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September 12, 2018

Dr. James D. Fielder, Jr.
Secretary of Higher Education
Maryland Higher Education Commission
6 N. Liberty Street
Baltimore, MD 21201

Dear Secretary Fielder:

Attached please find proposals for the substantial modification of the existing Bachelor of Science in Recreation and Parks Management (BS-RPM), and the Master of Science in Recreation and Parks Management (MS-RPM) programs at Frostburg State University (FSU).

While maintaining its original focus on recreation and parks management, both the BS-RPM and the MS-RPM programs are repackaging and expanding their existing curriculum to meet the needs of students and professionals who wish to pursue sports management opportunities by offering more specialized areas of concentration in Sport Promotion and Communication at the undergraduate level, and in Recreation and Parks Management and Sport Management at the graduate level. Furthermore, a new proposed title for the graduate program—*Master of Science in Recreation, Parks and Sport Management*—reflects the addition of the Sport Management concentration to the program. In addition to expanding the educational and professional opportunities offered by the existing programs, the proposed new concentrations are specifically designed to prepare and attract professionals for a growing recreation and sports industry.

By responding to local, regional, national, and global challenges, the proposed program changes align with FSU's mission to expand its academic programming with a specific focus on preparing a changing student population for an era of complexity and globalization. This is a key element in Frostburg's current strategic plan and is essential to the university's economic, educational, and professional development responsibilities to serve both state and regional workforce development needs.

We appreciate your support for this addition to FSU's bachelor's and master's degree program offerings and the benefit it would have for the state. An amount of \$500 has been electronically processed to cover the fees for substantial changes to a degree program (\$250 for each proposal). If you have any questions, please do not hesitate to contact me or our Associate Provost, Dr. Doris Santamaria-Makang at dsantamariamakang@frostburg.edu.

Yours very truly,

Ronald H. Nowaczyk, PhD
President

pc: Dr. Robert Caret, Chancellor, USM
Dr. Elizabeth A. Throop, Provost and Vice President for Academic Affairs
Dr. Boyce Williams, Interim Dean, College of Education



Cover Sheet for In-State Institutions

New Program or Substantial Modification to Existing Program

Institution Submitting Proposal	Frostburg State University
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Each action below requires a separate proposal and cover sheet.

- | | |
|--|---|
| <input type="radio"/> New Academic Program New | <input type="radio"/> Substantial Change to a Degree Program |
| <input checked="" type="radio"/> Area of Concentration New | <input type="radio"/> Substantial Change to an Area of Concentration |
| <input type="radio"/> Degree Level Approval New | <input type="radio"/> Substantial Change to a Certificate Program |
| <input type="radio"/> Stand-Alone Certificate | <input type="radio"/> Cooperative Degree Program |
| <input type="radio"/> Off Campus Program | <input type="radio"/> Offer Program at Regional Higher Education Center |

Department Proposing Program	Kinesiology and Recreation	
Degree Level and Degree Type	Undergraduate, Bachelor of Science in Recreation and Parks Management	
Title of Proposed Program	Concentration in Sport Promotion and Communication	
Total Number of Credits	27	
Suggested Codes	HEGIS: 210301	CIP: 310101
Program Modality	<input checked="" type="radio"/> On-campus <input type="radio"/> Distance Education (<i>fully online</i>) <input type="radio"/> Both	
Program Resources	<input checked="" type="radio"/> Using Existing Resources <input type="radio"/> Requiring New Resources	
Projected Implementation Date	<input checked="" type="radio"/> Fall <input type="radio"/> Spring <input type="radio"/> Summer Year: 2019	
Provide Link to Most Recent Academic Catalog	URL: https://www.frostburg.edu/academics/undergraduate-catalog.php	

Preferred Contact for this Proposal	Name:	Dr. Natalia Buta
	Title:	Associate Professor and Department Chair
	Phone:	(301) 687-4458
	Email:	nbuta@frostburg.edu

President/Chief Executive	Type Name:	Ronald H. Nowaczyk, PhD
	Signature:	Date: 9/11/18
Approval/Endorsement by Governing Board	Type Name:	Elizabeth A. Throop, PhD
	Signature:	Date: 9/11/18

Revised 5/15/18

Frostburg State University
Substantial Modification to Existing Program
College of Education
Recreation and Parks Management Undergraduate Program

A. Centrality to institutional mission statement and planning priorities:

1. **Provide a description of the program, including each area of concentration (if applicable), and how it relates to the institution's approved mission.**

The Department of Kinesiology and Recreation at Frostburg State University (FSU) is proposing a substantial modification to the currently existing Bachelor of Science in Recreation and Parks Management (RPM) program, by adding a new area of concentration in Sport Promotion and Communication. The current program is titled Recreation and Parks Management, which consists of 39 credits of core classes and includes a full semester internship. In addition to completing the core credits, all students have the option to either select from one of four concentrations (i.e. Community Program Delivery, Therapeutic Recreation, Adventure Sports, Hospitality Management and Tourism), minors at FSU, or another major. This permits faculty and program options to properly serve the diverse needs of the recreation industry and student interests.

