**Request for Site-Based Delivery of the Master of School Administration Program,
and Re-Establishment of Three Off-Campus Instructional Sites**

**North Carolina State University
Routing for On-Campus Approval of Other Degree Program Actions**

This request has been reviewed and approved by the appropriate campus committees and authorities.

Completed Proposal
Endorsed By:

Refer to electronic signature in Approval Path of CIM Programs
_____
Head, Department/Program   Date

Recommended By:

Refer to electronic signature in Approval Path of CIM Programs
_____
Chair, College Curriculum Committee   Date

Endorsed By:

Refer to electronic signature in Approval Path of CIM Programs
_____
College Dean   Date

Proposal moves to Undergraduate or Graduate office for routing
Recommended By:

Refer to electronic signature in Approval Path of CIM Programs
_____
Vice Provost, DELTA (if DE degree/certificate)   Date

Recommended By:

Refer to electronic signature in Approval Path of CIM Programs
_____
Chair, University Courses & Curricula Committee   Date
  or Administrative Board of the Graduate School

Approved By:

Refer to electronic signature in Approval Path of CIM Programs
_____
Dean, DASA or the Graduate School   Date

Proposal moves to the Executive Vice Chancellor and Provost's office for routing
Recommended By:
_____ 3/7/2024
Council of Deans   Date

Approved By:
_____ 3/13/2024
Executive Vice Chancellor and Provost   Date

Approved By:

_____
Chancellor

Updated 04/11/2019

UNIVERSITY OF NORTH CAROLINA

EXISTING DEGREE PROGRAM MODIFICATION

REQUEST TO DELIVER – NEW DELIVERY MODE OR SITE

Date: February 27, 2024

UNC Constituent Institution: North Carolina State University

Is the program a joint degree program? Yes____ No X___

    Joint Partner Institution Not applicable

Title of Authorized Program: Master of School Administration   **Degree Abbreviation:**_____ MSA___

CIP Code (6-digit): 13.0401   **Level: B** _____ **M** X___ **I** _____ **D** _____

CIP Code Title: Educational Leadership and Administration, General

Proposed term to enroll students in alternate delivery method: **Term** Summer **Year** 2024

Program information needed for UNC Academic Program Inventory (API):
    Minimum credit hours required   42
    Expected number of full-time terms to completion   4

Indicate current authorization for the program:
    ☒ On campus delivery
    ☐ Online delivery
    ☐ Site-based delivery

Identify the objective of this request (select one or more of the following):
    ☐ Add on campus delivery
    ☐ Add online delivery; Maximum percent offered online _____
    ☒ Add site-based delivery (list new sites below; add lines as needed)
        ☒ Instructor present (off-campus delivery)
        ☒ Instructor remote (site-based distance education)

List of site-based delivery requests:

Site #1: Durham Public Schools Staff Professional Development Center
<u>2107 Hillandale Road, Durham, NC 27705</u>
(address, city, county, state)

Site #2: Gateway Technology Center
<u>3400 N. Wesleyan Boulevard, Rocky Mount, NC 27804</u>
(address, city, county, state)

Site #3: Johnston County Public Schools AG Glenn Building
<u>501 S. 2nd Street, Smithfield, NC 27577</u>
(address, city, county, state)

SACSCOC Substantive Change. Provide a brief statement from the university SACSCOC liaison regarding whether the new delivery mode does or does not constitute a substantive change.

NC State University is currently authorized by SACSCOC to operate the MSA program at the three off-campus sites listed in this proposal. For this reason, the proposed delivery mode does not constitute a substantive change.

Justification for New Delivery Mode:

1. **Description and Purpose.**
   a. Provide a 250-word or less description of the proposed program, including target audience, delivery method, hours required, program core and concentrations (if applicable), opportunities for which graduates will be prepared, and other special features. For online programs, describe whether the delivery is synchronous with an on-campus course, partially synchronous, asynchronous, other, and using what platform(s).

