



Cover Sheet for In-State Institutions

New Program or Substantial Modification to Existing Program

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

- | | |
|-----------------------------|---|
| New Academic Program | Substantial Change to a Degree Program |
| New Area of Concentration | Substantial Change to an Area of Concentration |
| New Degree Level Approval | Substantial Change to a Certificate Program |
| New Stand-Alone Certificate | Cooperative Degree Program |
| Off Campus Program | Offer Program at Regional Higher Education Center |

Payment Submitted:	Yes No	Payment Type:	R*STARS # Check #	Payment Amount:	Date Submitted:
Department Proposing Program					
Degree Level and Degree Type					
Title of Proposed Program					
Total Number of Credits					
Suggested Codes			HEGIS:	CIP:	
Program Modality			On-campus	Distance Education (fully online)	Both
Program Resources			Using Existing Resources	Requiring New Resources	
Projected Implementation Date <small>(must be 60 days from proposal submission as per COMAR 13B.02.03.03)</small>			Fall	Spring	Summer Year:
Provide Link to Most Recent Academic Catalog			URL:		
Preferred Contact for this Proposal			Name:		
			Title:		
			Phone:		
			Email:		
President/Chief Executive			Type Name:		
			Signature:		Date:
			Date of Approval/Endorsement by Governing Board:		

Revised 1/2021

ANNE ARUNDEL COMMUNITY COLLEGE

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President

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September 1, 2023

Dr. Sanjay Rai
Acting Secretary of Higher Education
Maryland Higher Education Commission
6 N. Liberty Street
Baltimore, MD 21201

Dear Dr. Rai:

Anne Arundel Community College is requesting approval for a new Management of Information Systems Transfer, Associate of Science degree. Please see the attached proposal to support this request.

If you have any questions, please contact Dr. Tanya Millner, Provost/Vice President for Learning at tcmillner@aacc.edu or (410) 777-2332.

We appreciate the Maryland Higher Education Commission's consideration of this request.

Sincerely,

A handwritten signature in black ink, appearing to read 'D Lindsay'.

Dr. Dawn Lindsay
President

cc: Tanya Millner, Ed.D., Provost/Vice President for Learning
Tina Smith, Ph.D., Associate Vice President for Learning
Lance Bowen, Ph.D., Dean, Science, Technology, and Education
Nanci Beier, M.A., Registrar
Tara Carew, M.B.A., M.Ed., Director, Financial Aid

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Management of Information Systems Transfer, Associate of Science

A. Centrality to Institutional Mission and Planning Priorities:

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

Consistent with the mission of Anne Arundel Community College (AACC) to respond to the needs of our diverse community by offering high quality, affordable, accessible, and innovative lifelong learning opportunities, this proposal demonstrates the need for the establishment of the Management of Information Systems (MIS) Transfer, Associate of Science (AS) degree program.

The proposed degree program is under AACC's Department of Computer Information Systems and provides a solid foundation in the management of information systems for students who either want to transfer to a four-year university or enter the job market as an entry-level information technology specialist. Management Information Systems is a critical part of the strategic decision-making process in virtually all of today's public and private organizations. The MIS program emphasizes management techniques and methodologies used to ensure the successful implementation and on-going operations of information technology capabilities in business. Students will gain the knowledge and skills to prepare them for a range of occupations including computer systems administrator, IT manager, information security analyst, etc.

Prospective students may already be employed in industry (career switchers or builders) who lack the respective formal training or are using older methodologies, as well as for high school graduates (career starters). The MIS degree will help students transition into a four-year degree within Information Systems, while also preparing them to enter immediately into a career as an information technology specialist.

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

AACC is committed to helping students achieve their educational goals, which is the theme of AACC's strategic plan. Every decision is grounded in how students can be helped to achieve academic excellence and remain engaged with their own goals.

The college's strategic plan, *Engagement Matters II: Excellence through Innovation*, focuses on creating the ideal conditions to ensure that more students complete their educational goals and earn family-sustaining wages. The college is pursuing this plan while adhering to the mission's central tenet of committing to academic excellence, which is the fundamental foundation upon which the work and continued reputation as a college of distinction is built.

The proposed degree will expand the pathway for students to a wide range of transfer degree opportunities. In particular, this new program strongly supports the college's strategic goals of progress and completion.

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- 3. Provide a brief narrative of how the proposed program will be adequately funded for at least the first five years of program implementation. (Additional related information is required in section L.)**

The funding required to support expenses for this degree program already exists in the college's operating budget. This program will continue to be adequately funded for the first five years of program implementation. No additional funding is required except for the cost associated with providing additional faculty coverage should enrollment grow.