The current program addresses only the needs of recreation and parks professionals without focusing on sport related professions, which is an area of focus that recreation and park professionals often pursue. In addition, the current market demand for professionals with sports and related degrees per the Maryland Department of Labor projects an 18.03% increase between 2014 and 2024 in the areas of Arts, Design, Entertainment, Sports, and Media Occupations that represent 6,266 jobs. This forecast is positive and considering the current recreation and parks management degree FSU offers, the addition of a sport component would better prepare our students for a market that integrates recreation and sports to address the needs of diverse populations. Often recreation and parks agencies provide a variety of sport related offerings, thus students with a concentration in sport promotion and communication will be instrumental in strengthening such programs in various agencies. In addition, the sport promotion and communication concentration would address the needs of our student athletes who often have expressed interest in a sports focused concentration under the recreation and parks program. This information stimulated further research concerning sports promotion and marketing opportunities within the state of Maryland. Further research revealed that there are currently no institutions within University System of Maryland providing a concentration in sport promotion and communication resulting in numerous student using the Maryland Academic Common Market (ACM) program to obtain this educational opportunity at out-of-state institution.

The combination of demand, job opportunities, and use of Maryland ACM has led FSU to propose a Sport Promotion and Communication concentration housed within the Recreation and Parks Management program to meet the needs of Maryland students, to expand opportunities for students within the RPM program and provide professionals for the industry growth within the state of Maryland.

Alignment with mission:

Frostburg State University (FSU) has provided pathways to success for students for well over a century. Founded in 1898 to prepare teachers, the University today is a public, comprehensive, co-educational institution offering a wide array of programs at the undergraduate, graduate, and doctoral levels. As the only constituent USM institution west of the Baltimore-Washington corridor, it serves as the premier educational and cultural center for Western Maryland. FSU fulfills a unique role in public and community service and has the distinction of offering opportunities for advanced learning for the employees of regional businesses and professions. Consequently, this proposal is in direct alignment with our mission stated below as we clearly recognize our societal responsibility to assist the State of Maryland, particularly the western Maryland region, to address workforce development and to prepare leaders to work in a changing and global society.

Mission:

Frostburg State University is a student-centered teaching and learning institution featuring experiential opportunities. The University offers students a distinctive and distinguished baccalaureate education along with a select set of applied master's and doctoral programs. Frostburg serves regional and statewide economic and workforce development; promotes cultural enrichment, civic responsibility, and sustainability; and prepares future leaders to meet the challenges of a complex and changing global society.

2. Explain how the proposed program supports the institution's strategic goals and provide evidence that affirms it is an institutional priority.

The proposed Sport Promotion and Communication concentration within the RPM program will support the following FSU's current strategic goals:

The addition of a Sport Promotion and Communication concentration under the current Bachelor of Science (BS) degree in Recreation and Parks Management will prepare professionals for a growing recreation and sports industry. This is evidenced in FSU's current strategic plan, *Goal (under Strategic Theme 1): Ensure students acquire the essential knowledge and skills needed to succeed* and *Goal (under Strategic Theme 4): Ensure academic programs meet student and workforce expectations.*

Currently, there is a demand for a concentration in Sport Promotion and Communication as demonstrated by the use of the ACM for this type of concentration. An undergraduate program in recreation with a focus in sport promotion and communication is not offered at any of the higher education institutions in Maryland.

The Sport Promotion and Communication concentration is commonly housed under a Recreation program at other institutions. The new concentration will be very attractive for students interested in working in the sports industry. Furthermore, the addition of the Sport Promotion and Communication concentration will expand the academic offering of the current Recreation and Parks Management undergraduate program, which will ultimately result in higher enrollment in the program. The recreation industry is a vast industry with various opportunities, and often

students are looking for a specific area of focus in their academic work while also getting a good understanding of the industry as a whole.

FSU serves a critical role in preparing the next generation of professionals in the region. The new added focus in sport management will come to respond to current demand for academic preparation in sport related professions and will make the program more relevant for current market demands. Overall, the projection for increase in Maryland in arts, entertainment and recreation related jobs between 2014 and 2024 is projected at 18.03% (<https://www.dlrr.state.md.us/lmi/iandoproj/industry.shtml>). At the national level, according to the U.S. Bureau of Labor Statistics, employment of entertainment and sports occupations is projected to grow 10 percent from 2016 to 2026, faster than the average for all occupations. (<https://www.bls.gov/ooh/entertainment-and-sports/home.htm>). As the only comprehensive institution of higher education west of the Baltimore/Washington corridor, FSU plays a critical role in access to academic programs that meet the regions workforce needs.

B. Critical and compelling regional or Statewide need as identified in the State Plan:

1. Demonstrate demand and need for the program in terms of meeting present and future needs of the region and the State.

Currently, in the State of Maryland, four universities provide undergraduate academic preparation in Sport Management. Bowie State University and Coppin State University offer a Bachelor of Science in Sport Management. Towson University offers an undergraduate Business Administration major with a concentration in Leadership and Management and a minor in Sport Management. Mount St Mary's University (a private institution) offers a Bachelor of Science in Sport Management and a Master of Science in Sport Management. However, no other University of Maryland System (USM) institution offers a Bachelor of Science in Recreation and Parks Management with a concentration in Sport Promotion and Communication. This concentration is designed to give students a broad background in sport promotion and communication in addition to a strong foundation in recreation and parks.

