of Need and Demand: Enrollment Projections**

**Need for the program** – Over 400,000 Nebraskans have earned some college credit, but have not been awarded an undergraduate degree<sup>3</sup>. Many of these individuals balance full-time work with family and community responsibilities; completing their degrees adds to already full schedules. So, a certificate program that is offered entirely online and offers immediately applicable knowledge and skills may appeal to many, especially (but not exclusively) women. A general job search on the Nebraska Department of Labor website using the key word "leadership," over 500 jobs were returned at every level, from entry to upper management.

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<sup>3</sup> Colloquy, "University of Nebraska Online Worldwide Research Report," November 2013.

Leadership is a key concern for business leaders, politicians, and educators; and understanding the intersections with gender is an integral part of leadership as more women become key forces in managing, policy making, and leading. According to Laszlo Bock, senior vice president at Google, leadership and teamwork are among the top qualities Google seeks.<sup>4</sup> Diversity among leadership teams characterizes high performing companies according to Colleen O'Neill, senior partner at Mercer's Human Capital consulting.<sup>5</sup> The head of IBM's global services division, Douglas Elix, says women "think through decisions better...are more collaborative, and seek less personal glory...;" in other words, these gendered characteristics are attributes of more effective leaders, gender aside. The certificate program develops effective, gender-aware leaders who demonstrate attributes and abilities that employers seek.<sup>6</sup>

It is clear that specific skills and personal qualities are required for emerging leaders and those who understand and appreciate the differences gender makes in organizations will have a clear advantage. Higher education is stepping up to the challenge of integrating the study of gender with leadership; however, the leading educational institutions in this field are located on the coasts and their programs cannot be completed online.

According to a search of the terms "gender" and "leadership" in the Bureau of Labor Statistics employment data, the following careers were among those returned along with predictions of job growth from 2012-2022:<sup>7</sup>

- Social and Community Services manager; 21%
- Social Worker; 19%
- Sociologist; 15%

Barry Nazar, Senior Research Associate at Temple University Harrisburg NEST (Nonprofit Evaluation Services and Training Center), stated that "(it) is inevitable that that social workers will be pressed into leadership roles. They get appointed to positions of responsibility. They initiate community projects. They coordinate teams of stakeholders on behalf of clients."<sup>8</sup> The proposed certificate will give students and those employed in these fields an enhanced credential and skills, leading to possible greater employment attainment, as well as advancement in present employment.

Regarding the social and human services, "to be culturally responsive to the communities that are served...those employed in this larger field must be able to meet people where they are at and possess an awareness of the multitude of perspectives the public holds."<sup>9</sup> As Women's and Gender's Studies students, "you have a unique perspective to understand ...the barriers that individuals face due to historical and contemporary experiences of oppression..."<sup>10</sup> The intense experience of the proposed

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<sup>4</sup> <http://www.nytimes.com/2013/06/20/business/in-head-hunting-big-data-may-not-be-such-a-big-deal.html>

<sup>5</sup> <http://employersgroup.com/Content.aspx?id=1386>

<sup>6</sup> [http://www.businessweek.com/2000/00\\_47/b3708145.htm](http://www.businessweek.com/2000/00_47/b3708145.htm)

<sup>7</sup> Average job growth for 2012-2022 is predicted to be 10.8%

<sup>8</sup> [http://www.socialworker.com/feature-articles/practice/The\\_Riddle\\_of\\_Good\\_Leadership/](http://www.socialworker.com/feature-articles/practice/The_Riddle_of_Good_Leadership/)

<sup>9</sup> Berger, M. T. & Radeloff, C. (2015) *Transforming Scholarship: Why Women's and Gender Studies Students are Changing Themselves and the World*. New York: Routledge. Pg. 182

<sup>10</sup> Berger, M. T. & Radeloff, C. Pg. 187

G&L certificate will make both students looking for employment, as well as those currently in the field, more effective in their organizations and more attractive to employers.

At the end of the 2014 fall semester, five undergraduate classes in various disciplines were surveyed to gauge interest/demand in the proposed certificate. Of the 111 surveys returned, 57% of the students replied that they were interested in the proposed certificate, and 41% of all responders indicated that they would make time in their class schedules for the necessary coursework.

Students were surveyed in a range of disciplines; WGS, Black Studies (BLST)<sup>11</sup>, and the Office of Latin and Latin American Studies (OLLAS). While interest was unsurprisingly high in the WGS courses, it also was very strong in the other two disciplines.