- 4. Provide a description of the institution's a commitment to:**

- a) Ongoing administrative, financial, and technical support of the proposed program.**

Anne Arundel Community College is committed to the ongoing administrative, financial, and technical support of this program. It will be implemented by AACC's Department of Computer Information Systems. Existing resources within the department are adequate to support this degree program. Technical support will be provided by the onsite technical call center through AACC's Information and Instructional Technology (IIT) division. The college's Idea Lab will provide support and maintenance of the college's learning management system (LMS).

This academic proposal is proceeding with the full support of the department chair, assistant dean, dean and provost/vice president under which the program was developed. The program also has the full support of the president and Board of Trustees.

- b) Continuation of the program for a period of time sufficient to allow enrolled students to complete the program.**

Anne Arundel Community College is committed to providing all students an opportunity to complete their program of study. Students may elect to graduate from a program by meeting the curriculum requirements as outlined in the catalog in effect during their initial enrollment. The academic department will provide all students affected by such decisions with assistance in choosing appropriate courses and programs for completion.

B. Critical and Compelling Regional or Statewide Need as Identified in the State Plan:

The field of management information systems continues to have a demonstrated need for highly skilled workers. With the approval of this program, AACC (as an open access institution) will be particularly well-positioned to offer a program that seamlessly transfers into a bachelor's degree program.

There is high demand for skilled professionals that specialize in management of information systems (including analysis, design, development, and maintenance). The Career One Stop (sponsored by the U.S. Department of Labor) reports that the demand for employees will remain high, experiencing a

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7% increase from 2020-2030, with an average salary currently at about \$95,000. Searches on websites such as Indeed.com, which includes jobs from the private and public sectors, consistently demonstrate hundreds of related job postings within the region. This program will provide quality professionals that help business and industry address shortages in the workforce.

a) Societal needs, including expanding educational opportunities and choices for minority and educationally disadvantaged students at institutions of higher education:

This program greatly expands the educational opportunities and choices for minority and educationally disadvantaged students in the county and beyond. As an open access institution, approval of this proposal will position AACC to draw on the county's increasingly diverse populations to recruit students with an aptitude to develop the requisite skills and cultural competencies for functioning effectively and appropriately in their field of choice. As of fall 2022, over 43% of credit students at the college identified as racial/ethnic minorities. While many in the county prosper, there is also an increasing income gap among residents, with 6.2% living below the poverty level (U.S. Census, Quick Facts Anne Arundel County, July 2022). The percentage of overall students receiving Pell grants in fall 2022 was 21.8%.

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

The 2022 Maryland State Plan for Higher Education outlines three primary goals for the higher education community in Maryland. One of the goals is to ensure equitable access to affordable and high-quality postsecondary education for all Maryland residents. This program supports this goal. In addition, another goal is promoting and implementing practices and policies that will ensure student success. According to the Maryland Education Code Ann. § (10-204) public institutions of higher education are required to teach and train students for careers and provide public services for citizens of the State. This program will meet an existing need in for highly skilled employees in the information technology sector.

C. Quantifiable and Reliable Evidence and Documentation of Market Supply and Demand in the Region and State:

1. Describe potential industry or industries, employment opportunities, and expected level of entry (ex: mid-level management) for graduates of the proposed program.

The proposed degree program is under the Department of Computer Information Systems and was developed for individuals to gain essential skills to be successful in the field of management of information systems. As an in-demand major, this program will provide a firm foundation for students who wish to continue their education to a bachelor's degree.

Prospective students may already be employed in industry (career switchers or builders) who lack the respective formal training or are using older methodologies, as well as for high school graduates

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(career starters). The MIS degree will help students transition into a four-year degree within Management Information Systems or prepare them to enter immediately into the workforce.

2. Present data and analysis projecting market demand and the availability of openings in a job market to be served by the new program.

Searches on websites such as Indeed.com, which includes jobs from the private and public sectors, consistently demonstrate thousands of job postings in the information systems field within the region. This program will provide quality professionals that help business and industry address shortages in the workforce.

3. Discuss and provide evidence of market surveys that clearly provide quantifiable and reliable data on the educational and training needs and the anticipated number of vacancies expected over the next 5 years.

There is high demand for skilled professionals that specialize in management of information systems. The Career One Stop (sponsored by the U.S. Department of Labor) reports that the demand for employees will remain high, with an anticipated increase of 7% from 2020-2030.

4. Provide data showing the current and projected supply of prospective graduates.

The demand for information systems technology specialists/analysts is high and is expected to grow even higher over the next decade. Many community colleges in Maryland offer a similar degree program in information systems: Baltimore City Community College; Carroll Community College; Cecil College; Chesapeake College; College of Southern Maryland; Hagerstown Community College; Harford Community College; and Prince George's Community College. While the anticipated need for employees in the state is in the thousands, these programs provide hundreds of graduates each year.

The number of graduates in this MIS degree program is projected to be 25 by year two, with the expectation of 40 graduates by year five.

D. Reasonableness of Program Duplication:

1. Identify similar programs in the State and/or same geographical area. Discuss similarities and differences between the proposed program and others in the same degree to be awarded.

