



Office Use Only: PP#

**Cover Sheet for In-State Institutions
New Program or Substantial Modification to Existing Program**

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

- | | |
|--|---|
| <input type="radio"/> New Academic Program | <input type="radio"/> Substantial Change to a Degree Program |
| <input type="radio"/> New Area of Concentration | <input type="radio"/> Substantial Change to an Area of Concentration |
| <input type="radio"/> New Degree Level Approval | <input type="radio"/> Substantial Change to a Certificate Program |
| <input checked="" type="radio"/> New 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 |

Payment <input type="radio"/> Yes	Payment <input type="radio"/> OR *STARS #	Payment	Date
Submitted: <input type="radio"/> No	Type: <input checked="" type="radio"/> Check # 605040	Amount: \$850	Submitted: 4/01/2

Department Proposing Program	Graduate Programs in Education		
Degree Level and Degree Type	Post Master's Professional Development Certificate		
Title of Proposed Program	Early Childhood Education		
Total Number of Credits	25		
Suggested Codes	HEGIS: 082300	CIP: 131210	
Program Modality	<input type="radio"/> On-campus	<input type="radio"/> Distance Education (fully online)	<input checked="" type="radio"/> Both
Program Resources	<input checked="" type="radio"/> Using Existing Resources	<input type="radio"/> Requiring New Resources	
Projected Implementation Date <small>(must be 60 days from proposal submission as per COMAR 13B.02.03.03)</small>	<input checked="" type="radio"/> Fall	<input type="radio"/> Spring	<input type="radio"/> Summer Year: 2026
Provide Link to Most Recent Academic Catalog	URL: https://www.goucher.edu/learn/graduate-programs/documents/Graduate-Catalog-2025-2026.pdf		

Preferred Contact for this Proposal	Name: Elaine Meyer-Lee
	Title: Provost and Senior Vice President of Academic Affairs
	Phone: 410-337-6044
	Email: Elaine.Meyer-Lee@goucher.edu

President/Chief Executive	Type Name: Kent Devereaux
	Signature: Date: 3/23/26
	Date of Approval/Endorsement by Governing Board:

Revised 4/2025

GOUCHER
—college—

March 23, 2026

Dr. Sanjay Rai, Jr., Ph.D.
Maryland Higher Education Commission
6 N. Liberty Street, 10th Floor
Baltimore, MD 21201

Dear Secretary Rai:

Goucher College is submitting a proposal seeking approval to develop a new *Post-Master's Professional Development Certificate (PMC) in Early Childhood Education* program, a request endorsed by Goucher faculty. The proposed program builds on the strengths of our Graduate Programs in Education and aligns with our commitment to provide an innovative liberal arts education that incorporates interdisciplinary approaches to critical areas such as early childhood education. In addition, this program, along with others we are developing, responds to the call of the Maryland Legislature, as outlined in the Blueprint for Maryland's Future, to attract and retain high-quality, diverse teachers and to expand access to free full-day prekindergarten for three- and four-year-olds from low-income families.

A check for the review of this proposal is being sent via snail mail to the Commission, but please contact me at Elaine.Meyer-Lee@goucher.edu or at 410-337-6044 if you need additional information.

Sincerely,



Elaine Meyer-Lee
Provost and Senior Vice President for Academic Affairs
Goucher College

Goucher College
Graduate Programs in Education
Proposal for New Academic Degree
Post-Master’s Professional Development Certificate - Early Childhood
Education

A. Centrality to Institutional Mission and Planning Priorities:

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

The Post-Master’s Professional Development Certificate (PMC) in Early Childhood Education degree is a multiple-modality program carefully balanced in theory and practice. This certificate prepares experienced educators for expanded roles as instructional leaders, curriculum specialists, early intervention practitioners, literacy specialists, and advocates for inclusive early childhood education. Graduates emerge with advanced analytical skills, a commitment to equity and culturally responsive practice, and the ability to translate research into meaningful improvements in teaching and learning.

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

The PMC in Early Childhood Education program aligns with the mission of Goucher College¹, which is to prepare students to develop “... a humane perspective for a life of inquiry, creativity, and critical and analytical thinking”. The program focuses on developing a degree candidate’s capacity to cultivate inquiry, creativity, and critical and analytical thinking in young children. Candidates in this program will engage in coursework that emphasizes deep understanding of child development, social-emotional learning, and the cultural, linguistic, and familial contexts in which young children grow and learn, encouraging candidates to view education through a lens of empathy, equity, and social justice. Practicum experiences further strengthen student’s humane and intellectual perspective by placing them in real-world early childhood settings where reflection, collaboration, and ethical decision making are essential.

The PMC in Early Childhood Education program also supports Goucher College’s *2021-2026 Strategic Plan: Goucher Forward*², which focuses on strengthening enrollment, student success, and financial sustainability. This program will contribute to enrollment growth at Goucher College by expanding graduate and professional programs in education and attracting students through local school district partnerships. Additionally, the program will implement structures to foster a strong sense of community and provide support from faculty who work in the field.

- 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 proposed PMC in Early Childhood Education program will rely on internal sources for its launch and be financially sustainable through tuition revenue. Projected enrollment, based on regional workforce demand and comparable programs at peer institutions, indicates a steady pipeline of students seeking initial licensure and advanced preparation in early childhood

¹ <https://www.goucher.edu/explore/who-we-are/mission>

² <https://strategicplan.goucher.edu/>

education. Additionally, the program will utilize existing institutional infrastructure to reduce operational expenditures. Because the program leverages courses and resources already in place within the Graduate Programs in Education (GPE), most of the costs are fully offset by tuition projections.

