

DATE: July 22, 2021

SUBJECT: New Academic Program
University of Tennessee, Martin
Criminal Justice, Master of Science
CIP Code: 43.0103 (Criminal Justice)

ACTION RECOMMENDED: Approval

PROGRAM DESCRIPTION

The University of Tennessee, Martin (UTM) proposes a Master of Science in Criminal Justice (MSCJ) which will require 30 credit hours and will provide opportunities for students wishing to advance in leadership roles in the criminal justice field. The proposed program will offer two optional certifications in Law Enforcement and Corrections Administration. The proposed program will be delivered online with 5-week courses to allow working professionals the flexibility to balance their academic coursework and work responsibilities. All students will complete an applied research project which will utilize actual criminal justice related data to conduct data analysis and compile a comprehensive report. Additionally, UTM will award credit for prior learning experiences for students who have attended specified federal and state law enforcement academies.

INSTITUTIONAL GOVERNING BOARD APPROVAL

The proposed Master of Science in Criminal Justice program was approved by the University of Tennessee Board of Trustees on June 25, 2021.

PROPOSED IMPLEMENTATION DATE

Spring 2022

ALIGNMENT WITH STATE MASTER PLAN AND INSTITUTIONAL MISSION/STRATEGIC PLAN

The proposed program aligns with the State Master Plan’s acknowledgement of “the critical need for academic programs of distinction at the graduate and professional level to fully address Tennessee’s economic development, workforce, and research needs”. The proposed program will provide opportunities for students wishing to advance into leadership roles while also gaining advanced skillsets that will benefit law enforcement agencies in Tennessee.

The proposed program aligns with the University of Tennessee System’s mission to educate, discover, and connect by enhancing educational excellence, expanding research capacities, and fostering outreach and engagement. Furthermore, the proposed program aligns with UTM’s mission to educate and engage responsible citizens to lead and serve in a diverse world and career options to the citizens of West Tennessee. The proposed MSCJ program is planning close relationships with local,

state, and federal law enforcement agencies and leveraging existing law enforcement training opportunities offered by the UT system to enhance the state’s criminal justice capacities.

CURRICULUM

The proposed MSCJ program will be completely online and require the completion of 30 credit hours comprised of 12 hours of core courses and 18 hours of electives. Students will have the option of pursuing two certificate options along with the MSCJ – Law Enforcement or Corrections Administration.

The proposed program’s Student Learning Outcomes are derived from Lumina’s Degree Qualifications Profile and mapped to specific courses and are designed to:

- Explain the major theories, research methods, and practices in criminal justice; articulate their sources and illustrate their applied relationships;
- Articulate and defend the significance and implications of criminal justice practice in terms of the challenges and trends in a social or global context;
- Investigate a core issue in criminal justice from the perspective of a different point in time or a different culture or context, and explain how this perspective differs from current norms, dominant cultural assumptions, or technologies;
- Integrate knowledge acquired in practicum, work, community, or research activities with knowledge and skills in different segments of the criminal justice curriculum, and articulate the ways in which the different sources of knowledge influence current practice; and
- Propose a path to resolve a problem in criminal justice that is complicated by competing national or rival interests.

The proposed program will require the development of all new courses that have already gone through the required approval process at UTM.

PROGRAM PRODUCTIVITY

UTM projects 10 students will enroll in the proposed program in the initial year and enrollment will grow to 30 students by year five. The proposed program plans to graduate its first students in year two with seven graduates which will increase to 25 by year five.

UTM projects an attrition rate between 10-15 percent.

| | 2022 | 2023 | 2024 | 2025 | 2026 |
|-------------------|-------------|-------------|-------------|-------------|-------------|
| Enrollment | 10 | 15 | 18 | 23 | 30 |
| Graduates | -- | 7 | 20 | 25 | 25 |

PROGRAM DUPLICATION

Currently, there are nine graduate level criminal justice programs in the state, including six at public institutions: Austin Peay State University, East Tennessee State University, Middle Tennessee State University, Tennessee State University, University of Tennessee-Chattanooga, and University of Memphis.