While the anticipated need for employees in Maryland is in the thousands, the associate degree programs in the table below provide hundreds of graduates each year. Given the high demand for skilled workers in this industry, there is not a concern about program duplication.

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College	Degree	Degree name
Baltimore City Community College	Associate	COMPUTER INFORMATION SYSTEMS
Carroll Community College	Associate	COMPUTER INFORMATION SYSTEMS-MICRO
Cecil College	Associate	COMPUTER INFORMATION SYSTEMS
Chesapeake College	Associate	COMPUTER INFORMATION SYSTEMS
College of Southern Maryland	Associate	INFORMATION SYSTEMS
Hagerstown Community College	Associate	INFORMATION SYSTEMS TECHNOLOGY
Harford Community College	Associate	COMPUTER INFORMATION SYSTEMS
Prince George's Community College	Associate	COMPUTER INFORMATION SYSTEMS

2. Provide justification for the proposed program.

Development of the MIS degree program was recommended as the result of both the internal department's academic program review process and by the college's industry advisory board. This degree will provide a clear pathway for students to directly enter the field of information systems management or transfer to a four-year degree in a wide range of majors.

E. Relevance to High-demand Programs at Historically Black Institutions (HBIs)

At this time, this program is not currently expected to impact the Maryland's HBIs.

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

This program does not impact Maryland's HBIs.

G. Adequacy of Curriculum Design, Program Modality, and Related Learning Outcomes (as outlined in COMAR 13B.02.03.10):

1. Describe how the proposed program was established, and also describe the faculty who will oversee the program.

The proposed program grew out of the guidelines and directions of the industry advisory board, as well as the recent program review. Professor Susanne Markowski, full-time professor and program director of the Computer Information Systems department, will co-lead the program. She holds a Master of Science in Computer Science and joined the AACC faculty in 2001. Professor Cedric Harris, full-time professor and director of the Help Desk Certificate program, will co-lead the program. He holds a Master Degree in Computer Information Systems and several industry certifications. He joined the AACC faculty in 2017. Please see section I for more information on departmental faculty.

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2. Describe educational objectives and learning outcomes appropriate to the rigor, breadth, and (modality) of the program.

Anne Arundel Community College provides programs that meet the ever-changing information technology needs of business and industry and qualify graduates to obtain employment opportunities that provide family-sustaining wages and contribute to quality of life. Learning outcomes for this degree program include:

- Apply managerial concepts and principles in the development and operation of information systems.
- Apply systems analysis, IS design and project management concepts.
- Analyze technical concepts in information technology.
- Analyze a complex computing problem and to apply principles of computing and other relevant disciplines to identify solutions.
- Design, implement and evaluate a computing-based solution to meet a given set of computing requirements in the context of the program's discipline.
- Recognize professional responsibilities and make informed judgments in computing practice based on legal and ethical principles.

3. Explain how the institution will:

a) Provide for assessment of student achievement of learning outcomes in the program

Anne Arundel Community College is committed to ensuring that its students and graduates are among the best-prepared citizens and workers of the world by offering high quality, affordable, and accessible learning opportunities while also continuing the institution's excellence, accountability, and continuous learning. To this end, practices and procedures are established to ensure faculty, staff, and administrators systematically assess student learning outcomes at the course, program, and institution levels. All academic departments maintain assessment plans for their programs and courses that outline learning outcomes, curriculum mapping, assessments, and data collection cycles.

Assessments to measure student learning take many forms including exams, research papers and other written assignments, class discussions, performances, and lab exercises. These assessment items are mapped to course-level and program-level learning outcomes. Measures of student learning are aggregated to the appropriate level (course, program, institution) to provide the basis for faculty discussions on curriculum, pedagogy, and assessment. In addition to periodic program-level learning outcomes assessment, all credit degree and certificate programs are reviewed on a 4-year cycle for evidence of: program retention and completion, success in program foundational courses, enrollment, value-added, and assessment practices. Program review also includes a review of program outcomes.

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b) Document student achievement of learning outcomes in the program

Program learning outcomes will be assessed through final projects and exams in the program's required courses. The department documents evidence of student achievement of learning outcomes on a cyclical basis in the college's assessment management system. Documentation includes learning outcomes, curriculum maps, assessment plans, findings (data and analysis), and action plans.

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

General Education Requirements:

ENG 101 Academic Writing and Research 1: (3 credit hours)

Learn critical writing, reading, and thinking strategies. Write multiple essays, culminating in an instructor-guided research paper. Analyze a variety of texts and identify their cultural, historical, and social contexts. Develop foundational information literacy, academic research, and documentation skills. Prerequisite: Appropriate placement into ENG 101. Note: A grade of C or better is required to satisfy the general education requirement.

