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OFFICE OF THE PRESIDENT
101 BRADDOCK ROAD
FROSTBURG, MD 21532-2303
T 301.687.4111
F 301.687.7070

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



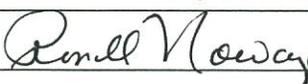
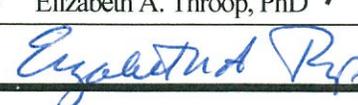
Cover Sheet for In-State Institutions

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	Graduate, Master of Science in Recreation, Parks and Sport Management	
Title of Proposed Program	Concentration in Recreation and Parks Mgmt. and Concentration in Sport Mgmt.	
Total Number of Credits	15	
Suggested Codes	HEGIS: 210301	CIP: 310301
Program Modality	<input type="radio"/> On-campus <input checked="" 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/admissions-and-cost/graduate/online-graduate-catalog-2018-2020.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
Master of Science in Recreation, Parks and Sport Management

A. Centrality to institutional mission statement and planning priorities:

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

Program description:

Frostburg State University (FSU) currently offers the only Master of Science degree in Recreation and Parks Management in the state of Maryland. Since August 2010, The Masters of Science in Recreation and Parks Management Program has been a fully online graduate program. 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. As a result, FSU is proposing a substantial modification to the currently existing program by adding two major changes to this program:

1. A curricular redesign of the current program to offer two concentrations – 1. Recreation and Parks Management and 2. Sport Management. This curricular redesign will be built upon the current curriculum to assure that FSU's program continues to meet the needs of Recreation and Park professionals, but will add a Sport Management concentration to provide a more robust and up-to-date curriculum to meet the needs of professionals who wish to pursue Sport Management opportunities. Thus, the current 30 credits will be restructured to include nine credits of core courses, two concentrations of 15 credits each and six credits for capstone. The program will continue to be offered in a fully online, seven week delivery model.
2. A title change to reflect the addition of the Sport Management concentration option. The new title being proposed is *Master of Science in Recreation, Parks and Sport Management*.

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 addition of a Sport Management concentration under the current MS degree in Recreation and Parks Management will prepare professionals for a growing recreation and sports industry. This is aligned with 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 graduate level degree with a focus on sport management (see section B critical and compelling regional or statewide need). Currently, a graduate program in recreation with a focus in sport management is not offered at any of the higher education institutions in Maryland. Thus, frequently Maryland residents are using the Academic Common Market to benefit from in-state tuition to register in a Recreation and Sport Management graduate program at institutions in other states.

Additionally, the FSU Athletic program hires multiple graduate assistants to assist the coaches. The majority of these students are interested in a degree that will position them for sports management related job opportunities; however, our current MS in Recreation and Parks Management program does not meet this need. This comes to support another strategic goal of the institution, *Goal (under Strategic Theme 2): Integrate effective career and professional development into the student experience.* In this program, the students will have the opportunity to learn sport management related topics while being directly engaged as graduate assistants for various sports, which will allow for effective career and professional development experiences for the students.

FSU's current graduate Recreation and Parks Management program is fully online program, with courses seven weeks in length. This delivery model is attractive to working professionals who are looking for opportunities to earn credentials that will advance their career into management. Several competitor online programs in Recreation and Parks Management outside of the state of Maryland have developed concentrations to expand and provide more specific curriculum offerings based on student interests. 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 developing a good understanding of the industry as a whole. This curricular redesign will allow FSU to compete in the market and improve our ability to better serve Marylanders who want to pursue Sport Management as a focus.

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. For example, in Maryland, the employment opportunities for education administrators, postsecondary education (which includes Athletic Directors) are expected to increase 33.40% between 2014 and 2024

(<https://www.dllr.state.md.us/lmi/iandoproj/maryland.shtml>). 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.dllr.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; however, only one university provides graduate level preparation. 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 Master of Science in Recreation, Parks and Sport Management or a Master's level degree with a sport management concentration that is fully online.

In regard to demand, the following types of jobs can be pursued by students with a master's degree in Recreation, Parks and Sport Management with a concentration in Sport Management: Sports Marketing Manager, Athletic Director, Sports Agent, Sports Analyst, Community Center Director, Fitness Center Director, Sport Facility Manager, Sports Public Relations Specialist, Coach.

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. More specifically, the employment of postsecondary education administrators (including athletic directors) is projected to grow 10 percent from 2016 to 2026, faster than the average for all occupations.

