

DATE: January 26, 2018

SUBJECT: Academic Program Review

ACTION RECOMMENDED: Information

As Tennessee's institutions of higher education continue to focus on the goals of completion and student success, there is a clear need for an ongoing evaluation of the state's academic programs. Recent years have seen a period of extensive growth in the current academic program inventory coupled with concerns that a significant number of programs are failing to meet productivity thresholds. Therefore, THEC performs an annual Academic Program Review which examines new programs across the state.

THEC works with governing boards and institutions to assess the health of academic offerings, make necessary adjustments to academic program policy, and ensure all programs are fully aligned to student success. As the state continues to move toward 55 percent of Tennesseans obtaining a college degree or certificate by 2025, it is vital that our institutions of higher education provide students with high quality academic programs.

The Academic Program Review provides a holistic view of the status of degree programs throughout the state, and includes the following components:

- **Program Activity:** Depicts new academic programs added to the state inventory in 2017, as well as programs that have been terminated.
- **Post Approval Monitoring:** Assesses success of newly approved academic programs against projected enrollment and graduation benchmarks.
- **Program Productivity Report:** Reviews all mature programs against nationally recognized productivity benchmarks.

Program Activity

The Commission has the statutory responsibility to review and approve new academic programs. The Commission may recommend termination of a program; however, program termination authority lies with the institution and their respective governing boards. The FOCUS Act also requires that institutions report annually on academic program terminations to Senate and House Education Committees of the General Assembly and THEC.

During 2017, the Commission approved nine new academic programs and seven programs received approval for modifications from the THEC Executive Director. The Board of Regents approved 19 pre-baccalaureate programs. The institutions and their respective governing boards terminated 28 programs. A complete listing of new academic programs, program modifications, and terminations can be found in Appendix A.

Table 1: New Academic Programs, Modifications and Terminations, 2017

	New Programs	Modified Programs	Terminations	Net Change
LGI Universities	6	6	2	+10
UT System	3	1	1	+3
TBR Community Colleges	19	6	25	--
Total Actions	28	13	28	+13

- Two-thirds of all new academic programs were approved by TBR for community colleges, and the most common area of growth was Health Professions. The Commission approved nine academic programs for universities: four bachelor, two master's, and three doctoral.
- Seven university academic programs were approved through Academic Policy A1.1 which allows the THEC Executive Director to approve program modifications. TBR modified six academic programs. The most common program modification was the result of the separation of a concentration with a three-year history of productivity from an existing program to establish a free standing academic program.
- The majority of academic programs terminated in 2017 were at TBR community colleges. Three baccalaureate degrees were terminated at two universities.

Table 2: Trends in New Academic Programs, 2013-2017

New Programs	2013	2014	2015	2016	2017
LGI Universities	6	7	8	4	6
UT System	2	0	4	0	3
TBR Community Colleges	29	27	15	20	18
Total Actions	37	34	27	24	27

- Over the last five years, there has been a general decline in the number of new academic programs approved each year. However, in 2017 there were more new academic programs approved at the university level.
- Overall, the number of programs approved annually by the Commission has grown since 2012, despite a 12 month moratorium on new programs that occurred from July 2014-2015 to June 2015. In 2017, the Commission approved over double the new academic programs approved in 2016.

Table 3: Trends in Academic Program Terminations, 2013-2017

Program Terminations	2013	2014	2015	2016	2017
LGI Universities	4	3	3	4	2
UT System	0	3	1	8	1
TBR Community Colleges	1	9	7	41	25
Total Actions	5	15	11	53	28

- Between 2013 and 2015, there was an overall decline in the number of programs terminated annually by the governing boards.
- However, since 2016, this trend has reversed with a significant increase in the number of terminations each year particularly concentrated at the TBR community colleges.

Post Approval Monitoring

Newly approved academic programs are evaluated through the Post Approval Monitoring (PAM) program. The PAM program evaluates academic programs against enrollment and graduate projections, program cost, and other goals reflected in the academic program proposal. The PAM cycle is three years for pre-baccalaureate programs and five years at the baccalaureate and master's level. Effective with the revised academic policy in 2015, new doctoral programs are monitored for a seven-year period.