   The Master of School Administration (MSA) is a two-year, cohort-based principal preparation program that has been designed to meet the needs of the public schools in North Carolina for school leaders. It requires a minimum of 42 credits and culminates in recommendation for licensure by the State of North Carolina. Students are primarily practicing educators with teaching licensure; many have already earned advanced degrees. The NC State MSA program has prepared 140 principals, assistant principals and other school leaders since graduating the first cohort in 2012. The program has received tens of millions in federal, state and private funding over the last two decades to prepare educational leaders in North Carolina Cohorts from these regions. Out of over 774 principal preparation programs nationally, NC State is one of only 6 programs to ever earn the distinction of being named "Exemplary" by the University Council for Educational Administration (UCEA).

During the pandemic new delivery methods were needed for the program. Faculty found that we were able to deliver the program in a hybrid manner at the same level of quality as our off-campus in-person delivery. Students also reported that they preferred a hybrid approach as most students are working full-time and travel to off-campus sites was burdensome. In addition to this request for site-based delivery, NC State has also submitted a request to deliver the MSA program online (up to 100%). This will allow the institution maximum flexibility in program delivery to meet the needs of its student population.

b. List and describe any external contracts connected to the program (e.g. Online Program Management (OPM), student recruitment, instructional design).

There are no external contracts connected to the MSA program.

c. How does the proposed delivery mode align with UNC system, institutional, and unit missions and strategic plans?

Advanced education degrees for K-12 leaders are critical workforce credentials for the state and align with UNC system and NC State strategic goals and plans.

Specifically, the proposed site-based delivery mode for the MSA aligns with UNC System strategic goal 1 (increase access for underserved populations). Site-based delivery of the MSA will allow NC State to contribute to the UNC System's desire to increase enrollment and degree attainment for students from underserved counties. The proposed site-based delivery mode also aligns with UNC System strategic goal 4 (increase graduate student success – graduate degree efficiency) as well as strategic goal 8 (increase the System's contribution to the state's critical workforces – graduates who go on to work in public schools in North Carolina).

With respect to the institution's strategic plan, the proposed site-based delivery mode for the MSA aligns with NC State strategic objectives 1.1 (facilitate lifelong learning with coordinated instructional offerings), 1.2 (provide equitable access to learning experiences), 1.5 (maximize learning technologies and pursue teaching excellence), and 6.1 (partner to meet North Carolina's workforce needs).

d. Discuss the existing modality mix for the proposed program, and how this proposal complements existing modes offered by the institution.

The College of Education at NC State is transitioning the MSA program from a primarily site-based delivery format to a format where the program is delivered primarily online. This request, coupled with NC State's request to deliver the MSA program online, will provide students with maximum access and flexibility in a format they prefer.

2. **Enrollment and Student Demand.**
   a. Does the institution plan to serve new students, better serve existing students, or both as a function of this request?

This request for site-based delivery of the MSA program will better serve both our existing and our future student populations. It is not anticipated that this new delivery mode will result in enrollment growth.

b. Provide documentation of student demand for the new delivery mode, including externally generated estimates. Directly address the extent to which students will be drawn from a pool of students not previously served by the existing version of the program.

The principal pipeline is facing several obstacles (e.g., salary, increased workload, perceived status of the profession). The NC State MSA program is directly addressing those challenges by recruiting students in targeted geographic regions in the state who are in the most need of support. As previously shared in 1a, students enrolled in the MSA program during the pandemic expressed a preference for a hybrid approach to program delivery as most students are working full-time and travel to off-campus sites on a regular basis was burdensome. This request for site-based delivery, coupled with the request for online delivery, will provide for a more efficient delivery of the program while meeting the needs of the target student population. This proposed delivery mode will not substantially change the approaches being used to meet the need for principal preparation in North Carolina. Similarly, major changes in the pool of students previously served by the existing version of the program are not anticipated.

c. If other UNC institutions offer similar programs either online or in the proposed geographic area (for site-based proposals), discuss the extent to which students will be drawn from a pool not previously served.

As documented in item 3e below, several UNC System institutions offer the MSA program in a variety of formats (e.g., on-campus, online, off-site). It is not expected that NC State's request to deliver the MSA using site-based delivery will directly impact how the institution recruits student cohorts nor will this new delivery method necessarily open up new pools of students not previously served.

d. For site-based programs, list the other non-UNC institutions offering programs in the geographic market. Discuss how those programs will impact the proposed program.