(<https://www.bls.gov/ooh/management/postsecondary-education-administrators.htm>).

Employment of coaches and scouts is projected to grow 13% from 2016 to 2026, faster than the average for all occupations due to increasing participation in high school and college sports (<https://www.bls.gov/ooh/entertainment-and-sports/coaches-and-scouts.htm>). The employment of administrative services managers (including sport facility managers) is projected to grow 10% from 2016 to 2026, faster than the average for all occupations.

(<https://www.bls.gov/ooh/management/administrative-services-managers.htm>).

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

The identified need for a concentration in Sport Management is within scope of the goals set forth in the *Maryland State Plan for Postsecondary Education* primarily as it relates to Goal #1 and Goal #2.

Goal #1. Access: *Ensure equitable access to affordable and quality postsecondary education for all Maryland residents.* The current Master of Science in Recreation and Park Management is offered entirely online. This proposed concentration will also be offered fully online which will allow access to students across the state and out-of-state including working professionals who are seeking advanced degrees for career advancement or career change. Mount St Mary's University (a private institution in Maryland) offers a Master of Science in Sport Management degree, the only other comparable program in the state of Maryland at the graduate level. The design of the FSU program provides access, flexibility and affordability, which aligns with the Maryland State Plan for Post-Secondary Education goal on "Access". Furthermore, the students will be able to complete the program in two years.

Goal #2. Success: *Promote and implement practices and policies that will ensure student success.* The proposed new concentration comes to answer the need for better academic options and a quality experience for the students interested in pursuing a career in sports management and related professions. Currently, Maryland students interested in such a program at the graduate level are limited as Mount St. Mary's currently offers the only master's program with a sport management curriculum. Furthermore, in the state of Maryland, there are no fully online graduate level programs in sport management or programs like FSU with a sport management concentration. The 7 week delivery model will not only improve access, more specifically it will increase access for a working professional looking to advance or change careers. Thus, this proposal comes to address this need to assure that students receive the quality experience needed to successfully seek employment in sport and related professions.

This program redesign to add a concentration in Sport Management within the Recreation and Parks Management program assures that students have access to a robust, quality program and will graduate prepared to enter into the sport management profession. It will meet the Maryland State Plan by increasing access and promoting success.

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

As previously stated, aside from Mount St. Mary's Master of Sport Management, no higher education institution in Maryland offers a master's degree to prepare sport professionals. There are no programs in the state for Master of Science in Recreation, Parks and Sport Management or a Master's level degree with a sport management concentration. Thus, Maryland residents are using the Academic Common Market option for pursuing a graduate level degree in Recreation with a focus in Sport Management. 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
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 academic preparation in Sport Management with only one university (a private institution) providing graduate level preparation. 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.

Mount St Mary’s University (a private institution) offers the only comparable graduate program in the state of Maryland. However, no other institution offers a Master of Science in Recreation, Parks and Sport Management with a Concentration in Sport Management. Although, Mount St Mary’s University provides a Master of Science Program in Sport Management, their program is not fully online. 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), 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 HBIs

This program should not have any impact on Historically Black Institutions since a graduate program in Recreation, Parks and Sport Management with a concentration in Sport Management is not offered at any of the State’s HBIs.

F. Relevance to the identity of HBI

FSU has a very diverse student body and the FSU Recreation and Parks Management graduate program has been able to attract a diverse group of students over the years. With the addition of a sport management concentration to the current MS 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 sport management. Because HBIs in the state do not currently offer this program, we do not believe this proposal presents any risk to the relevance and identity of HBIs.

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

1. Provide a list of courses with title, semester credit hour and course descriptions, along with description of program requirements.

Frostburg State University is proposing a substantial modification of a currently existing program, the Master of Science in Recreation and Parks Management. This substantial modification of the existing program will consist of a reorganization of the existing program curriculum to include two concentrations: 1) Recreation and Parks Management and 2) Sport Management. This redesign will utilize the courses of the current Master of Recreation and Parks Management program to deliver the Recreation and Parks Management concentration, while new courses will be developed for the new concentration in Sport Management. This redesign will result in nine credits of core courses, two concentrations of 15 credits each and six credits of capstone.

