

**BOARD OF HIGHER EDUCATION**  
**REQUEST FOR COMMITTEE AND BOARD ACTION**

**COMMITTEE:** Academic Affairs

**NO.:** AAC 12-17

**COMMITTEE DATE:** November 29, 2011

**BOARD DATE:** December 6, 2011

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**APPLICATION OF ENDICOTT COLLEGE TO OFFER THE DOCTOR OF EDUCATION  
IN EDUCATIONAL LEADERSHIP**

**MOVED:** The Board of Higher Education hereby approves the Articles of Amendment of **Endicott College** to award the **Doctor of Education in Educational Leadership**

Authority: Massachusetts General Laws Chapter 69, Section 30 et seq.

Contact: Dr. Shelley Tinkham, Assistant Commissioner for Academic, P-16 and Veterans Policy

## **BOARD OF HIGHER EDUCATION**

Endicott College

November, 2011

### **Doctor of Education in Educational Leadership**

#### **INTENT AND MISSION**

Endicott College, a private, NEASC accredited, four-year institution, located in Beverly, Massachusetts, requests approval to offer the Doctor of Education (Ed.D.) in Educational Leadership. The proposed program is designed to prepare career professionals in higher education for leadership positions with a focus on small college administration. This proposed program integrates research and practice to prepare graduates in the historical, political, social, and philosophical underpinnings of small colleges and universities which often have challenges and opportunities that are distinct from larger institutions. Applied learning, central to Endicott's mission, is demonstrated through an apprenticeship in which students enrolled in the proposed program will explore areas of specializations within senior leadership positions such as academic affairs, student development, institutional advancement, financial affairs, faculty development, and facilities.

The proposed program was originally authorized by the College's Board of Trustees on February 12, 2011.

#### **INSTITUTIONAL OVERVIEW**

Endicott College was founded in 1939 as a private, two-year women's college by Dr. Eleanor Tupper and Dr. George Bierkoe. In 1944, it was officially approved by the Commonwealth for the granting of Associate in Arts and Associate of Science degrees. In 1988, the College applied for and earned status as a four-year institution and in 1993 transformed into a co-educational institution with the first co-ed class admitted in fall of 1994. In the spring of 1996, the College's first graduate degree program in education, was approved. In June, 2001 the Massachusetts Board of Higher Education approved the petition of the College to offer a Masters of Business Administration. In July of 2001, the Massachusetts Board of Higher Education updated its approval to include the Bachelor of Science degrees in Interior Design, Visual Communications, Hospitality and Tourism Administration, Psychology, Entrepreneurial Studies, Nursing, Physical Education, Communications, Business Administration, Criminal Justice, and Information and Computer Technology. In addition, the Bachelor of Arts in Liberal Studies and the Honorary Doctor of Humane Letters was also authorized. In 2007, Endicott was granted approval to offer the Master of Science in Informational Technology and in 2009; the College was authorized to add the Master of Science in Nursing, Master of Arts in Interior Design and Master of Fine Arts in Interior Design. The institution is also authorized to offer a Bachelor of Science in Environmental Science and an Honorary Doctor of Laws.

The College, with its main campus in Beverly, Massachusetts, includes eight Academic Divisions and the Van Loan School of Graduate and Professional Studies (SGPS). The Academic Schools are: Art & Design, Arts & Science, Business & Technology, Communication, Hospitality and Tourism, Education, Nursing & Health Sciences and Sports Science & Fitness. Endicott College is accredited by the New England Association of Schools and Colleges (NEASC).

In its current petition, the College seeks authority to award the Ed.D. in Educational Leadership.

## **NEED AND DEMAND**

The College commissioned a needs assessment by an independent research agency, the Hanover Group, to provide information for the need and demand for the proposed program. This study revealed that there are thirty similarly entitled doctoral programs throughout New England and the state of New York and seven institutions that have some curricular overlap with the proposed program. However, only two of the seven institutions are in the Greater Boston area, specifically Northeastern University and Boston College, and neither program focuses specifically on small college administration. The Hanover study also determined that over the last five years in New England and New York the number of doctoral degrees conferred in educational leadership have grown from 135 to 178 graduates and labor market projections from 2008-2018 show that jobs requiring a doctoral degree within the field of educational leadership are expected to increase.

