

APPENDIX G

North Carolina A&T State University Request to Establish a Doctoral Program in Leadership Studies

Introduction

Following a recommendation from the Graduate Council and from the Senior Vice President for Academic Affairs, the Committee on Educational Planning, Policies, and Programs approved on November 13, 2003 the request from North Carolina A&T State University to plan a doctoral program in Leadership Studies. North Carolina A&T State University now seeks approval to establish a doctoral program in Leadership Studies (CIP 30.9999) effective August 2005 .

Program Description

The institution describes the new program as follows:

North Carolina Agricultural and Technical State University (NCA&TSU) proposes a unique and cutting-edge doctoral degree in Leadership Studies. The proposed program is purposefully and inherently interdisciplinary, supporting the University's vision and truly reflecting the nature of society's challenges. The program is designed to prepare the next generation of world leaders and researchers. This new doctoral program in Leadership Studies features a core of courses that focuses on technology as a tool for leadership and on the increasing role of ethics in the leadership process, two factors that are relevant for the leaders of the 21st century regardless of the sector of society in which that leadership is exercised.

The quest for executive excellence is continuous. Ethical leadership connected with the ability to manage information and technology will be an increasingly important competitive dimension needed for leaders in this new century. Further, the presence of women, African Americans, and other leaders of color is most noticeable through their absence. North Carolina A&T State University, with its rich history as an HBCU and its status as a Land Grant institution, is uniquely positioned to fill this void, while simultaneously providing an inclusive intellectual environment. The University enjoys a national reputation and has historically addressed the absence of people of color in various professions through its centers of excellence and its programs of study in engineering, technology, business, and graduate education. This interdisciplinary program is designed for those persons who desire positions of leadership in business, industry, science, engineering, education, military, and medical fields and who wish to conduct research in the field of Leadership Studies. The program will develop their scholarship in the field of leadership and contribute to the accumulation of new knowledge through research and practice in the field of leadership studies. The mission is to advance the concepts and theories of the field of leadership studies through the application of research and the experiences gained through an internship.

Those persons who have a master's degree from an accredited college or university and who have at least five years experience in a leadership or managerial role may request admission to the leadership program. Persons coming from master's degree programs who wish to pursue a career in research in Leadership Studies may also apply. [This condition clarified in NCA&T's response below.]The applicant should complete the application to the School of Graduate Studies and attach the appropriate documentation of eligibility. Continuous enrollment is required.

The program contains 51 hours, 42 of which are coursework and nine are the internship/research and the dissertation writing. The program contains 24 hours of core courses, nine hours of elective courses, nine hours of research preparation courses, three hours for an internship, three hours of dissertation research, and three hours of dissertation writing. The 24 hours of core courses in Leadership Studies must be taken at North Carolina A&T State University. The credit hour requirement of the program is comparable to and consistent with the general number of

credit hours required for completion of the Ph.D. in the field of Leadership Studies. Benchmarks are established to assess performance throughout the program as students matriculate through the three phases of the program.

Courses in the Leadership Core will be taught by North Carolina A&T State University faculty in partnership with Eminent Leaders. Eminent Leaders are uniquely qualified, prominent leaders who will be selected from the areas of business, industry, education, and governmental organizations throughout the world.

The core courses are designed to encompass the important elements of leadership studies, including: theories of leadership; ethical leadership; current and historical models of leadership; leadership in diverse environments and cultural aspects of leadership; and, technology as a tool for the development and maintenance of leadership. In addition, the strands of ethics, diversity, and technology will run throughout all courses.

Program Review

The review process is designed to surface strengths and weaknesses in proposed new degree programs. Proposals to establish new doctoral programs are reviewed internally and externally. The concerns from the two review processes were summarized in a letter to the Chancellor prior to the presentation to the Graduate Council. That summary follows:

The internal and external reviewers see a number of strengths in the proposed program but also identify a number of issues that need to be addressed or further clarified.

Reviewer 1 thinks the proposed amount of research training is adequate only for a practitioner degree and that if the program is meant to develop academic scholars then more research training would need to be added to the program. Reviewer 2 was concerned that the research training apparently would not start until the second year. The level and amount of research training planned for the program need to be tied to a clear statement of the goals of the program, especially regarding the practitioner-academic scholar issue.

Reviewer 1 also identifies a kind of mismatch between the faculty strength and student interest. The strength of the faculty for the program appears to lie in the area of engineering and technology but much of the student interest is in education, and the reviewer does not think there is research and publication strength in education, even though he feels some education faculty have a lot to add on the practitioner side.

