New Program Proposal
Master of Education in Educational Leadership
Coastal Carolina University

Summary

Coastal Carolina University requests approval to offer a program leading to the Master of Education degree in Educational Leadership to be implemented in Fall 2009. The proposed program will be offered through a face-to-face delivery system onsite at Coastal Carolina University.

The Coastal Carolina University Board of Trustees approved the proposal on February 20, 2009. It was submitted to the Commission on February 11, 2009, and reviewed by the Advisory Committee on Academic Programs without substantive comment and approved unanimously on March 19, 2009.

According to the proposal, the purpose of the program is to offer a Master of Education degree in Educational Leadership to provide advanced professional studies in graduate-level coursework for candidates who are interested in becoming principals at all levels of K-12 education, and who are committed to excellence in student success. The need for the program, according to the proposal, is based on existing and anticipated increases in the shortage of principals and other administrators in the coastal area and throughout South Carolina. Data from the South Carolina Center for Educator Recruitment, Retention and Advancement (CERRA) show that administrative vacancies or unfilled positions have increased from 16 in 2001 to 24 in 2008. According to the proposal, the program at Coastal Carolina will help address leadership shortages for the state and specifically for the local school districts of Horry, Georgetown, Marion and Williamsburg counties. A survey was conducted with teachers in Horry County (n=276 respondents) with 48.9% responding that they would enroll in the Educational Leadership program and 35.6% indicating that they might enroll. A second survey was conducted with Georgetown, Marion, and Williamsburg School Districts (n=80 respondents), and 56.6% responded that they would enroll and 26.3% responded that they may enroll.

Similar programs are found at five public institutions (The Citadel, Clemson, USC-Columbia, S.C. State, and Winthrop) and at four private institutions (Anderson, Charleston Southern, Converse, and Furman). According to the proposal, the program at USC-Columbia offers a web-based program that serves various areas of the state, including the region around Coastal Carolina. The proposed proposal from Coastal will be a face-to-face program serving the surrounding school districts and will work

to develop "non-traditional" scheduling in the future that will include a distance education component. Coastal Carolina will accept up to 12 semester hours of credit from other Educational Leadership programs but does not have a formal collaboration agreement with USC-Columbia.

The curriculum of the proposed program consists of 36 credit hours of graduate coursework. A minimum of 27 hours must be completed in the major with nine credit hours completed from the education core for graduate studies in education. Eleven new courses will be added to the catalog of the institution. Coastal Carolina proposes to add three new faculty to assist with the teaching of these courses.

Enrollment in the proposed degree program is estimated to begin at ten headcount students (7.5 FTE) in the first year and increase to 23 headcount students (8.0 FTE) by the fifth year of the program. According to the proposal, Coastal Carolina anticipates enrollment from students currently enrolled in other graduate programs within the University. If the enrollment projections are met, the program will meet the current CHE program productivity standards.

The Spadoni College of Education currently has three faculty with expertise in curriculum and instruction and one faculty with an Ed.D. in Educational Leadership. The program will require one headcount administrator (0.25 FTE), six faculty (4.0 FTE) and one headcount staff member (0.25 FTE) serving the new program. There will be one new faculty (1.0 FTE) required in the first year and two new faculty (2.0 FTE) required for the second year. New faculty will be expected to hold terminal degrees in Educational Leadership. According to the proposal, there will be no changes in assignments of existing faculty.

The proposed program is subject to accreditation by the National Council for Accreditation of Teacher Education (NCATE) and review by the appropriate Specialized Professional Association (SPA), the Educational Leadership Constituent Council (ELCC). Graduates of the program will be eligible for a professional certificate as an elementary or secondary principal. Additionally, the program will have to demonstrate to State Department of Education officials discipline-specific objectives as articulated in the South Carolina Curriculum Standards and South Carolina's Program for Assisting, Developing, and Evaluating Principal Performance (PADEPP). Graduates of the Educational Leadership program must be certified by the South Carolina State Department of Education, pass the appropriate Praxis II examinations, and undergo an FBI fingerprint review for a criminal background check.

According to the proposal, the existing physical plant at the Spadoni College of Education is equipped with a state-of-the art instructional technology classroom and a computer lab that are adequate for the first five years of implementation. No

additional equipment requirements exist for the proposed program within the first five years of implementation.

The Kimbel Library provides print and electronic resources, including the statewide PASCAL databases, Interlibrary Loan, Internet access, bibliographic instruction, and a variety of class-specific user education programs. Preliminary searches and a comparison to three peer institutions of similar size with a degree in Educational Leadership indicate that the monographs to support educational leadership need strengthening. According to the proposal, only 15% of the available titles relevant to this area were published within the last nine years, indicating that the holdings will need to be updated. Therefore, Coastal Carolina states that it will need to purchase approximately 130 book titles at an estimated cost of $9,050. Total costs for new library materials for this proposed program will be $1,810 per year for each of the first five years of implementation.

New costs for the program are estimated to begin at $131,810 in year one and include new faculty salaries ($130,000) and library resources ($1,810). Estimated new costs increase to $200,710 in the second year, $206,677 in the third year, $212,823 in the fourth year and $219,153 in the fifth year. The total new costs for the program for its first five years are estimated as $971,173 and include new faculty salaries ($962,123) and library resources ($9,050). Revenues will be generated through tuition funding and reallocation of existing funds. No "unique cost" or other special state appropriations will be required or requested.

Shown below are the estimated Mission Resource Requirement (MRR) costs to the State and new costs not funded through the MRR but which are associated with implementation of the proposed program for its first five years. Also shown are estimated revenues projected under the MRR and the Resource Allocation Plan as well as student tuition.

Estimated Program Costs and Revenue

	Estimated Program Costs		Estimated Program Revenue				
	(A) MRR Cost	(B) Other Costs*	(C) Actual State Funding	(D) Tuition	(E) Additional Revenue	(F) Total Revenue (C+D+E)	(G) Total Revenue - Total Costs (F-(A+B))
Year 1	$62,580	$0	N/A	$52,726	$0	$52,726	-$9,854
Year 2	$62,580	$0	$34,454	$52,726	$0	$87,180	$24,600
Year 3	$66,752	$0	$34,454	$55,483	$0	$89,937	$23,185
Year 4	$66,752	$0	$36,316	$55,483	$0	$91,800	$25,048
Year 5	$66,752	$0	$36,316	$55,483	$0	$91,800	$25,048

*Includes costs of an extraordinary nature not otherwise included in the MRR cost calculation (e.g., costs for a new building required to support a program).

These data demonstrate that if Coastal Carolina can meet the projected student enrollments and contain costs as they are shown in the proposal, the program will be able to cover new costs with revenues it generates by the second year of its implementation.

In summary, Coastal Carolina University will offer a program leading to the Masters of Education in Educational Leadership. This program is needed in South Carolina to fill administrative vacancies or unfilled principal positions as identified by CERRA. The proposed program at Coastal Carolina will contribute to the placement of "highly qualified" leaders in school districts in the coastal area and the state and to increased effectiveness of South Carolina schools.

Recommendation

The staff recommends that the Committee on Academic Affairs and Licensing commend favorably to the Commission the program leading to a Master of Education degree in Educational Leadership at Coastal Carolina University, to be implemented in Fall 2009, provided that 1) no "unique cost" or other special state funding be required or requested; 2) the program be approved by the State Board of Education prior to implementation; and 3) Coastal Carolina seek appropriate national recognition by the Educational Leadership Constituent Council (ELCC).