

**DATE:** July 22, 2021

**SUBJECT:** New Academic Program  
University of Tennessee, Chattanooga  
Applied Leadership, Bachelor of Applied Science  
CIP Code: 52.0213 (Organizational Leadership)

**ACTION RECOMMENDED:** Approval

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**PROGRAM DESCRIPTION**

The University of Tennessee, Chattanooga (UTC) proposes a Bachelor of Applied Sciences (BAS) in Applied Leadership which will require 120 credit hours and targets students with prior college credit, but no degree. The program will be housed in the College of Health, Education, and Professional Studies and will utilize existing resources to establish the proposed program. The Applied Leadership, BAS program will provide a flexible online program targeted to adult learners and transfer students who have completed general education requirements and are seeking to complete a bachelor's degree. The proposed program will leverage opportunities to award transfer credit via prior learning assessments for skills gained in the workplace in order to earn a baccalaureate degree in an expedited manner.

**INSTITUTIONAL GOVERNING BOARD APPROVAL**

The proposed Bachelor of Applied Sciences in Applied Leadership program was approved by the University of Tennessee Board of Trustees on June 25, 2021.

**PROPOSED IMPLEMENTATION DATE**

Fall 2021

**ALIGNMENT WITH STATE MASTER PLAN AND INSTITUTIONAL MISSION/STRATEGIC PLAN**

The proposed BAS program directly aligns with the State Master Plan's goal to increase degree production. The proposed program builds on Tennessee Reconnect's success in serving adults, one of the four underserved populations in the state who need a bachelor's degree to further their career, achieve financial prosperity, and enhance Tennessee's Future of Work goals. Since the program targets working adults with some college, it will also add to the numbers of working adults earning a credential, thereby supporting the Drive to 55 initiative.

The proposed program aligns with the missions and strategic goals of both the University of Tennessee (UT) System and UTC by expanding online offerings; adopting new learning technologies; embracing diversity and inclusion; reaching the adult student population; and contributing to community employers and individuals. The UT System strategic plan includes goals to increase enrollment and the number of UT graduates. Additionally, the system's strategic plan aims to increase the institution's

online offerings by 25 percent to provide greater access to courses and degree programs. Specific UT system goals for outreach and engagement include reaching new and more diverse audiences that ensure UT programs are demographically representative of Tennessee's diverse population. The BAS in Applied Leadership will serve and equip Tennessee's population through outreach, community engagement, enrichment, and knowledge application.

**CURRICULUM**

The proposed program will require a minimum of 120 credit hours including 30-31 credit hours of general education courses; 30 credit hours of foundational courses; and 57-59 credit hours of electives; The program will be delivered online and will require the development of ten new courses.

The proposed curriculum is designed to produce undergraduate Applied Leadership graduates who demonstrate the ability to:

- Analyze the styles and processes to articulate and practice leadership;
- Explain the need for ethical, responsible leadership;
- Apply leadership approaches in diverse contexts;
- Implement effective approaches to organizational change and innovation;
- Apply communication skills to influence the leadership process with a variety of audiences in various contexts; and
- Explore and analyze decision-making processes that result in the application of ethical practice.

**PROGRAM PRODUCTIVITY**

The proposed Applied Leadership, BAS program projects an initial enrollment of 15 students increasing to 96 students in the fifth year. The proposed program anticipates having many part-time students which will increase time to degree. Accordingly, the first graduates are not expected until year three of the program.

	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Enrollment</b>	15	42	66	84	96
<b>Graduates</b>	--	--	6	12	18

**PROGRAM DUPLICATION**

Currently, there are no public institutions in Tennessee that offer an undergraduate degree in Leadership that is federally classified under Organizational Leadership. Several private institutions in Tennessee offer similar programs including Bethel University, Carson-Newman University, Lipscomb University, and Union University.

Five public institutions offer concentrations in organizational leadership under the major of professional studies: East Tennessee State University, Middle Tennessee State University, Tennessee State University, Tennessee Technological University, and University of Memphis.