In 2017, a total of 77 programs participated in PAM. Over 45 percent of programs in PAM were certificate and associate degree programs at the TBR community colleges. The UT System accounted for 16 percent of programs and the LGIs accounted for nearly 40 percent of programs, reflective of the growth of academic program approvals at the LGIs since 2013.

Table 4: Programs in Post Approval Monitoring, 2017

	Certificate & Associate	Bachelor	Master's	Doctoral	Total
LGI Universities	-	9	15	5	29
UT System	-	1	5	6	12
TBR Community Colleges	35	-	-	-	35
Total Programs in PAM	35	10	20	11	77

Enrollment and graduation benchmarks for programs are developed by each institution and failure to meet these benchmarks can financially impact the institution substantially. For example, if the institution does not enroll the projected number of students then there may be a deficit in tuition receipts, and thus, a financial burden to the institution. A total of 13 programs were eligible to complete Post Approval Monitoring in 2017: 1 certificate, 6 associate, 2 bachelor, 3 masters, and 1 doctoral program. However, due to unmet benchmarks, 10 of these programs will have their monitoring period extended. These 10 programs join an additional 9 programs that remain in PAM past the standard cycle due to failing to meet enrollment and graduation benchmarks.

In 2017, there were 21 academic programs that failed to meet both enrollment and graduation benchmarks: 11 pre-baccalaureate, 2 bachelor, 5 master's, and 3 doctoral. Calculation of meeting

institutional benchmarks is based on meeting 80 percent of the established benchmark as projections are made prior to the program being implemented. There are various reasons why programs may not meet projected benchmarks. Sometimes the implementation of programs are delayed due to difficulty hiring faculty, inadequate recruitment practices, changes in labor market demands, or other issues not within the control of the institution. For example, the Environmental Sustainability bachelor program at Tennessee Technological University had a part-time, interim director for the first five years of implementation. A permanent, full-time director was hired in August 2017 and will bring continuity to program leadership. The United States Business Law master's program at UT Knoxville has been delayed due to uncertainty in the Tennessee Board of Law Examiner's (TBLE) policies. When the program was approved, all standards were met, but shortly after there were changes in the TBLE requirements to sit for the exam. The uncertainty affected student recruitment and may lead to curricular changes to ensure students meet all requirements to sit for the bar exam.

Programs that did not meet benchmarks during the monitoring period completed a Program Productivity Plan that addressed deficiencies and provided specific plans for corrective actions. The Program Productivity Plan serves to help improve the program by having institutions formulate a strategy to address enrollment, retention and completion goals. For example, through the Program Productivity Plan for the Advanced Integrated Industrial Technology program at Dyersburg State, identified that students, parents and high school counselors had a fundamental misunderstanding of the types of jobs that students would be trained to complete. To remedy this, Dyersburg State is working with local businesses to educate the community about the reality of the careers open to graduates of this program. Dyersburg State is also moving toward utilizing the TBR common course library for Engineering Systems Technology. The resulting change in name will also help to better communicate the skills students will gain in the program.

Programs that have completed PAM are monitored by THEC through the Quality Assurance Funding program. Programs that are underperforming at the end of the monitoring cycle are in true peril of failing to reach the institutionally developed projections that indicate success. Underperforming programs that complete PAM are monitored by THEC through the Academic Program Productivity report. THEC can recommend termination of those programs that do not, over the monitoring period, show improvement.

**Table 5: 2017 Post Approval Monitoring
Certificate and Associate Programs**

	Institution	Academic Program	Degree Level	Implementation Term/Year	Monitoring Year	Met Enrollment Benchmark	Met Graduation Benchmark
1	Chattanooga	Fine Arts	Associate	Fall 2012	5 of 6	X	
2	Chattanooga	Hospitality & Tourism	Associate	Spring 2015	2 of 3		
3	Chattanooga	Paramedic	Associate	Spring 2015	2 of 3	X	
4	Cleveland	Paramedic	Certificate	Fall 2015	2 of 3		X
5	Cleveland	Fine Arts	Associate	Fall 2012	5 of 6		
6	Cleveland	Medical Informatics	Associate	Fall 2015	2 of 3		--
7	Cleveland	Paramedic	Associate	Fall 2015	2 of 3		
8	Columbia	Advanced Integrated Industrial Technology	Associate	Fall 2012	5 of 6	X	

