

**DATE:** January 25, 2019  
**SUBJECT:** Academic Program Review  
**ACTION RECOMMENDED:** Information

As Tennessee’s institutions of higher education continue to focus on the goals of completion and student success, there is a clear need for an ongoing evaluation of the state’s academic programs. The state has seen a period of extensive growth in the current academic program inventory since the 2016 Focus Act was passed. This growth is coupled with concerns that a significant number of programs are failing to meet productivity thresholds. Therefore, THEC performs an annual Academic Program Review which examines new programs across the state.

THEC works with governing boards and institutions to assess the health of academic offerings, make necessary adjustments to academic program policy, and ensure all programs are fully aligned to student success. As the state continues to move toward 55 percent of Tennesseans obtaining a college degree or certificate by 2025, it is vital that our institutions of higher education provide students with high quality academic programs.

The Academic Program Review provides a holistic view of the status of degree programs throughout the state, and includes the following components:

- **Program Activity:** Depicts new academic programs added to the state inventory in 2018, as well as programs that have been terminated.
- **Post Approval Monitoring:** Annual assessment of the success of newly approved academic programs against projected enrollment and graduation benchmarks over a specified period of time based on the type of award offered.

**Program Activity**

The Commission has the statutory responsibility to review and approve new academic programs. The Commission may recommend termination of a program; however, program termination authority lies with the institution and their respective governing boards. The FOCUS Act also requires that institutions report annually on academic program terminations to Senate and House Education Committees of the General Assembly and THEC.

In 2018, the Commission approved 14 new academic programs and 21 programs received approval for from the THEC Executive Director. The Tennessee Board of Regents approved ten pre-baccalaureate programs. The institutions and their respective governing boards terminated 22 programs.

**Table 1: New Academic Programs, Modifications and Terminations, 2018**

	<b>New Programs</b>	<b>Modified Programs</b>	<b>Terminations</b>	<b>Net Change</b>
LGI Universities	6	7	1	+12
UT System	1	11	0	+12
TBR Community Colleges	7	3	21	- 11
<b>Total Actions</b>	<b>14</b>	<b>21</b>	<b>22</b>	<b>+13</b>

- Distribution of program actions was fairly balanced in 2018. Thirty-seven percent of new or modified academic programs occurred at LGI's. Thirty-four percent of new or modified programs occurred at the UT System. Twenty-nine percent of new or modified programs occurred at TBR institutions.
- Seven associates and three certificates were approved for TBR institutions. Eighteen baccalaureate, three masters, and three doctoral degrees were approved for universities.
- At the LGI's and the UT System, most growth occurred at the baccalaureate level with eighteen new or modified programs. Of these eighteen, half were related to Business or Finance mainly stemming from UT Chattanooga's various modifications related to their Business Administration programs. The most common areas of growth at TBR institutions were in the Health Professions or STEM fields. The Commission approved seven new academic programs for universities: three bachelor's, one master's, and three doctoral.
- Eighteen university academic programs were approved through Academic Policy A1.1 which allows the THEC Executive Director to approve program modifications. The most common impetus for program modification was the result of the elevation of a concentration with a three-year history of productivity to establish a free standing academic program. Three academic programs at TBR institutions were also modified, but do not require the approval of the THEC Executive Director.
- The majority of academic programs terminated in 2018 were at TBR community colleges. Only one master's program was terminated at East Tennessee State University.

**Table 2: Trends in New Academic Programs, 2014-2018**

<b>New Programs</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
LGI Universities	7	8	4	6	6
UT System	0	4	0	3	1
TBR Community Colleges	27	15	20	18	7
<b>Total Actions</b>	<b>34</b>	<b>27</b>	<b>24</b>	<b>27</b>	<b>14</b>

- Over the last five years, there has been a general decline in the number of new academic programs approved each year. Only 14 programs were approved in 2018, marking the lowest program increase over the past five years.