ENG 102 Academic Writing and Research 2: (3 credit hours)

Develop advanced critical writing, reading, and thinking skills. Compose analytical and argumentative essays, culminating in the production of an independent, extensive, multiple-source, fully documented research paper. Analyze a variety of texts through close reading and explore their cultural, historical, and social contexts. Learn advanced research techniques, including formulation of research questions, identification of multiple audiences, analysis of rhetorical situations, and ethical research tactics. Prerequisite: Successful completion of ENG 101/ENG 101A or ENG 101H with a grade of C or better. Note: A grade of C or better is required to satisfy the general education requirement.

Arts and Humanities: (6 credit hours). Select from approved General Education courses in the college catalog). CTP 194 is required.

CTP 194 Ethics and the Information Age: (3 credit hours)

Analyze ethics and moral philosophy as a means for providing a framework for ethically grounded decision making in the information age.

Biological and Physical Sciences: (7 credit hours). At least one laboratory science course required. See [General Education Biological and Physical Sciences Requirements](#) for a list of approved courses.

Mathematics: (3 credit hours). See General Education Mathematics Requirements for a list of approved courses.

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Social and Behavioral Sciences & Diversity: (6-7 credit hours)

See General Education Social and Behavioral Sciences Requirements for a list of approved courses.

Technology General Education Requirements: (3-4 credit hours)

Satisfied by CTA 100, CTP 103 or CTS 107.

CTA 100 Computing and Information Technology (3 credit hours)

Learn computing and information technology concepts and skills that are fundamental to social, personal, business, and academic environments. Learn about the Internet, networking, hardware, software, security, privacy, ethics, and emerging technologies. Participate in hands-on labs using Microsoft Office applications, including word processing, spreadsheets, databases, and presentations, and the Windows operating system. Designed for the nonmajor.

CTP 103 Theories and Applications of Digital Technology (3 credit hours)

Demonstrate knowledge of a wide variety of computer technologies including data communications, computer networks, database systems, computer hardware and software, the Internet and Web technologies, operating systems, software development, and information systems. Discuss security, ethics, environmental, and social issues related to digital and emerging technologies. Use hands-on lab experiences to validate knowledge of hardware and software systems.

CTS 107 Cyber Essentials (3 credit hours)

Develop an understanding of computer technology within the context of the cyber domain in our connected world. Learn about the basic structure of hardware, software, and network systems, the threats these systems face, and how to defend them. Use hands-on lab experiences to develop the foundational skills needed to maintain and protect computer systems.

Wellness General Education Requirements (3 credit hours)

See General Education Wellness Requirement for list of approved courses.

Program Requirements (25-26 credit hours):

CTA 105 Theory and Troubleshooting Microcomputers 1 (3 credit hours)

Examine the function and operation of computer systems and mobile devices. Assemble, maintain, and repair computer systems. Learn how systems are configured, modified, and expanded. Investigate, analyze, and correct common hardware problems.

CTA 106 Introduction to Project Management (3 credit hours)

Study the basics of project management. Explain the concepts behind successful project management and investigate the key elements of the project management framework. This course addresses the core material of the CompTIA Project+ exam objectives.

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CTA 108 Service Management Foundation (3 credit hours)

Examine the key concepts of Information Technology Service Management (ITSM). Define common vocabulary and metrics used in the industry. Discuss the management of modern IT-enabled services. Describe how well-managed and reliable Information Technology solutions add value to the organization by introducing a well-established service management framework.

CTA 120 Help Desk Concepts (3 credit hours)

Examine general help desk concepts, types, job categories, and responsibilities. Discuss processes, tools, and technologies to develop skills in systems management and customer service. Prepare for training and certification in Help Desk profession essentials.

CTA 205 Theory and Troubleshooting Microcomputers 2 (3 credit hours)

Examine and configure operating systems, including Windows, Linux, Android, and iOS operating systems. Install and maintain Windows operating systems. Implement security features on computer systems and mobile devices. Investigate, analyze, and correct common software problems. Explain common operational procedures within the IT industry.

CTA 208 Advanced Service Management (3 credit hours)

Examine the advanced features of Information Technology Service Management (ITSM) activities and the creation of IT services. Integrate different value streams and activities to create, deliver, and support IT-enabled products and services by covering the practices, methods, and tools that support them.

CTA 215 Management Information Systems (3 credit hours)

Examine Management Information Systems and the importance of Information Systems in achieving organizational goals. Discuss business, technical, and enterprise components of Management Information Systems (MIS). Compare and classify strategic business decision-making, business strategy, the role of IT in organizational change and business transformation. Analyze ethics, culture, and globalization in the modern business landscape.

CTP 200 Systems Analysis and Design (4 credit hours)

Learn systems development life cycle (SDLC) presented from a business process view. Analyze and design basic database systems by incorporating problem-solving techniques used in developing business computer information systems. Learn Enterprise Systems (ES), integrated business application packages used for controlling and tracking business operations with one centralized Relational Database Management system (RDMS). Use hands-on lab experience to incorporate knowledge of the project management software package.