	Institution	Academic Program	Degree Level	Implementation Term/Year	Monitoring Year	Met Enrollment Benchmark	Met Graduation Benchmark
9	Columbia	Fine Arts	Associate	Fall 2012	5 of 6	X	X
10	Columbia	Hospitality & Tourism	Associate	Fall 2016	1 of 3		--
11	Columbia	Medical Lab Tech	Associate	Fall 2016	1 of 3		--
12	Dyersburg	Advanced Integrated Industrial Technology	Associate	Spring 2014	3 of 3		
13	Jackson	Healthcare Technician	Certificate	Fall 2016	1 of 3	X	--
14	Jackson	Occupational Therapy Assistant	Associate	Fall 2015	2 of 3	X	X
15	Motlow	Emergency Med Services	Associate	Fall 2014	3 of 3	X	
16	Nashville	Fine Arts	Associate	Fall 2012	5 of 6	X	
17	Northeast	Aviation Maintenance Technology	Certificate	Fall 2015	2 of 3		
18	Northeast	Entertainment Technology - Sound And Lighting	Certificate	Spring 2014	3 of 3		X
19	Northeast	Aviation Technology	Associate	Fall 2016	1 of 3	X	--
20	Pellissippi	Welding Technology	Associate	Fall 2016	1 of 3		--
21	Roane	Financial Services	Associate	Fall 2014	3 of 3		
22	Roane	Fine Arts	Associate	Fall 2012	5 of 6		
23	Roane	Mechatronics Tech	Associate	Fall 2015	2 of 3		
24	Roane	Medical Informatics	Associate	Fall 2014	3 of 3		
25	Roane	Surgical Technology	Associate	Fall 2014	3 of 3		
26	Southwest	Industrial Process Control Technology	Certificate	Spring 2016	1 of 3		--
27	Southwest	Allied Health Science	Associate	Fall 2015	2 of 3	X	
28	Southwest	Fire Science	Associate	Fall 2016	1 of 3		--
29	Volunteer	Computer Info Technology	Associate	Fall 2015	2 of 3	X	X
30	Volunteer	Entertainment Media Production	Associate	Fall 2013	4 of 6	X	X
31	Volunteer	Mechatronics Technology	Associate	Fall 2016	1 of 3		--
32	Volunteer	Medical Informatics	Associate	Fall 2013	4 of 6		
33	Walters	Fine Arts	Associate	Fall 2012	5 of 6	X	
34	Walters	Occupational Therapy Assistant	Associate	Fall 2016	1 of 3		--
35	Walters	Surgical Technology	Associate	Fall 2014	3 of 3	X	

- Of the 35 TBR programs participating in PAM in 2017, 5 are certificate and 30 are associate programs.
- In previous years, 8 pre-baccalaureate programs had monitoring extended due to failing to meet benchmarks during the standard three year monitoring cycle.

- o The Fine Arts programs at Cleveland and Roane did not meet enrollment or graduation benchmarks in 2017.
- Seven programs have completed the standard three year PAM cycle, but will have their monitoring extended for failing to consistently meet benchmarks.
 - o Dyersburg: Advanced Integrated Industrial Technology
 - o Motlow: Emergency Medical Services
 - o Northeast: Entertainment Technology – Sound and Lighting
 - o Roane: Financial Services, Medical Informatics, and Surgical Technology
 - o Walters: Surgical Technology

**Table 6: 2017 Post Approval Monitoring
Baccalaureate Programs**

	Institution	Academic Program	Implementation Term/Year	Monitoring Year	Met Enrollment Benchmark	Met Graduation Benchmark
1	Austin Peay	Theatre/Dance	Fall 2015	2 of 5	X	--
2	East Tennessee	Engineering (Joint w/ TTU)	Fall 2016	1 of 5	X	--
3	East Tennessee	Graphic Design	Fall 2014	3 of 5	X	X
4	East Tennessee	Pharmacy Studies	Fall 2015	2 of 5		
5	Middle Tennessee	Mechatronics Eng	Fall 2013	4 of 5	X	X
6	Middle Tennessee	Theater	Fall 2014	3 of 5	X	X
7	Tennessee Tech	Engineering (Joint w/ ETSU)	Fall 2016	1 of 5		--
8	Tennessee Tech	Environmental & Sustainability Studies	Fall 2012	5 of 5		X
9	Univ of Memphis	Interior Design	Fall 2010	7 of 9		
10	UT Chattanooga	Integrated Studies	Fall 2012	5 of 5	X	