## **EXTERNAL JUDGEMENT**

An external review of the proposed program was conducted during a virtual institutional site visit on January 15, 2021. Dr. Christine Mollenkopf-Pigsley, Assistant Professor and Director of Applied Leadership in the College of Social and Behavioral Science at Minnesota State University served as the external reviewer. The site visit included meetings with campus administrators, faculty, prospective students, and community partners.

Dr. Mollenkopf-Pigsley made a recommendation for approval of the proposed program and stated, "Based on my experience in starting and growing a mature Applied Leadership completion degree and my experience with community colleges, I highly support and recommend this proposed program. The region, state, and nation need completion programs such as this now more than ever to support the changing workforce landscape and to upskill the workforce to support inclusive, innovative, and multi-cultural business operations, public service, and community support. The University of Tennessee at Chattanooga is well positioned in their region with supportive employers and a high-quality reputation for delivering on their educational promise. With this high degree of trust from the community, I believe achieving the enrollment goals proposed is very likely, and that the students served will find a fresh approach to online learning based on real-world application of theory."

## **STUDENT DEMAND**

UTC conducted a survey of 78 students who have earned significant college credit but had stopped out for various reasons. Of the respondents, 64 percent of students indicated they would be interested in the proposed Applied Leadership, BAS degree. Respondents were particularly interested in the plans to include prior learning assessments, online courses, and seven-week course schedules as part of the proposed program. A comprehensive student recruitment and marketing plan has been developed to include collaboration with Tennessee Board of Regents institutions, adult learners in the greater Chattanooga region, and students who have previously attended UTC, but have not earned their degree.

## **OPPORTUNITIES FOR PROGRAM GRADUATES**

Graduates of the proposed program will have greater employment and career advancement opportunities. UTC interviewed seven employers from various industries and several key themes emerged related to the proposed program including the preference for job candidates with a bachelor's degree for managerial roles and that employers are most concerned around workforce skills in change management and innovation and communication, coaching, and motivation skills. The proposed BAS program will include courses on innovation and organizational change, multicultural organizations, decision making, ethics, and global perspectives of leadership and will be aligned with areas of need as expressed in a series of interviews with major employers in Chattanooga.

Letters of support for the proposed program were provided by the Tennessee Department of Labor, Tennessee Department of Human Resources, BlueCross Blue Shield of Tennessee, First Horizon Bank, EPB, Cigna, and McKee Foods.

### **INSTITUTIONAL CAPACITY TO DELIVER THE PROGRAM**

The proposed Applied Leadership, BAS program will be based in the School of Professional Studies in the College of Health, Education, and Professional Studies. For the initial year, the Learning and Leadership doctoral program director will serve a dual role as program director for the BAS program until year two when a new faculty is hired. Existing faculty, currently teaching in the doctoral program, will teach the coursework in the proposed program. Existing capacities to support transfer and prior learning assessment have been developed at UTC in the Bachelor of Integrated Studies program that will be leveraged to support the proposed Applied Leadership, BAS. No new facilities or equipment are anticipated for the proposed program.

### **ASSESSMENT AND POST-APPROVAL MONITORING**

An annual performance review of the proposed program will be conducted for the first five years following program approval. The review will be based on benchmarks established in the approved proposal. At the end of this period, the campus, institutional 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, and other metrics set by the institution and Commission staff. If benchmarks are not met during the monitoring period, the Commission may recommend that the institutional governing board terminate the program. If additional time is needed and requested by the institutional governing board, the Commission may choose to extend the monitoring period.

**Tennessee Higher Education Commission  
Appendix A: THEC Financial Projections Form  
The University of Tennessee at Chattanooga  
Bachelor of Applied Science in Applied Leadership**

*Seven-year projections are required for doctoral programs.  
Five-year projections are required for baccalaureate and Master's degree programs  
Three-year projections are required for associate degrees and undergraduate certificates.  
Projections should include cost of living increases per year.  
Planning year projections are not required but should be included when appropriate.*