In regard to demand, the following types of jobs can be pursued by students with an undergraduate degree in Recreation and Parks Management with a concentration in Sport Promotion and Communication: Sports Communication Coordinator; Event Director; Sports Coordinator; Assistant Director Recreation and Club Sports; Coordinator of Campus Recreation; Athletic Communication assistant; Social Media Coordinator; Sports Info & Communication Specialist; and Sport Operations Assistant.

According to the U.S. Bureau of Labor Statistics data, employment in sports related positions is expected to grow approximately 10% from 2016 to 2026. (<https://www.bls.gov/ooh/management/administrative-services-managers.htm>). The current market demand for professionals with sport degrees per the Maryland Department of Labor projects an 18.03% increase between 2014 and 2024 or 6,266 jobs. Additionally, with an absence of this educational opportunity within the University of Maryland System and use of Maryland ACM, a need is demonstrated for this option to meet diverse students' needs and future needs within the state of Maryland.

2. Provide evidence that the perceived need is consistent with the Maryland State Plan for Postsecondary Education

The identified need for the proposed concentration in Sport Promotion and Communication is within scope of the goals set forth in the Maryland State Plan for Postsecondary Education:

Goal 1. Access: The proposed concentration within the RPM program provides access to affordable and quality postsecondary education for all Maryland residents. The degree program and concentration work to develop skills for success in college through progressive classes and multiple ways to demonstrate mastery of content and knowledge through experiential learning, projects, and written assignments. The RPM degree with the proposed concentration can be completed in eight semester across four years for originating students.

Goal 2 Success: The proposed Sport Promotion and Communication concentration within the existing RPM program aligns with strategy 6 of improving the student experience by providing better options and services that are designed to facilitate prompt completion of degree requirements. The recreation and parks management degree and the proposed concentration will provide an academic experience that directly addresses student needs and efficiently and effectively integrates practical application of content during the program.

Goal 3 Innovation: The RPM program with the proposed concentration is based upon strengthening and sustained development of collaborative partnerships to provide developmental experiential learning experiences to advance students’ professional competencies through imbedded experiences on campus in courses, field experience, and a full semester internship. Program partnerships currently exist with organizations on campus (e.g. Athletics Department; Student Activities and Greek Life) and off campus (e.g. City of Frostburg Department of Recreation and Parks; City of Cumberland Parks and Recreation Department) which provide diverse professional experiences.

C. Quantifiable & reliable evidence and documentation of market supply & demand in the region and State:

The Maryland National Department of Labor projects a 18.03% increase in the general areas of arts, entertainment, sports, the lack of this type of concentration within the University of Maryland System, and use of Maryland ACM by over 136 students are reliable evidence sources documenting future supply needs and market demand. This, along with BLS data indicating job growth in the industry shown in Table 1 and the small number of graduates from programs in Maryland which prepare students to enter into sport management positions (indicated in Table 2 below), demonstrates a need at the state level that is currently unmet.

Table 1: Maryland Long Term Occupational Projections (2014 - 2024)

		2014	2024	Change	Percent Change
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13-1011	Agents and Business Managers of Artists, Performers, and Athletes	116	128	12	10.34%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	34,753	41,019	6,266	18.03%
27-2022	Coaches and Scouts	4,303	5,906	1,603	37.25%
11-9033	Education Administrators, Postsecondary (includes Athletic Directors)	4,949	6,602	1,653	33.40%
27-2000	Entertainers and Performers, Sports and Related Workers	8,132	10,332	2,200	27.05%
39-9032	Recreation Workers	4,756	6,158	1,402	29.48%
	Total:	57,009	70,145	13,136	

D. Reasonableness of program duplication:

Currently, in the State of Maryland, four universities offer undergraduate and graduate academic preparation in Sport Management. Table 2 depicts the academic programs in sport management offered at the undergraduate and graduate level and the number of degree awards generated in 2016 from these programs.

Table 2. Sport Management Degree Programs in Maryland by Degree Level and Award

School Name	Degree Level	Program Name	CIP	# Degrees Awarded 2016
Bowie State University	BACHELORS	SPORT MANAGEMENT	310504	15
Coppin State University	BACHELORS	SPORT MANAGEMENT	310504	23
Towson University	BACHELORS	SPORT MANAGEMENT	310504	133
Mount St. Mary's University	MASTERS	SPORTS MANAGEMENT	310504	*0

Note. Mount St. Mary's University was approved to offer their sport management program in 2015 and they have no reported degree awards for 2016. However, they had eight students enrolled in 2015 and 11 in 2016.

Currently, there is no academic program that provides a concentration in Sport Promotion and Communication within the State of Maryland. Cross referencing the BLS data in Table 1 above, which indicates annual job openings of approximately 13,000, with the degrees awarded by Maryland institutions in 2016 from programs designed to prepare students to enter the sport management field (171 in 2016), it can be noticed that a concentration in sport promotion and communication will expend the job opportunities for our recreation and parks management majors pursuing such a concentration. Considering the diverse options for jobs in the sports industry, and no current academic offerings in sport promotion and communication, FSU is

confident that the proposed program will does not risk duplication and will be an asset to meet a workforce need in the state.

