

DATE: January 28, 2021

SUBJECT: New Academic Program
Austin Peay State University
Criminal Justice, Master of Science
(CIP 43.0104 – Criminal Justice/Safety Studies)

ACTION RECOMMENDED: Approval

PROGRAM DESCRIPTION

Austin Peay State University (APSU) proposes a Master of Science in Criminal Justice (MSCJ) with an optional concentration in Homeland Security. The proposed program requires 30 credit hours and will prepare students for a range of careers in law enforcement, homeland security, courts, and corrections. The addition of an optional Homeland Security concentration differentiates this program from existing MSCJ programs in Tennessee. The intended student market includes those who are currently serving, or recently separated, military personnel at Fort Campbell as well as law enforcement officers seeking career advancement in local, state, or federal agencies.

INSTITUTIONAL GOVERNING BOARD APPROVAL

The proposed Master of Science in Criminal Justice program was approved by the Austin Peay State University Board of Trustees on December 4, 2020.

PROPOSED IMPLEMENTATION DATE

Fall 2021

ALIGNMENT WITH STATE MASTER PLAN AND INSTITUTIONAL MISSION/STRATEGIC PLAN

The proposed Master of Science in Criminal Justice aligns with the State Master plan by developing an “academic program of distinction at the graduate and professional level to fully address Tennessee’s economic development, workforce, and research needs”. Further, the proposed program aligns with the state master plan by producing a more educated citizenry.

The proposed program aligns with APSU’s institutional mission of expanding graduate programs and enrollment opportunities. Further, the proposed program aligns with the institutional mission by expanding “access opportunities and services to traditional and nontraditional students, including the use of multiple delivery systems, flexible scheduling, and satellite programs”. Through the proposed program, APSU will continue to “create a collaborative, integrative learning community” on campus that aligns with the institution vision and strategic plan.

CURRICULUM

The proposed program consists of 30 credit hours including nine credit hours of core Criminal Justice courses, nine credits for the optional Homeland Security concentration, and twelve credits of elective courses. Students who do not enroll in the Homeland Security concentration will complete three additional elective courses. The program will initially be offered entirely online with options to offer different modalities as the program matures. The proposed program will utilize APSU's flexible semester scheduling to offer students opportunities to complete the program in one year or in two years. APSU's flexible scheduling allows military personnel the capacity to create a schedule that aligns with their professional responsibilities and should appeal to potential students who are currently serving in law enforcement agencies as well.

The proposed program outcomes for the program include:

- Knowledge of the field: students will demonstrate an application of advanced knowledge to include relevant criminal justice institutions and processes, criminology, and criminal justice literature, and current issues in criminal justice
- Theoretical understanding: students will summarize, differentiate, link, apply, and critique the foremost theories of crime and criminal behavior
- Research methodology: students will apply knowledge of research methodology to analyze the quality of criminal justice research, identify appropriate techniques for study design, and develop research proposals
- Oral/written communication: students will demonstrate the ability to communicate through written and oral formats at a professional level commensurate with an advanced graduate education

PROGRAM PRODUCTIVITY

The proposed MSCJ program projects an initial enrollment of 20 students increasing to 50 students in the fifth year. Attrition rates are calculated at 20 percent and the proposed program projects 20 graduates in year five.

	2021	2022	2023	2024	2025
Enrollment	20	28	41	46	50
Graduates	8	11	17	18	20

PROGRAM DUPLICATION

Graduate level criminal justice programs are offered at East Tennessee State University, Middle Tennessee State University, Tennessee State University, University of Memphis, and University of Tennessee, Chattanooga. The proposed program; however, will be the first to offer an optional Homeland Security concentration. APSU's curriculum brings a focus on federal law enforcement through Homeland Security that provides a unique line of study for the program when compared to existing programs in Tennessee.

EXTERNAL JUDGEMENT

An external review of the proposed program was conducted during a virtual institutional site visit on July 27, 2020. Dr. William Bloss, Professor and Chair in the Department of Criminal Justice at East Carolina University served as the external reviewer for the graduate program. The site visit included meetings with campus administrators, faculty, prospective students and community partners. Dr. Bloss made a recommendation for approval of the proposed program highlighting the uniqueness of the Homeland Security concentration as a way for the proposed program to compete in this graduate field.

STUDENT DEMAND

APSU anticipates a strong pipeline of over 400 currently enrolled students in various undergraduate programs in the Department of Criminal Justice. A student survey was administered in 2019 to current APSU criminal justice students and respondents were overwhelmingly (82 percent) interested in the proposed program. APSU held focus groups with students who advocated for the flexibility of the online curriculum that APSU is proposing for the MSCJ program.

OPPORTUNITIES FOR PROGRAM GRADUATES

According to a Hanover Research feasibility study commissioned by APSU, the market for graduate-trained criminal justice students is projected to grow approximately 10 percent by 2024 in Tennessee. Specifically, Hanover projects a 6.7 percent increase in law enforcement supervision positions in Tennessee. Graduates will have opportunities to advance their careers at local, state, and federal law enforcement agencies as well as contractors in national security agencies.

