

College of Education & Human Services
ACU Box 28276
Abilene, Texas 79699
325-674-2700



September 1, 2014

Memo

To: College of Education & Human Services Academic Council
Graduate School Academic Council

From: Donnie C. Snider, Ed. D., Dean College of Education & Human Services

Subject: Letter of Support for Ed. D. New Program Application

Please accept this memo as my letter of support for the Ed. D. new program application. The College of Education & Human Services, Office of the Dean, and the faculty of the Department of Graduate Studies in Education have been in conversation about an Ed. D. since 2010. During the last four years the department conducted focus group meetings with faculty members and education practitioners, authorized two market analyses in 2010 and 2012, had extensive conversations and planning sessions with the former Graduate School Dean, Dr. Carley Dodd, and reviewed the structure of the Ed. D. with current Provost, Dr. Robert Rhodes.

In the last five years the master of education market in Texas has become saturated with inexpensive online programs. The volume of graduates from the online master in education programs in Texas has depleted the pool of potential applicants for the foreseeable future. The Department of Graduate Studies in Education recognized this trend four years ago and began conceptualizing an Ed. D. degree for Abilene Christian University. Several key indicators from the market analysis are: (1) the vast majority of doctoral programs in Texas and nationally are residential programs, (2) the size of most doctoral programs is limited due to the demands on faculty for student dissertation research, (3) student residency requirements in most doctoral programs limits the distance from campus for many students and (4) professional aspirations combined with the number of master graduates indicates a significant increase in the market demand for doctoral programs.

The Ed. D. new program application before you, envisions an interdisciplinary core of twenty four hours in organizational leadership, twelve hours of research with a focus on action research, twelve to fifteen hours of specialization and twelve to eighteen hours of dissertation research. The degree will be fully online and courses will be structured on a seven week format. A model using content experts to design courses and adjunct faculty to deliver instruction, which has been successful for Graduate Studies in Education faculty, will be used. The interdisciplinary structure of the Ed. D. will have appeal across multiple disciplines.

TO: CEHS Academic Council

FROM: Bruce Scott, Chair for the Department of Graduate Studies in Education

DATE: September 1, 2014

SUBJECT: Letter of Support for the Creation of a Doctorate of Education

The Department of Graduate Studies in Education's Visiting Committee Report for the 2009-2010 school year celebrated the return of the school superintendent certification with this challenge:

The Doctorate of Education has been a topic of discussion at ACU for decades. The 1980's collaborative doctorate with Texas Tech University produced many Ed.D graduates who are now serving around the world.

This department has already demonstrated its capacity to take on daunting tasks and complete them. With the window of opportunity to offer an on-line Doctoral program and obviously capable people on board, ACU should seriously review options rather than see more and more candidates settle for readily available, but lesser quality programs.

The three members of the faculty—Lloyd Goldsmith, Karen Maxwell, and Donnie Snider—responded:

The Department of Graduate Studies in Education recognizes the need for an online doctorate. The development of a Doctorate in Education will be a long term (4-7 years) project. In conjunction with the ACU Graduate Dean preliminary discussions have begun. The department also notes this process will require expanded resources and faculty from the University.

A second response of the faculty was to actively seek to bring an additional faculty member on board with experience in the school district leadership and the organizational skills to begin the creation of a new doctorate for ACU. That new faculty member, me, began work August 1, 2010.

While the journey of the doctoral program has seen its ups and downs since that point, the time to start this doctoral program appears to be at hand. The main barrier, the lack of resources to fund faculty and staff during the initial start-up, has been removed. As chair for GSE I fully support the creation of this doctorate. While MEd programs statewide have suffered from an over saturation market, ACU has the opportunity to blaze new trails in an online doctorate. The design of this program will bring together multiple University departments to maximize efficiencies of education and costs. This will truly be an integrated degree representing the finest in Christian education and will be unique among higher education institutions in Texas and the nation. This seems to be an eminently logical next step in the mission of Abilene Christian University.

To: CEHS Academic Council

From: Garry Bailey, Duncum Center Academic Director

For: Support for Ed.D. in Organizational Leadership

Date: September 1, 2014

Please accept my recommendation for the proposal of the Ed.D program in Organizational Leadership. After collaborating with colleagues on developing Program Outcomes for this proposal, I believe the resulting program will be a valuable addition to university offerings.

The program proposal builds upon strengths that exist within ACU online programs. The outcomes represent key points of learning for a rigorous program in Organizational Leadership and it is built on expertise represented in the ACU Faculty. Additional faculty resources will add to the value of the program. The proposed tracks represent programs with a history of success among ACU students.

The program proposal came together quickly but carefully. The proposal builds upon extensive work done a few years ago. At the time, much work was done in planning for the Ed.D. but the proposal was tabled. With resources to move forward, and the involvement and attention of the multidisciplinary faculty, this proposal has good potential for success.

With continuing careful development, I believe this program will be a highlight of missional success. Thank you for carefully considering this proposal.