Proposed Curriculum:

Master of Science in Recreation, Parks and Sport Management	
Core Courses (9 credits)	
RECR 611 Concepts and Foundations of Leisure	
RECR 652 Fiscal Management in RPSM	
RECR 681 Research Methods and Evaluation in RPSM	
Concentration in Recreation and Parks Management (15 credits)	Concentration in Sport Management (15 credits)
RECR 641 Managing Open Space Resources	PHEC 520 Sports Law and Ethics
RECR 651 Organizational Behavior and Leadership in RPM	RECR 600 Foundations of Sport Management

RECR 653 Communications and Organizational Decision Making in RPM	RECR 603 Facilities Planning and Management
RECR 654 Developing Promotional Information Systems in RPM	RECR 601 Current Issues in Sport Management
RECR 655 Current Management Issues in RPM	One elective course (3 credits) from the following: RECR 651 Organizational Behavior and Leadership in RPM MGMT 510 Leadership and Ethics MGMT 542 Organizational Behavior MGMT 620 Human Resources Management MGMT 621 Foundations of Analytics RECR 593 Field Experience in RPSM RECR 655 Current Management Issues in RPM RECR 654 Developing Promotional Information Systems in RPSM
Capstone (minimum 6 credits)	Capstone (minimum 6 credits)
RECR 683 Thesis/Project Preparation and Grant Writing in RPSM (3 credits)	Option 1: Elective (3 cr.) and RECR 696 Practicum in Sport Management (3 cr.)
RECR 700 Research Project in RPSM (1 to 6 cr.) or RECR 710 Thesis in RPSM (1 to 6 cr.)	Option 2: RECR 683 Thesis/Project Preparation and Grant Writing in RPSM (3 cr.) and RECR 700 Research Project in RPSM (1 to 6 cr.) or RECR 710 in RPSM (1 to 6 cr.)

The table below depicts the course sequence and progression plan for the two concentration for the Master of Science in Recreation, Parks and Sport Management.

Proposed academic plans for the two concentrations:

Academic Plans	
Recreation, Parks and Sports Management Concentration: Recreation and Parks	Recreation, Parks and Sports Management Concentration: Sport Management
Fall (1 st semester) RECR 611 RECR 651	Fall (1 st semester) RECR 611 RECR 600 Elective (3 credits)
Spring (2 nd semester) RECR 652 RECR 681	Spring (2 nd semester) RECR 652 PHEC 520 RECR 681
Summer (3 rd semester) RECR 655 RECR 654	
Fall (4 th semester) RECR 641 RECR 683	Fall (3 rd semester) RECR 603 RECR 601 Option 1: Elective or RECR 696 Option 2: RECR 683
Spring (5 th semester) RECR 653 RECR 700 or RECR 710	Spring (4 th semester) Option 1: Elective course (3 credits) or RECR 696 (3 credits) Option 2: RECR 700/710

Listed below is a list of new courses required for the newly created concentration in Sport Management.

Courses to be listed under the Sport Management Concentration:

PHEC 520 Sports Law and Ethics 3 cr. Spring only
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. Spring.

RECR 600 Foundations of Sport Management 3 cr. Fall only
Foundational principles and practices of Sport Management. Topics include the history of sport management, management principles applied in sport management, governance, social justice, career paths, and sports value to education. Fall.

RECR 601 Current Issues in Sport Management 3 cr. Fall only
Examination of current trends and global issues in the sport industry. Understanding how current sport trends and issues are linked to the past and influence the future. Fall.

RECR 603 Facilities Planning and Management 3 cr. Fall only
Principles and techniques of planning and operating recreation and sport facilities. The course will address facility development, use considerations, and auxiliary functions. Fall.

RECR 696 Practicum in Sport Management 3cr. Variable
Students operationalize the leadership role in appropriate sport agencies and facilities in conjunction with an expert sports leader. A project involving a topic of interest to the student and the organization will be initiated. Minimum 135 hours on site. Variable.

RECR 700 Research Project in RPSM 1 to 6 cr. Variable
Individual investigation or project related to the area of concentration and professional education. Variable.

RECR 710 Thesis in RPSM 1 to 6 cr. Variable
Activities related to the production of a research thesis on an approved topic. Variable.