Letters of support for the proposed program were provided by the Chief of Police in Clarksville, the Sheriff of Christian County (KY), and the Sheriff of Montgomery County. An advisory board will be established with community partners to increase opportunities for the program's graduates.

INSTITUTIONAL CAPACITY TO DELIVER THE PROGRAM

The proposed program will be the first graduate program offered by the department which will also require a SACSCOC substantive change. SACSCOC has given APSU permission to continue to develop the curriculum and pursue THEC approval while waiting for SACSCOC approval. APSU's current undergraduate program in criminal justice will be the main feeder for the proposed program and has existing minors in both Homeland Security and Global Security Studies. These existing programs have faculty who will teach various courses in the proposed graduate program.

APSU plans to hire three tenure-track faculty over the first three years to begin the program and will utilize adjuncts to offset teaching loads when necessary between the undergraduate and graduate 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
THEC Financial Projections
Austin Peay State University
Masters of Science in Criminal Justice with an
Optional Concentration in Homeland Security

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.

	Year 1	Year 2	Year 3	Year 4	Year 5
I. Expenditures					
A. One-time Expenditures					
New/Renovated Space	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	1,500	1,500	1,500	-	-
Library	-	-	-	-	-
Consultants	-	-	-	-	2,000
Travel	-	-	-	-	-
Other	6,000	6,000	6,000	-	-
Sub-Total One-time	\$ 7,500	\$ 7,500	\$ 7,500	\$ -	\$ 2,000
B. Recurring Expenditures					
Personnel					
Administration					
Salary	\$ 6,350	\$ 6,477	\$ 6,607	\$ 6,739	\$ 6,873
Benefits	-	-	-	-	-
Sub-Total Administration	\$ 6,350.00	\$ 6,477.00	\$ 6,606.54	\$ 6,738.67	\$ 6,873.44
Faculty	1	2	3	3	3
Salary	\$ 63,500	\$ 129,540	\$ 198,120	\$ 201,930	\$ 205,740
Benefits	24,765	50,521	77,267	78,753	80,239
Summer teaching compensation	11,906	24,289	37,148	37,862	38,576
Sub-Total Faculty	\$ 100,171	\$ 204,349	\$ 312,534	\$ 318,545	\$ 324,555
Support Staff					
Salary	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	-	-	-	-	-
Sub-Total Support Staff	\$ -	\$ -	\$ -	\$ -	\$ -
Graduate Assistants	2	4	4	4	4
Salary	\$ 10,400	\$ 20,800	\$ 20,800	\$ 20,800	\$ 20,800
Benefits	-	-	-	-	-
Tuition and Fees* (See Below)	20,000	40,000	40,000	40,000	40,000
Sub-Total Graduate Assistants	\$ 30,400	\$ 60,800	\$ 60,800	\$ 60,800	\$ 60,800
Operating					
Travel	\$ 1,000	\$ 2,000	\$ 3,000	\$ 3,000	\$ 3,000
Printing	1,000	1,000	1,000	1,000	1,000
Equipment	-	-	-	-	-
Other	5,000	5,000	5,000	5,000	5,000
Sub-Total Operating	\$ 7,000	\$ 8,000	\$ 9,000	\$ 9,000	\$ 9,000
Total Recurring	\$ 143,921	\$ 279,626	\$ 388,941	\$ 395,083	\$ 401,228
TOTAL EXPENDITURES (A + B)	\$ 151,421	\$ 287,126	\$ 396,441	\$ 395,083	\$ 403,228

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

Base Tuition and Fees Rate	\$ 20,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Number of Graduate Assistants	2	4	4	4	4

	Year 1	Year 2	Year 3	Year 4	Year 5
II. Revenue	20 enrollment	28 enrollment	41 enrollment	46 enrollment	50 enrollment
Tuition and Fees ¹	\$ 162,000	\$ 227,205	\$ 343,980	\$ 400,680	\$ 437,400
Institutional Reallocations ²	\$ (10,579)	\$ 59,921	\$ 52,461	\$ (5,597)	\$ (34,172)
Federal Grants ³	-	-	-	-	-
Private Grants or Gifts ⁴	-	-	-	-	-
Other ⁵	-	-	-	-	-
BALANCED BUDGET LINE	\$ 151,421	\$ 287,126	\$ 396,441	\$ 395,083	\$ 403,228

Notes:

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

APSU anticipates about 20 students to enroll in the first year and additional student enrollment growth to about 50 total in future years. The degree is a 30 credit hour program. APSU anticipates half of the students will choose a one-year graduation plan and half will choose a two-year graduation plan. APSU's tuition is \$450/cr. Revenue shown is calculated by the number of students enrolled multiplied by enrolled credits hours multiplied by APSU's tuition. Attrition rate is calculated at 20%.

Estimated revenue based on current tuition with an annual increase of 2%.

Salary expenses are budgeted at an increase of 2% each year.

(2) Please identify the source(s) of the institutional reallocations, and grant matching requirements if applicable.

NA

(3) Please provide the source(s) of the Federal Grant including the granting department and CFDA(Catalog of Federal Domestic A:

NA

(4) Please provide the name of the organization(s) or individual(s) providing grant(s) or gift(s).

NA

(5) Please provide information regarding other sources of the funding.

NA