Garry Bailey, PhD
325-674-2015
garry.bailey@acu.edu

MEMORANDUM

DATE: September 5, 2014
TO: Dr. Jaime Goff, Corey Patterson
FROM: Dr. Jason Morris, Interim Dean, Honors College, Director, Master's Program in Higher Education
RE: New Program Application for Ed.D in Organizational Leadership

After reviewing the New Program Application for the proposed Ed.D. in Organizational Leadership, I am excited and supportive of this proposed new degree. I believe it will strengthen ACU's portfolio of graduate offerings and serve as high quality advanced training that will help individuals better lead and serve in organizational settings. As the Director of the Master's Program in Higher Education I am in full support of using the following four courses as part of specialization of the Ed.D.

HIED 611 Foundations of Higher Education
HIED 613 Introduction to Student Services
HIED 622 College Students & Student Development Theory
HIED 643 Legal & Ethical Issues in Higher Education

ABILENE CHRISTIAN UNIVERSITY

Educating Students for Christian Service and Leadership Throughout the World

Abilene, Texas 79699 • acu.edu • 325-674-2000



29 August 2014

Councils
Abilene Christian University

Dear Council Members;

This letter is to provide support for the proposal before you for a new doctoral degree program in Organizational Leadership. It seeks to combine constructs, theories, and application of leadership in ways that will enhance an individual's career in any profession. It appears to be well designed, combining a set of core classes with needed research tools to give students the appropriate instruction to successfully complete a dissertation and then apply their knowledge in the workplace.

The tracks seem the most logical ones to begin this doctorate in the proposed on-line environment. It is hoped that the Communication & Sociology department will be able to add a specialization or emphasis track in the near future.

The Communication & Sociology department has no reservations about ACU launching this program.

His Peace,

Joseph Cardot, Ed.D.
Chair, Communication & Sociology Department

MEMORANDUM

DATE: August 28, 2014
To: Corey Patterson
CC: Dr. Stephen Johnson
FROM: Mark McCallon, Associate Dean for Library Services
RE: Program Application for Ed.D.

After reviewing the program application, the library is concerned that the ACU Library does not offer sufficient electronic library resources for the Ed.D. Additional resources should be provided to support doctoral-qualified leaders who are able to access and engage the large body of literature related to contemporary issues in organizations, leadership, research methodologies, and Christian vocation. A recent book in the field, *In Their Own Words: A Journey to the Stewardship of the Practice of Education* (Perry and Carson, 2013) states that "practitioners' dissertations address what works in schools and school systems and greater exploration and elaboration into the reasons why certain practices work in specific local settings." In order to adequately support the exploration and elaboration of specific practices that doctoral students (practitioners) will be learning about with practicing professionals through individual and self-directed instruction, it is important that we have access to a larger collection of electronic resources than we do currently. This is especially the case due to the online format of the courses, whereby students and many faculty will not have access to analog library resources in Abilene.

Regarding library services, we do not currently have a librarian to support new online programs or a new Ed.D. with research design in instructional design, library instruction during the courses, and other assistance in locating, providing, and exploring the literature that is represented by the outcomes of the program. We currently operate a shared technological infrastructure to support instant messaging, text messaging, e-mail, and telephone for all 4,700 on-campus and off-campus students. A 1-800 number is available but only goes to one librarian's phone. In the current budgetary climate, the library maintains these services through annual cancellations of databases and reductions in monograph purchases that increase in cost 5% year, on average. As a fully online program that will require well-maintained and knowledgeable research assistance, a library liaison that is familiar with the program and the discipline could be funded to for the program to provide asynchronous and synchronous library instruction for both classes and individuals. Because of the work schedules of the students, the library liaison for the program will need to be accessible during weekends and evenings for in-depth consultation regarding research materials, selecting the proper research databases for a topic, and searching strategies and techniques. The atypical hours would mean that a 32-hour position would be created instead of a full-time position. The library liaison should serve on any advisory or curriculum planning committees for the program.

Interlibrary loan services will significantly increase as a result of the new program and the library will be unable to fund the increase through its current model of providing

free interlibrary loan for students and faculty. In a published best practices model, it costs \$4.00 to lend materials to other libraries and \$9.00 to borrow items from other libraries. Either the program will need to subsidize the library for interlibrary loans to students or we will need to charge the students directly for interlibrary loan services. We recommend a subsidy of \$5 per transaction for items that we borrow from other libraries and provide to the students directly (scanned items and returnable items) and returnable items that we provide to the local libraries where students go to request items that we provide on a courier service or U.S. mail so ILL remains “free” at the point of need. Based on our current statistics of interlibrary loans per student, we would like to see the subsidy based on 3 loans per student per year. If students were charged directly, we would need to develop new infrastructure and procedures.

Current Databases and Electronic Books In Support of the Program

A list of databases and sample e-books in support of the field of education can be found at <http://guides.acu.edu/education>.

In order to support the Ed.D. in Organizational Leadership, these additional electronic resources should be considered for purchase or subscription:

EBSCO Education Research Complete - (\$7,500 annual subscription) - ACU currently does not have a research database focused on full-text peer-reviewed journals in Educational Leadership. Education Research Complete covers areas of administration, policy, finance, and related social issues. Content in the database includes 1,400 full-text journals, 550 full-text books and monographs, and full-text of numerous conference papers and proceedings.