In submitting this proposal to award the Ed.D in Educational Leadership, Endicott College seeks to provide a substantial alternative to the programs that currently exist and to introduce into the higher education workforce individuals with experience and an educational background for small to mid-sized colleges, universities, and like organizations. Senior positions to which graduates of the proposed program might aspire include assistant or associate deans; academic vice presidents or provosts; vice presidents of student development, institutional advancement, or financial affairs; assistants to president; or presidents. Graduates would also be qualified to head up a division or school within a large university or system.

## **ACADEMIC AND RELATED MATTERS**

### *Curriculum (Attachment A)*

Students accepted into the proposed program will be admitted in cohort groups. The program consists of 48 credits including the following four components: (A) 36 credits of required coursework; (B) a comprehensive exam to be taken in the spring of the second year of the program or when all required courses are completed (C) an administrative apprenticeship; and (D) a dissertation. Students must pass the comprehensive exam before beginning the administrative apprenticeship and dissertation proposal. The administrative apprenticeship, a two semester 6 credit course, consists of a minimum of 224 hours. By enrolling in the apprenticeship and dissertation proposal simultaneously students will be able to link their dissertation topic with their apprenticeship experiences.

While not an online program, Endicott College's on line platform is expected to supplement classroom interactions. For example, students will find syllabi and course assignments online, interact with one another in online communities, access faculty advisement and support online, and access library materials online through retrieval of books and publications as well as accessing Endicott's research data bases.

### Admission Requirements

A student applicant to the Ed.D. program must have an earned bachelor's and master's degree from a regionally accredited college or university. Other requirements include:

- Undergraduate grade point average of 2.75 or higher (on a 4.0 scale); graduate work should be 3.0 or higher (on a 4.0 scale).
- Submission of a recent significant writing sample (e.g., a master's thesis, published scholarly or professional work).
- Recent Graduate Record Examination (GRE) or Miller Analogy (MAT) score, a
- An original 6-10 page statement of intent, goals, and expectations, and
- Three professional letters of reference describing academic capabilities, work experiences, and personal character.

### Tuition and Fees

Students will be charged tuition for each semester in which they are enrolled. The cost of the program will vary depending on the number of semesters in which students enroll in order to complete degree requirements. The expected length of time to degree completion is 3 or 4 years depending in part on students' employment and life circumstances. 3 years would be the minimum with 4 years more likely for employed students.

#### 3 Year Model\*

Year One, 3 semesters x \$4,560	\$13,680
Year Two, 3 semesters x \$4,742	14,226
Year Three, 2 semesters x \$4,932	9,864
Doctoral Fees, 8 semesters x \$1,200	9,600
Total Cost of 3 Year Program	\$47,370

#### 4 Year Model\*

Year One, 3 semesters x \$4,560	\$13,680
Year Two, 3 semesters x \$4,742	14,226
Year Three, 2 semesters x \$4,932	9,864
Year Four, 2 semesters x \$5,129	10,258
Doctoral Fees, 10 semesters x \$1,200	12,000
Total Cost of 4 Year Program	\$60,028

\*Tuition figures are those included in the budget model of \$4,560 (year one), \$4,742 (year two), \$4,932 (year 3) and \$5,129 (year 4). A doctoral fee of \$1,200 is also charged each semester.

### Projected Enrollment

The institution anticipates that 10 students in each cohort will initially enroll each year with 6 FTE students working on dissertations by their third year of the program. The reason for fewer students in Year 2 and 3 are potential attrition of students primarily due to changes in their life circumstances. Enrollment projections are correlated with conservative budget projections.

	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>
<b>Cohort One</b>	10	8	6	
<b>Cohort Two</b>		10	8	6
<b>Cohort Three</b>			10	8
<b>Cohort Four</b>				10
<b>Total</b>	10	18	24	24

## **RESOURCES AND BUDGET**

### Administration and Faculty

The proposed Ed.D. program will be administered by a director working in consultation with a graduate council which will report to the vice president and dean of the graduate school. The director will also serve as faculty in the program and will chair the graduate council. Membership on the graduate council will include the vice president and dean of the undergraduate school, the vice president and dean of the graduate school, the director of the Ed.D. program, and the director of the Halle Library, all of whom will have standing appointments. The College initiated a search for a director in anticipation of the approval of the proposed program. This individual has been hired effective January 2012.