- Ten baccalaureate programs were evaluated through PAM, and one will exit PAM in 2017.
- In 2017, the Environmental and Sustainability Studies program at TTU completed the standard five year PAM cycle, but the program will have monitoring extended for failing to consistently meet benchmarks.
- The Interior Design program at the University of Memphis is in extended monitoring due to failing to meet benchmarks. The program failed to meet benchmarks beginning in year four of monitoring.

**Table 7: 2017 Post Approval Monitoring
Master's Programs**

	Institution	Academic Program	Implementation Term/Year	Monitoring Year	Met Enrollment Benchmark	Met Graduation Benchmark
1	Austin Peay	Computer Science & Quantitative Methods	Fall 2013	4 of 5		
2	Austin Peay	Engineering Technology	Fall 2014	3 of 5		
3	East Tennessee	Appalachian Studies	Fall 2013	4 of 5	X	X
4	East Tennessee	Digital Marketing	Fall 2014	3 of 5	X	X
5	East Tennessee	Geosciences	Fall 2011	5 of 5	X	X
6	East Tennessee	Human Services	Fall 2016	1 of 5	X	--
7	East Tennessee	Sport Science and Coach Education	Fall 2016	1 of 5	X	--
8	Middle Tennessee	Finance	Fall 2015	2 of 5		X
9	Middle Tennessee	International Affairs	Fall 2011	5 of 5		
10	Middle Tennessee	Liberal Arts	Fall 2015	2 of 5	X	
11	Middle Tennessee	Library Science	Fall 2015	1 of 5		--
12	Middle Tennessee	Management	Fall 2013	4 of 5	X	X
13	Tennessee State	Computer Science Professional Science Masters	Fall 2014	3 of 5	X	X
14	Tennessee State		Fall 2014	4 of 5		
15	Univ of Memphis	Social Work	Fall 2011	5 of 5	X	X
16	UT Chattanooga	Interior Design	Fall 2016	1 of 5		--
17	UT Chattanooga	Social Work	Fall 2016	1 of 5	X	--
18	UT Health Science	Physician Assistant	Spring 2014	3 of 5	X	X
29	UT Knoxville	Creative Writing	Fall 2014	3 of 5		X
20	UT Knoxville	United States Business Law	Fall 2016	1 of 5		--

- Twenty master's programs were evaluated through PAM in 2017. Two programs have completed the PAM program.
- In 2017, the International Affairs program at MTSU completed the standard five year PAM cycle, but will have monitoring extended for failing to consistently meet benchmarks.

**Table 8: 2017 Post Approval Monitoring
Doctoral Programs**

	Institution	Academic Program	Implementation Term/Year	Monitoring Year	Met Enrollment Benchmark	Met Graduation Benchmark
1	East Tennessee	Global Sport Leadership Assessment, Learning & School Improvement	Fall 2015	2 of 7	X	--
2	Middle Tennessee		Fall 2013	4 of 7		X
3	Univ of Memphis	Epidemiology	Fall 2011	6 of 7	X	
4	Univ of Memphis	Social And Behavioral Sciences	Fall 2011	7 of 7		
5	Univ of Memphis	Health Systems & Policy	Fall 2014	3 of 7	X	
6	UT Chattanooga	Doctor Of Nursing Practice	Spring 2011	6 of 7		
7	UT Chattanooga	Occupational Therapy	Fall 2014	3 of 7		
8	UT Knoxville	Doctor Of Nursing Practice	Spring 2011	6 of 7	X	
9	UT Knoxville	Energy Science And Engineering	Fall 2011	6 of 7	X	X
10	UT Knoxville	Entomology & Plant Pathology	Fall 2015	2 of 7	X	X
11	UT Knoxville	Public Health	Fall 2015	2 of 7		--