E. Relevance to high-demand programs at Historically Black Institutions (HBIs)

Currently, Bowie State University and Coppin State University have an undergraduate degree program in Sport Management rather than a concentration. The proposed concentration within the Recreation and Parks Management program will not compete with Bowie's and Coppin's programs.

F. Relevance to the identity of Historically Black Institutions (HBIs)

FSU has a very diverse student body and the FSU Recreation and Parks Management program has been able to attract a diverse group of students over the years interested in the recreation industry. With the addition of a sport promotion and communication concentration to the current BS in Recreation and Parks program, we expect the program to be even more attractive for minority students who have an interest in recreation with a focus on sports. Because HBIs in the state do not currently offer this concentration, we do not believe this proposal presents any risk to the relevance and identity of HBIs. Bowie State University and Coppin State University provide a Bachelor of Science in Sport Management. Neither of these institutions provide a Recreation and Parks Management degree with a focus area in Sport Promotion and Communication.

G. Adequacy of curriculum design and delivery to related learning outcomes

The Department of Kinesiology and Recreation at Frostburg State University (FSU) is proposing a substantial modification to the currently existing Bachelor of Science in Recreation and Parks Management (RPM) program, by adding a new area of concentration in Sport Promotion and Communication. The current program is titled Recreation and Parks Management consists of 39 credits of core classes (36 credits of discipline courses and 3 credits of courses outside of the department). Listed below all the core discipline courses offered in the program and the one course required that is provided by a different department:

Discipline Core: (36 hours)

- RECR 201 Introduction to Recreation and Parks
- RECR 342 Park and Facility Design
- RECR 380 Recreation Leadership
- RECR 382 Program Planning
- RECR 388 Research Methods in Recreation and Parks
- RECR 440 Organization and Administration of Recreation and Parks
- RECR 443 Issues and Risk Management in Recreation and Parks
- RECR 491 Practicum and Professional Seminar
- RECR 492 Internship Project (Capstone)
- RECR 495 Internship in Recreation
- RECR 497 Out-of-class Requirements

(see bullets at left)

Courses outside Department: (3 hours)

COSC 100/110 Intro. to Computer Science (Tech. Fluency)

In addition to completing the core credits, all students have the option to either select from one of four concentrations (i.e. Community Program Delivery, Therapeutic Recreation, Adventure Sports, Hospitality Management and Tourism), minors at FSU, or another major. This permits faculty and program options to properly serve the diverse needs of the recreation industry and student interests. Thus, the sport promotion and communication concentration will provide a sport oriented option for the students. The concentration will require students to complete a total of 27 credits with 21 credits of required courses and 6 credits to choose from a list of marketing or communication courses. Table 3 below depicts the requirements for the Sport Promotion and Communication concentration.

Table 3. Proposed Sport Promotion and Communication concentration (27 credit hours)

<p>FSU General Education Program (Minimum of 40 credit hours required of all students)</p> <p>CORE SKILLS - Minimum of 9 credit hours of coursework or credit by exam</p> <p>1. Introductory Composition (3 hours)</p> <p>2. Advanced Writing (3 hours)</p> <p>3. Mathematics (3-4 hours)</p> <p>MODES OF INQUIRY - Totaling 31-32 credit hours</p> <p>You may not count more than one course or option where there are alternatives listed (as designated by OR) to meet Modes of Inquiry requirements in Groups A,B,C,D and E.</p> <p>A. The Fine and Performing Arts (3 hours)</p> <p>B. The Humanities (3 hours)</p> <p>C. The Natural Sciences (3-4 hours)</p> <p>D. The Social Sciences (3 hours)</p> <p>E. The FSU Colloquia: Two courses (3-4 hours)</p> <p>DIS150/151* First-Year FSU Colloquium or IDIS/SUST 155 Intro. to Sustainability Studies (required)† and select one course from IDIS 350/351* Advanced FSU Colloquium‡ or one additional Modes of Inquiry course from Groups A-D.</p> <p>F. Identity and Difference (3 hours)</p> <p>A particular course may be counted to meet only one General Education requirement.</p>
<p>Required Core Courses (36 credit hours)</p> <p>RECR 201 Introduction to Recreation and Parks</p> <p>RECR 342 Park and Facility Design</p> <p>RECR 380 Recreation Leadership</p> <p>RECR 382 Program Planning</p> <p>RECR 388 Research Methods in Recreation and Parks</p> <p>RECR 440 Organization and Administration of Recreation and Parks</p> <p>RECR 443 Issues and Risk Management in Recreation and Parks</p> <p>RECR 491 Practicum and Professional Seminar</p> <p>RECR 492 Internship Project (Capstone)</p> <p>RECR 495 Internship in Recreation</p> <p>RECR 497 Out-of-class Requirements</p>
<p>Required Concentration Courses (27 credit hours)</p> <p>MCOM 105 Introduction to Mass Communication</p> <p>RECR 230 Introduction to Sport Management</p> <p>RECR 322 Sport Media and Communication</p> <p>RECR 384 Special Event Management</p> <p>RECR 430 Sport Promotion</p> <p>PHEC 420 Sport Law and Ethics</p> <p>RECR 480 Field Experience in Recreation and Parks</p>
<p>Take Two of the three marketing courses or Two of the three communication courses from:</p>

<i>Marketing Courses</i>	
MKTG 361	Principles of Marketing
MKTG 363	Advertising
MKTG 366	Consumer Behavior
<i>Communication Courses</i>	
MCOM 250	Announcing and Performing
MCOM 326	Writing for Electronic Media
RECR 432	Computer Mediated Communication in Sports
Total Required Courses: Minimum of 103 credit hours	
Electives: ~17 credit hours	
Total Credits Required for Graduation: 120 credit hours	

Course Descriptions:

RECR 230 Introduction to Sport Management (new course) 3 credits

An introduction to the profession of sports management along with the legal, sociocultural, historical, political, and psychological concepts related to the sport industry. The scope of the industry and professional skill areas needed within the industry are reviewed. Fall.

