To: Phil Wishon, Dean
   College of Education

From: LTLE Faculty Members:
   Michele Estes, Diane Foucart-Stock, Oris Griffin, Rich Ingram, Randy Snow, Jane Thall, Diane Wilcox, Diane Yerian

Date: 10/10/2012
Re: AHRD APR Response

In 2011-12 the faculty and staff of the Adult Education-Human Resource Development M.S.Ed program embarked for the first time since 1994 on the year-long JMU internal Academic Program Review (APR) process, culminating with an External Review Team (ERT) visit in April 2012.

At your suggestion, we have met for constructive dialogue, including but not limited to biweekly meetings, individual writing, and discussions over the past several months, to distill the ERT report and its implications for our work. Through this process we have reaffirmed valued educational goals, practices and relationships among and between the graduate programs of AHRD and Educational Technology and the undergraduate minor programs of HRD and Educational Media. As a faculty we stand united in our commitment to the proposed HRDIT program. HRDIT is an innovative step for 21st Century higher educational programming that combines deep learning and critical thinking with practical skills for our ever-changing society and workplaces. To this end, we ask for continued support from the Dean, Provost, Board of Visitors and SCHEV for the advancement of the HRDIT program.

Our response to the ERT recommendations follows.

Differentiate the HRDIT Bachelor's program from the AHRD Master's program.
- We determined appropriate sequencing, overlap and distinguishing criteria for and between HRDIT and AHRD.
- We reviewed proposed HRDIT courses and distinguished them, indicating their foundational relationship to the graduate program.
- We identified key words for HRDIT job queries and distinguished those from AHRD.
- We clarified practices for placement and employment support to better assure ourselves and employers of the distinctions between the undergraduate and graduate programs.
- We delineated between entry level and advanced positions and recognized that few undergraduates could rise to the current graduate level standard with only undergraduate preparation.
- We agreed that the HRDIT degree program is much more than either HRD or Educational Media alone. HRDIT is a ground-breaking program that combines deep learning and critical thinking with practical and technical skills across two educational disciplines.
- We agreed that HRD and Ed Media are currently pipelines to the AHRD master's program. Our discussions led to our unanimous support for the HRDIT major proposal and our willingness to work together to see it through to fruition.
Re-examine Curriculum.
- We refined the scope and sequence of undergraduate and graduate curricular foundations, including advanced knowledge and skills.
- We endorsed the prospect of HRDIT majors entering graduate school better prepared to excel in AHRD, hence:
  - Graduate faculty may delve deeper into content and practices.
  - Graduate faculty may have more time to coach and prepare students at the Master's level.
- We anticipate continuity from undergraduate to graduate programs. Approximately 60% of current AHRD students come from the JMU undergraduate population.

Re-examine faculty workload.
- We agreed to identify one graduate program director.
- We re-assigned faculty to AHRD.
- We developed a plan to more efficiently distribute student research projects.
- We adopted a 3:3 graduate faculty load to include research/project supervision.
- We welcome the proposed HRDIT student career placement support.

Establish visibility and advocacy strategies.
- We reconsidered the role of the program director to include greater campus, professional, promotional, employer, alumni and scholarly engagement in support of program faculty.
- We are making clear the boundaries and strategies for setting limits and seeking administrative support.

Add Resources.
An appropriate sized faculty is needed to enact many of the ERT recommendations.
- We re-assigned one faculty member to AHRD from existing resources.
- We posted a vacant tenure-track position. Two additional faculty lines are still needed to support current program needs.
- We are considering implementing an enrollment cap.
- We welcome the shared computer lab management and administrative support staff proposed in the HRDIT plan. These resources are needed and can add value to both the HRDIT and AHRD programs.

We look forward to working with the Dean, Provost, Board of Visitors, SCHEV and one another to further our work of preparing qualified professionals through the existing and proposed programs currently housed in LTLE.