- Overall, the number of programs approved annually by the Commission has grown since 2014, despite a 12 month moratorium on new programs that occurred from July 2014 - June 2015. In 2018, the Commission approved seven new programs, two less than 2017.

**Table 3: Trends in Academic Program Terminations, 2014-2018**

<b>Program Terminations</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
LGI Universities	3	3	4	2	1
UT System	3	1	8	1	0
TBR Community Colleges	9	7	41	25	21
<b>Total Actions</b>	<b>15</b>	<b>11</b>	<b>53</b>	<b>28</b>	<b>22</b>

- Since 2015, there has been a significant increase in the number of terminations each year particularly concentrated at the TBR community colleges. In 2018, 21 programs were terminated by TBR.

### Post Approval Monitoring

Newly approved academic programs are evaluated through the Post Approval Monitoring (PAM) program. The PAM cycle is three years for pre-baccalaureate programs and five years at the baccalaureate and master’s level. Effective with the revised academic policy in 2015, new doctoral programs are monitored for a seven-year period. The PAM process evaluates new academic program’s institutionally articulated enrollment and graduate projections, program cost, and other goals reflected in the academic program proposal against national standards for enrollment and graduation rates.

These benchmarks are used to account for variances between the structure and type of program. For example, the Doctor of Nursing Practice (DNP) program at UT Chattanooga aims to enroll and graduate significantly more students than the DNP at UT Knoxville. As a result, UT Chattanooga may have greater total enrollment and graduates but UT Knoxville may have the higher graduation rate. Accordingly, THEC uses two primary benchmarks for evaluation. First, did the program meet at least 80 percent of the projected enrollment and graduation target? Second, did the program reach total benchmarks by degree level?

- Pre-baccalaureate:** 10 graduates per year at the end of the initial three year monitoring period
- Baccalaureate:** 10 graduates per year at the end of the initial five-year monitoring period
- Master’s:** 5 graduates per year at the end of the initial five-year monitoring period
- Doctoral:** 3 graduates per year at the end of the initial seven-year monitoring period

**Table 4: Programs in Post Approval Monitoring, 2018**

	<b>Certificate &amp; Associate</b>	<b>Bachelor</b>	<b>Master's</b>	<b>Doctoral</b>	<b>Total</b>
LGI Universities	-	16	15	11	42
UT System	-	1	8	7	16
TBR Community Colleges	48	-	-	-	48
<b>Total Programs in PAM</b>	<b>48</b>	<b>17</b>	<b>23</b>	<b>18</b>	<b>106</b>

In 2018, a total of 106 programs participated in PAM. Overall, 45 percent of programs in PAM were certificate and associate degree programs at the TBR community colleges. The UT System accounted for 15 percent of programs, and the LGIs accounted for 40 percent of programs - reflective of the growth of academic program approvals at the LGIs since 2014.

Enrollment and graduation benchmarks for programs are developed by each institution and failure to meet these benchmarks can substantially impact the institution's financials. For example, if the institution does not enroll the projected number of students then there may be a deficit in tuition receipts, and thus, a financial burden to the institution.

A total of 38 programs were eligible to complete Post Approval Monitoring in 2018: 3 certificate, 20 associate, 3 bachelor, 7 masters, and 5 doctoral programs. However, due to unmet benchmarks, 8 of these programs will have their monitoring period extended. These 8 programs join an additional 11 programs that remain in PAM past the standard cycle due to failing to meet enrollment and graduation benchmarks. 19 programs are exiting post-approval monitoring.