Sage Research Methods Online - (\$10,000 annual subscription) - contains more than 800 book titles, dictionaries, encyclopedias and major works containing relevant journal articles from the SAGE journals collection. Sage Research Methods also has a Methods Map tool that will offer researchers a quick primer on how research methodologies are situated in current academic conversations. All types of methodologies are covered in the collection.

JSTOR Research Collections Arts and Sciences IV (\$9,000 one-time archive fee, \$3,300 Annual Access Fee OR \$58,500 one time purchase) - Large collections with focus on education and organizations. Journals in the collection are archived to volume 1 and have a moving wall of access to current materials. A recent article by Karin Griffin on citation analysis of Ed.D. dissertations found that the average age of citations was 10 years, thus showing that students do value access to archived information resources. The most relevant JSTOR collection is Arts and Sciences IV to highlight education journals.

Proquest Dissertations and Theses Section A Full-Text Social and Behavioral Sciences (\$9,800 Annual Subscription) - Full-text of most Ed.D. dissertations and theses back to 1997.

EBSCO Demand-Driven Access/Short-Term Loans of E-Books (\$20,000/yr.) - Through this program we are able to provide a large number of e-books in the areas of educational administration and leadership to students and pay for the use of the items based on student need. We can allow the users to trigger purchases of e-book titles (10 minutes exploring the book or one chapter download), or utilize short-term loans to pay a smaller fee for use of the e-book. Value of the initial list of demand-driven access titles (1,135 titles available for DDA in the areas of educational administration and leadership) totals \$128,035.00.

Library Liaison for Online Ed.D. Program

Additional financial resources should be provided for a three-quarter time (32 hr/week) library liaison for the program to provide library research support and instruction for both classes and individuals during evenings and weekends. Because of the work schedules of the students, the library liaison for the department should be accessible during weekends and evenings for in-depth consultation regarding research materials, selecting the proper research databases for a topic, and searching strategies and techniques. The library liaison should serve on any advisory or curriculum planning committees for the program.

Starting salary, including benefits : \$44,400

Share in cost of technology infrastructure for support of instant messaging, text messaging, e-mail, and telephone (1-800 number) for students in the program

Annual cost: \$750.00

Interlibrary Loan

Interlibrary loan services will significantly increase as a result of the new program, especially due to the online format. The library will be unable to fund the increase through its current model of providing free interlibrary loan for students and faculty, which is already stressed. Either the program will need to subsidize the library for interlibrary loans to students or we will need to charge the students directly for interlibrary loan services.

Cost for subsidizing Interlibrary Loan for Ed.D. students : See budget. Cost is based on: \$5 x new starting students (projected) x three loans for each student.

Five Year-Budget 2015-2020

	FY 2016	FY 2017	FY 2018	FY2019	FY 2020	FY2021
EBSCO Education (5% inflationary increase)	\$7,500	\$7,875	\$8,269	\$8,682	\$9,116	\$9,572
Sage Research Methods Online (5% inflationary increase)	\$10,000	\$10,500	\$11,025	\$11,576	\$12,165	\$12,773
JSTOR Arts and Sciences IV (5% inflationary cost)	\$12,300	\$3,300	\$3,465	\$3,638	\$3,820	4011.00
EBSCO E-Books	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Subtotal	\$49,800	\$41,675	\$42,759	\$43,896	\$45,101	\$46,356
Librarian Liaison (3% Annual Raise)	\$44,400	\$45,732	\$47,104	\$48,517	\$49,972	\$51,471
Technology for research help (5% inflation cost)	\$750	\$787	\$826	\$867	\$910	\$955
Subtotal	\$45,150	\$46,519	\$47,930	\$49,384	\$50,882	\$52,426
Interlibrary Loan (based on Ed.D. new starts - \$5 X new starts X three subsidized loans per year)	\$1,065	\$2,385	\$3,675	\$4,020	\$4,020	\$4,020
Total Expenditure	\$96,015	\$90,579	\$94,364	\$97,300	\$100,003	\$102,802

Dr. Stephen Johnson
Graduate School
Brown Library Rm 332A
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scj98d@acu.edu

August 28, 2014

Re: Review of Ed.D. in Organizational Leadership Proposal

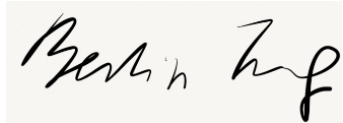
Dear Dr. Johnson,

Thank you for the submission of the Proposal for Ed.D. in Organizational Leadership.

We reviewed the proposal and found that it provides a sound rationale for the program, as well as a clear vision for the development of the courses and their delivery online. The Adams Center for Teaching and Learning endorses the program proposal.

We believe we will be able to provide support in course design and development. We would also like to provide training and support to your new and existing faculty in pedagogy for teaching online.

If you have any questions, please feel free to let me know.

A handwritten signature in black ink, appearing to read "Berlin Huff", is displayed on a light gray rectangular background.

Director of Instructional Design,
Adams Center