

**DATE:** July 22, 2021

**SUBJECT:** Academic Program Review

**ACTION RECOMMENDED:** Information

---

The Tennessee Higher Education Commission (THEC) is charged with the continuous monitoring of the state’s academic program inventory (API) at Tennessee’s public postsecondary institutions including degree production. 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. To this end, THEC periodically conducts an Academic Program Review comprised of two components:

- **Post Approval Monitoring:** An annual report that evaluates new academic program’s institutionally articulated enrollment and graduation projections, program costs, and other goals reflected in the new academic program proposal along with THEC minimum standards for degree productivity.
- **Program Productivity:** A report produced every three years that reviews all mature programs against nationally recognized productivity benchmarks.

The following Academic Program Review overview report is organized in two sections corresponding to each component of the review. The first section provides an overview of the annual post-approval monitoring (PAM) report by degree level and sector of the state’s newly approved academic programs. The second section provides an overview of the program productivity of existing, mature programs at the state’s public postsecondary institutions.

Detailed Post-Approval Monitoring and Program Productivity reports featuring information organized by institution, sector, and degree levels are located on the THEC Academic Affairs and Student Success website.

## Post-Approval Monitoring

### ***Post-Approval Monitoring: Overview***

[THEC Academic Policy A.1.0 - New Academic Programs Approval Process](#) requires that the performance of new academic programs, based on goals established in the documentation submitted at the time of approval, will be evaluated by THEC via post-approval monitoring (PAM). PAM is initiated when a new program receives approval by the Commission or the Tennessee Board of Regents.

The post-approval monitoring period is three years for pre-baccalaureate programs, five years for bachelor's and master's programs, and seven years for doctoral programs. Upon completion of PAM, academic programs will be evaluated via Quality Assurance Funding (QAF) – a statewide supplemental funding incentive to encourage continuous improvement of programs.

THEC staff may choose to extend the monitoring period if additional time is needed for the program to demonstrate success on program benchmarks. Annually, the Commission will review and be presented post-approval monitoring reports. If an academic program is deemed deficient, the Commission may recommend to the President or Chancellor that the program be terminated. Copies of such recommendations will be forwarded to the Education Committees of the Tennessee General Assembly.

Accordingly, THEC uses two primary benchmarks for evaluation – attaining at least 80 percent of institutionally articulated enrollment and graduation projections; and meeting the minimum enrollment and graduation productivity thresholds that are specific to each degree level as outlined below:

- **Pre-Baccalaureate:** 10 graduates per year at the end of the initial three-year monitoring period
- **Bachelor:** 10 graduates per year at the end of the initial five-year monitoring period
- **Master:** Five graduates per year at the end of the initial five-year monitoring period
- **Doctoral:** Three graduates per year at the end of the initial seven-year monitoring period

The detailed PAM report featuring institutional narratives of their respective programs can be found on the THEC Academic Affairs and Student Success website.

## Post-Approval Monitoring: Degree-Level Report

In 2020-21, a total of 85 programs were included in Post-Approval Monitoring (PAM). Table 1 displays a breakdown by system and degree level.

**Table 1: Programs in Post-Approval Monitoring, 2020-21**

	Pre-Baccalaureate	Bachelor's	Master's	Doctoral	Total
LGI Universities	-	13	14	10	37
UT System	-	5	7	3	15
TBR Community Colleges	33	-	-	-	33
<b>Total Programs in PAM</b>	<b>33</b>	<b>18</b>	<b>21</b>	<b>13</b>	<b>85</b>

Overall, 39 percent of programs in PAM were at the Tennessee Board of Regents (TBR) community colleges. The University of Tennessee System (UT) accounted for 18 percent of programs, and the Locally Governed Institutions (LGI) accounted for 43 percent of programs. In 2020-21, five programs exited Post-Approval Monitoring and will enter annual monitoring through the Quality Assurance Funding (QAF) program (see Table 2).