RECR 332 Sport Media and Communication (new course) 3 credits

An introduction students to the many ways in which individuals, media outlets, and sport organizations work to create, disseminate, and manage messages to their constituents through the strategic communication model. The diversity of sports communication and strategies within sports industry are reviewed, analyzed, and applied. Fall.

RECR 480 Field Experience 3 credits

Practical experience in recreation and parks management. Site of study may vary. Repeatable for maximum of 6 credits if placement sites are different. Every Semester.

PHEC 420 Sport Law and Ethics 3 credits

Legal implications of tort and liability law for coaches, case studies in sport ethics, fair play and morality in sport; athletic eligibility and gender equity. Variable.

RECR 384 Special Event Management 3 credits

Basic elements of special event management including: human resource management and organization structure, the arts and entertainment industry, event planning, event Promotion, box office and ticket management, contract negotiation, financial management for special events, liability issues and program evaluation. Field trips required. Spring.

MKTG 361 Principles of Marketing 3 credits

Introduction to basic marketing concepts, strategy and terminology. Focus on understanding marketing as the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods and services. Key concepts include relationship marketing, consumer behavior, global marketing and marketing research. Every semester.

MKTG 363 Advertising 3 credits

Focus on planning and managing advertising as a promotional tool to meet marketing goals, understanding the role of advertising in an organization's integrated marketing communication

program, emphasizing strategic planning as a means to effectively communicate with consumers, creating primary demand, selecting and evaluating media in the context of environmental factors related to advertising. Every semester.

MKTG 366 Consumer Behavior 3 credits
 Overview of individual and organizational decision-making in the purchase, consumption and disposition of goods and services. Examine factors influencing consumer’s decision-making, including internal forces of perception, motivation, learning, personality, lifestyle and attitudes and external forces of culture, demographic, social class, reference group and family. Every semester.

RECR 430 Sport Promotion (new course) 3 credits

Exploration and application of the best practices in promotion and sales ranging from tickets to sponsorship, prepare a sales force, retain and upsell existing products to customers, use sponsorships as a sales incentive, and service and activate sponsorships through various sales mediums. Spring.

MCOM 105 Introduction to Mass Communication 3 credits
 Historical evolution of today’s media industries and career paths. Emphasis on contemporary issues affecting those industries and careers. Consideration given to emerging media, required skills, including professional expectations, standards, ethical considerations, and social impacts. Every semester.

MCOM 250 Announcing and Performance 3 credits
 Development of skills required of the individual performer in the preparing, announcing, and narrating of various types of materials for audio and video formats. Variable.

MCOM 326 Writing for Electronic Media 3 credits
 Fundamentals of media and multi-media writing; vocabulary, syntax, organizing ideas according to industry needs. Sound message versus print message; print versus electronic writing. Every semester. Prerequisite: MCOM 105

RECR 432 Computer Mediated Communication in Sports (new course) 3 credits
 Exploration and application of the best practices in computer based marketing and promotion ranging from social media, blogging to email along with the evaluation process to determine the return-on-investment of resources. Spring.

Proposed Academic Plan for the Sport Promotion and Communication Concentration

Students will be able to complete the required courses for the concentration in two semesters as follows:

Fall (15 credits)	Spring (12 credits)
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MCOM 105 Introduction to Mass Communication RECR 230 Introduction to Sport Management RECR 322 Sport Media and Communication 2 courses in Marketing or Communication	RECR 384 Special Event Management RECR 430 Sport Promotion PHEC 420 Sport Law and Ethics RECR 480 Field Experience in Recreation and Parks
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2. Describe the education objectives and intended student learning outcomes

The following concentration objectives were developed per the curriculum guidelines of the Commission on Sports Management Accreditation (COSMA Self Study Guide).

1. The students will demonstrate knowledge of foundational sport management, marketing and communication.
2. The students will demonstration knowledge of sports communication, law, ethics and event management.
3. The students will demonstrate promotion skills based upon consumer behavior.
4. The students will demonstrate the ability to develop a comprehensive promotional plan.
5. The students will demonstrate writing and publishing using computer communication mediums for marketing and promotion.

H. Adequacy of articulation

Not applicable.