- Eleven doctoral programs were evaluated through PAM in 2017, five at locally governed institutions and six at UT institutions.
- At the University of Memphis, three doctoral programs (Epidemiology, Health Systems and Policy, and Social and Behavioral Science) are in the School of Public Health. These doctoral programs are closely related but distinct programs. Given the shared resources of these programs, the University of Memphis received approval to combine the enrollment and graduation targets across the three Public Health doctoral programs. The programs met 100 percent of the enrollment benchmark, but only twenty-five percent of the graduation benchmark.

**Table 9: 2017 Post Approval Monitoring
Extended Monitoring Programs**

By the end of 2016, nine programs completed post-approval monitoring but failed to meet both enrollment and graduation benchmarks and therefore remained on monitoring status through 2017. These programs and their current status are reflected in Table 8.

	Institution	Academic Program	Degree Level	Graduates
1	University of Memphis	Interior Design	Bachelors	2016-17, 2 graduates
Status Update: (34 graduates since implementation in Fall 2010, average of 4.8 graduates per year) Enrollment and graduation benchmarks were met in 2010 and 2011; however, there has been a decline in both metrics over the last four years.				
2	Columbia	Advanced Integrated Industrial Technology	Associate	2016-17, 5 graduates
Status Update: (19 graduates since implementation in Fall 2012, average of 3.8 graduates per year) Columbia received a Leap 2.0 grant to offer dual enrollment coursework for this program in Fall 2017. The program is meeting enrollment benchmarks for Fall 2017.				
3	Volunteer	Entertainment Media Production	Associate	2016-17, 10 graduates
Status Update: (14 graduates since implementation in Fall 2013) The program consistently met the enrollment benchmark, but failed to meet the graduation benchmark. In 2016-17, the program exceeded the graduation benchmark.				
4-9	TBR Community Colleges	Fine Arts	Associate	1.2 average annual graduates per program
Status Update: Implemented in Fall 2012, the Fine Arts programs are utilizing various strategies to increase enrollment. These efforts may take several years to produce graduates sufficient to meet benchmarks. • Chattanooga: (10 graduates total) Program failed to meet enrollment or graduation benchmarks since year one of program implementation. Students in the program now complete an education plan early in the AFA coursework to help ensure there is a clear path to graduation. • Cleveland: (4 graduates total) Enrollment and graduation benchmarks have never been met. In Fall 2015, the program partnered with the Cleveland Community Band in order to serve a greater variety of students. • Columbia: (11 graduates total) Program exceeded the minimum benchmark for enrollment and graduates in 2016-17 and is working to utilize the new Williamson County campus to draw additional AFA majors. • Nashville: (3 graduates total) While the program has never met graduation benchmarks, it exceeded enrollment benchmarks in Fall 2016 and 2017. • Roane: (0 graduates total) The program has never met enrollment or graduation benchmarks. The program is working to increase enrollment with promotional materials highlighting various programs of study, course offerings and scholarship opportunities. • Walters: (9 graduates total) In 2016 and 2017 the program met enrollment benchmarks, but has only reached 50 percent of the graduation benchmark. The program is working to increase retention by sequencing courses to ensure a seamless transfer to universities is available.				

Program Productivity

Once academic programs have successfully completed Post Approval Monitoring, they are considered mature and are assessed through the Quality Assurance Funding program. Every three years, THEC completes a Program Productivity Report which identifies programs that are not meeting nationally recognized graduate production benchmarks. These benchmarks by degree level are:

- **Pre-baccalaureate:** average of 10 graduates a year over a three-year period.
- **Baccalaureate:** average of 10 graduates a year over a five-year period.
- **Master's:** average of five graduates a year over a five-year period.
- **Doctoral:** average of three graduates a year over five-year period.