**Table 2: Programs Exiting Post-Approval Monitoring After Their Initial Cycle, 2020-21**

	Institution	Program	Degree Level	Year Implemented	PAM Status	Enrollment Benchmarks Achieved	Graduation Benchmarks Achieved
1.	Jackson	Health Sciences	Associate	2018	Exiting	Yes	Yes
2.	East Tennessee	Human Services	Master	2016	Exiting	Yes	Yes
3.	East Tennessee	Sport Science and Coaching	Master	2016	Exiting	Yes	Yes
4.	Middle Tennessee	Library Science	Master	2016	Exiting	Yes	Yes
5.	UT Chattanooga	Social Work	Master	2016	Exiting	Yes	Yes

In 2020-21, five programs were initially eligible to exit Post-Approval Monitoring but will have their monitoring extended due to unmet enrollment and graduation benchmarks (See Table 3). These five programs completed and submitted Program Productivity Plans that addressed programmatic deficiencies and provided specific plans for corrective actions. The Fire Science associates degree program will be suspended and made inactive. Additionally, the faculty in UTK'S College of Law has recommended the United States Business Law, master's program to be terminated.

**Table 3: Programs Not Exiting Post-Approval Monitoring After Their Initial Cycle, 2020-21**

	Institution	Program	Degree Level	Year Implemented	PAM Status	Enrollment Benchmarks Achieved	Graduation Benchmarks Achieved
1.	Jackson	Fire Science	Associate	2018	Extended	No	No
2.	Jackson	Respiratory Care	Associate	2018	Extended	Yes	Yes
3.	Volunteer	Professional Music	Associate	2018	Extended	No	No
4.	ETSU & TTU Joint	Engineering	Bachelor	2016	Extended	Yes	No
5.	UT Knoxville	United States Business Law	Master	2016	Extended	No	No

In 2020-21, 18 programs – 17 pre-baccalaureate and one master’s – had extended monitoring cycles due to not achieving enrollment and graduation benchmarks after the original PAM cycle (see Table 4). One program – the Associate of Fine Arts program at Nashville State Community College – will exit PAM. The remaining programs will remain in PAM for the next monitoring cycle. If programs in extended monitoring continue to not meet enrollment and graduation benchmarks during subsequent PAM cycles, THEC may request new productivity plans from the institution.

**Table 4: Programs in Extended Post-Approval Monitoring, 2020-21**

	Institution	Program	Degree Level	Year Implemented	PAM Status	Enrollment Benchmarks Achieved	Graduation Benchmarks Achieved
1.	Chattanooga	Paramedic	Associate	2016	Extended	No	No
2.	Chattanooga	Nuclear Medicine Technology	Associate	2017	Extended	Yes	No
3.	Cleveland	Fine Arts	Associate	2013	Extended	Yes	No
4.	Cleveland	Medical Informatics	Associate	2014	Extended	No	No
5.	Cleveland	Paramedic	Associate	2015	Extended	No	No
6.	Cleveland	Law Enforcement	Associate	2017	Extended	No	No
7.	Columbia	Anesthesia Technology	Associate	2017	Extended	No	No
8.	Dyersburg	Health Sciences	Associate	2017	Extended	Yes	No
9.	Motlow	Paramedic	Associate	2014	Extended	Yes	No
10.	Motlow	Medical Laboratory Technology	Associate	2017	Extended	Yes	No
11.	Motlow	Fine Arts	Associate	2017	Extended	Yes	No
12.	Nashville	Hospitality Management	Associate	2017	Extended	Yes	No
13.	Nashville	Retail Management	Certificate	2017	Extended	Yes	No
14.	Nashville	Fine Arts <sup>1</sup>	Associate	2012	Exiting	Yes	No
15.	Roane	Financial Services	Associate	2014	Extended	Yes	No
16.	Roane	Medical	Associate	2015	Extended	No	No

	Institution	Program	Degree Level	Year Implemented	PAM Status	Enrollment Benchmarks Achieved	Graduation Benchmarks Achieved
		Informatics					
17.	Southwest	Allied Health Science	Associate	2015	Extended	Yes	No
18.	Tennessee Tech	Professional Science Master's	Master	2013	Extended	Yes	No

Note:

<sup>1</sup> Programs are exiting PAM.