UTM's planned optional certificates in law enforcement and corrections administration are intended to differentiate from existing programs in the state. UTM plans to leverage prior learning assessments to facilitate the enrollment process for students who have gained requisite experience at state and federal law enforcement training academies. Further, the applied research component is intended to provide uniqueness to the proposed program by allowing students the opportunity to work with data on a tangible project that will benefit their employer.

EXTERNAL JUDGEMENT

An external review of the proposed program was conducted during a virtual institution site visit on April 20, 2021 by Dr. Richard Helfers, Associate Professor and Program Coordinator for graduate programs in Criminal Justice and Public Administration in the Department of Social Sciences at the University of Texas at Tyler. The site visit included meetings with campus administrators, faculty, prospective students, and community partners.

Dr. Helfers made a recommendation for approval of the proposed program and stated, "I strongly recommend this proposed program be approved due to the unique design of the program with concentrations in either correctional administration or law enforcement administration. The intensive semesters (5 weeks) which enables the working professional to complete three courses in the time of a traditional semester. This proposal is unique and refreshing. I believe that UT Martin has something special with this proposed program and I recommend without reservation."

STUDENT DEMAND

The University of Tennessee, Martin conducted three separate needs assessments over the past decade which show steady and growing interest in the proposed program. In 2020, surveys were sent out to current students, alumni, and local law enforcement individuals. Of the 79 responses received, 99 percent believed a master's degree program in Criminal Justice is needed at UTM. Additionally, 72 percent indicated they were "very interested" in the proposed program and 20 percent indicated they were "somewhat interested".

OPPORTUNITIES FOR PROGRAM GRADUATES

According to the THEC Academic Supply and Demand report, there is currently a statewide demand for law enforcement professionals. In 2019, the Tennessee Association of Chiefs of Police reported that Tennessee is below the national average for educational attainment at all degree levels. UTM designed the proposed graduate program to focus on two segments of the field - Law Enforcement and Corrections - that have demonstrated promotion potential for students who earn their graduate degree. Further, the Federal Bureau of Investigation (FBI) plans to locate a second FBI headquarters in Huntsville, Alabama which is slated to bring thousands of federal law enforcement jobs to the region. Additionally, the Tennessee Bureau of Investigation (TBI) is increasing the number of training hours needed by new hires and increasing professional development requirements. The proposed program seeks to be integral in providing the learning opportunities to law enforcement professionals to fulfill the new standards required by TBI.

Letters of support for the proposed program were provided from the Tennessee Chapter of FBI National Academic Associates, the Tennessee Bureau of Investigation, the University of Tennessee Law Enforcement Center, and the Tennessee Department of Corrections.

INSTITUTIONAL CAPACITY TO DELIVER THE PROGRAM

The proposed Criminal Justice, MS program will be based in the College of Education, Health, and Behavioral Sciences at the University of Tennessee, Martin. The proposed program will be the first graduate program offered by the department which will also require a SACSCOC substantive change. UTM's current undergraduate program in criminal justice will be the main feeder for the proposed program. Due to current departmental capacities, no new full-time faculty positions will be necessary. A visiting professor position will be utilized to offset teaching loads of existing faculty. UTM also plans to hire an administrative position in year three to support 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
University of Tennessee at Martin
Master of Science in Criminal Justice

