Dear Provost Howard,

The faculty of the Department of Educational Leadership and Administration met on August 24, 2017 to discuss the Reviewers’ Final Report for the Higher Education Program in the Department of Educational Leadership and Administration. The meeting was productive and collaboratively we determined the proposed five-year plan (see below).

It is important to recognize that the report developed by the reviewers was well organized and fair. The reviewers noted that the Higher Education Program in the Department of Educational Leadership and Administration is exceptionally cost effective; uses technology well to enhance access; is smartly designed around a cohort model; uses appropriate and goal-driven curriculum; demonstrates an explicit commitment to social justice; and is respected on campus and by external agencies.

The proposed five-year plan described below is contingent on potential future funding sources. Moreover, all departmental and programmatic decisions are to be agreed upon among faculty in the department, and may serve as topics for departmental faculty meetings.

Proposed Five-Year Plan for the Department of Educational Leadership and Administration:

1-year goals (2017-2018):

- Establish internship guidelines, syllabus, and evaluation/assessment components for Master’s, Ed.D., and Ph.D. programs.
- Establish more distinction between Ed.D. and Ph.D. programs
  - Investigate higher education administration programs in NMSU’s peer institutions for examples of distinctions between the Ed.D. and Ph.D. degrees and select the distinction or distinctions that the ELA department will adopt.
- Change ELA 620 from Doctoral Seminar to Organizational Theory
  - The name change will be implemented based on the NMSU timeline for submission of course name changes.
- Develop a Change in Higher Education course for doctoral higher education program.
  - Faculty will select a course to delete to make room for this new course in the program of study.
  - The course objectives and description will be developed and paperwork to request this new course will be submitted according to NMSU timelines.
• Identify academic departments in which cognate courses have been taken and then schedule a meeting with each department head to discuss implementing a schedule of cognate course offerings so that students are provided more structure in what cognate classes are available and approved to meet Ph.D. degree requirements.

2-year goals (to be accomplished between 2017-2019):
• Implement changes to internship programs starting with the Fall 2018 semester for Master’s, Ed.D., and Ph.D. programs.
  o Work on differentiating the Internship course for students seeking the Ph.D., with a greater emphasis placed on having a research experience embedded into both courses.
  o Work on having the internship course be coordinated by one full-time faculty for the ELDP (doctoral) program as is being currently done for the master’s degree in higher education administration.
  o Consider offering Ph.D. students teaching opportunities (teaching internship) with minor undergraduate and master level courses to gain teaching experience as a part of their internship; they can be partnered with faculty and/or mentored by the newly developed coordinator/instructor of higher education administration doctoral internships.
• Finalize plans so that there is a clear distinction between Ed.D. and Ph.D. degrees.
  o Have all cognate agreements with other departments/colleges completed.
  o Details regarding dissertation distinctions between degrees will be finalized and new requirements will be implemented with the fall 2019 cohort of students.
• Explore the possibility of adding a student development theory course to the higher education administration M.A. program
• Create process for annually assessing alumni data and new graduate feedback on impact of higher education administration degree acquisition.

3-5 year goals (2018-2023 - ongoing with 5 years to be the goal for completion):
• Reduce teaching loads for full-time faculty in the department to a 2:2. Ideally, this will allow for more publishing.
• Streamline masters and doctoral admission process

On behalf of the Department of Educational Leadership and Administration and Dean Pope-Davis, we would like to thank Provost Howard for the opportunity to conduct this Program Review. It has been helpful and will aid in strengthening our department and program long-term.