In 2018, there were 26 academic programs that failed to meet both enrollment and graduation benchmarks: 21 pre-baccalaureate, 1 bachelor, 2 master's, and 2 doctoral. Calculation of meeting institutional benchmarks is based on meeting 80 percent of the established benchmark as projections are made prior to the program being implemented. There are various reasons why programs may not meet projected benchmarks. Sometimes the implementation of programs are delayed due to difficulty hiring faculty, inadequate recruitment practices, changes in labor market demands, or other issues not within the control of the institution. For example, the Environmental and Sustainability Studies bachelor program at Tennessee Technological University had a part-time, interim director for the first five years of implementation. A permanent, full-time director was hired in August 2017, bringing continuity to program leadership. The United States Business Law master's program at UT Knoxville has been delayed due to uncertainty in the Tennessee Board of Law Examiner's (TBLE) policies. When the program was approved, all standards were met, but shortly after there were changes in the TBLE requirements to sit for the bar exam. The uncertainty affected student recruitment and may lead to curricular changes to ensure students meet all requirements to sit for the bar exam.

Programs that did not meet benchmarks during the monitoring period completed a Program Productivity Plan that addressed deficiencies and provided specific plans for corrective actions. The Program Productivity Plan serves to help improve the program by having institutions formulate a strategy to address enrollment, retention, and completion goals. For example, through the Program Productivity Plan for the Advanced Integrated Industrial Technology program at Dyersburg, identified that students, parents, and high school counselors had a fundamental misunderstanding of the types of jobs that students would be trained to complete. To remedy this, Dyersburg is working with local businesses to educate the community about the reality of the careers open to

graduates of this program. Dyersburg is also moving toward utilizing the TBR common course library for Engineering Systems Technology. The resulting change in name will also help to better communicate the skills students will gain in the program.

Programs that have completed PAM are monitored by THEC through Quality Assurance Funding. Programs that are underperforming at the end of the monitoring cycle are in true peril of failing to reach the institutionally developed projections that indicate success. Underperforming programs that complete PAM are monitored by THEC through the Academic Program Productivity report every three years. THEC can recommend termination of those programs that do not, over the monitoring period, show improvement. While THEC can recommend the termination of a program, the ultimate decision to terminate is the responsibility of the institution’s respective governing board.

### Certificate and Associate Programs

Certificate and associate academic programs are monitored for three years as part of Post Approval Monitoring. A total of 41 associate and seven certificate programs participated in PAM in 2018-19. In 2018, the Tennessee Board of Regents approved 7 new programs: 3 certificates and 4 new associates. The Professional Music associate program at Volunteer State Community College was implemented within the current PAM reporting cycle. The six other new programs will appear in the 2019 PAM cycle.

**Table 5: 2018 Post Approval Monitoring  
Certificate and Associate Programs**

Institution	Academic Program	Level	Implementation Term/Year	Monitoring Year	Met Enrollment Benchmark	Met Graduation Benchmark	
1	Chattanooga	Fine Arts	Associate	Fall 2012	6 of 6	X	X
2	Chattanooga	Hospitality and Tourism Mgt	Associate	Spring 2015	3 of 3	X	
3	Chattanooga	Nuclear Medicine Technology	Associate	Fall 2017	1 of 3	X	--
4	Chattanooga	Paramedic	Associate	Spring 2016	3 of 3		
5	Cleveland	Fine Arts	Associate	Fall 2013	5 of 6		
6	Cleveland	Law Enforcement	Associate	Fall 2017	1 of 3	X	--
7	Cleveland	Mechatronics	Associate	Fall 2017	1 of 3	X	--
8	Cleveland	Medical Informatics	Associate	Fall 2015	3 of 3		
9	Cleveland	Paramedic	Associate	Fall 2015	3 of 3		
10	Cleveland	Paramedic	Certificate	Fall 2015	3 of 3		
11	Columbia	Anesthesia Tech	Associate	Fall 2017	1 of 3	X	--
12	Columbia	Engineering Systems Tech	Associate	Fall 2012	5 of 6	X	
13	Columbia	Fine Arts	Associate	Fall 2012	6 of 6	X	
14	Columbia	Hospitality and Tourism Mgt	Certificate	Fall 2017	1 of 3		X
15	Columbia	Medical Lab Tech	Associate	Fall 2016	1 of 3	X	X