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 |
|--------------------------------------|---------------|-----------|-----------|-----------|-----------|-----------|
| I. Expenditures | | | | | | |
| A. One-time Expenditures | | | | | | |
| New/Renovated Space ¹ | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Equipment | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Library | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Consultants | \$ 1,200 | \$ - | \$ - | \$ - | \$ - | \$ - |
| Travel | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Other | \$ 3,800 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| Sub-Total One-time | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| B. Recurring Expenditures | | | | | | |
| Personnel | | | | | | |
| Administration | | | | | | |
| Salary | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Benefits | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Sub-Total Administration | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Faculty | | | | | | |
| Salary | \$ 19,583 | \$ 20,170 | \$ 20,776 | \$ 21,399 | \$ 22,041 | \$ 22,702 |
| Benefits | \$ 4,308 | \$ 4,437 | \$ 4,571 | \$ 4,708 | \$ 4,849 | \$ 4,994 |
| Sub-Total Faculty | \$ 23,891 | \$ 24,607 | \$ 25,346 | \$ 26,107 | \$ 26,890 | \$ 27,697 |
| Support Staff | | | | | | |
| Salary | \$ - | \$ - | \$ - | \$ 26,480 | \$ 27,274 | \$ 28,092 |
| Benefits | \$ - | \$ - | \$ - | \$ 8,738 | \$ 9,000 | \$ 9,270 |
| Sub-Total Support Staff | \$ - | \$ - | \$ - | \$ 35,218 | \$ 36,274 | \$ 37,362 |
| Graduate Assistants | | | | | | |
| Salary | \$ - | \$ - | \$ 6,472 | \$ 6,666 | \$ 6,866 | \$ 7,072 |
| Benefits | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Tuition and Fees* (See Below) | \$ - | \$ - | \$ 11,495 | \$ 11,840 | \$ 12,195 | \$ 12,561 |
| Sub-Total Graduate Assistants | \$ - | \$ - | \$ 17,967 | \$ 18,506 | \$ 19,061 | \$ 19,633 |
| Operating | | | | | | |
| Travel | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Printing | \$ 1,000 | \$ 1,000 | \$ 1,000 | \$ 1,000 | \$ 1,000 | \$ 1,000 |
| Equipment | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Other | \$ 4,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 |
| Sub-Total Operating | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| Total Recurring | \$ 28,891 | \$ 29,607 | \$ 48,313 | \$ 84,831 | \$ 87,225 | \$ 89,691 |
| TOTAL EXPENDITURES (A + B) | \$ 33,891 | \$ 34,607 | \$ 53,313 | \$ 89,831 | \$ 92,225 | \$ 94,691 |

| *If tuition and fees for Graduate Assistants are included, please provide the following information. | | | | | | |
|---|----------------------|------------------|------------------|------------------|------------------|------------------|
| Base Tuition and Fees Rate | \$ - | \$ - | \$ 11,494.80 | \$ 11,840.00 | \$ 12,194.83 | \$ 12,560.68 |
| Number of Graduate Assistants | - | - | 1 | 1 | 1 | 1 |
| | | | | | | |
| | | | | | | |
| | Planning Year | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| II. Revenue | | | | | | |
| Tuition and Fees ² | \$ - | \$ 85,560 | \$ 134,106 | \$ 166,755 | \$ 251,507 | \$ 293,083 |
| Institutional Reallocations ³ | \$ 33,891 | \$ (50,953) | \$ (80,793) | \$ (76,924) | \$ (159,282) | \$ (198,392) |
| Federal Grants ⁴ | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Private Grants or Gifts ⁵ | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Other ⁶ | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| BALANCED BUDGET LINE | \$ 33,891 | \$ 34,607 | \$ 53,313 | \$ 89,831 | \$ 92,225 | \$ 94,691 |
| Notes: | | | | | | |
| (1) Provide the funding source(s) for the new or renovated space. | | | | | | |
| No new spaces are needed. | | | | | | |
| (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 fee revenue is expected to be generated in Year 1. | | | | | | |
| (3) Identify the source(s) of the institutional reallocations, and grant matching requirements if applicable. | | | | | | |
| Planning Year expenses to be shared by College of Education, Health, and Behavioral Sciences and Department of Behavioral Sciences. | | | | | | |
| (4) Provide the source(s) of the Federal Grant including the granting department and CFDA(Catalog of Federal Domestic Assistance) number. | | | | | | |
| No Federal Grants | | | | | | |
| (5) Provide the name of the organization(s) or individual(s) providing grant(s) or gift(s). | | | | | | |
| No grants or gifts | | | | | | |
| (6) Provide information regarding other sources of the funding. | | | | | | |
| No other sources of funding. | | | | | | |