### Pre-Baccalaureate Programs

For three years, pre-bachelor's academic programs undergo post-approval monitoring (see Table 5). A total of 31 associate and two certificate programs participated in PAM in 2020-21. Two programs completed and exited PAM during the 2020-21 cycle.

**Table 5: Post-Approval Monitoring: Pre-Baccalaureate's Programs, 2020-21**

	Institution	Program	Degree Level	Year Implemented	Year in PAM	Enrollment Benchmarks Achieved	Graduation Benchmarks Achieved
1.	Chattanooga	Paramedic	Associate	2016	5	No	No
2.	Chattanooga	Nuclear Medicine Technology	Associate	2017	4	Yes	No
3.	Cleveland	Fine Arts	Associate	2013	8	Yes	No
4.	Cleveland	Medical Informatics	Associate	2014	7	No	No
5.	Cleveland	Paramedic	Associate	2015	6	No	No
6.	Cleveland	Law Enforcement	Associate	2017	4	No	No
7.	Columbia	Anesthesia Technology	Associate	2017	4	No	No
8.	Columbia	Fire Science	Associate	2019	2	No	No
9.	Columbia	Civil and Construction Engineering Technology	Associate	2020	1	--	--
10.	Dyersburg	Health Sciences	Associate	2017	4	Yes	No
11.	Jackson	Fire Science	Associate	2018	3	No	No
12.	Jackson	Respiratory Care	Associate	2018	3	No	No
13.	Jackson	Health Sciences <sup>1</sup>	Associate	2018	3	Yes	Yes
14.	Motlow	Paramedic	Associate	2014	7	Yes	No
15.	Motlow	Medical Laboratory Technology	Associate	2017	4	Yes	No
16.	Motlow	Fine Arts	Associate	2017	4	Yes	No
17.	Motlow	Entrepreneurship	Associate	2020	1	Yes	
18.	Nashville	Hospitality Management	Associate	2017	4	Yes	No
19.	Nashville	Retail	Certificate	2017	4	Yes	No

	Institution	Program	Degree Level	Year Implemented	Year in PAM	Enrollment Benchmarks Achieved	Graduation Benchmarks Achieved
		Management					
20.	Nashville	Fine Arts <sup>1</sup>	Associate	2012	9	No	Yes
21.	Nashville	Paralegal Studies	Certificate	2020	1	No	No
22.	Pellissippi	Water Quality Technology	Associate	2019	2	Yes	No
23.	Pellissippi	Architectural Design Technology	Associate	2020	1	Yes	Yes
24.	Roane	Financial Services	Associate	2014	7	Yes	No
25.	Roane	Medical Informatics	Associate	2015	6	No	No
26.	Roane	Chemical Engineering Technology	Associate	2019	2	Yes	Yes
27.	Roane	Medical Laboratory Technology	Associate	2020	1	--	--
28.	Southwest	Allied Health Science	Associate	2015	6	Yes	No
29.	Southwest	Funeral Services Education	Associate	2019	2	Yes	No
30.	Southwest	Fine Arts	Associate	2019	2	No	--
31.	Volunteer	Professional Music	Associate	2018	3	Yes	No
32.	Volunteer	Nursing	Associate	2019	2	Yes	--
33.	Volunteer	Medical Assisting	Associate	2020	1	--	--

Note:

<sup>1</sup> Programs are exiting PAM.

## Bachelor's Programs

Bachelor's academic programs are monitored for five years during Post-Approval Monitoring (see Table 6). A total of 18 bachelor's programs participated in PAM in 2020-21, 13 at Locally Governed Institutions, and five at UT institutions. Only one program – the Joint Engineering program at ETSU and TTU – was in the final year of initial monitoring but has yet to achieve graduation benchmarks and will enter extended post-approval monitoring. Approved programs that are not planned to be implemented until future monitoring cycles are required to submit an implementation status report to monitor progress towards a successful implementation.