Two non-UNC institutions in the region offer similar programs: Barton College in Wilson County and Mount Olive University in Wayne County. These non-UNC institutions will not compete directly with the proposed site-based delivery of the MSA program since the three off-site locations proposed by NC State are not located in Wilson County or Wayne County.

e. Estimate the total number of students that would be enrolled in the program during the <u>first</u> year of operation and <u>in each delivery mode</u> (campus, online, site - add lines as needed):

Delivery Mode off-site   Full-Time   23   Part-Time   13

Estimate the total number of students that would be enrolled in the program during the <u>fourth</u> year of operation and <u>in each delivery mode</u> (campus, online, site - add lines as needed):

Delivery Mode<u> off-site </u> Full-Time <u>   26   </u> Part-Time <u>   18   </u>

3. **Unnecessary Duplication.**
   a. List similar programs offered by other North Carolina institutions (public or private), including enrollments and delivery method.

   b. In cases where other UNC institutions provide similar online, site-based distance education, or off-campus programs, include evidence regarding how the proposed program meets unmet need. Discuss collaborative opportunities with these programs.

   c. Discuss confirmed or potential collaborative opportunities with other UNC institutions, including co-location and inter-institutional program enrollment.

   d. Discuss unique curricular opportunities with external partners in site-based proposals (e.g. partnership with local organizations, non-profits, or businesses).

   e. For site-based delivery, provide written documentation of outreach from the provost of the proposing institution to the provost of any UNC institution offering similar degrees in the geographic market.

   The UNC System institutions below offer a Master of School Administration program. The enrollment data provided is for fall 2023 as listed in the UNC Enrollment Data Dashboard (Enrollment by Major).

Institutions	CIP code	On-campus	Site-based	Online	Enrollment
Appalachian State	13.0409	X	X	X	62
East Carolina U.	13.0401	X	X	X	124
ECSU	13.0401	X		X	20
Fayetteville State U.	13.0401	X			17
NC A&T	13.0409	X			5
NC Central	13.0409	X		X	61
NC State	13.0401	X			46
UNC Charlotte	13.0401	X	X		111
UNC Greensboro	13.0401		X	X	31
UNC Pembroke	13.0409	X	X	X	132
UNC Wilmington	13.0401	X		X	17
UNC Chapel Hill	13.0409	X	X	X	36
Western Carolina U.	13.0401	X		X	45

In North Carolina, the following non-UNC System institutions also offer MSA programs: Barton College, Gardner Webb University, and High Point University. Others offer related degrees in Educational Leadership.

4. **Resources.**

   a. Provide a financial overview of the proposed program, inclusive of all expected revenues and expenses. Complete the "UNC System Academic Program Planning Financial Worksheet."

      Please see the attached UNC System Academic Program Planning Financial Worksheet. This worksheet reflects uses and sources for the entire MSA program, which will be delivered in a hybrid format (predominantly online with a small number of courses offered each year at the three proposed off-site locations NC State is seeking to 're-establish'), if the requests to deliver (online and site-based delivery) are approved.

   b. Are new faculty, staff, library, facility/equipment, or other resources required to deliver the program?

      No new resources are required to deliver the MSA program at the off-site locations.

   c. Discuss how the new delivery mode will impact the workload of existing faculty.

      The new delivery mode is expected to have a negligible effect on the faculty as faculty have previously delivered courses at the proposed sites as part of the MSA program.

   d. Briefly describe the facilities, infrastructure, and arrangements and how they meet the needs of the program.

      NC State in general and its College of Education in particular have a long and successful history of offering and administering programs using site-based delivery, including at the locations for which approval is being sought. NC State faculty are experienced in applying expertise in technologies and pedagogies to create innovative and impactful digital learning experiences for its learners.

5. **Delivery Considerations.**
   Provide assurances of the following (not to exceed 250 words per lettered item):

   a) *Access* (all programs). Students have access to academic support services comparable to services provided to on-campus students and appropriate to support the program, including admissions, financial aid, academic advising, delivery of course materials, and placement and counseling.

