

April 2, 2013

Dr. Belle Wheelan
President, Southern Association of Colleges and Schools
1866 Southern Lane
Decatur, GA 30033-4097

RE: Substantive Change at the University of Tennessee

Dear Dr. Wheelan:

Please accept this letter of notification from the University of Tennessee of a substantive change on the Knoxville campus, per the guidelines as stated in the Substantive Change for Accredited Institutions of the Commission on Colleges - Policy Statement and Procedures document.

Closure of the Industrial and Organizational Psychology PhD Program

As of August 2013, the Industrial and Organizational Psychology (IOP) doctoral program will be closed. All courses except for dissertation credit, and other details associated with the program will be removed from the graduate catalog. IOPSY-600, Dissertation, will remain active until all students have graduated or otherwise transitioned from the program.

The process for closing the IOP program began in Academic Year (AY) 2007-2008. At that time, there were 19 doctoral students and four tenured faculty members associated with the program. One of those faculty members was a full-time administrator (Associate Dean) in the College of Business Administration, and was only minimally participating in program activities. A review of the program by the College of Business Administration leadership concluded that it was the most costly of all academic programs on a per student basis, and that significant work was needed to more fully integrate the program within the college. This review, along with a detailed implementation plan, was provided to the Provost in June 2008 (See attachments: "Input to Provost on Closing of Industrial and Organizational Psychology (IOP) Program," and "Industrial and Organizational Psychology (IOP) Program Closure Timeline"). Contributing to the decision not to admit new students and to begin the process of closure were the following:

1. There were 19 students enrolled; 12 students were on campus and four were in their first year of the program (taking coursework).

2. Between four and five students were admitted annually, but only an average of three students graduated per year (NOTE: This is fewer than the Tennessee Higher Education Commission acceptable minimum number of graduates from doctoral programs).
3. The average time-to-completion for the program was 7 years (average over the last 5 years).
4. Of those graduating, placement was deemed weak. Relatively few graduates were placed in peer schools despite high demand nationally for qualified business school faculty.
5. In an attempt to save it from closure, a taskforce had previously been appointed to revise or restructure the Industrial and Organizational Psychology program. This task force consisted of program faculty, two students from the program, faculty from the Department of Psychology (in the College of Arts and Sciences), and faculty from other doctoral programs in Business Administration. Reports of progress from the taskforce were not favorable.
6. At the time, the University of Memphis offered an Industrial and Organizational Psychology doctoral program; therefore, those wishing to obtain such a degree within the State of Tennessee still had an opportunity to complete the degree in state.
7. Within the southeastern United States, programs exist at Clemson University, Florida Institute of Technology, George Mason University, Georgia Institute of Technology, North Carolina State University, Old Dominion University, University of Central Florida, University of Georgia, University of South Florida, and Virginia Tech.

Coincidental with the decision to close the program, a timeline was established with the actions needed to close the program. While that timeline originally forecast that the last students would graduate in the 2009-2010 academic year, that estimate was unrealistic. Since the decision to close the program, students have progressed more rapidly than prior to the decision (5.7 vs. 7 years to completion), and only two students remain in the program. These students have completed all requirements for their degrees, save completion of the dissertation. They will be able to continue to register for IOPSY 600, Dissertation, until they graduate or otherwise transition from the program (re: not progressing, too many years in program, did not register for one semester, etc.). Dr. Anne Smith, associate professor and chair of the College of Business Administration Graduate Policies Committee, met with the IOP students during October 2012 and informed them of impending changes. When the curriculum change was processed through the UT Graduate Council and Faculty Senate in Spring 2013, Dr. Smith sent a registered letter, dated March 18, 2013, informing them of the changes, what they need to do, and, most importantly, of their need to register for dissertation credit each semester (fall, spring and summer).

The students were assured that so long as they were active and registered, they would remain in the current IOP doctoral program. If the students have a *break in enrollment* (do not register for a fall or spring term and/or withdraw from fall or spring), they will no longer be active current students, and will not be able to complete a readmission for the IOP doctoral program.

The closure process adhered to that outlined in the UTK Faculty Handbook and the UT Financial Exigency Plan (NOTE: Financial Exigency was not declared; safe-guards in place for financial exigency were followed). This plan stipulates that the campus administration will attempt to place each displaced tenured faculty member in another suitable position (i.e., in the department, college or elsewhere in the

university). The faculty members were provided the options of 1) remaining in their department and redirect their work to fully integrate with the faculty, 2) transferring to a similar program and redirect their work to fully integrate with the new program, or 3) assistance in relocating to a position at another institution of higher education or professional practice outside of higher education. As a result of those actions, one of the directly affected faculty members has retired, another transferred to different department and college at the University of Tennessee, Knoxville, and the third assumed a tenured faculty position at another university. The forth tenured IOP faculty member remains an Associate Dean in the College of Business Administration.