	Planning Year	Year 1	Year 2	Year 3	Year 4	Year 5
<b>I. Expenditures</b>						
<b>A. One-time Expenditures</b>						
New/Renovated Space <sup>1</sup>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	\$ -	\$ -	\$ 2,000	\$ -	\$ 2,000	\$ -
Library	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Consultants	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 2,500	\$ 7,500	\$ -	\$ -	\$ -	\$ -
<b>Sub-Total One-time</b>	\$ 3,500	\$ 7,500	\$ 2,000	\$ -	\$ 2,000	\$ -
<b>B. Recurring Expenditures</b>						
<b>Personnel</b>						
<b>Administration</b>						
Salary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Sub-Total Administration</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Faculty</b>						
Salary	\$ -	\$ 12,000	\$ 72,000	\$ 85,200	\$ 86,424	\$ 87,672
Benefits	\$ -	\$ 960	\$ 25,560	\$ 27,012	\$ 27,514	\$ 28,026
<b>Sub-Total Faculty</b>	\$ -	\$ 12,960	\$ 97,560	\$ 112,212	\$ 113,938	\$ 115,698
<b>Support Staff</b>						
Salary	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ 40,800
Benefits	\$ -	\$ -	\$ -	\$ -	\$ 16,400	\$ 16,728
<b>Sub-Total Support Staff</b>	\$ -	\$ -	\$ -	\$ -	\$ 56,400	\$ 57,528
<b>Graduate Assistants</b>						
Salary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tuition and Fees* (See Below)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Sub-Total Graduate Assistants</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operating</b>						
Travel	\$ -	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
Printing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
<b>Sub-Total Operating</b>	\$ -	\$ 4,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
<b>Total Recurring</b>	\$ -	\$ 16,960	\$ 103,560	\$ 118,212	\$ 176,338	\$ 179,226
<b>TOTAL EXPENDITURES (A + B)</b>	\$ 3,500	\$ 24,460	\$ 105,560	\$ 118,212	\$ 178,338	\$ 179,226

**\*If tuition and fees for Graduate Assistants are included, please provide the following information.**

Base Tuition and Fees Rate	\$	-	\$	-	\$	-	\$	-	\$	-
Number of Graduate Assistants		-		-		-		-		-

	Planning Year	Year 1	Year 2	Year 3	Year 4	Year 5
<b>II. Revenue</b>						
Tuition and Fees <sup>2</sup>	\$ -	\$ 66,150	\$ 188,924	\$ 302,772	\$ 393,057	\$ 458,266
Institutional Reallocations <sup>3</sup>	\$ 3,500	\$ (41,690)	\$ (83,364)	\$ (184,560)	\$ (214,719)	\$ (279,040)
Federal Grants <sup>4</sup>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Private Grants or Gifts <sup>5</sup>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other <sup>6</sup>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>BALANCED BUDGET LINE</b>	<b>\$ 3,500</b>	<b>\$ 24,460</b>	<b>\$ 105,560</b>	<b>\$ 118,212</b>	<b>\$ 178,338</b>	<b>\$ 179,226</b>

**Notes:**

**(1) Provide the funding source(s) for the new or renovated space.**

**(2) In what year is tuition and fee revenue expected to be generated? Tuition and fees include maintenance fees, out-of-state tuition, and any applicable earmarked fees for the program. Explain any differential fees.**

Tuition and Fees will begin in year 1. Anticipated revenue for Year 1 is projected for 15 students enrolled in a minimum of 6 credit hours per semester for a total of \$1764 per semester times 2.5 semesters (\$66,150), which will generate enough revenue to cover all expenses (\$3,500 startup year and \$24,460 Year 1) and provide a return to the university after the first year. All of these fees have been calculated at a 2% increase per year.

**(3) Identify the source(s) of the institutional reallocations, and grant matching requirements if applicable.**

Initial reallocations for startup \$2,500 to come from university marketing funds and \$1,000 external reviewer honorarium.

**(4) Provide the source(s) of the Federal Grant including the granting department and CFDA(Catalog of Federal Domestic Assistance) number.**

**(5) Provide the name of the organization(s) or individual(s) providing grant(s) or gift(s).**

**(6) Provide information regarding other sources of the funding.**