#### **Employment and educational advancement opportunities for graduates:**

The goal of the proposed certificate is to offer traditional and adult learners a program of study. In order for students to develop professionally, they must grow in their leadership ability.<sup>12</sup> The second course in the certificate sequence, G&L I, focuses on each student's personal leadership qualities and trajectory. Whether as entrepreneurs or as key players in organizations, the certificate will prepare students to take initiative, solve problems, and innovate. As indicated earlier, for adult learners, the certificate offers additional training and a credential that may be valuable as these individuals seek career advancement. The current course offerings that would be key components to the proposed certificate create a praxis which allows students to: 1) analyze varying leadership paradigms, 2) interact with varying leaders, and 3) via methods such as service learning, be leaders in a variety of settings. Employers may see the value added as existing employees demonstrate new skills and employ new knowledge learned within their organizations.

#### **Number of students expected:**

It is estimated that the proposed certificate will draw 10 students annually. This estimate is based on the survey results, enrollment numbers in the Gender and Leadership courses, as well as recruiting strategies that will be implemented once the certificate is approved.

The estimates are grounded in the enthusiasm with which current students and community members have responded to the possibility of the certificate being offered. Per the survey mentioned above, when excluding WGS students, 26 students said they would be interested in the G&L Certificate and 22 said they would be able and willing to make time in their schedule to take the required courses.

In addition, enrollments in the two courses in the five-course certificate sequence indicate strong interest in the proposed program. It is encouraging that the number of students enrolled in the Gender and Leadership II course increased from two in fall 2014 to eight in fall 2015. WGST 2010 and WGST 2020 enroll around 230 students per year. In addition, enrollments in WGST 3020 (the second course in

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<sup>11</sup> In the fall 2015 cross-listed (in BLST and WGST) offering of "Black Women Leaders in Liberation Movements," there are currently 19 students enrolled.

<sup>12</sup> <http://money.usnews.com/money/blogs/outside-voices-careers/2014/03/19/the-soft-skills-all-employers-seek>

the sequence for the certificate) are growing. At this point about 50 current and former UNO students have completed two of the five courses required for the certificate.

**Minimum number of students required to make the program viable:** The admission of 10 students per year is required to make the proposed certificate viable. We anticipate that some students will be drawn to UNO specifically to enroll in this certificate program, some will pursue the certificate as part of the requirements for the WGS major, and others will complete the certificate while earning degrees in other colleges with other majors. After the fourth year of operation, it is anticipated that 10 students will graduate annually from the proposed certificate program.

#### **5. Partnerships with Business**

The Women's and Gender Studies Program enjoys relationships with a number of Omaha-area organizations including Girls Scouts, the Omaha Women's Fund, Girls Incorporated, and the American Association of University Women (AAUW). Collaborations with businesses and not-for-profit organizations will offer students opportunities to practice and apply what they have learned. These may include: informational interviewing of leaders by students, job shadowing, mentoring, students' collection of oral histories, service-learning projects and sponsorships (for example, to offer the Start Smart wage negotiation workshop).

#### **6. Collaborations within the University**

The interdisciplinary, campus-wide Women's and Gender Studies Program will be working beyond as well as within the College of Arts and Sciences in offering this proposed certificate. Participating UNO colleges include: Arts and Sciences; Communication, Fine Arts, and Media; Education; and Public Affairs and Community Service. The Gender and Leadership Working Group includes faculty and/or professional staff housed in the School of Communication, the Department of Black Studies, the Department of Political Science, the School of Health Education, the School of Criminal Justice, the Department of English, and the Department of Philosophy. Staff from the College of Public Affairs and Community Service has been key to the development of courses and the mission of the proposed certificate, and plan to teach for it.

The Women's and Gender Studies Programs at the University of Nebraska-Lincoln and the University of Nebraska at Kearney (UNK) have been invited to participate in the proposed certificate. UNK has begun encouraging WGS students to enroll in UNO's WGST 2010 online course, and this is viewed this as an initial step toward participation in the proposed certificate.

#### **7. Collaborations with Higher Education Institutions and Agencies External to the University**

The core courses within the proposed certificate each have service learning components, creating collaborations with groups external to the University. Thus far, Gender and Leadership courses have collaborated with the following institutions/groups:

- The Girl Scouts
- Omaha Women's Fund
- Women's Center for Advancement
- Omaha Public Schools

- Nebraska Appleseed
- Omaha Human Rights & Relations Department
- Refugee Women Organization of Nebraska
- Refugee Empowerment Center

## **8. Centrality to Role and Mission of the Institution**

UNO seeks to be student-centered, to pursue academic excellence, and to be engaged with the community. The proposed certificate responds to students' requests for upper-division Women's and Gender Studies courses in which they can learn and practice skills and competencies. It is a highly student-accessible program of study, as it is offered entirely online. The program's emphasis on broad and inclusive definitions of leadership contributes to critical thinking and academic excellence, and invites diverse students to see themselves as leaders with potential. The program engages community directly as three of the five courses are service-learning courses, and indirectly as many students who will pursue the proposed certificate are anticipated to be non-traditional students who are active in the work world as well as in their communities.