In 2017, 67 mature university academic programs and 44 mature community college academic programs failed to meet productivity benchmarks. The 111 academic programs identified as low producing is a reduction for 196 programs identified in 2015. Programs identified as failing to meet these benchmarks are then recommended by institutions for consolidation, inactivation, retention, or termination. As a result of this process, 19 programs are pending inactivation or termination. As indicated earlier, new academic programs are increasing and low-producing programs far outweigh the number of new programs. Institutions struggle with the market driven need for new fields while maintaining low-producing, existing programs which may have been the direction of the marketplace at the time of implementation and is no longer. This results in few immediate terminations and the need for institutions to deal with internal resource reallocation.

**Table 10: Program Productivity
Low Producing Academic Programs**

Degree Level	LGI Universities	UT System	TBR Community Colleges	Total
Certificate	--	--	21	21
Associate	--	--	23	23
Bachelor	21	14	--	35
Master's	9	14	--	23
Doctoral	4	5	--	9
Total	34	33	44	111

- The Academic Program Inventory includes just over 1,300 mature programs. Of these, approximately 85 percent are meeting national productivity benchmarks.
- At universities, the majority of low producing academic programs are at the bachelor's level.
- Of the 67 low producing programs at the universities, the academic areas are as follows: 12 engineering programs, 7 biological science programs, and 24 are liberal arts programs that often serve the common curriculum.
- Of the 44 low producing community college programs, 11 are health sciences programs.

A listing of low producing academic programs can be found in Appendix B. A full analysis of low producing programs and institution plans to increase productivity can be found on the THEC website.

Appendix A

2017 Academic Program Activity Report

2017 New Academic Programs

	Institution	Academic Program	Degree Level
1	Austin Peay	Aviation Science	Bachelor
2	Austin Peay	Engineering Physics	Bachelor
3	East Tennessee & Tennessee Tech	TN Joint Doctor of Nursing Practice	Doctoral
4	Middle Tennessee	Africana Studies	Bachelor
5	Middle Tennessee	Dance	Bachelor
6	Middle Tennessee	Fermentation Science	Bachelor
7	UT Chattanooga	Chronic Disease Prevention and Control	Master's
8	UT Knoxville	Supply Chain Management	Master's
9	UT Knoxville	Data Science and Engineering	Doctoral
10	Chattanooga	Nuclear Medical Technology	Associate
11	Cleveland	Agribusiness	Certificate
12	Cleveland	Electrical Fundamentals	Certificate
13	Cleveland	Mechatronics Level 1	Certificate
14	Cleveland	Law Enforcement	Associate
15	Cleveland	Mechatronics Technology	Associate
16	Columbia	Fire Science	Certificate
17	Columbia	Anesthesia Technology	Associate
18	Dyersburg	Healthcare Technician	Certificate
19	Dyersburg	Health Sciences	Associate
20	Jackson	Fire Science	Associate
21	Jackson	Health Sciences	Associate
22	Jackson	Respiratory Care	Associate
23	Motlow	Fine Arts	Associate
24	Motlow	Medical Laboratory Technology	Associate
25	Nashville	Retail Management	Certificate
26	Nashville	Hospitality and Tourism Management	Associate
27	Nashville	Surgical Technology	Associate
28	Pellissippi	Medical Scribe	Certificate

2017 Modified Academic Programs

	Institution	Academic Program	Degree Level
1	Austin Peay	Computer Science and Quantitative Methods, Master of Science added	Master's
2	Middle Tennessee	Audio Production, BS	Bachelor
3	Middle Tennessee	Video and Film Production, BS	Bachelor
4	Tennessee State	History, Bachelor of Science added	Bachelor
5	Tennessee Tech	Elementary Education, BS	Bachelor
6	Tennessee Tech	Accountancy, MAcc	Master's
7	UT Knoxville	Sustainability, BA	Bachelor
8	Cleveland	Computer Engineering Technology	Associate

	Institution	Academic Program	Degree Level
9	Cleveland	Electrical Engineering Technology	Associate
10	Cleveland	Engineering Systems Technology	Associate
11	Northeast	Surgical Technology	Associate
12	Walters	Electrical Engineering Technology	Associate
13	Walters	Engineering Systems Technology	Associate

