

APPENDIX N

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

Introduction

North Carolina A&T State University requests approval to plan a doctoral program in Leadership Studies (CIP: 30.9999).

Program Description

The institution has provided the following description:

Introduction

North Carolina Agricultural and Technical State University proposes the development of a new doctoral program in Leadership Studies. The proposed program is purposefully and inherently interdisciplinary, supporting the University's vision of interdisciplinarity and reflecting the interdisciplinary nature of society's challenges. 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 leadership, two factors that are relevant for the leaders of the 21st century regardless of the sector of society in which that leadership is exercised. A review of the current literature and an informal survey of over fifty universities nationwide reveal that no other leadership program in the nation shares this program's focus on technology and ethics across the boundaries in which leadership is exercised; furthermore, there is currently no program in the State of North Carolina with this breadth and focus.

The proposed research/practice-oriented doctorate in Leadership Studies is built on the foundations of disciplinary knowledge and grounded in respected research on leadership and the associated interdisciplinary topics that contribute to effective and visionary leadership. Those disciplines that are requisite to the degree are, initially, Agriculture, Business, Education, Engineering, Science, and Technology. The program of study, the resulting research, and the ensuing practice of the proposed program's graduates are expected to extend the existing paradigms of leadership and to provide the basis for the heightened level of informed and enlightened leadership required in the corporate, government, and education sectors of North Carolina's and the nation's economies.

Brief Background on Leadership

The philosophical base upon which the definition of leadership rests is extensively evident in the literature, and is experientially driven. It inculcates the assertion that leadership is an influence process, one wherein the leader interacts with his/her constituencies in a mode geared to promote the pronounced vision while pushing for mission accommodation. The evolution of leadership studies and contemporary concepts of leadership have resulted in views that concentrate on leadership and change, leadership and vision building and leadership as empowerment as the economy becomes more global in nature and more dependent on emerging technologies.

Leadership studies began with the Great Man Theory, which assumes that great leaders are born and the Trait Theory, which assumes that great leaders possess certain observable traits or characteristics. Further, while great leaders could be trained to exhibit these traits, they still must be born with the basic inclination to lead. Later, studies at Ohio State University in the 1950's and 60's, just after World War II, divide observed behavior of leaders into two categories: consideration and initiating structure, reflecting, the military structure of command and control.

Later, the Contingency Theory evolved, matching styles of leadership to the context. Then, in the 1980s, researchers advanced the notion that leadership is simply doing the right thing to achieve excellence. The charismatic leaders or transformational leadership model developed from a compelling vision that draws in commitment and acceptance of changes and offers a potential for anyone to grow and develop with the vision. Transformational Theory appeared around 1978, and proposes a leader as one who visualizes and articulates a realistic vision of the future with a focus on really big changes. The Transformational Theory combined with the earlier Charismatic Leadership Theory evolved into a new leadership theory appropriately recognized as Transformational/Charismatic Leadership.

These and other theories of leadership are uninformed by the advent of technological advances and the escalating public demand for ethical leadership. The resulting research from the proposed doctorate in Leadership Studies stands to extend the body of knowledge on leadership to include these two important influences.

Description of the Proposed Program

The proposed doctoral program in Leadership Studies develops and credentials leadership for individuals already possessing the requisite disciplinary competencies who aspire to leadership positions in the corporate, governmental, and educational sectors of the global society. The proposed Ph.D. in Leadership Studies is an interdisciplinary degree program that builds upon a strong master's degree in a discipline with leadership courses and research infused with relevant practice oriented information technology (IT) and contemporary philosophically based ethics as the central cores of the structural system. Review of doctoral education in the United States reveals no other program in leadership with this combined research/practice format and IT/ethics focus.

As stated, the program of study for the proposed Doctor of Philosophy in Leadership Studies has a research/practice format. All students experience through the leadership core the common topics of leadership in any organization. The study of contemporary leadership theories/concepts, principles, and practices provides a conceptual framework for the interdisciplinary doctoral program. Ethics and information technology are prominent in this core not only as individual topics but also woven throughout the course of study, reflecting their pervasiveness in the demands and needs

of today's societies and organizations. The conduct of primary and secondary research on leadership will advance, validate, and create the theories of 21st century leadership.