Institution	Academic Program	Level	Implementation Term/Year	Monitoring Year	Met Enrollment Benchmark	Met Graduation Benchmark	
16	Dyersburg	Adv Integrated Industrial Tech	Associate	Spring 2014	4 of 5	X	X
17	Dyersburg	Health Sciences	Associate	Fall 2017	1 of 3	X	--
18	Jackson	Fire Science	Associate	Spring 2018	1 of 3		--
19	Jackson	Health Sciences	Associate	Spring 2018	1 of 3	X	--
20	Jackson	Healthcare Technician	Certificate	Fall 2017	2 of 3	X	
21	Jackson	Occupational Therapy Assistant	Associate	Fall 2015	3 of 3	X	X
22	Jackson	Respiratory Care	Associate	Fall 2017	1 of 3	X	--
23	Motlow	Emergency Medical Services	Associate	Fall 2014	4 of 5	X	
24	Motlow	Fine Arts	Associate	Fall 2017	1 of 3	X	--
25	Motlow	Medical Laboratory Technology	Associate	Fall 2018	1 of 3		--
26	Nashville	Fine Arts	Associate	Fall 2013	6 of 6	X	
27	Nashville	Hospitality and Tourism Mgt	Associate	Fall 2017	1 of 3		--
28	Nashville	Retail Management	Certificate	Fall 2017	1 of 3		
29	Nashville	Surgical Technology	Associate	Fall 2017	1 of 3	X	X
30	Northeast	Aviation Maintenance Tech	Certificate	Fall 2015	3 of 3	X	
31	Northeast	Aviation Technology	Associate	Fall 2016	2 of 3	X	
32	Northeast	Entertainment Tech Sound & Lighting	Certificate	Spring 2014	4 of 4	X	X
33	Pellissippi	Welding Tech	Associate	Fall 2016	2 of 3	X	X
34	Roane	Financial Services	Associate	Fall 2014	4 of 6		
35	Roane	Fine Arts	Associate	Fall 2012	6 of 6		
36	Roane	Mechatronics Tech	Associate	Fall 2015	3 of 3	X	
37	Roane	Medical Informatics	Associate	Fall 2014	4 of 6	X	
38	Roane	Surgical Technology	Associate	Fall 2014	4 of 6	X	
39	Southwest	Allied Health Science	Associate	Fall 2015	3 of 3	X	
40	Southwest	Fire Science	Associate	Fall 2016	2 of 3		
41	Southwest	Industrial Process Control Technology	Certificate	Spring 2016	2 of 3	X	
42	Volunteer	Computer Info Technology	Associate	Fall 2015	3 of 3	X	X
43	Volunteer	Entertainment Media Production	Associate	Fall 2013	5 of 5	X	X
44	Volunteer	Mechatronics	Associate	Fall 2016	2 of 3	X	
45	Volunteer	Professional Music	Associate	Fall 2018	1 of 3		--
46	Walters	Fine Arts	Associate	Fall 2014	4 of 6	X	

Institution	Academic Program	Level	Implementation Term/Year	Monitoring Year	Met Enrollment Benchmark	Met Graduation Benchmark	
47	Walters	Occupational Therapy Assistant	Associate	Fall 2017	1 of 3	X	--
48	Walters	Surgical Technology	Associate	Fall 2014	4 of 4	X	X