2. Describe the education objectives and intended student learning outcomes

The intended student learning outcomes for the program are as follows:

1. To develop recreation, parks and sports professionals who are prepared for upper-level positions in the recreation and sports industry.
2. To emphasize the development of leadership and management skills.
3. To provide professional preparation training that addresses the changing needs of recreation, parks and sports leaders to meet in a complex and changing global society.
4. To utilize recreation and sports in the delivery of a human service which enhances the quality of life of the public.
5. To provide for cultural diversity by preparing students to work with diverse cultures in recreation and sports settings.
6. To enhance the use of technology through course preparation, class interaction, instruction, evaluation and assessment.

H. Adequacy of articulation

Not Applicable

I. Adequacy of faculty resources

Currently, three full-time tenured faculty teach in the current Master’s program as part of their teaching load, in addition to four adjunct faculty with extensive experience in the field. The three-full time tenured faculty also teach courses in the undergraduate program in Recreation and Parks Management. One of the full-time tenured faculty serves as the program coordinator for the graduate 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. The new faculty hire 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 of all the faculty currently teaching in the program and the teaching assignment of the anticipated faculty hire.

Faculty Name	Appointment Type	Terminal Degree	Academic Rank	Status	Courses
Dr. Natalia Buta	Tenured Faculty	Ph.D. Natural Resources Recreation	Associate Professor	Program Coordinator Full time	RECR 681 RECR 683 RECR 700/RECR 710
Dr. Diane Blankenship	Tenured Faculty	Ed.D. Sport and Recreation Management	Professor	Full time	RECR 611 RECR 700/RECR 710
Dr. Robert Kauffman	Tenured Faculty	Ph.D. Recreation	Professor	Full time	RECR 641
Dr. Tinelle Bustam	Adjunct Faculty	Ph.D. Natural Resources Recreation	Instructor	Part time - Contractual	RECR 651
Dr. Mark Ivy	Adjunct Faculty	Ph.D. Recreation	Instructor	Part time - Contractual	RECR 653
Dr. Maureen Dougherty	Adjunct Faculty	Ph.D. Parks and Recreation Resource Science	Instructor	Part time - Contractual	RECR 654
Ms. Megan Carney	Adjunct Faculty	MA, Sport Management	Instructor	Part time - Contractual	RECR 652
Ms. Beahta Davis	Adjunct Faculty	MS, Parks and Recreation Resource Management	Instructor	Part time - Contractual	RECR 655
Dr. Dale Luy	Adjunct Faculty	Ph.D. Sports Management	Instructor	Part time - Contractual	PHEC 520
New Faculty Hire– Reallocated Position	Full Time Tenure Track Faculty	Ph.D. in Sport Management or equivalent required	Assistant Professor	Full time	RECR 600 RECR 601 RECR 603 RECR 696 RECR 700/RECR 710 as needed

I. 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 attached confirmation from the Library Director. See library letter of support in Appendix B

K. Adequacy of physical facilities, infrastructure, and instructional equipment

The physical facilities and infrastructure needed for the concentration are adequate to meet the educational objectives. In addition, the online infrastructure and instructional equipment of the institution is already available and adequate to support the online program. There are no additional resources needed for this concentration.

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)	71,220	174,673	179,940	233,550	240,660
c. Total F/T Revenue (a x b)	0	0	0	0	0
d. Number of P/T Students In-State	8	10	10	12	12
d. Number of P/T Students Out-of-State	2	2	2	3	3
e. Credit Hour Rate In-State	450	464	478	492	507
e. Credit Hour Rate Out-of-State	574	591	609	627	646
f. Annual Credit Hour Rate	15	30	30	30	30
g. Total P/T Revenue In & Out-of-State (d x e x f)	71,220	174,673	179,940	233,550	240,660
3. Grants, Contracts & Other External Sources	0	0	0	0	0
4. Other Sources	0	0	0	0	0
TOTAL (Add 1 – 4)	108,770	213,366	219,812	274,637	283,001

Narrative:

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.

2. Tuition and Fee Revenue – The tables included above reflect the expected revenues the new concentration is expected to generate. The program is expected to attract between 10 and 15 students (80% in-state and 20% out-of-state students) in the first five years. The projected numbers are based on the current number of students interested in a sports related program while working for our Athletics program on campus (~10 per academic year), and based on the current students in Recreation and Parks who have expressed interest in a sports related concentration (4 to 5 students per academic year). Furthermore, considering this is an online program we expect to attract in the program out-of-state students as well, with an estimate of about 20% out of state students per cohort (which is consistent with our current out of state numbers). Accordingly, each student will complete about 30 credits to finish the degree over a two year period, thus the tuition and fees reflect the revenues associated with rates established for in and out-of-state students for 15 credits each year.