**Table 6: Post-Approval Monitoring: Bachelor’s Programs, 2020-21**

	Institution	Program	Degree Level	Year Implemented	Year in PAM	Enrollment Benchmarks Achieved	Graduation Benchmarks Achieved
1.	Austin Peay	Engineering Physics	Bachelor	2017	4	No	No
2.	Austin Peay	Aviation Science	Bachelor	2018	3	Yes	No
3.	ETSU & TTU	Joint Engineering	Bachelor	2016	5	Yes	No
4.	East Tennessee	Rehabilitative Health Sciences	Bachelor	2018	3	Yes	Yes
5.	Middle Tennessee	Africana Studies	Bachelor	2017	4	No	Yes
6.	Middle Tennessee	Fermentation Science	Bachelor	2017	4	No	Yes
7.	Middle Tennessee	Religious Studies	Bachelor	2017	4	Yes	Yes
8.	Middle Tennessee	Dance	Bachelor	2017	4	No	Yes
9.	Middle Tennessee	Tourism and Hospitality Management	Bachelor	2019	2	Yes	Yes
10.	Middle Tennessee	Data Science	Bachelor	2020	1	Yes	--
11.	Middle Tennessee	Art Therapy	Bachelor	2022	Status	--	--
12.	Univ of Memphis	Commercial Aviation	Bachelor	2018	3	No	Yes
13.	Univ of Memphis	Public Health	Bachelor	2021	1	--	--
14.	UT Chattanooga	Mechatronics Engineering	Bachelor	2018	3	Yes	Yes
15.	UT Health Science Center	Pharmaceutical Sciences	Bachelor	2020	1	Yes	Yes
16.	UT Knoxville	Information Sciences	Bachelor	2019	2	Yes	Yes
17.	UT Knoxville	Deaf Studies	Bachelor	2020	1	Yes	Yes--
18.	UT Knoxville	Education	Bachelor	2022	Status	--	--

**Master’s Programs**

Master’s level degree programs are monitored for five years during Post-Approval Monitoring (see Table 7). A total of 21 master’s programs participated in PAM in 2020-21, 14 at Locally Governed Institutions and seven at UT institutions. Three programs completed PAM in 2020-21.

**Table 7: Post-Approval Monitoring: Master's Programs, 2020-21**

	Institution	Program	Degree Level	Year Implemented	Year in PAM	Enrollment Benchmarks Achieved	Graduation Benchmarks Achieved
1.	Austin Peay	Speech-Language Pathology	Master	2022	Status	--	--
2.	Austin Peay	Criminal Justice	Master	2021	Status	--	--
3.	East Tennessee	Human Services <sup>1</sup>	Master	2016	Exiting	Yes	Yes
4.	East Tennessee	Sport Science and Coach Education <sup>1</sup>	Master	2016	Exiting	No	No
5.	Middle Tennessee	Library Science <sup>1</sup>	Master	2016	Exiting	Yes	Yes
6.	Middle Tennessee	Art Therapy	Master	2022	Status	--	--
7.	Middle Tennessee	Physician Assistant Studies	Master	2022	Status	--	--
8.	Tennessee State	Environmental Science	Master	2020	1	Yes	Yes
9.	Tennessee Tech	Professional Science Master's	Master	2013	8	Yes	No
10.	Tennessee Tech	Engineering Management	Master	2020	1	Yes	No
11.	Tennessee Tech	Community Health and Nutrition	Master	2021	Status	--	--
12.	Univ of Memphis	Engineering Management	Master	2020	1	No	--
13.	Univ of Memphis	Biostatistics	Master	2019	2	No	Yes
14.	Univ of Memphis	Data Science	Master	2020	1	No	--
15.	UT Chattanooga	Social Work	Master	2016	5	Yes	Yes
16.	UT Chattanooga	Data Analytics	Master	2019	2	Yes	Yes
17.	UT Chattanooga	Chronic Disease and Prevention	Master	2018	3	Yes	No
18.	UT Knoxville	United States Business Law <sup>2</sup>	Master	2016	5	No	No
19.	UT Knoxville	Supply Chain Management	Master	2017	4	Yes	No
20.	UT Knoxville	Legal Studies	Master	2021	Status	--	--
21.	UT Martin	Strategic Communication	Master	2017	4	Yes	No

Note:

<sup>1</sup> Programs are exiting PAM.

<sup>2</sup> Program is existing PAM.