And

CTA 114 Fundamentals of Microsoft Excel (1 credit hour)

Learn the fundamentals of using Excel to create, manipulate, and analyze data. Use mathematical, statistical, logical, and financial formulas and functions on data sets. Sort, filter, and create visual representations of data sets. Acquire hands-on skills with Microsoft Excel.

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Or

STM 213 Professional Skills for STEM (1 credit hour)

Develop or refresh skills and knowledge required for technical positions within Science, Technology, Engineering, Mathematics (STEM) fields. Focus upon professionalism and critical thinking skills essential to academic and workplace success.

5. Discuss how general education requirements will be met, if applicable.

Please see question four above.

6. Identify any specialized accreditation or graduate certification requirements for this program and its students.

Not applicable.

7. If contracting with another institution or non-collegiate organization, provide a copy of the written contract.

Not Applicable

8. Provide assurance and any appropriate evidence that the proposed program will provide students with clear, complete, and timely information on the curriculum, course and degree requirements, nature of faculty/student interaction, assumptions about technology competence and skills, technical equipment requirements, learning management system, availability of academic support services and financial aid resources, and costs and payment policies.

Anne Arundel Community College provides all students with clear, complete, and timely information on the curriculum, course, and degree requirements, nature of faculty/student interactions, assumptions about technology competence and skills, technical equipment requirements, learning management system, availability of academic support services, and financial aid resources, and costs and payment policies.

Anne Arundel Community College ensures accuracy of program presentation in advertising, recruiting and admissions materials by using procedural processes through a connected curriculum/catalog software system where content managers and the college catalog editor review and update in a collegial partnership with our Strategic Communications department. If this program is approved, the catalog will present clear and accurate curricular information to include course and degree requirements, available course formats and information about technology assumptions about competency, equipment requirements, and the learning management system.

Each student also receives a course syllabus from their instructor that outlines the course content to be covered and the nature of faculty/student interactions as appropriate for that course and course format. For online courses or courses with an online component, students are made aware about assumptions of technology competence and skills, technical equipment requirements, and the

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College is learning management system (Canvas). This information for each course may be provided via the course syllabus or directly by the instructor during the first few class sessions.

In addition, each new student is encouraged to attend an orientation session, either online or in person. Orientation offers an introduction to all the various aspects of academic and campus life at AACC. Students learn tips for academic success, hear a variety of AACC student success stories, learn more about MyAACC, the student portal, meet faculty members, join a student organization, meet fellow students, and take a campus tour.

Students have access to the complete range of services available at AACC in support of achieving their educational goals. The college website, catalog, and a myriad of other materials outline the comprehensive services available to students: Academic Services, Student Records, Campus Amenities, Careers & Employment, Disability Support Services, Health & Personal Counseling Services, Student Achievement & Success, and Technology.

The majority of AACC credit students receive some form of financial aid, scholarships, or financial support. AACC's Financial Aid & Veterans Benefits office provides financial assistance to students and families, allowing them to participate fully in the total educational experience. More information on how to apply for scholarships and grants is found on the college website, as is information on tuition, fees, and methods of payment.

All admissions and outreach materials are the same for all students, and accurately represent programs and services available. Notice of nondiscrimination and information on Title IX, ADA, and Title 504 contacts are provided.

9. Provide assurance and any appropriate evidence that advertising, recruiting, and admissions materials will clearly and accurately represent the proposed program and the services available.

Anne Arundel Community College ensures accuracy of program presentation in advertising, recruiting, and admissions materials by using procedural processes through a connected curriculum/catalog software system where content managers and the college catalog editor review and update in a collegial partnership with Strategic Communications. Anne Arundel Community College's homepage has links to six major headings, two of which directly apply to college majors and credit courses (earn a degree, certificate, or college credits, and earn college credits while in high school). The main page for each heading has relevant advertising, recruiting and admissions information. In addition, across the top of every page are direct links to Programs & Courses, Apply & Register, Costs & Paying for College, and Resources for Students, Campus Life & Activities, and About Us.

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H. Adequacy of Articulation

If applicable, discuss how the program supports articulation with programs at partner institutions. Provide all relevant articulation agreements.

Anne Arundel Community College coursework transfers to Maryland public institutions based on the rules outlined in the Code of Maryland Regulations (COMAR 13B.06 General Education and Transfer). This program will establish a clear transfer pathway for students. The department will engage and partner with four-year public and private Maryland institutions to discuss Memoranda of Understanding to ensure seamless transfer. Courses in this program have outcomes that align with similar courses at other Maryland institutions.

I. Adequacy of Faculty Resources (as outlined in COMAR 13B.02.03.11).

1. Provide a brief narrative demonstrating the quality of program faculty.

The Department of Computer Information Systems currently employs five full-time faculty. The table below provides more information on departmental faculty.