## **9. Consistency with the University of Nebraska Strategic Framework**

The proposed Gender and Leadership Certificate advances four of the six overarching goals of the strategic framework, including: access and affordability; quality academic programs; workforce and economic development; and engagement with the state. The topic of leadership and gender is engaging and the delivery method (entirely online) promotes accessibility for non-traditional and transfer students, thus expanding lifelong educational opportunities. The certificate expands distance education offerings and promotes excellent teaching, both through attracting students planning and pursuing education careers and through its highly qualified cadre of instructors who will deliver the courses. It contributes to excellence in areas of importance to Nebraska such as life sciences and information technology by offering professionals in these areas the opportunity to develop their knowledge and practices around leadership. Thus, the certificate enhances the talents and competitive edge of working Nebraskans. The certificate's inclusive, gender-aware definition of leadership, and examination of leaders in a variety of global contexts, helps to prepare students for the global economy. Whether working for organizations large or small, or self-employed, Nebraskans will benefit from enhanced leadership knowledge and skills. The proposed certificate is an interdisciplinary, campus-wide collaboration that leverages strengths to offer students a new program with existing resources. It contributes to effective utilization of campus facilities through its distance education format. Finally, the Gender and Leadership certificate combines education about leadership and gender with self-awareness and skill-building, including salary negotiation and personal financial management, consistent with the strategic framework.

## **10. Avoidance of Unnecessary Duplication**

Higher education programs linking gender with leadership are available through Rutgers University, the University of Texas at Austin, and Franklin Pierce. The University of Northern Iowa is the closest; it has a certificate program with one course that addresses gender. The proposed certificate takes a broader view of leadership than most programs offered; that is, it includes it but also looks beyond business for leadership theories, models, and exemplars. Even more striking is that the proposed certificate

incorporates a more inclusive, sophisticated and deep understanding of gender. There is no program like this in Nebraska, or indeed in the United States.

**11. Consistency with the Comprehensive Statewide Plan for Postsecondary Education:**

The Gender and Leadership Certificate would contribute to the CCPE's statewide goals for education consistent with UNO's responsibilities for instruction, research and public service. The proposed certificate program will be of assistance to future educators, especially those with educational leadership aspirations. This helps UNO meet its system role in "preparing teachers and administrators for service in local K/12 school systems."<sup>13</sup> The proposed certificate will also have elements which will help UNO serve "as a source of urban, economic, and business-related research."<sup>14</sup> Since this certificate would be delivered entirely online, helping meet the needs of urban and rural students for accessibility and flexibility, it aids the UN system in its commitment to "expanded use of electronic distance learning...in broadening access to postsecondary education and life-long learning for Nebraska citizens."<sup>15</sup> Business and education collaboration is integral to the certificate, which emphasizes service-learning; it is anticipated that organizations may learn as much from students as students learn from them. The proposed certificate will therefore "help workers keep current in their fields or move into new careers."<sup>16</sup> This exchange of information about gender and leadership will contribute to workforce capacity in a variety of areas, including those for which UNO has primary responsibility within the NU system, specifically in enhancing the UN system goal of "educational and workforce development opportunities for minority populations who have been underrepresented in the workforce."<sup>17</sup>

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<sup>13</sup> Nebraska's CCPE Comprehensive Statewide Plan for Postsecondary Education, pg. 7-36.

<sup>14</sup> Ibid.

<sup>15</sup> Nebraska's CCPE Comprehensive Statewide Plan for Postsecondary Education, pg. 2-5.

<sup>16</sup> Nebraska's CCPE Comprehensive Statewide Plan for Postsecondary Education, pg. 3-4.

<sup>17</sup> Nebraska's CCPE Comprehensive Statewide Plan for Postsecondary Education, pg. 3-4.