      As NC State is seeking to transition from a primarily site-based distance delivery mode to a primarily online delivery method, support structures to handle admissions, financial aid, academic advising, delivery of course materials, and placement and counseling for students pursuing a program in a hybrid format are already in place. These support

services are comparable to the corresponding services offered to our on-campus students.

b) *Clinical and related (all programs).* Are there any clinical or professional training requirements for graduates of the program? If so, identify the plan for satisfying requirements for program graduates, inclusive of any impacts on existing programs.

This question is not applicable to the MSA program and this request.

c) *Curriculum delivery* (online and site-based distance education only). The distance education technology to be used is appropriate to the nature and objectives of the program. The content, methods and technology for each online course provide for adequate interaction between instructor and students and among students.

As NC State previously utilized the three off-site locations listed in this proposal in the recent past, the distance education technology is already in place and has proven itself to be appropriate to the nature and objectives of the program. Less than 25% of the MSA program will be delivered in-person at off-site locations. These course experiences will include seminars connected to practicums and internships as well as cohort-building in-person experiences.

d) *Faculty development* (online and site-based distance education only). Faculty engaged in program delivery receive training appropriate to the distance education technologies and techniques used.

The faculty involved in the MSA program are familiar with instructor remote site-based delivery through 1) their extensive experience with this delivery method in the recent past and 2) their participation in the extensive training provided by NC State's Digital Education and Learning Technology Applications (DELTA) unit. Less than 25% of the program will be delivered in-person at off-site locations. These course experiences will include seminars connected to practicums and internships as well as cohort-building in-person experiences. Some off-campus may include courses where an instructor is remote.

e) *Security* (online and site-based distance education only). The institution authenticates and verifies the identity of students and their work to assure academic honesty/integrity. The institution assures the security of personal/private information of students enrolled in online courses.

NC State uses state-of-the-art video management platforms such as Panopto. Access to such platforms is authenticated through Shibboleth. In addition, all services which require Shibboleth login are protected by a two-factor authentication process (Duo). All of our Google services, including email and everything stored in the Google Drive, are further protected by another two-factor authentication process (Google-2 step). Finally, DELTA testing services provides local and off-campus proctoring services for students to take exams in a professional, secure and monitored setting. For the limited number of off-campus classes where the instructor is remote, NC State program staff will assure the

security of personal/private information using the tools referenced earlier in this selection.
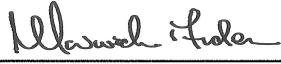
6. **Contact.**
   Provide the name, title, email address, and phone number of the person(s) responsible for planning this proposed program.
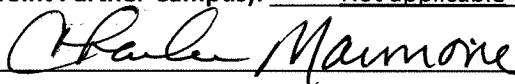
   John Lee, Associate Dean, jklee@ncsu.edu, 919-515-5908

Approval.

This request to establish a new distance education degree program (or program site) has been reviewed and approved by the appropriate institutional committees and authorities.

Chief Academic Officer: _____

Chief Academic Officer (Joint Partner Campus): _____Not applicable_____

Chief Financial Officer: _____

Chief Financial Officer (Joint Partner Campus): _____Not applicable_____

Instructions

Fill out the Sources and Uses tables using estimates that are as accurate as possible and reflect the information provided throughout the proposal.

Current program sources and uses include the revenues and expenses associated with any program that is being incorporated or reassigned to the new proposed program. It should include any existing financial commitments that would be taken on by the new program. The current sources should include all sources associated with existing students, including appropriation, tuition, fees, and other sources, and all expenses associated with those students, including existing faculty costs.

New program sources and uses include any incremental revenues or expenses associated with the proposed new program. Existing financial commitments should not be repeated in this section.

Regular Tuition and **Differential Tuition** are automatically calculated based on the projected student enrollment on an FTE basis and the corresponding tuition rates.