2017 Terminated Academic Programs

	Institution	Academic Program	Degree Level
1	East Tennessee	Women's Studies	Bachelor
2	Middle Tennessee	Liberal Studies	Bachelor
3	UT Chattanooga	Engineering	Bachelor
4	Cleveland	Industrial Automation Fundamentals	Certificate
5	Cleveland	Process Control Fundamentals	Certificate
6	Columbia	Criminal Justice (TN eCampus)	Associate
7	Columbia	Professional Studies	Associate
8	Dyersburg	General Technology	Associate
9	Jackson	Professional Studies	Associate
10	Jackson	Web Technology	Associate
11	Jackson	Web Page Authoring	Certificate
12	Motlow	Criminal Justice	Associate
13	Nashville	Mechatronics	Associate
14	Nashville	Health Sciences	Associate
15	Nashville	General Education	Certificate
16	Nashville	Homeland Security	Certificate
17	Nashville	Pre-Allied Health	Certificate
18	Northeast	Web Technology	Associate
19	Northeast	Web Page Authoring	Certificate
20	Pellissippi	Health Sciences	Associate
21	Pellissippi	Pre-Allied Health	Certificate
22	Pellissippi	Promotion Methods	Certificate
23	Roane	General Education Core	Certificate
24	Volunteer	Administrative Professional Tech	Certificate
25	Volunteer	Web Applications Developer	Certificate
26	Volunteer	Web Designer	Certificate
27	Volunteer	Professional Studies	Associate
28	Walters	Web Page Authoring	Certificate

Appendix B

2017 Academic Program Productivity Report

University Low Producing Academic Programs

Institution	Academic Program	Degree	Percent of Benchmark
1 APSU	Philosophy and Religion	Baccalaureate	30%
2 ETSU	Environmental Health	Baccalaureate	84%
3 ETSU	Interior Architecture	Baccalaureate	96%
4 ETSU	Philosophy	Baccalaureate	82%
5 ETSU	Surveying & Mapping Science	Baccalaureate	82%
6 ETSU	Professional Studies	Master's	92%
7 ETSU	Educational Leadership	Ed Specialist	44%
8 ETSU	Early Childhood Education	Doctorate	53%
9 MTSU	Business Education	Baccalaureate	86%
10 MTSU	Environmental Sustainability & Technology	Baccalaureate	86%
11 MTSU	Forensic Science	Baccalaureate	60%
12 MTSU	Interior Design	Baccalaureate	88%
13 TSU	Aeronautical & Industrial Technology	Baccalaureate	86%
14 TSU	Architectural Engineering	Baccalaureate	50%
15 TSU	Early Childhood Education	Baccalaureate	46%
16 TSU	History	Baccalaureate	74%
17 TSU	Mathematical Sciences	Baccalaureate	44%
18 TSU	Urban Studies	Baccalaureate	46%
19 TSU	Computer & Info Systems Engineering	Doctorate	80%
20 TTU	Economics	Baccalaureate	90%
21 TTU	International Business and Cultures	Baccalaureate	68%
22 TTU	Physics	Baccalaureate	34%
23 TTU	Chemical Engineering	Master's	88%
24 TTU	Computer Science	Master's	96%
25 TTU	English	Master's	68%
26 UOM	Art History	Baccalaureate	60%
27 UOM	Interior Design	Baccalaureate	48%
28 UOM	Physics	Baccalaureate	32%
29 UOM	Bioinformatics	Master's	68%
30 UOM	Economics	Master's	84%
31 UOM	Educational Psychology & Research	Master's	68%
32 UOM	Engineering Technology	Master's	84%
33 UOM	Mechanical Engineering	Master's	76%
34 UOM	Communication Sciences and Disorders	Doctorate	67%
35 UTC	Music	Baccalaureate	76%
36 UTC	Philosophy & Religion	Baccalaureate	82%
37 UTC	Physics	Baccalaureate	42%
38 UTC	Theatre	Baccalaureate	74%
39 UTHSC	Biomedical Sciences	Master's	40%
40 UTHSC	Pharmaceutical Sciences	Master's	16%
41 UTHSC	Speech and Hearing Science	Doctorate	67%
42 UTK	Medical Laboratory Science	Baccalaureate	40%