## Doctoral Programs

Doctoral academic programs are monitored for seven years during Post-Approval Monitoring (see Table 8). A total of 13 programs participated in PAM in 2020-21, 10 at Locally Governed Institutions and three at UT institutions. No programs completed PAM in 2020-21.

**Table 8: Post-Approval Monitoring: Doctoral Programs, 2020-21**

	Institution	Program	Degree Level	Year Implemented	Year in PAM	Enrollment Benchmarks Achieved	Graduation Benchmarks Achieved
1.	Austin Peay	Education Leadership	Doctoral	2018	3	Yes	No
2.	Austin Peay	Counseling Psychology	Doctoral	2020	1	Yes	--
3.	East Tennessee	Global Sport Leadership	Doctoral	2015	6	Yes	Yes
4.	ETSU & TTU	TN Joint Doctor of Nursing Practice	Doctoral	2017	4	Yes	No
5.	Tennessee Tech	Counseling and Supervision	Doctoral	2019	2	Yes	--
6.	Univ of Memphis	Liberal Studies	Doctoral	2018	3	Yes	--
7.	Univ of Memphis	Social Work	Doctoral	2020	1	No	--
8.	Univ of Memphis	Nursing	Doctoral	2018	3	Yes	--
9.	Univ of Memphis	Applied Physics	Doctoral	2020	1	Yes	--
10.	Univ of Memphis	Urban Affairs	Doctoral	2021	Status	--	--
11.	UT Knoxville	Entomology, Plant Pathology, and Nematology	Doctoral	2015	6	Yes	No
12.	UT Knoxville	Data Science Engineering	Doctoral	2017	4	No	Yes
13.	UT Knoxville	Public Health Sciences	Doctoral	2020	1	Yes	No

Once a program successfully completes PAM, it is considered a mature program and enters annual monitoring through Quality Assurance Funding. Every three years, the production of all mature academic programs is analyzed and reported to the Commission as a part of the Program Productivity Report. The following section provides an overview of the 2018-2020 Program Productivity report.

## Program Productivity

### ***Program Productivity Report: Overview***

THEC staff collects data on productivity of academic programs and reports to the Commission every three years. This review provides monitoring of mature academic programs and the overall academic profile of the institution. Mature programs are those that have completed THEC's Post-Approval Monitoring (PAM) requirements and have been included in Quality Assurance Funding for accountability purposes. THEC staff determine productivity benchmarks based on the number of graduates for each program as listed below.

- **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.
- **Education Specialist:** average of five graduates a year over a five-year period.
- **Doctoral:** average of three graduates a year over a five-year period.

Programs that fall below these benchmarks are considered low producing. In order to determine productivity, institutions and governing boards provided THEC staff with information regarding program viability and fit within the institutions' missions. An academic program identified as low producing does not always indicate a problem; it is a starting point for data sharing and conversations. For example, undergraduate academic programs integral to the general education core are included in the list of low producing programs but do not necessarily require corrective action as these programs are foundational to the institution's mission. Of particular concern are programs that are not part of the general education core and have not met the predetermined benchmarks over multiple reviews.

Based on productivity benchmarks, 80 academic programs are identified as low producing, 17 of which are part of the university general education core. It should be highlighted that four institutions' program inventory have met or exceeded the predetermined benchmarks for all programs. These four institutions include three community colleges (Dyersburg, Jackson, and Northeast) and Middle Tennessee State University. Also, of note, UT Chattanooga met graduation benchmarks for all programs except three programs that support the general education curriculum. The full Program Productivity report can be found on the THEC Academic Affairs and Student Success Bureau's website.

Table 9 highlights the total Academic Program Inventory by sector. A total of 80 mature programs were considered low producing. THEC staff have worked with institutions and governing board staff to develop corrective action plans for low producing programs including:

- **Curriculum Revisions:** Institutions are continuously working to ensure the curriculum aligns with best practices and workforce needs. Updates ensure graduates are prepared for employment or further study.
- **Delivery Mode:** Institutions are looking into ways to make programs more accessible to students through lessons learned during the COVID-19 pandemic.

