

DATE: July 24, 2008

SUBJECT: The University of Tennessee, Knoxville, Ph.D. in Higher Education Administration

ACTION RECOMMENDED: Approval

BACKGROUND INFORMATION: The proposed Ph.D. in Higher Education Administration has operated for many years as a concentration under the Ph.D. in Education. The concentration has been productive, generating approximately six graduates per year. A free-standing degree program is expected to aid in recruiting quality students and faculty to the specific Higher Education Administration preparation, rather than to the generic Education major, which is now the case. The four faculty staffing the program also maintain that the Higher Education Administration designation, rather than the general name, will benefit graduates in finding employment by more precisely denoting the nature of their graduate preparation.

PROPOSED START-UP DATE: Fall 2008

Commission staff reviewed this program proposal according to the academic standards adopted by the Commission on January 29, 1997. Each relevant standard is referenced below.

1.1.20A MISSION: The program exemplifies mission goals of preparing graduates ready for leadership and executive positions, policy-related research, and service in policy scholar roles.

1.1.20B CURRICULUM: The curriculum of 72 semester credit hours features course work in Higher Education Foundations, Leadership Foundations, Research Foundations, and Specialized Interests. For the latter, students elect specialty topics that meet their professional goals; such interests may center on assessment and accountability, organization communication, governmental relations, finance and development, or the community college. An additional feature of the curriculum is a first-year Humanities and Research Seminar that offers guided reflection on theories of leadership through readings in literature, biography, and history and guided exploration of quantitative and qualitative research models.

1.1.20C ACADEMIC STANDARDS: Program admission criteria include leadership promise, as reflected in three formal recommendations and leadership achievement; intellectual aptitude, as reflected in GRE scores, a previous graduate GPA of 3.5; and communication skill, as demonstrated in a writing sample. Student progress toward the degree will be assessed in the

spring of each year by program faculty. Program completion requires a successful record in required courses, completion of written and oral comprehensive exams, and completion and successful defense of the dissertation.

Projected Program Productivity:

Year	Fall Full-time Headcount	Fall Part-time Headcount	Fall FTE	Graduates
1	15	14	22	6
2	15	14	22	6
3	15	14	22	8
4	15	14	22	8
5	15	14	22	8

1.1.20D FACULTY: Three full-time faculty, with an additional line filled August 2008, are dedicated to the program. The consultant judged that, with the strength of the full-time and associated faculty, the program can enhance productivity.

1.1.20E LIBRARY REOURCES: Library resources are appropriate.

1.1.20F ADMINISTRATION/ORGANIZATION: The program will be administered by the Department of Educational Leadership and Policy Study within the College of Education, Health, and Human Services. The current program coordinator for the concentration will continue in this role with program independence.

1.1.20G SUPPORT RESOURCES: The consultant judged all necessary resources to be in place.

1.1.20H STUDENT/EMPLOYER DEMANDS: The program as a concentration has a long history of producing graduates for faculty and administrative appointments in higher education in Tennessee and across the region. The expected independent degree major is expected to bring additional recognition through student and faculty recruitment and research opportunity to the university.

1.1.20I COOPERATIVE INSTITUTIONS: N/A

1.1.2J EVALUATION: The program will be monitored for productivity through the THEC process (for a doctoral program, a minimum of 3 graduates per year over a five year period). It will also be evaluated by external consultants on a calendar set by the THEC Performance Funding program and will additionally undergo mid-cycle institutional evaluations.

1.1.2K EQUIPMENT AND FACILITIES: Existing equipment and facilities can support the program as proposed.

1.1.2L DUPLICATION: Three institutions in the state have offerings in Higher Education Administration at the doctoral level, though in the Ed.D. These institutions are the University of Memphis, Union University, and Vanderbilt. Tennessee State

University offers a higher education administration concentration within their Ed.D. in Administration in Supervision. The proposed UTK program, if approved, will be the sole Ph.D. with this degree major.

1.1.20M EXTERNAL JUDGMENT: Dr. Tom Burnham, Dean, School of Education, The University of Mississippi, conducted a site visit and proposal evaluation. Dr. Burnham's review strongly affirmed the UTK case for establishing a free-standing Ph.D. in Higher Education Administration.

1.1.20N COST/BENEFIT/SOURCE: The University has prepared a budget analysis documenting expenditures for program personnel and operating and anticipated revenues from tuition, fees, and external resources. Converting the concentration to an independent degree program will not create new recurring costs and revenue is expected to be sufficient for continued program operation. The only one-time expenditure associated with the proposed action is the nominal cost for consultant evaluation of the proposal and site visit.

1.1.30 POST APPROVAL MONITORING: An annual performance review of the proposed program will be conducted for the first five years following approval. The review will be based on benchmarks established in the approved program proposal. At the end of this period, campus, governing board, and Commission staff will perform a summative evaluation. The benchmarks include, but are not limited to, enrollment and graduation, program cost, progress toward accreditation, library acquisitions, student performance, and others set by the institution and agreed upon by governing board and Commission staff. As a result of this evaluation, if benchmarks are not met during the monitoring period, the Commission may recommend that the governing board terminate the program. The Commission may choose to extend the period, if additional time is needed and requested by the governing board.