*X identifies successfully meeting 2018 Benchmark*

*-- identifies being too soon to meet 2018 Benchmark*

- Fifteen pre-baccalaureate programs are eligible to exit post approval monitoring.
  - Six will successfully exit due to meeting enrollment and graduation benchmarks. These programs will begin accountability monitoring through Quality Assurance Funding.
    - Chattanooga: Fine Arts, AFA
    - Jackson: Occupational Therapy Assistant, AAS
    - Northeast: Entertainment Technology – Sound and Lighting, Certificate
    - Volunteer: Computer Information Technology, AAS and Entertainment Media Production, AAS
    - Walters: Surgical Technology, AAS
  - Six programs in the standard 3 year monitoring will not exit monitoring due to the inability to meet benchmarks. These programs will continue in monitoring for up to an additional three years.
    - Chattanooga: Hospitality and Tourism Management, AAS
    - Chattanooga: Paramedic, AAS
    - Cleveland, Medical Informatics, AAS, Paramedic, AAS and Certificate
    - Southwest: Allied Health Science, AAS
  - Three Fine Arts AFA programs (Columbia, Nashville and Roane) are eligible to exit extended monitoring, but have continued to not meet benchmarks.
    - The low enrollment and graduation rates of the AFA programs continue to be of concern. Since implementation in 2012, a total of four students have completed the AFA program at Roane. Since the 2013 implementation at Nashville, 8 students have completed the AFA program.
    - Columbia has made the decision to terminate the AFA program effective January 2019.
- Four programs, not eligible to exit monitoring, have not meet enrollment or graduation benchmarks.
  - Cleveland: Fine Arts, AFA
    - The AFA program has continued to recruit students, and even offered additional financial assistance, but has not meet enrollment benchmarks. The program has increased retention, but continues to fall below graduation benchmarks. Since the program was implemented in 2013, a total of 10 students have graduated from the program.
  - Nashville, Retail Management, Certificate
    - The Retail Management certificate is embedded within the Marketing and Retail concentration in the AAS in Business. Few students are enrolled solely in the certificate program. However, the Marketing and Retail concentration in the Business AAS has a healthy enrollment and is not of cause for concern to THEC.

- Roane: Financial Services, AAS
  - The program was previously placed in extended monitoring for failure to meet benchmarks. The program is working on building relationships with partner institutions after an initial banking community partnership dissolved. The program is increasing recruitment efforts and has made coursework available to students online.
- Southwest: Fire Science, AAS
  - The Fire Science AAS program is working to align curriculum to state and national fire academies to facilitate the articulation of prior learning credits and increase program enrollment. The program is also working to fill a full-time instructor position that will both teach and aid in recruitment efforts.

### Baccalaureate Programs

Baccalaureate academic programs are monitored for five years as part of Post Approval Monitoring. Seventeen baccalaureate programs participated in PAM in 2018-19, 16 at Locally Governed Institutions and one at UT Chattanooga. In 2018, the Commission approved three new baccalaureate programs: Rehabilitative Health Sciences at ETSU, Commercial Aviation at University of Memphis, and Mechatronics Engineering Technology at UT Chattanooga. All three programs were implemented within the current PAM reporting cycle.

**Table 6: 2018 Post Approval Monitoring  
Baccalaureate Programs**

Institution	Academic Program	Implementation Term/Year	Monitoring Year	Met Enrollment Benchmark	Met Graduation Benchmark
1. Austin Peay	Aviation Science Engineering	Fall 2018	1 of 5		--
2. Austin Peay	Physics	Fall 2017	2 of 5	X	--
3. Austin Peay	Theatre/Dance	Fall 2015	3 of 5		X
4. East Tennessee	Graphic Design	Fall 2014	4 of 5	X	X
5. East Tennessee	Pharmacy Studies	Fall 2015	3 of 5	X	X
6. East Tennessee	Rehabilitative Health Sciences	Fall 2018	1 of 5	X	--
7. Middle Tennessee	Africana Studies	Fall 2017	2 of 5	X	--
8. Middle Tennessee	Dance	Fall 2017	2 of 5	X	X
9. Middle Tennessee	Fermentation Science	Fall 2017	2 of 5	X	--
10. Middle Tennessee	Mechatronics Engineering	Fall 2013	5 of 5	X	X
11. Middle Tennessee	Religious Studies	Fall 2017	2 of 5	X	--
12. Middle Tennessee	Theatre	Fall 2014	4 of 5	X	X
13. Tennessee Tech	Environmental & Sustainability Studies	Fall 2012	6 of 6	X	X