- **Recruitment:** Institutions have increased recruitment and outreach to other higher education institutions and local high schools. Institutions are working to increase awareness of programs through increased dual enrollment options and community outreach.

**Table 9: Academic Program Inventory by Sector, 2021**

	New Academic Programs	Mature: Low Producing	Mature	Total
<b>TBR Community Colleges</b>	33	22	495	550
<b>LGI Universities</b>	37	30	577	644
<b>UT System</b>	15	28	364	407
<b>Total Programs</b>	<b>85</b>	<b>80</b>	<b>1436</b>	<b>1601</b>

Three tables are provided below that highlight the total Academic Program Inventory by sector (Table 10), low producing programs and benchmark targets at the community colleges (Table 11), and low producing programs and benchmark targets at the universities (Table 12).

**Table 10: Academic Program Inventory by Sector: New, Mature and Low Producing Programs**

Low Producing Programs by Sector					
Sector	Degree	New Academic Programs	Mature: Low Producing	Mature	Mature Total
<b>TBR</b>	Technical Certificates	2	6	277	283
	Academic Certificates			6	6
	Associates	31	16	212	228
<b>TBR Total</b>		<b>33</b>	<b>22</b>	<b>495</b>	<b>517</b>
<b>LGI</b>	Associates			4	4
	Bachelors	13	18	311	329
	Masters	14	9	181	190
	Education Specialist		2	8	10
	Professional			8	8
	Doctoral	10	1	65	66
	<b>LGI Total</b>		<b>37</b>	<b>30</b>	<b>577</b>
<b>UT</b>	Bachelors	5	12	156	168
	Masters	7	3	126	129
	Education Specialist		1	3	4
	Professional			3	3
	Doctoral	3	12	76	88
	<b>UT Total</b>		<b>15</b>	<b>28</b>	<b>364</b>
<b>4-Year Total</b>		<b>52</b>	<b>58</b>	<b>941</b>	<b>999</b>
<b>Overall Total</b>		<b>85</b>	<b>80</b>	<b>1,436</b>	<b>1,516</b>

**Table 11: Low Producing Programs: Community Colleges, 2018-20**

<b>Low Producing Programs: Community Colleges</b>				
<b>Institution</b>	<b>Academic Program</b>	<b>Degree Designation</b>	<b>3 Yr. Avg</b>	<b>% Benchmark Target</b>
<b>Chattanooga</b>	1. Cardiovascular Sonography	Certificate	8	80%
	2. Computed Tomography <sup>1</sup>	Certificate	2	20%
	3. Criminal Justice	Associate	2	17%
	4. Fine Arts <sup>1</sup>	Associate	6	63%
	5. Mammography	Certificate	4	40%
<b>Cleveland</b>	6. Welding Basic Entry Level	Certificate	7	73%
<b>Columbia</b>	7. Criminal Justice	Associate	8	77%
	8. Medical Informatics	Associate	7	70%
<b>Motlow</b>	9. Computer Information Tech <sup>1</sup>	Associate	5	47%
	10. Early Childhood Education <sup>1</sup>	Certificate	3	27%
<b>Nashville</b>	11. Teaching <sup>1</sup>	Associate	9	87%
<b>Pellissippi</b>	12. Criminal Justice	Associate	5	47%
<b>Roane</b>	13. Advanced Pharmacy Tech <sup>1</sup>	Certificate	6	57%
	14. Surgical Technology	Associate	7	70%
<b>Southwest</b>	15. Hospitality Management	Associate	8	80%
	16. Middle Management <sup>1</sup>	Associate	1	13%
	17. Teaching <sup>1</sup>	Associate	2	20%
	18. Biotechnology	Associate	6	80%
<b>Volunteer</b>	19. Ophthalmic Technology	Associate	9	93%
<b>Walters</b>	20. Criminal Justice	Associate	2	17%
	21. Fire Science	Associate	4	40%
	22. Production Horticulture <sup>1</sup>	Associate	7	15%

<sup>1</sup> Programs also noted as low producing in 2018.