Name	Terminal Degree and Field	Title	Status	Courses
Susanne Markowski	MS, Computer Science	Professor	FT	CTA100 CTA112 CTA116 CTA120
Cedric Harris	MS, Bowie State University, Computer Information Systems	Assistant Professor	FT	CTA100 CTA105 CTA205
Kimberly Law	MBA, Computer Information Systems	Assistant Professor	FT	CTA100 CTA116
Harold Waterman	MPA, Computer Information Systems	Professor	FT	CTA100 CTP103 CTA115
Steve White	MIS, Computer Information Systems	Assistant Professor	FT	CTA100

2. Demonstrate how the institution will provide ongoing pedagogy training for faculty in evidenced-based best practices, including training in:

a) Pedagogy that meets the needs of the students

Anne Arundel Community College provides professional development for faculty in pedagogy that includes student-centered, content focused, evidenced-based effective teaching practices that improve student learning. Competency-based faculty professional development learning opportunities occur in a variety of formats including face-to-face workshops, online and hybrid

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courses, focused signature series programs, and department specific mini workshops. These opportunities are facilitated by internal teaching faculty and expert consultants. A menu of focused faculty development programs aligned to the priorities for the Division of Learning to include a focus on teaching effectiveness and pedagogy is provided yearly. Faculty may select from these signature programs for their required professional development plans.

Anne Arundel Community College faculty development is designed to deepen the faculty member's understanding of concepts, skills, and teaching strategies that lead to substantial learning experiences for students. Faculty content experts engage in professional development opportunities focused on understanding and applying a learner-centered approach to college teaching linking theory to practice. Structures and strategies necessary for student learning of challenging content, critical thinking, and collaboration are taught to faculty utilizing adult learning theory and incorporating active learning. Faculty are provided with formal and informal opportunities to collaborate with colleagues and learn in job-embedded contexts for discipline/course-specific content instruction. Faculty are supported in expanding their instructional practices through these formal professional development opportunities and through colleague to colleague professional development including learning structures such as mentoring, coaching, teaching squares, book studies, and colleague to colleague observation and feedback. In addition, supervisors routinely provide opportunities for feedback and reflection.

b) The learning management system

All full and part-time faculty teaching online or hybrid courses must complete Focus on Facilitation, which provides online faculty an introduction to Canvas, an understanding of teaching online and best practices in course design, facilitation, and technology integration. Online Focus-Applied provides faculty an opportunity to build or substantially improve an online or hybrid course utilizing best practices in course design and quality standards. Separate training is also available for faculty only using the learning management system for teaching in a face-to-face mode. In all of these trainings, instruction regarding online pedagogy is both provided and modeled. An emphasis is placed on strategies that facilitate communication, develop higher order thinking and problem-solving skills, and engage learners in the online environment. Clear navigation, explicit instructions, accessibility, and format of appropriate assessments are presented and discussed. Lectures for all didactic courses are placed online through the Canvas system.

c) Evidenced-based best practices for distance education, if distance education is offered.

Faculty content developers work in collaboration with instructional designers to develop online courses that adhere to institutional course design best practices as informed by the essential standards for course design. Additionally, trainings, presentations, demonstrations, and model courses are available to faculty regarding evidenced-based best practices for distance education. In addition, all faculty members, both full and part-time, who will be teaching hybrid or online sections, enroll in and must pass Focus on Facilitation. Online Focus is a semester-length online

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course building process emphasizing educational practices and best practices in course design offered by the college's IDEA Lab.

J. Adequacy of Library Resources (as outlined in COMAR 13B.02.03.12).

- 1. Describe the library resources available and/or the measures to be taken to ensure resources are adequate to support the proposed program. If the program is to be implemented within existing institutional resources, include a supportive statement by the President for library resources to meet the program's needs.**

The college's Andrew G. Truxal Library has a collection of over 148,000 books, 150 print periodicals, and 65 online databases offering access to more than 15,000 electronic journals and magazines, 35,000 electronic books, hundreds of thousands of digital images and hours of streaming video and audio. The library provides access to the Internet for educational research purposes. All textbooks used in the proposed curriculum are available in the library for students to use. The textbooks will be available both to be checked out and in the reference section. Resources are periodically reviewed for current content and availability. Library staff were consulted during the program development phase and determined that adequate resources are available for the students in the proposed program.

K. Adequacy of Physical Facilities, Infrastructure and Instructional Equipment (as outlined in COMAR 13B.02.03.13)

- 1. Provide an assurance that physical facilities, infrastructure and instruction equipment are adequate to initiate the program, particularly as related to spaces for classrooms, staff and faculty offices, and laboratories for studies in the technologies and sciences.**

The proposed degree program will be implemented using existing institutional resources which are adequate to meet the program's needs. The program has the full support of the president and Board of Trustees. No new facilities or resources will be required.