Institution	Academic Program	Implementation Term/Year	Monitoring Year	Met Enrollment Benchmark	Met Graduation Benchmark
14. Tennessee Tech East Tennessee	Engineering (Joint)	Fall 2016	2 of 5	X	--
15. Univ of Memphis	Commercial Aviation	Fall 2018	1 of 5	X	--
16. Univ of Memphis	Interior Architecture	Fall 2010	8 of 8	X	
17. UT Chattanooga	Mechatronics Engineering Tech	Fall 2018	1 of 5		--

*X identifies successfully meeting 2018 Benchmark*

*-- identifies being too soon to meet 2018 Benchmark*

- Three baccalaureate programs are eligible to exit PAM, and all three will successfully exit and begin accountability monitoring through the Quality Assurance Funding program.
  - Middle Tennessee: Mechatronics Engineering, BS
  - Tennessee Tech: Environmental and Sustainability Studies, BS
    - After extended monitoring, the Environmental and Sustainability Studies program will exit monitoring having now met both enrollment and graduation benchmarks.
  - University of Memphis: Interior Architecture, BFA
    - After extended monitoring, the Interior Architecture program will exit PAM having met enrollment and other programmatic benchmarks.
- The Aviation Science BS program at Austin Peay State University is currently awaiting inspections from the FAA and VA to allow the use of financial aid for the program. Prior to delays in the inspections, the program was on target to meet first year enrollment goals. Once the appropriate approvals occur, the program will resume monitoring.
- The Mechatronics Engineering Technology BS program at UT Chattanooga is in the first year of implementation and fell short of the 20 students projected for enrollment. Due to an abbreviated admissions cycle, the program only enrolled 7 students in the fall of 2018.
- The Commercial Aviation BS program at the University of Memphis met their enrollment benchmark. Additionally, FedEx committed \$500,000 for scholarships for students that will further contribute to the program's success.

### **Masters Programs**

Academic programs at the Master's level are monitored for five years as part of Post Approval Monitoring. A total of 23 masters programs participated in PAM in 2018-19, fifteen at Locally Governed Institutions and eight at UT institutions. These programs account for approximately seven percent of all public masters programs in the state.

The Biostatistics Master of Science at the University of Memphis was approved by the Commission in July 2018 and will be implemented in spring 2019 and begin participating in PAM. In 2018, UT Knoxville placed the United States Business Law program on an admissions moratorium while clarification is sought on the ability for graduates to sit for the Tennessee Bar exam. UT Chattanooga placed the Interior Design program on admissions moratorium due to inability to recruit sufficient applicants.