Projected Enrollment	2019	2020	2021	2022	2023
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In-State	8	10	10	12	12
Out-of-State	2	2	2	3	3

TABLE 2: EXPENDITURES

Expenditure Categories	FY2020	FY2021	FY2022	FY2023	FY2024
	Year 1	Year 2	Year 3	Year 4	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

Narrative:

- 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.
- 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.

M. Adequacy of provision for evaluation of program

A comprehensive program evaluation and review is completed every five years. The program assessment plan is divided into three areas which include preliminary assessment, curriculum assessment and capstone project or committee assessment.

Preliminary Assessment: Prior to admission of the graduate program, students are assessed by the following requirements:

- A minimum undergraduate G.P.A. of 3.0 on a 4.0 scale
- Three letters of recommendations
- Professional Goal Statement

Curriculum Assessment: Conceptually, each of the courses in the program represents a competency area necessary to become an upper-level administrator (e.g. budgeting, management issues, communications, etc.) The courses are designed to develop student projects that are representative of these competency areas. Hence, the satisfactory completion of individual courses represents competency in the management areas.

The program has an assessment plan in place that aligns the program learning outcomes with the university graduate learning goals. This plan includes data collection from individual courses in the program. The curriculum for the Sports Management concentration is informed by the standards established by the Commission of Sports Management Accreditation (COSMA).

In addition, all online courses are formally evaluated by the university. The student evaluation of instruction instrument includes evaluation of instructor knowledge and preparation, course design, and faculty/student interactions.

Capstone Project/Committee Assessment: All students select a committee of three, chaired by a full-time tenured faculty and with two experienced professional of the students choosing. Students submit all required work, conduct a formal presentation and respond to any recommendations for change by their committee. The capstone project reflects learning in a majority of the competency areas as represented by the courses completed.

N. Consistency with the State's minority achievement goals

FSU has a very diverse student body and the FSU Recreation and Parks Management graduate program has been able to attract a diverse group of students over the years. With the addition of a sport management concentration, we expect the program to be even more attractive for minority students who have an interest in recreation with a focus on sport management.

The program is fully online which makes the program accessible to diverse groups. Current students come from different states and time zones, and includes students with very diverse backgrounds. Thus, we believe this new concentration comes to support the Maryland State Plan Goal #1 and Goal #2, which relates to access and student success.

The program will continue to draw a culturally diversified group of students and to provide a program where they will share ideas, learn multiple approaches to common situations and as a result, grow personally and professionally as leaders in the profession. The program does very well by working into the schedule of the many busy, working professionals who want to pursue a Master's degree without leaving a good job to do so. This is accomplished predominantly by entirely online courses, condensed into seven weeks that have minimal needs for synchronous course meetings. Courses are taken by

students as a cohort in an intuitive sequence culminating in a capstone experience. This allows students to learn through graduate-level courses that logically build on each other. It also allows them to build a learning-community with their peers. Students complete the program in two years; the academic plan for the two concentrations was presented in a previous section of the proposal and depicts the required courses for students to take in order to complete the program in two years.

O. Relationship to low productivity programs identified by the Commission

Not Applicable. The proposed Sport Management concentration is not associated with a low productivity program.

P. If proposing a distance education program, please provide evidence of Principles of Good Practice

The Recreation and Park Management program transitioned to an online program in 2010. With this transition, an emphasis on quality delivery has been a focus and commitment of both the university and the College of Education. This commitment is evidenced via the following:

- a. Institutional membership as a NC-SARA (National Council for State Authorization Reciprocity Agreement): While there are many benefits to institutions which hold such membership, the benefit to distance learners is assurance that participating institutions are committed to the Principles of Good Practice for online education.
- b. FSU policy guidelines for online education require faculty to complete a six-week online teaching certification program which is designed using the standards of Quality Matters, a framework of course delivery designed on best practices supported by literature. This training program is delivered by FSU's instructional design team.
- c. FSU offers regular professional development opportunities for faculty to improve teaching skills and knowledge using best practices. The training is delivered by the Instructional Design and Delivery department and is offered in either individual or group sessions.
- d. Instructional designers are available to work with faculty on the development, delivery, and assessment of online courses as needed.

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,

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.