Enrollment funding appropriation is automatically calculated based on the projected resident student credit hours (SCH) and the enrollment funding rate. The worksheet assumes a fall start and an SCH funding basis. Manual adjustments may be necessary if this is not the case. Do not include nonresident credit hours in this calculation.

NC Promise Appropriation applies to undergraduate programs at ECSU, FSU, UNCP and WCU. The rates used can be found in the NC Promise rates tab.

Sources should include all associated revenues received by the university, regardless of whether they are allocated to the program.

Uses should include a best estimate of all expenses incurred by the university related to the program, even if it is not charged to the program. Personnel costs should include all salaries and benefit expenses. Start-up costs (year 0) should include all costs incurred prior to the first year of student enrollments

Total program sources and uses (calculated) should show the total cost of the proposed program and the total revenues that would be used to fund the program. Sources are not required to equal uses, but any significant gap should be explained.

Add any additional sources or uses as additional lines in the chart and confirm that they are correctly adding to the subtotals.

Avoid Common Errors

1. Confirm that the tuition rates used in the sources tab are the approved rates for your institution.

2. Confirm that the enrollment funding appropriation rate matches the approved rate for the discipline and Carnegie class. If you are using a different rate, please explain why (e.g. using an average rate for programs that include coursework in multiple disciplines).

3. Confirm that the enrollment figures used in the sources tab match the narrative listed elsewhere in the Request to Establish.

4. If the program indicated that that it would not request a special tuition or fee rate, then please do not include a special rate in the budget.

5. If there an extremely large difference between total revenues and total expenses, please ensure that this is explained in the budget narrative or the comments. Please ensure that this disconnect is not due to the exclusion of significant revenues or expenses.

	Current Program Sources (if applicable)	Rate	Year 0 (Start Up)	1st Year	2nd year	3rd Year	4th Year	5th Year	TOTALS
1	General Fund Appropriation								$ -
2	NC Promise Appropriation								$ -
3	*Resident Enrollment (FTE)*		46						
4	Regular Resident Tuition (Annual Rate)	$ 9,459	$ 435,114	$ -	$ -	$ -	$ -	$ -	$ 435,114
5	*Nonresident Enrollment (FTE)*								
6	Regular Nonresident Tuition (Annual Rate)	$ 29,433	$ -	$ -	$ -	$ -	$ -	$ -	$ -
7	Tuition Differential (Annual Rate)		$ -	$ -	$ -	$ -	$ -	$ -	$ -
8	Special Fees		$ -	$ -	$ -	$ -	$ -	$ -	$ -
9	External Funding (In-Hand Only)		2,000,000						$ 2,000,000
10	Other Funding (Identify)								$ -
11	**Total Current Sources**		$ 2,435,114	$ -	$ -	$ -	$ -	$ -	$ 2,435,114
	Proposed New Program Sources								
12	*Incremental Resident SCH*			-	-	18	18	18	
13	Enrollment Funding Appropriation	$ 534	$ -	$ -	$ -	$ -	$ 4,806	$ 9,612	$ 14,418
14	*Resident Enrollment (FTE)*			46	46	47	48	49	
15	Regular Resident Tuition (Annual Rate)	$ 9,459	$ -	$ 435,114	$ 435,114	$ 444,573	$ 454,032	$ 463,491	$ 2,232,324
16	NC Promise Appropriation (Resident)		$ -	$ -	$ -	$ -	$ -	$ -	$ -
17	*Nonresident Enrollment (FTE)*								
18	Regular Nonresident Tuition (Annual Rate)	$ 29,433	$ -	$ -	$ -	$ -	$ -	$ -	$ -
19	NC Promise Appropriation (Nonresident)		$ -	$ -	$ -	$ -	$ -	$ -	$ -
20	Tuition Differential (Annual Rate)		$ -	$ -	$ -	$ -	$ -	$ -	$ -
21	Special Fees		$ -	$ -	$ -	$ -	$ -	$ -	$ -
22	External Funding (In-Hand Only)			2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	$ 10,000,000
23	Other Funding (Identify)								$ -
24	**Total New Sources**		$ -	$ 2,435,114	$ 2,435,114	$ 2,444,573	$ 2,458,838	$ 2,473,103	$ 12,246,742
25	**Total Proposed Program Sources**		$ 2,435,114	$ 2,435,114	$ 2,435,114	$ 2,444,573	$ 2,458,838	$ 2,473,103	$ 14,681,856

Comments

The program has secured in excess of $2M/yr in external funding till 2027.