**Table 7: 2018 Post Approval Monitoring  
Master's Programs**

	<b>Institution</b>	<b>Academic Program</b>	<b>Implementation Term/Year</b>	<b>Monitoring Year</b>	<b>Met Enrollment Benchmark</b>	<b>Met Graduation Benchmark</b>
1	Austin Peay	Computer Science & Quant Methods	Fall 2013	5 of 5	X	X
2	Austin Peay	Engineering Technology	Fall 2014	4 of 5		
3	East Tennessee	Appalachian Studies	Fall 2013	5 of 5	X	
4	East Tennessee	Digital Marketing	Fall 2014	4 of 5	X	X
5	East Tennessee	Human Services	Fall 2016	2 of 5	X	X
6	East Tennessee	Sport Science and Coach Education	Fall 2016	2 of 5	X	
7	Middle Tennessee	Finance	Fall 2015	3 of 5		X
8	Middle Tennessee	International Affairs	Fall 2011	6 of 6		X
9	Middle Tennessee	Liberal Arts	Fall 2015	3 of 5	X	X
10	Middle Tennessee	Library Science	Fall 2016	2 of 5		X
11	Middle Tennessee	Management	Fall 2013	5 of 5		X
12	Tennessee State	Computer Science	Fall 2014	4 of 5	X	X
13	Tennessee State	Professional Science Masters	Fall 2014	4 of 5		
14	Tennessee Tech	Professional Science Masters	Fall 2013	5 of 5		
15	Univ of Memphis	Social Work	Fall 2011	5 of 5	X	X
16	UT Chattanooga	Chronic Disease and Prevention	Fall 2018	1 of 5	X	--
17	UT Chattanooga	Interior Design	Fall 2016	2 of 5	--	--
18	UT Chattanooga	Social Work	Fall 2016	2 of 5	X	X
19	UT Health Science	Physician Assistant	Spring 2014	4 of 5	X	X
20	UT Knoxville	Creative Writing	Fall 2014	4 of 5	X	X
21	UT Knoxville	Supply Chain Management	Fall 2017	1 of 5		--
22	UT Knoxville	United States Business Law	Fall 2016	3 of 5	--	--
23	UT Martin	Strategic Communication	Fall 2017	1 of 5		--

*X identifies successfully meeting 2018 Benchmark*

*-- identifies being too soon to meet 2018 Benchmark*

- Six Masters programs are eligible to exit PAM.
  - Five programs will successfully exit Post-Approval Monitoring after meeting enrollment and graduation benchmarks and begin accountability monitoring in Quality Assurance Funding.
    - Austin Peay: Computer Science and Quantitative Methods, PSM and MS
    - East Tennessee: Appalachian Studies, MA

- Middle Tennessee State: International Affairs, MA and Management, MS
  - University of Memphis: Social Work, MSW
- Tennessee Tech: Professional Science Masters, PSM
  - The program will have monitoring extended for failing to consistently meet benchmarks. The program has seen an increase in enrollment as the curriculum has been made available online. THEC will continue to monitor progress toward program benchmarks.
- Two programs, not yet eligible to exit PAM, have not met either enrollment or graduation benchmarks.
  - Austin Peay: Engineering Technology, MS
    - The program has experienced challenges with student enrollment. Due to renewed recruitment efforts, 17 students have applied for the Spring 2019 term in comparison to nine applications for Spring 2017. Students also have experienced challenges with completing the 3 hour capstone project. The faculty approved modifications to the capstone course into three, one credit hour course that allow students more time to research and complete the capstone project.
  - Tennessee State: Professional Science Masters, PSM
    - The program has experienced challenges in enrollment in part due to issues with the application process which has now been streamlined. A major issue has been that students are completing the embedded certificate in Applied Geospatial Information Sciences and not completing the entire degree. Graduate assistantships are now being offered to attract additional applicants and support students through the completion of the degree.

### **Doctoral Programs**

Doctoral academic programs are monitored for seven years as part of Post-Approval Monitoring. Fourteen doctoral programs participated in PAM in 2018-19, seven at locally governed institutions and seven at UT institutions. These programs account for approximately 12 percent of all doctoral programs at public universities in Tennessee.

The Commission approved three doctoral programs in 2018, one of which was implemented within the current PAM cycle. In Fall 2018 Austin Peay accepted the first doctoral cohort of Educational Leadership students and successfully met the projected 20 student enrollment with an excess of applicants. The program is working through curricular revisions and sequencing to better provide the necessary foundation for success for entering students. The Nursing PhD and Liberal Studies DLS at the University of Memphis were both approved for Fall 2018. The Nursing PhD program delayed implementation to the Spring of 2019 in order to recruit additional applicants. The program is on target to meet enrollment benchmarks and faculty has developed coursework for the online program. The Liberal Studies DLS program was approved by the Commission in July 2018 and - due to the abbreviated admissions cycle - was unable to recruit an incoming cohort for fall 2018. The program will be formally implemented in Spring 2019 and expects to have 9 students enrolled. Both doctoral programs at the University of Memphis will appear in future PAM reports.