Program Review

The review process for requests to plan is designed to determine if the proposal is developed to the stage appropriate for taking to the Graduate Council and if so what are the issues that may need further attention. Proposals to plan doctoral programs are reviewed internally. The concerns from the reviewers were summarized in a letter to the Chancellor prior to the presentation to the Graduate Council. That summary follows:

Typically, a doctoral program will grow out of a strong master's program and have the support of other doctoral programs in related areas. The engineering programs in your institution illustrate this model. This proposed program is now associated with the Adult Education program and rests broadly in the area of educational leadership. There is little discussion of the status and recognition of the master's program with which this proposed program is to be associated. The plan is to draw from several master's program but likewise there is not much discussion of the strengths of those other master's programs. Nor is there much discussion of the availability of a research faculty in the area of leadership studies. Since most of the courses will come from programs without doctoral-level work, how will the campus address having doctoral-level courses and faculty in programs without doctoral programs? Typically proposals devote attention to national rankings or other measures to demonstrate the strength of master's programs that will provide the foundation of a proposed doctoral program.

One reviewer said that the documenting of the demand and need for the program was not yet sufficient. The comment followed that the program, though associating itself with the educational leadership area, provided no recognition of the educational leadership doctoral programs in the State and their capacity or lack thereof to meet the needs of the students surveyed. This reviewer thought there had not been adequate demonstration of the need for the program as an alternative to discipline-based doctorates. The proposal references a number of other leadership programs around the nation, but does not identify the number that are at the doctoral level nor is there any discussion of how the proposed program might be alike or different from other models of advanced study in leadership studies.

The role of faculty from other disciplines needs more attention especially the number and frequency of assignments to this program and the research achievements of those faculty in the area of leadership studies. The reviewer thought that there was a need to demonstrate faculty expertise in leadership research.

A question was posed about the role of business in the program. Would the business faculty be involved? The program proposal included leadership in business as a goal but business does not appear to be part of the proposed council that will guide the program. While collaboration within the institution is a central part of the program, the reviewers wonder why there was not external collaboration—the possibility of collaboration with

two institutions was mentioned, UNCG and the Center for Creative Leadership in Greensboro, a well known leader in leadership training.

An alternative that could be considered would be the development of a master's program in leadership studies, which would be followed by a doctoral-level program. This would allow the formation of a core faculty of researchers who could build strength in this area to support a doctoral program. The proposal now recognizes the need for a common background for doctoral students with the 39-hour master's-level sequence for those without the appropriate prerequisites for doctoral study in this area.

Among the strengths mentioned by reviewers were the following: a clear articulation of the goals of the program, a good fit with the institutional focus on interdisciplinary studies, an opportunity for women and minorities to develop leadership expertise and an internship in the program.

Graduate Council

The Graduate Council had, as a basis for its consideration, a revised proposal to plan the program, the summary letter to the Chancellor, and a presentation to the Council by representatives of the program. In addition to the issues raised previously, the following concerns were expressed by Council members: what other programs like this are available nationally; can A&T find faculty in this field with research experience; how will they assess people entering the program; how much in house research is being done in leadership; what is the time to degree; and is there enough research to support doctoral work?

Response

NCA&T provided a written response to the concerns included in the letter to the Chancellor and revised the overall proposal to incorporate those responses. In the presentation, the representatives called attention to the growing number of doctoral students and A&T's experience with doctoral programs. Currently there are more than 80 doctoral students enrolled and they have awarded 30 earned doctorates since beginning doctoral work. NCA&T is committed to interdisciplinary programs and research. Leadership studies is to draw from a number of master's programs and even some of the doctoral programs. They have identified ethical concerns and the role of technology as two special themes for their proposed leadership program. They expect to involve leaders from business, government, military, and education to enhance leadership studies, and also expect to collaborate with the Center for Creative Leadership and UNCG as they plan the proposed program.

Recommendation by the Graduate Council

After consideration of the issues raised by previous reviewers and Council members, the Graduate Council voted, without dissent, to recommend approval for North Carolina A&T State University to plan a doctoral program in Leadership Studies.

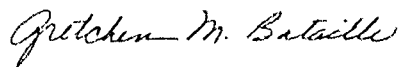
Issues to Address in Planning

A number of concerns have been raised and NCA&T has responded to them. These responses need to be further developed and amplified in support of the program proposal during the planning process.

Recommendation

The Office of the President recommends that the Board of Governors approve the request from North Carolina A&T State University to plan a doctoral program in Leadership Studies.

Approved to be Recommended for Planning to the Committee on Educational Planning, Policies, and Programs

A handwritten signature in cursive script that reads "Gretchen M. Bataille".

Senior Vice President Gretchen M. Bataille

November 3, 2003