Institution		Academic Program	Degree	Percent of Benchmark
43	UTK	Natural Resources & Environmental Economics	Baccalaureate	34%
44	UTK	Public Administration	Baccalaureate	88%
45	UTK	Religious Studies	Baccalaureate	92%
46	UTK	Biochemistry/Molecular/Cellular Biology	Master's	72%
47	UTK	Comparative/Experimental Medicine	Master's	12%
48	UTK	Ecology & Evolutionary Biology	Master's	52%
49	UTK	Educational Administration	Master's	76%
50	UTK	Engineering Science	Master's	28%
51	UTK	Forestry	Master's	68%
52	UTK	Life Sciences	Master's	28%
53	UTK	Microbiology	Master's	40%
54	UTK	Philosophy	Master's	52%
55	UTK	Political Science	Master's	52%
56	UTK	Reliability and Maintainability Engineering	Master's	64%
57	UTK	Sociology	Master's	64%
58	UTK	Aerospace Engineering	Doctorate	67%
59	UTK	Animal Science	Doctorate	27%
60	UTK	Biosystems Engineering	Doctorate	20%
61	UTK	Management Science	Doctorate	47%
62	UTM	Economics	Baccalaureate	86%
63	UTM	International Studies	Baccalaureate	38%
64	UTM	Mathematics	Baccalaureate	32%
65	UTM	Philosophy	Baccalaureate	24%
66	UTM	Spanish	Baccalaureate	64%
67	UTM	Special Education	Baccalaureate	72%

Community College Low Producing Academic Programs

Institution	Academic Program	Degree	Percent of Benchmark
1 Chattanooga	Acting: Advanced	Certificate	77%
2 Chattanooga	Computed Tomography	Certificate	53%
3 Chattanooga	Magnetic Resonance Imaging	Certificate	47%
4 Chattanooga	Nuclear Medicine Technology	Certificate	93%
5 Chattanooga	Paralegal Studies	Certificate	33%
6 Chattanooga	Fire Science Technology	Associate	83%
7 Columbia	Engineering Systems Technology	Certificate	63%
8 Columbia	Engineering Systems Technology	Associate	
9 Columbia	General Technology	Associate	77%
10 Dyersburg	Computer Systems Operations Maintenance	Certificate	77%
11 Dyersburg	Computer Information Technology	Associate	
12 Dyersburg	Corrections And Law Enforcement	Certificate	30%
13 Dyersburg	Paramedic	Certificate	83%
14 Dyersburg	Emergency Medical Services	Associate	57%
15 Dyersburg	Teaching	Associate	50%
16 Jackson	Teaching	Associate	70%
17 Motlow	Early Childhood Education	Certificate	57%
18 Motlow	Early Childhood Education	Associate	
19 Motlow	General Technology	Associate	43%
20 Nashville	Computer-Aided Drafting	Certificate	63%
21 Nashville	Logistics	Certificate	43%
22 Nashville	Photography	Certificate	77%
23 Nashville	Architectural, Civil & Construction		83%
	Engineering Technology	Associate	
	Teaching	Associate	
24 Nashville	Teaching	Associate	67%
25 Northeast	Accounting Technology	Certificate	10%
26 Northeast	Paramedic	Certificate	73%
27 Pellissippi	Fine Arts	Associate	83%
28 Pellissippi	Interior Design Technology	Associate	87%
29 Roane	Computer Information Technology	Certificate	23%
30 Roane	Health Care Documentation Specialist	Certificate	73%
31 Roane	Massage Therapy	Certificate	73%
32 Roane	Pharmacy Technician	Certificate	67%
33 Roane	Paralegal Studies	Associate	77%
34 Southwest	Advanced Integrated Industrial Technology	Certificate	10%
35 Southwest	Advanced Integrated Industrial Technology	Associate	
36 Southwest	Electronic Technology	Associate	63%
37 Southwest	Emergency Medical Services/Paramedic	Associate	77%
38 Southwest	General Technology	Associate	23%
39 Southwest	Mid-Management	Associate	13%
40 Southwest	Teaching	Associate	33%
41 Volunteer	Fine Arts	Associate	20%
42 Walters	Medical Insurance Specialist	Certificate	83%
43 Walters	Criminal Justice	Associate	3%
44 Walters	General Technology	Associate	23%