**Table 12: Low Producing Programs: Universities, 2018-20**

Low Producing Programs: Universities				
Institution	Academic Program	Degree Designation	5 Yr. Avg	% Benchmark Target
<b>APSU</b>	1. Music <sup>2</sup>	BA/BS	6	60%
	2. Philosophy and Religion <sup>1 &amp; 2</sup>	BA/BS	3	30%
	3. Physics <sup>2</sup>	BS	8	80%
	4. Theater/Dance	BA/BFA	8	80%
<b>ETSU</b>	5. Applied Science	BAS	9	90%
	6. Environmental Health <sup>1</sup>	BSEH	8	80%
	7. Philosophy <sup>1 &amp; 2</sup>	BA/BS	7	70%
	8. Physics <sup>1 &amp; 2</sup>	BS	6	60%
	9. Surveying & Mapping Science	BS	8	80%
	10. Allied Health	MSAH	4	80%
	11. Appalachian Studies	MA	3	60%
	12. Liberal Studies	MALS	4	80%
	13. Studio Art	MFA	4	80%
	14. Educational Leadership <sup>1</sup>	EDS	3	60%
<b>TSU</b>	15. Architectural Engineering <sup>1</sup>	BS	6	60%
	16. History <sup>1 &amp; 2</sup>	BA/BS	5	50%
	17. Mathematical Sciences <sup>1 &amp; 2</sup>	BS	6	60%
	18. Urban Studies <sup>1</sup>	BS	7	70%
	19. Professional School Counseling	MS	3	60%
	20. Special Education	MEd	3	60%
	21. Instructional Leadership	EDS	3	60%
<b>TTU</b>	22. Foreign Languages <sup>2</sup>	BA	9	90%
	23. Physics <sup>1 &amp; 2</sup>	BS	2	20%
	24. English <sup>1</sup>	MA	4	80%
<b>UOM</b>	25. African And African American Studies	BA	9	90%
	26. Interior Architecture	BFA	7	70%
	27. Physics <sup>2</sup>	BS	5	50%
	28. Educational Psychology & Research	MS	2	40%
	29. Engineering Technology	MS	3	60%
	30. Social and Behavioral Sciences	PhD	2	67%
<b>UTC</b>	31. Philosophy & Religion <sup>1 &amp; 2</sup>	BA	9	90%
	32. Physics <sup>1 &amp; 2</sup>	BS	4	40%
	33. Theater <sup>1 &amp; 2</sup>	BA	9	90%
<b>UTHSC</b>	34. Health Outcomes & Policy Research	PhD	1	33%
	35. Nursing Science	PhD	2	67%
	36. Speech and Hearing Science <sup>1</sup>	PhD	1	33%
<b>UTK</b>	37. Art History	BA	6	60%
	38. Natural Resources & Environmental Economics <sup>1</sup>	BSARE	5	50%
	39. Public Administration <sup>1</sup>	BSBA	9	90%

Low Producing Programs: Universities				
Institution	Academic Program	Degree Designation	5 Yr. Avg	% Benchmark Target
UTK	40. Biosystems Engineering	MS	3	60%
	41. Environment and Soil Science	MS	2	40%
	42. Forestry <sup>1</sup>	MS	3	60%
	43. Teacher Education	EdS	2	40%
	44. Aerospace Engineering <sup>1</sup>	PhD	2	67%
	45. Animal Science <sup>1</sup>	PhD	2	67%
	46. Biosystems Engineering <sup>1</sup>	PhD	1	33%
	47. Child and Family Studies	PhD	2	67%
	48. Engineering Science	PhD	0	0%
	49. Food Science	PhD	2	67%
	50. Management Science <sup>1</sup>	PhD	1	33%
	51. Nutritional Sciences	PhD	2	67%
	52. Philosophy	PhD	2	67%
UTM	53. Chemistry <sup>2</sup>	BS/BSCH	8	80%
	54. Economics <sup>2</sup>	BSBA	7	70%
	55. Geoscience	BS	9	90%
	56. International Studies	BA	4	40%
	57. Philosophy <sup>2</sup>	BA	3	30%
	58. Spanish <sup>2</sup>	BA	5	50%

<sup>1</sup> Programs also noted as low producing in 2018.

<sup>2</sup> Program are part of the general education core.