An additional five members of the Endicott faculty who hold doctoral degrees will be appointed to three-year terms to teach in the program. In addition, the College hired a faculty member in August 2011 with a doctorate in higher education who will divide time between the proposed program and international affairs at the graduate school. The College is also committed to hiring an assistant director of the proposed program in year 2 of the program and making continued investments in faculty resources as the program grows.

### Library Resources

The Diane Meyers Halle Library at Endicott College supports the institution-wide curriculum with approximately 120,000 volumes, 47,162 licensed database unique e-journal titles, 95 active print periodical subscriptions, several thousand microforms, and various media and audio-visual resources. Numerous online, full-text library-licensed journal databases will support the proposed program. At present count approximately 1,411 e-journals and e-monographs in education are represented in the library-licensed databases; subsets include approximately 160 titles in the history of education, 186 titles in special aspects of education, and 518 titles in the theory and practice of education. In addition to resources not immediately available at Halle Library, Endicott College is a member of the North of Boston Library Exchange (NOBLE), the Massachusetts Statewide Virtual Catalog, and the Online Computer Library Center, which

includes over 71,000 libraries in 112 countries and territories. The College has also allocated \$150,000 over the next several years to provide the necessary library resources expected for a doctoral degree.

### Physical and Information Technology Resources

The majority of the program will take place at the Van Loan School of Graduate and Professional Studies which contains classrooms, a computer lab, offices, student lounges, and conference facilities. Students will also take courses on the main campus.

The College has 42 mediated and seven "Smart" classrooms. These classrooms are designed for classroom presentations and incorporate a teaching computer workstation with full Internet access, audio capability, and ceiling mounted LCD projectors. Additionally, the Smart classrooms are equipped with Smart Technology's interactive Smart board systems and document cameras. Media Services also signs out laptop computers, portable LCD projectors, TV and VCR carts, DVD players, audio equipment, slide and overhead projectors, digital cameras, and other AV equipment to the campus community.

GullNet is the Endicott College Learning Management System (LMS) used by faculty as a supplement to classroom teaching. This platform is used in undergraduate and graduate programs, and is fully supported by the Endicott College's Information Technology department. Platform support includes six student-dedicated TI lines, and a fully staffed Help Desk.

### Financial Resources (Attachment B)

A multi-year budget projection has been developed for the proposed program.

## **PROGRAM EFFECTIVENESS**

The College identified eight program learning outcomes for the proposed program.

Upon completion of the program, students will be able to:

- 1) Demonstrate knowledge of higher education's history and major developments with an emphasis on small and mid size colleges and universities.
- 2) Demonstrate a mastery of the knowledge and skills necessary for senior administrative and leadership roles in higher education.
- 3) Apply effective and thoughtful research skills to representative decisions typical of those required of higher education leaders; including academic and student life issues.
- 4) Demonstrate mastery of their chosen specialization within the professional and senior level administrative skills.
- 5) Demonstrate the critical inquiry and analysis skills needed to engage at the doctoral level in intellectual discourse within their area of interest.
- 6) Complete an original research dissertation in an area of study that will enhance the scholarship of the field of higher education.
- 7) Demonstrate collaborative attitude and behavior as a member of a cohort team with common learning experiences in leadership, organizations, policy, and applied research while concurrently enjoying the opportunity for study directly related to practice settings.

8) Show evidence of respecting diversity that evolves from learning with students from a wide range of backgrounds which will create a vibrant, educational experience that embraces socio-cultural and value driven leadership practices of small to mid size institutions of higher education.

## **EVALUATION**

### External Review

The proposed program was evaluated by an external visiting committee composed of Joseph B. Berger, Associate Professor and Chair, Department of Educational Policy, Research and Administration, School of Education at the University of Massachusetts Amherst; Susan Gracia, Associate Professor, Educational Leadership Program, Department of Counseling, Educational Leadership at Rhode Island College and Carolyn J. Riehl, Associate Professor, Department of Organization and Leadership, Teachers College at Columbia University.