The teach-out plan was implemented in 2008-2009 academic year. The official process of closing the program and removing it from our inventory of degree programs is underway. The University's Graduate Council Curriculum Committee, Graduate Council, and Faculty Senate approved the closure. The University of Tennessee Board of Trustees and Tennessee Higher Education Commission have been notified. Program closure will appear on the June 2013 UT Board of Trustees consent agendas and be forwarded to the Tennessee Higher Education Commission for final action and closure. The termination of the Industrial and Organizational Psychology Doctoral Program will be effective August 2013 (the start of the new academic year).

If you require additional information, please let me know.

Sincerely,


Jimmy G. Cheek
Chancellor

cc: Dr. Susan D. Martin, Provost and Senior Vice Chancellor for Academic Affairs
Dr. Mary Lewnes Albrecht, Associate Vice Provost and SACS Liaison
Dr. Sally McMillan, Vice Provost for Academic Affairs
Dr. Carolyn Hodges, Vice Provost and Dean, Graduate School
Dr. Stephen Mangum, Dean, College of Business Administration
Dr. Robert T. Ladd, Associate Dean, College of Business Administration
Dr. Steven M. Sheeley, Vice President, SACS

INPUT TO PROVOST ON CLOSING OF INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY (IOP) PROGRAM

**Jan R. Williams, Dean
College of Business Administration (CBA)
June 13, 2008**

BACKGROUND

- The CBA has heavy and growing student demand, as evidenced by its approximately 6,500 students, consisting of the following:
 - 4,400 undergraduate majors
 - 1,500 undergraduate minors
 - 600 graduate students
- The CBA offers 11 different degree programs and 39 curriculum options within those degrees. The IOP program represents one degree and one curriculum option.
- IOP is a Ph.D. program only (i.e., no undergraduate or masters) with 19 students at the present time.
- For reasons primarily other than budget, no students were admitted to the IOP program to start in the fall 08 semester.
- The CBA faculty consists of approximately 125 (95 tenure-track), three of which are the core faculty for the IOP program. Other faculty members have some limited participation in the IOP program (e.g., service on dissertation committees).
- The vast majority of IOP programs in the U.S. are in psychology departments. At one time, the UT program was an inter-disciplinary joint program between the Department of Psychology and the CBA and was later moved to the CBA when psychology chose to end its participation.

1. DESCRIPTION OF THE PLANNING PROCESS AT THE COLLEGE LEVEL THAT LED TO DECISIONS TO CLOSE PROGRAM

In 2004, the CBA's executive committee, which consists of deans, department heads, and selected directors, did an extensive program analysis that classified all CBA programs in terms of their importance to the CBA, their size, cost, efficiency, etc. At that time the IOP program was identified as the most costly doctoral program in the college, and ranked 7th of 9 in regard to quality. No immediate action was taken with regard to the

IOP program at that time, but it was identified as a program that required significant work if it was to continue and be an important part of the CBA.

Efforts since that time to change the program and bring it into closer coordination with the rest of the CBA have been unsuccessful. As a result the program and to a large extent its faculty remains isolated and essentially disconnected from the rest of the CBA.

In February, 2008, the decision was made not to admit students into the IOP program for fall of 2008. While that decision was not directly related to the current budget situation, with hindsight it can be seen as the first formal step in closing the program. A task force was appointed to revise or restructure the IOP program in an attempt to save it from closure, but reports of progress from that task force were not favorable. When the budget reduction requirement came down with very short notice with a mandate to consider "vertical" cuts rather than across-the-board cuts, closing the IOP program was a natural extension of our previous planning efforts.

2. ALTERNATIVE CUTTING STRATEGY FOR THE COLLEGE AND THE IMPLICATIONS OF THAT STRATEGY

Four alternatives were considered in the following order:

1. Across-the-board cuts—While the administration's mandate was not to do this, we did consider the impact on our departments and other programs (e.g., MBA) of an allocated budget cut to all units. Not only was this approach discouraged by the administration, most of these units are experiencing increased student demand and have virtually no operating budgets due to previous budget reductions. (We generally finance operations from alternative sources, such as executive education.) An across-the-board cut would have almost certainly resulted in a reduction in classes taught and students being unable to get the coursework they need to progress in their degree programs, particularly at the undergraduate level.
2. Elimination of vacant positions—The CBA currently has 8 unfilled faculty positions, although all are not fully funded at the level required to hire. This translates into 6 or 7 fully-funded positions. In 07-08 we had 8 faculty searches, 3 of which were successful in hiring new faculty members to start in fall 08. To meet the budget reduction via eliminating unfilled faculty positions would require that we eliminate about half (i.e., 3 or 4 depending on the vacancies selected) of the unfilled positions. Most of the openings are in areas of highest student demand: accounting, finance, marketing, logistics. The impact on students in these areas would have been particularly problematic, much like the across-the-board approach would have been but more targeted to the areas identified above.
3. Move faculty cost to alternative funding sources—Historically we have drawn a strong distinction between sources of funding and have resisted funding tenure-track faculty positions from non-state sources, such as surpluses from our Center for Executive Education and Center for Business and Economic Research. We do fund some of our

year-to-year contract faculty from those sources. We believe this is an important distinction to maintain as those alternative sources fluctuate from year and are particularly vulnerable to economic swings. Given the current economic situation, committing to alternative sources of funding for tenured positions would have been highly speculative. Eliminating tenure-track faculty salaries and funding them from these and other alternative sources (e.g., private money) was rejected for these reasons.