- 2. Provide assurance and any appropriate evidence that the institution will ensure students enrolled in and faculty teaching in distance education will have adequate access to:**

a) An institutional electronic mailing system,

AACC provides all students with a student college email address. In addition, there is an electronic mailing system within the Canvas learning management system. Canvas is a robust and comprehensive learning management system that features tools for group discussions as well as private email communication with the instructor and among students. Additionally, they may use any of the other Canvas features such as posting announcements and discussion boards.

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- b) A learning management system that provides the necessary technological support for distance education

AACC has an easy-to-use learning management system, Canvas, which students can either learn on their own, virtually attend Canvas online training, or receive help from the helpdesk or instructors. The helpdesk (410-777-HELP) is available during the week and on weekends. There are also computers in the Truxal Library for student use. Canvas provides the necessary technological support that program needs. All courses have a Canvas course shell in which faculty are required to post their syllabus and to use the Canvas gradebook. Additionally, they may use any of the other Canvas features such as posting announcements and discussion boards. It also features an accessible online gradebook that all instructors are required to use and update regularly. Assignments can be assessed directly in Canvas using easily accessible tools for providing and viewing instructor feedback.

L. Adequacy of Financial Resources with Documentation (as outlined in COMAR 13B.02.03.14)

1. Complete Table 1: Resources and Narrative Rationale.

TABLE 1 – RESOURCES					
Resource Categories	Year 1	Year 2	Year 3	Year 4	Year 5
1. Reallocated Funds	\$0	\$0	\$0	\$0	\$0
2. Tuition/Fee Revenue (c + g below)	\$105,300	\$141,372	\$178,845	\$217,760	\$258,160
a. Number of F/T Students	20	25	30	35	40
b. Annual Tuition/Fee Rate	\$4,800	\$4,896	\$4,994	\$5,094	\$5,196
c. Total F/T Revenue (a x b)	\$96,000	\$122,400	\$149,818	\$178,283	\$207,827
d. Number of P/T Students	5	10	15	20	25
e. Credit Hour Rate	\$124	\$126	\$129	\$132	\$134
f. Annual Credit Hour Rate	15	15	15	15	15
g. Total P/T Revenue (d x e x f)	\$9,300	\$18,972	\$29,027	\$39,477	\$50,333
3. Grants, Contracts & Other External Sources	\$0	\$0	\$0	\$0	\$0
4. Other Sources	\$0	\$0	\$0	\$0	\$0
TOTAL (Add 1 – 4)	\$105,300	\$141,372	\$178,845	\$217,760	\$258,160

Financial Data – Resources

Reallocated Funds: None

Tuition and Fee Revenue: Tuition & Fees are estimated to increase by 2% each year.

Grants and Contracts: None

Other Sources: None

Total Year: None

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2. Complete Table 2: Program Expenditures and Narrative Rationale.

TABLE 2 - EXPENDITURES					
Expenditure Categories	Year 1	Year 2	Year 3	Year 4	Year 5
1. Faculty (b+c below)	\$73,310	\$75,509	\$77,774	\$80,107	\$82,511
a. # FTE	1.00	1.00	1.00	1.00	1.00
b. Total Salary	\$68,100	\$70,143	\$72,247	\$74,415	\$76,647
c. Total Benefits	\$5,210	\$5,366	\$5,527	\$5,693	\$5,864
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	\$0	\$0	\$0	\$0	\$0
6. New or Renovated Space	\$0	\$0	\$0	\$0	\$0
7. Other Expenses	\$0	\$0	\$0	\$0	\$0
TOTAL (Add 1 – 7)	\$73,310	\$75,509	\$77,774	\$80,107	\$82,511

Financial Data – Expenditures

Faculty Funds: This program consists of coursework that has faculty and other instructional resources in place. As a result, there are no additional resources required to offer this program, except for the cost associated with providing additional faculty coverage in support of enrollment growth. Increased enrollment would potentially require new adjunct contracts at the current cost of \$1,135 per faculty load hour as needed. Salaries are estimated to increase by 3% each year.

Administrative Staff Funds: None

Supportive Staff Funds: None

Equipment: None

Library: None

New or Renovated Spaces: None

Other Expenses: None

M. Adequacy of Provisions for Evaluation of Program (as outlined in COMAR 13B.02.03.15).

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

All courses and faculty at AACC are evaluated by students using the online Student Opinion Forms (SOFs) at the conclusion of each semester. These forms have standard Likert questions with opportunities for anecdotal feedback. Students are also given the opportunity to leave comments in some of the criteria and to render a summary judgment of the course and teaching faculty. All faculty are evaluated each academic year based on the college's evaluation form which includes a review of student opinion form data. Student opinion form data is also reviewed and evaluated

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during the faculty promotion and tenure processes. In addition to soliciting student input for faculty and course evaluation, faculty colleagues conduct classroom visitations and peer evaluations in the second and fifth year of employment and at any time of consideration for promotion or tenure for full-time faculty. Adjunct faculty are evaluated by a peer or supervisor in the first year of employment and every three years thereafter and/or at the time of consideration of promotion. Student learning outcomes will be assessed by evaluating data collected via the Canvas Learning Platform data collection tool. Data will be collected from a number of assessment sources, including essays, exams, and quizzes. Faculty will compare global achievement levels with the current set of student learning outcomes to determine the utility and effectiveness of the learning outcomes. This procedure leaves open the possibility of future adjustment to ensure that these outcomes drive optimal classroom instruction and yield useful data.