In its original petition the College requested the authority to offer a Ph.D. in Educational Leadership. The Visiting Committee reviewed this petition and appendices in preparation for the site visit, which took place October 24-26, 2010. During the visit, the Committee met with administrators, faculty, staff, and students; and toured the campus. The criteria that guided the review were the standards currently utilized by the New England Association of Schools and Colleges, supplemented by the criteria of the Independent Institutions of Higher Education Standards, 610 C.M.R. 2.08 (3) (b) through (g).

Overall, the visiting committee found Endicott College highly motivated and eager to proceed with the implementation of the proposed program. However, they concluded that the College needed to do more analysis and planning before a determination could be made about the College's readiness to offer the originally proposed program, a Ph.D. in Educational Leadership, and made several recommendations for change. The committee recommended that the College develop a mission statement for the proposed program consistent with the institution's mission; create a comprehensive plan that includes and clearly identifies rationale for faculty load, faculty professional development needs and responsibilities, internship structure and evaluation, and course scheduling and delivery options; and strengthen the library and software acquisitions. The most salient recommendations involved strengthening the faculty and re-envisioning the petition as a proposal for a Doctor of Education due to the proposed program's focus on practitioner issues in education, such as leadership, curriculum and practice, or substantially revising the curricula to meet the standards characteristic of a Ph.D. program, a focus on generating theory and an orientation toward preparing academic instructors and researchers.

### Institutional Response

In response to the visiting committee's recommendations, the College made substantial revisions to its petition, substantively addressing all of the committee's concerns. These included developing a specific mission statement for the proposed program, redesigning course syllabi and curriculum, which included adding a more rigorous research component to the proposed program, and allocating greater resources for library development. The institution has made greater commitments to faculty resources by hiring a director for the proposed program effective January 1, 2012. After reaching an agreement with Department of Higher Education staff about the distinction between Ed.D. and Ph.D. programs, the College resubmitted its proposal as an Ed.D. in Educational Leadership rather than a Ph.D. as in its original application.

Overall, the updated petition shows a more thorough and articulated planning process for the proposed degree.

### **PUBLIC HEARING**

The required public hearing was held in the Board of Higher Education office on November 28, 2011. No comments were offered in opposition to the proposed program.

### **STAFF ANALYSIS AND RECOMMENDATION**

After a thorough evaluation of all documentation submitted, staff is satisfied that the proposed **Doctor of Education in Educational Leadership** meets the criteria set forth in 610 CMR 2.08(3) in the Degree-Granting Regulations for Independent Institutions of Higher Education, accredited by the New England Association of Schools and Colleges. Recommendation is for approval.



**Attachment A: Curriculum**

PROGRAM OF STUDY

<b>Major Required (Core) Courses (Total # of courses required = 14)</b>		
Course Number	Course Title	Credit Hours
EDL 701	History and Administration of Small Colleges	3
EDL 715	Research Methods I: Qualitative	3
EDL 726	Organizational Behavior and Management	3
EDL 732	Creativity and Leadership in Challenging Times	3
EDL 735	Research Methods II: Quantitative	3
EDL 740	Inquiry in Higher Education	3
EDL 746	Finance, Budget and Operations	3
EDL 752	Research Methods III: Issues in Research	3
EDL 760	Student Development: History and Issues	3
EDL 768	Teaching Learning and Institutional Culture in Higher Education	3
EDL 755	Dissertation Proposal I and II	6
EDL 762	Leading in a Technological World	3
EDL 764	Theories and Practice in Academic Leadership	3
EDL 770	Administrative Apprenticeship I and II	6
		0
	SubTotal # Core Credits Required	48
<b>Curriculum Summary</b>		
Total number of courses required for the degree		14
Total credit hours required for degree		48
<b>Prerequisite, Concentration, Dissertation or Other Requirements:</b>		
A dissertation is required to complete the Ed.D. program.		