I. Adequacy of faculty resources

Currently, three full-time tenured faculty teach in the undergraduate program in Recreation and Parks Management, in addition to four adjunct faculty with extensive experience in the field. The three-full time tenured faculty also teach courses in the graduate program in Recreation and Parks Management. One of the full-time tenured faculty serves as the program coordinator for the undergraduate program and is responsible for scheduling the courses, advising the students and hiring new faculty as needed for the program. To assure sustainability of the proposed new concentration, this proposal includes a request to hire one faculty member. This faculty member will be appointed half time for the graduate program and half time for the undergraduate program. This faculty will be shared between the graduate program in the Recreation and Parks department to support teaching courses in the Sport Management concentration and the proposed new undergraduate Sport Promotion and Communication concentration, also being proposed simultaneously with this program proposal. Due to the recent retirement of one faculty in the Recreation and Parks Department, the Dean and Provost support the reallocation of this faculty position to support this proposal. Please see the attached letters from the Dean of College of Education and the Provost in support of the program and the reallocation of the faculty position in Appendix A.

The table included below depicts the teaching assignments for all the courses to be offered as part of the Sport Promotion and Communication concentration.

Faculty Name	Appointment Type	Terminal Degree	Academic Rank	Status	Courses
New Faculty Member	Tenured track faculty	Ph.D. Recreation and/or sports management	Assistant professor	Full Time	RECR 230 RECR 332 RECR 430 RECR 432
Lei Yi	Tenure Faculty	Ph.D.	Associate Professor	Full Time	MKTG 361
Lei Yi	Tenure Faculty	Ph.D.	Associate Professor	Full Time	MKTG 363
Eyad Youssef	Tenure Faculty	Ph.D.	Assistant Professor	Full Time	MKTG 366
Robert Cooper	Adjunct faculty	M.S.	Instructor	Part Time - Contractual	RECR 384
Dale Luy	Adjunct faculty	Ph.D. Sports Management	Instructor	Part Time - Contractual	PHEC 420
Dr. Diane Blankenship	Tenured Faculty	Ed.D. Sport and Recreation Management	Professor	Full Time	RECR 480
Dr. John Lombardi	Tenured Faculty	Ph.D. Mass Communication	Professor	Full time	MCOM 105
Patrick Sullivan	Adjunct faculty		Instructor	Part Time - Contractual	MCOM 250
Annie Danzi	Assistant Professor	MA Mass Communication MFA in Documentary	Assistant Professor	Full Time	MCOM 326

J. Adequacy of library resources

The Ort Library adequately provides students and faculty with books, journals, and other print and online resources in support of undergraduate and graduate programs in Recreation & Parks Management; in addition, the library provides many resources in sport management. Library resources are provided to students using its OneSearch discovery service, individual databases, and online subject guides developed by librarians. Librarians are available to provide instruction and research support in using these resources.

Current library resources include over 3,000 discipline-related print and electronic monographs, as well as access to more than 700 relevant full text online journals through research databases, which provide adequate subject coverage to support the program. Moreover, the Ort Library's interlibrary loan services extend access to the holdings of thousands of other libraries.

In addition, the library has committed to subscribe to International Journal of Sport Communication and Sport Marketing Quarterly journals upon program approval. Please see the confirmation letter from the Library Director in Appendix B.

K. Adequacy of physical facilities, infrastructure and instructional equipment

The physical facilities currently available to the existing RPM program are adequate to meet the needs of the proposed concentration. No new resources are needed.

L. Adequacy of financial resources with documentation

TABLE 1: RESOURCES

Resource Categories	FY2020 Year 1	FY2021 Year 2	FY2022 Year 3	FY2023 Year 4	FY2024 Year 5
1. Reallocated Funds	37,550	38,693	39,872	41,087	42,341
2. Tuition/Fee Revenue (c+g below)	170,450	298,876	434,849	447,907	461,335
a. Number of F/T Students In-state	11	19	27	27	27
a. Number of F/T Students Out-of-state	3	5	7	7	7
b. Annual Tuition/Fee Rate In-state	9,130	9,404	9,686	9,977	10,276
b. Annual Tuition/Fee Rate Out-of-state	23,340	24,040	24,761	25,504	26,269
c. Total F/T Revenue (a x b)	170,450	298,876	434,849	447,907	461,335
f. Annual Credit Hour Rate	30	60	60	60	60
g. Total P/T Revenue In & Out-of-State (d x e x f)	0	0	0	0	0
3. Grants, Contracts & Other External Sources	0	0	0	0	0
4. Other Sources	0	0	0	0	0
TOTAL (Add 1 – 4)	208,000	337,569	474,721	488,994	503,676

Table 1: Resources Narration

1. Reallocated Funds: Funds are being reallocated from within the institution to support ½ time faculty member and benefits and library resources required for the program. The faculty hire will dedicate half of teaching load to the graduate concentration in sport management and half of teaching load in the undergraduate concentration in sport promotion and communication. Thus, the reallocated funds capture only half of the salary and benefits associated with the hire of a new full time tenure track faculty. Furthermore, furthermore, the FSU library has committed to subscribe to International Journal of Sport Communication and Sport Marketing Quarterly journals upon program approval. The costs associated with the new subscriptions are reallocated funds from the current library budget.

2. Tuition and Fee Revenue: The table included below reflects the expected revenues the new concentration is expected to generate. The program is expected to attract between 10 and 14 students each year (80% in-state and 20% out-of-state students) in the first five years. The projected numbers are based on the current number of current students (primarily student athletes) in Recreation and Parks who have expressed interest in a sports related concentration (5 to 6 students per academic

year) and based upon capturing 30% (~7 students) of documented students seeking this educational opportunity at out of state institutions.