**Table 8: 2018 Post Approval Monitoring  
Doctoral Programs**

Institution	Academic Program	Implementation Term/Year	Monitoring Year	Met Enrollment Benchmark	Met Graduation Benchmark
1 Austin Peay	Educational Leadership Global Sport	Fall 2018	1 of 7	X	--
2 East Tennessee	Leadership	Fall 2015	3 of 7	X	X
3 East Tennessee Tennessee Tech	TN Joint Doctor of Nursing Practice	Fall 2017	2 of 7		--
4 Middle Tennessee	Assessment, Learning & School Improvement	Fall 2013	5 of 5		X
5 Univ of Memphis	Epidemiology	Fall 2011	7 of 7	X	X
6 Univ of Memphis	Health Systems & Policy	Fall 2014	4 of 7	X	X
7 Univ of Memphis	Social & Behavioral Sciences	Fall 2011	7 of 7	X	X
8 UT Chattanooga	Occupational Therapy	Fall 2014	5 of 5	X	X
9 UT Chattanooga	Doctor of Nursing Practice	Spring 2011	7 of 7	X	X
10 UT Knoxville	Doctor of Nursing Practice	Spring 2011	7 of 7	X	X
11 UT Knoxville	Entomology & Plant Pathology	Fall 2015	3 of 7	X	
12 UT Knoxville	Energy Science & Engineering	Fall 2011	7 of 7	X	X
13 UT Knoxville	Data Science & Engineering	Fall 2017	2 of 7		--
14 UT Knoxville	Public Health	Fall 2015	3 of 7		

*X identifies successfully meeting 2018 Benchmark*

*-- identifies being too soon to meet 2018 Benchmark*

- Five doctoral programs are eligible to exit PAM. All five will successfully exit PAM after meeting graduation and other programmatic benchmarks and will begin accountability monitoring through Quality Assurance Funding.
  - Middle Tennessee: Assessment, Learning, and School Improvement, EdD
  - UT Chattanooga: Doctor of Nursing Practice, DNP and Occupational Therapy, DOT
  - UT Knoxville: Doctor of Nursing Practice, DNP and Energy Science and Engineering, PhD
- One program has not achieved either enrollment or graduate benchmarks:
  - UT Knoxville: Public Health, DrPh
    - The Public Health program has identified a lack of grant funding for doctoral assistantships and reduced faculty as the challenges to recruiting sufficient students to meet enrollment and graduation benchmarks.
- The TN Joint Doctor of Nursing Practice program at East Tennessee State University and Tennessee Tech University is in the second year of monitoring and has yet to meet enrollment benchmarks. Currently, 18 students are enrolled in the DNP program. The joint

program is working to increase recruitment and has made curricular revisions to more closely align with national standards. The program is making positive progress toward initial accreditation with the Commission on Collegiate Nursing Education.

- The Data Science Engineering doctoral program at UT Knoxville was approved in May 2017 which impacted the limited recruitment period for an August 2017 program implementation. Initially, eight new graduate students joined the program. The second year recruitment strategies resulted in an increase from 8 to 12 new students with a total of 21 students enrolled for the fall 2018 term. The program is working to increase recruitment while also maintaining high admissions standards to ensure the delivery of high quality graduates.
- At the University of Memphis, three doctoral programs (Epidemiology, Health Systems and Policy, and Social and Behavioral Science) are in the School of Public Health. These doctoral programs are closely related but distinct programs. Given the shared resources of these programs, the University of Memphis received approval to combine the enrollment and graduation targets across the three Public Health doctoral programs. As a whole the programs are above the enrollment benchmark with only the Social and Behavioral Sciences program below 80 percent of the target goal. Since 2014-15, a total of 15 graduates have completed the three doctoral programs. It is anticipated that 11 students will defend their dissertations and complete all program requirements in 2018-19.