**Attachment B: Budget**

**Budget Proposal**

	Revenue							
	Year 1	CR	Year 2	CR	Year 3	CR	Year 4	CR
<b>Assumptions:</b>								
Enrollment - Cohort One FTE	10	12	8	21	6	15		
Enrollment - Cohort Two FTE			10	12	8	21	6	15
Enrollment - Cohort Three FTE					10	12	8	21
Enrollment - Cohort Four FTE							10	12
Enrollment - dissertation & exam only							6	0
Tuition rate per semester	\$ 4,560		\$ 4,742		\$ 4,932		\$ 5,129	
Doctoral Fee per semester/all students	\$ 1,200		\$ 1,200		\$ 1,200		\$ 1,200	
Tuition	\$ 91,200		\$ 208,666		\$ 276,197		\$ 287,245	
Doctoral Fees	\$ 24,000		\$ 43,200		57,600		72,000	
<b>Total Revenue</b>	<b>\$ 115,200</b>		<b>\$ 251,866</b>		<b>\$ 333,797</b>		<b>\$ 359,245</b>	

	Program Costs			
	Year 1	Year 2	Year 3	Year 4
Salaries and Benefits:				
<b>Administration</b>				
1.0 FTE Director Doctoral Studies	\$ 80,000	\$ 83,200	\$ 86,528	\$ 89,989

.5FTE Asst Dir Ph.D. Program		\$ 40,000	\$ 41,600	\$ 43,264
Fringe Benefits	\$ 24,000	\$ 36,960	\$ 38,438	\$ 39,976
<b><i>Instruction</i></b>				
Adjunct Salary per course	\$ 4,000	\$ 4,160	\$ 4,326	\$ 4,499
Number of Sections	4	11	16	16
Adjunct Professors Salaries	\$ 16,000	\$ 45,760	\$ 69,222	\$ 71,991
Fringe Benefits	\$ 1,600	\$ 4,576	\$ 6,922	\$ 7,199
<b>Total Salaries &amp; Benefits</b>	<b>\$ 121,600</b>	<b>\$ 210,496</b>	<b>\$ 242,711</b>	<b>\$ 252,419</b>

Supplies and other expenses:

*General Administrative Costs*

Supplies	\$ 5,000	\$ 5,200	\$ 5,408	\$ 5,624
Consultants	\$ 35,000	\$ 36,400	\$ 37,856	\$ 39,370
Travel/Conferences	\$ 1,000	\$ 1,040	\$ 1,082	\$ 1,125
Printing	\$ 3,000	\$ 3,120	\$ 3,245	\$ 3,375
Postage	\$ 3,000	\$ 3,120	\$ 3,245	\$ 3,375

*Gen Admin- continued*

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>
Telephone	\$ 500	\$ 520	\$ 541	\$ 562
Duplicating	\$ 400	\$ 416	\$ 433	\$ 450
Memberships	\$ 1,500	\$ 1,560	\$ 1,622	\$ 1,687

	<i>Sub-total</i>	\$ 49,400	\$ 51,376	\$ 53,431	\$ 55,568
<u>Instructional Materials</u>					
Library Acquisitions		\$ 60,000	\$ 30,000	\$ 30,000	\$ 30,000
Research Software Licenses		\$ 5,000	\$ 5,200	\$ 5,408	\$ 5,624
Instructional Enhancement		\$ 1,000	\$ 1,040	\$ 1,082	\$ 1,125
	<i>Sub-total</i>	\$ 66,000	\$ 36,240	\$ 36,490	\$ 36,749
<u>Marketing</u>					
Advertising		\$ 5,000	\$ 5,200	\$ 5,408	\$ 5,624
	<i>Sub-total</i>	\$ 5,000	\$ 5,200	\$ 5,408	\$ 5,624
<u>Other</u>					
Accreditation Exp		\$ 2,000	\$ 2,080	\$ 2,163	\$ 2,250
Professional Development		\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Special Events		\$ 500	\$ 520	\$ 541	\$ 562
Food		\$ 2,000	\$ 2,080	\$ 2,163	\$ 2,250
	<i>Sub-total</i>	\$ 6,500	\$ 6,680	\$ 6,867	\$ 7,062
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<b>Total Supplies and Expenses</b>		<b>\$ 126,900</b>	<b>\$ 99,496</b>	<b>\$ 102,196</b>	<b>\$ 105,004</b>
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<b>TOTAL SALARIES &amp; EXPENSES</b>		<b>\$ 248,500</b>	<b>\$ 309,992</b>	<b>\$ 344,907</b>	<b>\$ 357,423</b>
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<b>NET REVENUE/(loss)</b>		<b>\$ (133,300)</b>	<b>\$ (58,126)</b>	<b>\$ (11,110)</b>	<b>\$ 1,822</b>