Full time students (instate): The anticipated enrollment for the concentration of in-state full time students is 80% of the total projections.

Full time students (out of state): The anticipated enrollment of out of state students is 20% of total enrollment.

Expected Student Enrollment (2020 – 2024)

	FY2020	FY2021	FY2022	FY2023	FY2024	
# f/t students	11	19	27	27	27	80% instate 20% out of state
# f/t students	3	5	7	7	7	
	14	24	34	34	34	total

3. **Grants and Contracts:** There are no sources of grants and contracts associated with the proposed concentration.

4. **Other sources:** There are no additional sources for additional funds associated with the proposed concentration.

5. **Total Year:** The anticipated growth and leveling off of enrollment in the concentration is based upon a consistent enrollment of approximately 10 students each academic year.

TABLE 2: EXPENDITURES

Expenditure Categories	FY2020 Year 1	FY2021 Year 2	FY2022 Year 3	FY2023 Year 4	FY2024 Year 5
1. Faculty (b + c below)	37,125	38,239	39,386	40,567	41,785
a. # FTE	0.5	0.5	0.5	0.5	0.5
b. Total Salary	55,000	56,650	58,350	60,100	61,903
c. Total Benefits	19,250	19,828	20,422	21,035	21,666
2. Admin. Staff (b + c below)	0	0	0	0	0
a. # FTE	0	0	0	0	0
b. Total Salary	0	0	0	0	0
c. Total Benefits	0	0	0	0	0
3. Support Staff (b + c below)	0	0	0	0	0

a. # FTE	0	0	0	0	0
b. Total Salary	0	0	0	0	0
c. Total Benefits	0	0	0	0	0
4. Equipment	0	0	0	0	0
5. Library	425	454	486	520	556
6. New or Renovated Space	0	0	0	0	0
7. Other Expenses	0	0	0	0	0
TOTAL (Add 1 – 7)	37,550	38,693	39,872	41,087	42,341

Table 2: Expenditures Narration

1. Faculty: The new concentration in sport management requires the hire of a ½ time faculty with expertise in sport management, faculty that will dedicate half of teaching load to the graduate concentration in sport management and half of teaching load in the undergraduate concentration in sport promotion and communication. Thus, the table above captures only half of the salary and benefits associated with the hire of a new full time tenure track faculty.

2. Administrative Staff: The administrative staff for the existing program is adequate to meet the needs of the proposed concentration. No new administrative staff are needed for the proposed concentration.

3. Support Staff: The existing staff support associated with the existing program is adequate to meet the needs of the proposed concentration. No new support staff are needed for the proposed concentration.

4. Equipment: The equipment available within the existing program is adequate to meet the needs of the proposed concentration. No new equipment is needed for the proposed concentration.

5. Library: The FSU library has committed to subscribe to International Journal of Sport Communication and Sport Marketing Quarterly journals upon program approval. Thus, line item 5 in Table 2 depicts the expected expenditures associated with the two publications for the first 5 years of the program. It is important to mention that the costs associated with the new journals will be shared between the graduate and the undergraduate newly proposed concentrations, thus line item 5 captures half of the total amount associated with the new subscriptions.

6. New and/or Renovated Space: New and/or renovated space is not needed for the proposed concentration.

7. Other Expenses: No additional expenses are anticipated with the proposed concentration.

8. Total Year: The anticipated increase in expenses is associated with national inflation.

M. Adequacy of provisions for evaluation of program

Discuss procedures for evaluating courses, faculty and student learning outcomes.

Student learning outcome evaluation/assessment is twofold:

1. The Recreation and Parks Management (RPM) program accreditation requires assessment of student learning through the curriculum for data driven decisions. The program has a defined assessment program composed of assessments at numerous check points, as follows:

- a. Identified exams, assignments, and experiential learning assessment with rubrics related to professional knowledge, skills and competencies. Each class in the core curriculum has an assessment item.
- b. Mid-term reaction forms which provide the instructor a mid-semester assessment of their performance and course management.
- c. End of semester course evaluations are completed by students which evaluate faculty performance, student learning, and course management.

2. The Sport Promotion and Communication concentration will be evaluated using the same assessment plan as the one described for the RPM program, above. In addition, the following elements will be included:

- a. RPM concentration courses will evaluate student performance through exams, projects and experiential learning in accordance with course learning objectives.
- b. The experiential learning (RECR 480 and internship) will be used as a key evaluation point of the students' professional knowledge, skills, and competencies for the sports industry.

The combination of data will provide evidence for data driven decisions concerning improving the quality and effectiveness of the concentration in achieving the educational goals of the institution.

N. Consistency with the State's minority student achievement goals (as outlined in COMAR 13B.02.03.05 and in the State Plan for Postsecondary Education).

FSU has a very diverse student body and the FSU Recreation and Parks Management undergraduate program has been able to recruit and retain underrepresented minority students in the program. With the addition of a sport promotion and communication concentration, we expect the program to be even more attractive for minority students who have an interest in recreation with a focus in sports. Thus, we believe this new concentration comes to support the Maryland State Plan Goal #1, Goal #2, and Goal #3 which relate to access, student success and innovation.