4. Make a "vertical" or program cut—We sought to identify a program that would have the least impact on numbers of students and faculty and was the least integrated with the rest of the CBA so that other programs would not be affected. The IOP program had already been identified as meeting these criteria as evidenced by the response above to #1.

3. COST OF THE PROGRAM. REVENUES AND THEIR SOURCES

UT-State Allocation

FY08:

Faculty	342,000	
Staff (50% FTE)	15,500	
Graduate Students	123,700	

		481,200

* Used current payroll appointed GA's

Net Direct Support from Grant Activity:

3 year average (FY06,07,08)

Faculty Pay and Benefits	119,700	
Graduate Student Support	9,300	
Equipment	8,000	
Other (surveys, travel, software, etc)	18,700	

		155,700

Annualized Program Support

636,900

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* Used 3 year average on 3 grants by Rentsch and Woehr

Note: No amounts are included for general department overhead or assigned space.

Note: The \$342,000 faculty line includes 100% of all three faculty members' salaries. Professors Woehr and Rush teach courses for other programs. A reasonable approximation of this other activity is 25% of their effort. If the faculty cost of the IOP program is reduced by that percentage, the faculty line is reduced to \$286,480 and the total Annualized Program Support is reduced to \$581,380.

4. DETAILED IMPLEMENTATION PLAN

See Attachment A.

5. DATA ON OTHER PROGRAMS IN THE STATE (IF APPLICABLE) OR ANYTHING ABOUT THE NATIONAL TREND WITH RESPECT TO PROGRAM

The Society for Industrial and Organizational Psychology (SIOP) website lists 5 graduate programs in IOP within Tennessee. Three schools offer Masters degrees, while two offer doctorates.

IOP programs in Tennessee:

M.A.	Austin Peay State University	10 students
M.A.	Middle Tennessee State University	25 students
Ph.D.	University of Memphis	26 students
M.A.	University of Tennessee at Chattanooga	35 students
Ph.D.	University of Tennessee	28 students*

Other surrounding states also have IOP Ph.D. programs. The number of students listed includes part-time students, and in many cases students enrolled in Masters programs. Kentucky does not have a doctoral program in IOP.

Alabama	Auburn University	17 students
Florida	Florida Institute of Technology	18 students
	Florida International University	21 students
	University of Central Florida	32 students
	University of South Florida	42 students
Georgia	Georgia Institute of Technology	13 students
	University of Georgia	28 students
Mississippi	University of Southern Mississippi	10 students
Missouri	Saint Louis University	23 students
	University of Missouri – St. Louis	36 students
North Carolina	North Carolina State University	29 students
South Carolina	Clemson University	28 students
	George Mason University	29 students
	Old Dominion University	30 students
	Virginia Commonwealth University**	8 students
	Virginia Tech	23 students

* The number of students (28) for the University of Tennessee as noted on the SIOP web page reflects a historic enrollment level. The actual enrollment figure at this time is 19 students.

** The Virginia Commonwealth University program is listed as being located in the Management Department. Apart from the UT program, this is the only I-O program associated with a Management Department. The SIOP website lists numerous Organizational Behavior and Human Resources programs that are associated with Management Departments and other College of Business

ATTACHMENT A
June 13, 2008

INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY (IOP)
PROGRAM CLOSURE TIMELINE

Current student numbers:

Total = 19
On UT Knoxville campus Fall 2008 = 12
With coursework remaining = 4

SUMMER 08

Students:

- Transfer students who choose to move to other program(s)
- Prepare program of completion with each student on campus in IOP or alternative program
- Communicate with and develop plan of completion or formal exit for students who have left UT campus

Faculty:

- Meet with administration for explanation of decision to close program, review timeline for closure (meeting occurred June 11)

08 – 09 ACADEMIC YEAR

Students:

- Students in first two years who remain in IOP complete coursework
- Students who have completed coursework take comps, move into dissertation
- Students who have completed comps complete proposals, move into dissertation
- Students with approved proposals or whose proposals are approved soon complete degrees

Faculty:

- Offer IOP coursework, as necessary, to complete students in process
- Serve on dissertation committees with an objective of completing students as efficiently as possible
- Consider alternative for 2nd year project which has historically delayed degree completion for many students

- Explore alternative plans for academic year 2010-11 in CBA, elsewhere at UT, elsewhere not-UT

09 – 10 ACADEMIC YEAR

Students:

- Remaining students complete dissertations

Faculty:

- Serve on dissertation committees with an objective of completing all remaining students during the year
- Finalize alternative plans for academic year 2010-11 in CBA, elsewhere at UT, elsewhere not-UT
- Engage faculty other than core IOP faculty to complete dissertations, as necessary (e.g., Atchley, Walton, McIntire, Barksdale, Ladd, Schumann, Duchon, Morris)