Chief Financial Officer
Name Charles Maimone
Date: 02/20/24
Signature

X

	Year 0 (Start Up)	1st Year	2nd year	3rd Year	4th Year	5th Year	TOTALS		
Current Program Uses (if applicable)									
1 Tenure/Tenure-Track Faculty	$ 208,823						$ 208,823		
2 Non Tenure-Track Faculty	181,102						$ 181,102		
3 Graduate Student Support	1,746,114						$ 1,746,114		
4 Non-Faculty Positions	183,008						$ 183,008		
5 Student Support (Scholarships)							$ -		
6 Libraries							$ -		
7 Supplies and Materials	1,000						$ 1,000		
8 Travel, Communications, and Fixed Charges	2,000						$ 2,000		
9 Equipment and Technology							$ -		
10 Facility Repair and Renovation							$ -		
11 Other (Identify)							$ -		
12 **Total Current Uses**	$ 2,322,047	$ -	$ -	$ -	$ -	$ -	$ 2,322,047		
Proposed New Program Uses									
13 Tenure/Tenure-Track Faculty	-	208,823	215,088	221,540	228,186	235,032	$ 1,108,669		
14 Non Tenure-Track Faculty	-	181,102	186,535	192,131	197,895	203,832	$ 961,495		
15 Graduate Student Support	-	1,746,114	1,801,553	1,858,752	1,917,767	1,978,789	$ 9,302,975		
16 Non-Faculty Positions	-	183,008	188,498	194,153	199,978	205,977	$ 971,614		
17 Student Support (Scholarships)	-						$ -		
18 Libraries	-						$ -		
19 Supplies and Materials	-	1,000	1,000	1,000	1,000	1,000	$ 5,000		
20 Travel, Communications, and Fixed Charges	-	2,000	2,000	2,000	2,000	2,000	$ 10,000		
21 Equipment and Technology	-						$ -		
22 Facility Repair and Renovation	-						$ -		
23 Facility New Construction or Expansion	-						$ -		
24 Other (Identify)	-						$ -		
25 **Total New Uses**	$ -	$ 2,322,047	$ 2,394,674	$ 2,469,576	$ 2,546,826	$ 2,626,630	$ 12,359,753	$ 14,681,856.00	
26 **Total Proposed Program Uses**	$ 2,322,047	$ 2,322,047	$ 2,394,674	$ 2,469,576	$ 2,546,826	$ 2,626,630	$ 14,681,800	$ (56.00)	

$ 2,626,630

Comments

6 TT faculty are attached to the MSA; average salary is $126K + fringe + health insurance; individual commitment to the program: 0.2FTE

8 NTT faculty are attached to the MSA; average salary is $80K + fringe + health insurance; individual commitment to the program: 0.2 FTE

1 Graduate Service Coordinator @ $60K/yr + 32.24% fringe + $7397 heath insurance; 3% inflationary rate

Program director (non-faculty position) $100K + fringe + health insurance, 3% inflation; 1 FTE

Graduate student support: the program covers tuition and teaching release for students

Chief Financial Officer
Name Charles Maimone
Date 2/20/24
Signature

X

Institution	Residency	Appropriation Rate
ECSU	Resident	$ 1,856
	Nonresident	$ 11,400
FSU	Resident	$ 1,982
	Nonresident	$ 9,590
UNCP	Resident	$ 2,602
	Nonresident	$ 10,573
WCU	Resident	$ 2,971
	Nonresident	$ 9,723

	AY	Funding Year
Fall 2024	AY24-25	FY26
Spring 2025	AY24-25	FY27
Fall 2025	AY25-26	FY27
Spring 2026	AY25-26	FY28
Fall 2026	AY26-27	FY28
Spring 2027	AY26-27	FY29
Fall 2027	AY27-28	FY29