Goal 1 Access: FSU is noted as an institution that is affordable and accessible for minority students which provides equal educational opportunities for Maryland residents. This is reflected in the percentage of minority students currently attending the institution.

Goal 2 Success: The faculty within the RPM program and proposed concentration work collaboratively with students to mentor them through professional development and facilitate academic success.

Goal 3 Innovation: The experiential learning imbedded in the proposed concentration challenges students to be creative and approach problems innovatively while developing their professional skill set in sports promotion and communication. The combination of experiential learning, field experience, and internships provides a developmental mix of experience to advance their professional skills while providing career advising and planning through the educational experience.

O. Relationship to low productivity programs identified by the Commission:

The proposed Sport Promotion and Communication concentration is not associated with a low productivity program being housed within the Recreation and Parks Management degree program.

APPENDIX A



One University. A World of Experiences.

Office of the Provost
Hitchins Building
101 Braddock Road
Frostburg, MD 21532-2303

301/687-4211
FAX: 301/687-7960

April 10, 2018

Dr. James D. Fielder, Jr.
Secretary of Higher Education
Maryland Higher Education Commission
6 North Liberty Street
Baltimore, MD 21201

Dear Secretary Fielder:

The Recreation and Parks Management program at Frostburg State University (FSU) is proposing the addition of an undergraduate concentration in Sport Promotion and Communication under the current Bachelor of Science in Recreation and Parks Management. The program is also proposing the development of two concentrations under the current Master of Science in Recreation and Parks Management degree program (Recreation and Parks Management and Sport Management). To reflect the change at the graduate level, a change in title from Master of Science in Recreation and Parks Management to Master of Science in Recreation, Parks and Sport Management is being proposed. The two substantial changes to the undergraduate and the graduate curriculum are proposed in order to better meet the market demand in this discipline.

In order to execute and deliver the above program changes the hiring of a new faculty member with expertise in sport management will be required. As Provost of Frostburg State University, I approve and support the proposed curriculum changes and the hiring of a new faculty member to support the program for both the Graduate and Undergraduate programs in Recreation and Parks Management.

Yours very truly,

A handwritten signature in black ink, appearing to read 'Dr. Elizabeth A. Throop'.

Dr. Elizabeth A. Throop
Provost and Vice President of Academic Affairs

Cc:

Dr. Boyce Williams, Dean, College of Education
Dr. Natalia Buta, Chair, Department of Kinesiology and Recreation



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DEPARTMENT OF KINESIOLOGY AND RECREATION
101 BRADDOCK ROAD
FROSTBURG, MD 21532-2303
T 301.687.4461
F 301.687.7961

March 29, 2018

Dr. James D. Fielder, Jr.
Secretary of Higher Education
Maryland Higher Education Commission
6 North Liberty Street
Baltimore, MD 21201

Dear Secretary Fielder:

The Recreation and Parks Management program at Frostburg State University is proposing two substantial changes to the undergraduate and the graduate curriculum in order to better meet the market demand in this discipline. More specifically, the program is proposing the addition of an undergraduate concentration in Sport Promotion and Communication under the current Bachelor of Science in Recreation and Parks Management. Additionally, the program is also proposing the development of two concentrations under the current Master of Science in Recreation and Parks Management degree program. . The two recommended concentrations are: ***Recreation and Parks Management and Sport Management***.

In an effort to better reflect the two concentrations under the Master of Science degree, the program title would change from Master of Science in Recreation and Parks Management to ***Master of Science in Recreation, Parks and Sport Management***. The changes proposed will further expand the academic reach of the program, addressing the needs of those interested in employment in athletics and sports related professions.

In order to execute and deliver the above program changes, the hiring of a new faculty with expertise/concentration in sport management will be required. This faculty member will dedicate half of their teaching load to the graduate concentration in sport management and the other half to the undergraduate concentration in sports marketing and communication.

As Dean of the College of Education I approve and support the proposed curriculum changes and the hiring of a new faculty member to support the program for both the Graduate and Undergraduate programs in Recreation and Parks Management.

Sincerely,

Boyce C. Williams, Ph.D.
Interim Dean, College of Education

APPENDIX B



One University. A World of Experiences.

THE LIBRARY
1 SUSAN EISEL DRIVE
FROSTBURG, MD 21532-2303
T 301.687.4396
F 301.687.7069

TO: Dr. Natalia Buta
Chair, Department of Kinesiology and Recreation

FROM: Dr. Lea M. Messman-Mandicott
Library Director

DATE: April 2, 2018

SUBJECT: Request for Library resources to support two new concentrations in the
Recreation and Parks Management program

I am writing this letter to confirm that, in addition to the resources the Lewis J. Ort Library currently provides to support the Recreation and Parks Management program; as Library Director, I acknowledge the request of the chair and faculty of the Department of Kinesiology and Recreation that two journals be added to the collection to support the newly proposed concentrations in Sports Promotion and Communication and Sports Management. The two journals related specifically to the proposed curriculum that you have requested in order to satisfy and complement our existing research materials are the *International Journal of Sport Communication* and the *Sport Marketing Quarterly*. Following a careful examination of our current periodicals budget, I support your request and agree to subscribe to the two journals in Fiscal Year 2019, contingent on the approval and initiation of the new concentrations at Frostburg State University.

Please do not hesitate to contact me should you have any questions regarding this request.