There was concern about who would teach the leadership core courses and how they would be taught. If taught from a disciplinary perspective they may not adequately serve the role of the core, and if the disciplinary faculty adjust to a different way of teaching the core, would those courses serve the needs of the department? This relates to the issue of what level of commitment there is by departments for their faculty participating in this program and for the faculty being rewarded for doing so. A related issue is whether the courses will be at a doctoral level and be sequenced to build upon the knowledge the student is gaining. One reviewer was concerned that more attention be given to hiring and establishing a core faculty in leadership to develop and deliver the core of the program. Reviewer 2 thinks one or more core faculty need to be hired both for purposed curriculum development and for the related issue of coordinating what he judges to be the costly and time consuming tasks of organizing and managing eminent scholars and participation by colleagues at CCL. Related, was the question of exactly how CCL was going to participate in the program and was there any documents showing specifically how they had agreed to participate?

While the reviewers recognized the disciplines included as bringing new areas to leadership studies, they were concerned about the lack of participation by other disciplines historically associated with leadership studies such as business and the social sciences. One reviewer strongly advised that the program hire a director who is an established scholar in leadership studies.

The inclusion of information technology in the program was recognized as innovative, but one reviewer wondered why it was not integrated into all the courses rather than being taught as a separate area.

Even though the program proposes to focus on bringing a diverse group of students to the program, one reviewer could find little in the proposal or the “highly qualified” faculty’s work to suggest much attention to women in leadership or the full range of minorities in leadership.

The evaluation process could be enhanced by adding measures of student success such as how many graduate from the program and what type of employment or employment enhancement they receive.

One reviewer was confused by the admission standards. In one place it appears that a five-year employment period prior to admission is necessary, but in other places it is not clear that is required. In general a clear statement of admission standards would be helpful.

Most of the account of library resources was general. A specific focus on library resources to support the special focuses of ethics and technology both at the campus library and at the CCL library is needed to enhance the proposal.

Finally, there was a question of whether the internship merited more than three hours of credit since it appears to be a significant dimension of the program.

Graduate Council

The Graduate Council had, as a basis for its consideration, the proposal to establish the program, copies of the outside reviews of the program, the summary letter to the Chancellor, and a presentation to the Council by representatives of the program.

Response

Representatives of the program responded to the points raised by the reviewers. There will be a significant research element to the program with students having a minimum of 12 hours of research courses and the opportunity for additional research in a specialty or in conjunction with the dissertation. To assure that students are appropriately mentored and have an opportunity to develop their interests, each student will be paired with a faculty mentor in the area of the student’s interest at the beginning of their study. The core curriculum development will be a central task of the director and the curriculum committees established for this task. The role of staff at the Center for Creative Leadership will be to serve as adjuncts from time to time and to consult with the program as it is developed. Their extensive library resources in leadership issues will be available to students in the program.

Technology and ethics will both be the focus of specific courses and be integrated into courses across the curriculum. Ethnic and gender issues in leadership will likewise be addressed directly in the core courses and elsewhere in the curriculum. The evaluation criteria for the program have been expanded to include the number of graduates of the program and follow-up surveys of graduates.

The admission standards were clarified. A master's degree plus five years of executive/managerial experience or research experience in leadership are required as are appropriate standardized tests.

NCA&T is committed to an interdisciplinary model across the institution so faculty members in all areas understand the expectation to be involved in interdisciplinary projects and program.

Recommendation by the Graduate Council

After consideration of the issues raised by reviewers and Council members, the Graduate Council voted, without dissent, to recommend approval to establish this doctoral program in Leadership Studies.

Need for the Program

There are few interdisciplinary doctoral leadership programs in the country. NCA&T with its commitment to interdisciplinary work and its desire to enhance leadership opportunities for minorities and majorities alike is an appropriate place for this degree program.

Resources

Resources will be reallocated internally, grant activity will be increased in this area, and enrollment growth funds will be used to add faculty and provide student support. The institution's administration has stated its commitment to provide what is needed to make the program successful.

Recommendations

The Office of the President recommends, with the condition that an additional senior scholar in leadership studies be hired prior to beginning the program to focus on organizing research efforts on leadership among the program's faculty, that the Board of Governors approve the request from North Carolina A&T State University to establish a doctoral program in Leadership Studies effective August 2005.

Approved, as stipulated, to be Recommended to the Committee on Educational Planning, Policies, and Programs of the Board of Governors

Senior Vice President Gretchen M. Bataille

November 2, 2004