2. Explain how the institution will evaluate the proposed program's educational effectiveness, including assessments of student learning outcomes, student retention, student and faculty satisfaction, and cost-effectiveness.

The College has an established Office of Assessment and Instructional Innovation. The Director of Assessment and Instructional Innovation meets regularly with a faculty-run subcommittee on Learning Outcomes Assessment, a sub-committee of the Teaching and Learning Committee. The mission of the subcommittee on Learning Outcomes Assessment is to guide and oversee program-level outcomes assessment throughout the college. The Office of Assessment and Instructional Innovation provides tools to the college's various programs to assist in regular program assessment, including an Annual Program/Department Assessment Report and a Curriculum Mapping Template to ensure alignment of course objectives and outcomes with department and/or program outcomes as well as college-level core competencies.

Anne Arundel Community College's Educational Policies Committee (EPC) is designed to evaluate the addition or modification of new programs, and deletion of existing programs. EPC makes recommendations to the Academic Forum/Council of the college since it is charged with evaluating existing and proposed curricula and courses so that they support educational objectives and policies and comply with established requirements from accrediting and other approving agencies. The proposed program was reviewed and approved by EPC, the Academic Forum/Council, as well as the College's Board of Trustees.

The college conducts regular evaluations of degree programs with respect to enrollment, retention, curriculum relevancy, and outcomes assessment. All programs undergo a comprehensive review on a staggered four-year cycle, using a Comprehensive Program Review

Template that contains program data scored on a rubric. The template includes metrics in the areas of program continuation and completion, course success, headcount, and program outcomes assessment. Also required is completion of a Program Review Narrative, which includes action items. The entire package is then reviewed in meetings that include the program chair/director, Assistant Dean, Director of Assessment and Instructional Innovation, Dean, Associate Vice President for Learning & Academic Affairs (AVPL), and the Provost/Vice President for Learning. The purpose of

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the program review meeting is to share program successes and address program needs. To ensure progress is being made on action items, the Office of the AVPL requires the Deans to complete two-year interim reports. Program review meetings and discussions also include consideration of programs costs and return on investment to address cost effectiveness and the impact on student and community needs. Each year the program progress is evaluated in the Assessment of Outcomes and Educational Effectiveness Plan. In addition, National exam pass rates are also evaluated during this process.

Student satisfaction with courses and instruction is assessed for each course and instructor each semester through the collection of feedback through student opinion forms. Through student opinion forms, students can assess and comment on the course content, delivery, and instruction. This information is used for faculty evaluation and considerations for promotion and tenure.

N. Consistency with the State's Minority Student Achievement Goals (as outlined in COMAR 13B.02.03.05).

- 1. Discuss how the proposed program addresses minority student access & success, and the institution's cultural diversity goals and initiatives.**

A key feature of AACC's mission and strategic planning involves respecting, valuing and achieving diversity. AACC's Diversity Statement asserts that AACC is committed to supporting and sustaining a diverse and inclusive educational environment. Diversity is not merely a goal, but a value that is embedded throughout the institution in multiple areas including, but not limited to, learning, teaching, student development, institutional functioning, and engagement in partnerships with the local and global community. In addition, the elements of the proposed program strongly align with the college's strategic plan in support of academic excellence in using "... high-quality educational practices and learning to eradicate systemic inequalities."

O. Relationship to Low Productivity Programs Identified by the Commission:

- 1. If the proposed program is directly related to an identified low productivity program, discuss how the fiscal resources (including faculty, administration, library resources and general operating expenses) may be redistributed to this program.**
Not applicable.

P. Adequacy of Distance Education Programs (as outlined in COMAR 13B.02.03.22)

- 1. Provide affirmation and any appropriate evidence that the institution is eligible to provide Distance Education.**

Anne Arundel Community College has been approved to offer one or more degree or certificate/diploma programs for which students could meet 50% or more of their requirements by taking distance education courses by Middle States Commission on Higher Education. AACC utilizes the Canvas platform to provide online lectures to students. In addition, the college has distance

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education classrooms equipped with cameras and audio to share lectures with students in offsite facilities.

2. Provide assurance and any appropriate evidence that the institution complies with the C-RAC guidelines, particularly as it relates to the proposed program.

The Middle States Commission on Higher Education is the accrediting body for AACC. The College follows the appropriate guidelines and adheres to the national standards and integrity for its distance education programs.