**TABLE 1: PROJECTED EXPENSES - NEW INSTRUCTIONAL PROGRAM  
Gender and Leadership Undergraduate Certificate at UNO**

	FY 2016-2017		FY 2017-2018		FY 2018-2019		FY 2019-2020		FY 2020-2021		Total Cost
	Year 1	Cost	Year 2	Cost	Year 3	Cost	Year 4	Cost	Year 5	Cost	
<b>Personnel</b>											
Faculty <sup>1</sup>		\$3,200		\$3,200		\$4,200		\$7,400		\$7,400	\$25,400
Professional											\$0
Graduate Assistants											\$0
Support Staff											\$0
<b>Subtotal</b>		\$3,200		\$3,200		\$4,200		\$7,400		\$7,400	\$25,400
<b>Operating</b>											
General Operating											
Equipment											
New or renovated space											
Library/Information Resources											
Other											
<b>Subtotal</b>		\$3,200		\$3,200		\$4,200		\$7,400		\$7,400	\$25,400
<b>Total Expenses</b>		\$3,200		\$3,200		\$4,200		\$7,400		\$7,400	\$25,400

<sup>1</sup> The only new funding required would be for additional part-time instructors. One instructor will be sufficient to support students from Year 1 through Year 3; starting in Year 4, two part-time instructors will be needed. In Year 3, the cost of faculty increases because the program will hire an instructor with a Ph.D., whereas in Years 1 and 2, the instructor will hold a master's degree.

**TABLE 2: REVENUE SOURCES FOR PROJECTED EXPENSES - NEW INSTRUCTIONAL PROGRAM  
Gender and Leadership Undergraduate Certificate at UNO**

	FY 2016-2017 Year 1	FY 2017-2018 Year 2	FY 2018-2019 Year 3	FY 2019-2020 Year 4	FY 2020-2021 Year 5	Total
Existing Funds <sup>1</sup>	\$3,600					\$3,600
Required New Public Funds						\$0
1. State Funds						\$0
2. Local Tax Funds (community colleges)						\$0
Tuition and Fees <sup>2</sup>	\$18,756	\$37,512	\$46,890	\$46,890	\$46,890	\$196,938
Other Funding						\$0
1						\$0
2						\$0
3						\$0
<b>Total Revenue</b>	<b>\$22,356</b>	<b>\$37,512</b>	<b>\$46,890</b>	<b>\$46,890</b>	<b>\$46,890</b>	<b>\$200,538</b>

<sup>1</sup> College of Arts and Sciences distance dollars. These are existing college resources; after the first year, the certificate will be self-funded.

<sup>2</sup> Projection is that annually 10 new students will enroll in the certificate program. Each student is projected to take six credit hours in the certificate over the course of a year. Estimate is 80% resident and 20% non-resident. 2016 UNO Distance Education tuition is \$257.25 per credit hour for residents and \$409 per credit hour for non-residents. Below is the calculation of tuition and fees.

	Projected Student Credit Hours				
	Year 1	Year 2	Year 3	Year 4	Year 5
Cohort 1: 10 students	6	6	3	Graduated	Graduated
Cohort 2: 10 students		6	6	3	Graduated
Cohort 3: 10 students			6	6	3
Cohort 4: 10 students				6	6
Cohort 5: 10 students					6
<b>Projected Tuition</b>	<b>\$17,256</b>	<b>\$34,512</b>	<b>\$43,140</b>	<b>\$43,140</b>	<b>\$43,140</b>

**2016 - Distance Education Fees**

\$25.00 per SCH - Distance Learning Course fee

<b>Calculated Tuition &amp; Fees:</b>	<b>\$18,756</b>	<b>\$37,512</b>	<b>\$46,890</b>	<b>\$46,890</b>	<b>\$46,890</b>
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July 25, 2016

**RECEIVED**

JUL 25 2016

Coordinating Commission  
for Postsecondary Ed.

Dr. Michael Baumgartner  
Executive Director  
Coordinating Commission for  
Postsecondary Education  
140 N. 8<sup>th</sup> Street, Suite 300  
Lincoln, NE 68509

Dear Michael:

Enclosed is a copy of the proposal to create a Gender and Leadership Undergraduate Certificate in the Women's and Gender Studies Program in the College of Arts and Sciences at UNO. The proposal was approved by the Board of Regents at the July 22, 2016 meeting. Also enclosed is the Proposal for New Instructional Program Form 92-40.

Please do not hesitate to contact me if you have any questions.

Sincerely,



Susan M. Fritz  
Executive Vice President and Provost

Enclosure

c: Chancellor John Christensen  
Senior Vice Chancellor B.J. Reed  
Dean David Boocker, College of Arts and Sciences  
Vice Provost David Jackson