4) Provide a description of the institution's a commitment to:

- a. ongoing administrative, financial, and technical support of the proposed program**
- b. continuation of the program for a period of time sufficient to allow enrolled students to complete the program.**

Goucher College is committed to providing ongoing administrative, financial, and technical support to the PMC in Early Childhood Education program. GPE currently employs dedicated program coordination with departmental staff who manage scheduling, licensure documentation, field placements, and candidate records. Tuition revenue projections indicate that the program will cover its direct costs. Technical support is provided through Goucher's well-developed instructional technology environment, which includes learning management system support, classroom technology services, and faculty development through the Center for the Advancement of Scholarship and Teaching (CAST).

The proposed program is designed to ensure program continuity and student success throughout its initial implementation period. By establishing a clearly defined sequence of courses, long-term faculty assignments, and adequate institutional resources, the College will be able to offer the program for a period of time sufficient for all enrolled students to complete their degree requirements. Students admitted during the initial cohorts will have continual access to all required coursework, field-based experiences, and academic support services. This planned continuity reflects the institution's commitment to responsible program development and to honoring its obligations to students by ensuring that once admitted, they can progress through and complete the program in a timely manner.

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 in general based on one or more of the following:**
 - a. The need for the advancement and evolution of knowledge**
 - b. Societal needs, including expanding educational opportunities and choices for minority and educationally disadvantaged students at institutions of higher education**
 - c. The need to strengthen and expand the capacity of historically black institutions to provide high quality and unique educational programs**

Goucher's PMC in Early Childhood Education program aligns with the goal of Blueprint for Maryland's Future - Pillar 1³ to expand free full-day Pre-K to three-year-olds and four-year-olds from low-income families and Blueprint Pillar 2⁴ to attract and retain high-quality and diverse

³ <https://blueprint.marylandpublicschools.org/ece/>

⁴ <https://blueprint.marylandpublicschools.org/hqdtl/>

teachers. The proposed PMC program would prepare a professionally trained workforce with advanced understanding of child development, inclusive pedagogy, and early intervention, directly supporting the workforce component of Pillar 1. This program also emphasizes research-based practice and inclusive instruction, which supports Pillar 2 by preparing educators who are both highly skilled and equipped to take on advanced roles that contribute to instructional improvement and leadership within early childhood systems. Programs that offer advanced training in these areas will play a critical role in addressing the current demands in early childhood education, ultimately contributing to improved outcomes for students across the region and state.

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

The proposed PMC in Early Childhood Education program is consistent with the goals and priorities of the Maryland State Plan for Postsecondary Education.

Priority 1: Study the affordability of postsecondary education in Maryland.

Action item: Consider innovative and alternative ways to keep postsecondary education affordable (without compromising high-quality education).

Goucher achieves equitable and affordable access to postsecondary education through cohort partnerships, in which tuition is discounted for selected public school county systems.

Priority 5: Maintain the commitment to high-quality postsecondary education in Maryland.

Action item: Expand faculty development and training in pedagogy, including graduate student training in pedagogy.

The proposed PMC in Early Childhood Education program will expand advanced graduate training in pedagogy that aligns with research, best practice, and workforce expectations. The program is designed to equip graduates with pedagogical strategies essential for meeting diverse learning needs. Degree candidates will learn how to design and implement equitable, culturally sustaining learning environments. The integration of a practicum experience bridges theory to practice by giving graduate students an opportunity to apply their pedagogical knowledge in authentic early childhood settings.

Priority 6: Improve systems that prevent timely completion of an academic program.

Action item: Develop and publicize “credit for prior learning” policies.

Goucher will accept relevant professional experience and prior graduate coursework from accredited institutions. As a part of the program’s admissions application, students may apply to transfer up to 12 graduate-level credits by submitting a transcript, course descriptions, and a statement about their relevance to the degree. Program directors determine whether the courses meet degree requirements. This policy is published in the Graduate Catalog⁵.

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

⁵ <https://www.goucher.edu/learn/graduate-programs/documents/Graduate-Catalog-2025-2026.pdf>

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

Graduates of this program are prepared for a wide range of careers across educational settings, leadership roles, and related support settings. Graduates with no prior experience can be employed as a first-year preschool teacher or kindergarten and elementary teacher with a median salary of \$62,310 per year. Graduates with prior experience can also be employed as directors for Head Start programs, Judy Centers, and private early learning centers.

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

The table below shows the Maryland Long Term Occupational Projections from 2023-2033 for jobs that would be served by the PMC in Early Childhood Education program⁶.

Occupational Title	Base Employment 2023	Projected Employment 2033	Numeric Change	Percent Change
Preschool Teachers, Except Special Education	9,086	9,882	796	8.76%
Kindergarten Teachers, Except Special Education	2,525	2,628	103	4.08%
Elementary School Teachers, Except Special Education	31,789	33,109	1,320	4.15%
Instructional Coordinators	3,789	4,025	236	6.23%
Education and Childcare Administrators, Preschool and Daycare	1,831	1,873	42	2.29%

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.

The typical entry-level education for roles in early childhood education is a bachelor’s degree. However, potential degree candidates may choose to earn a master’s degree in early childhood education if they have previously earned a bachelor’s degree in a different major and are

⁶ <https://labor.maryland.gov/lmi/iandoproj/maryland.shtml>

transitioning to a job in education. Additionally, current teachers may pursue a master’s degree for professional advancement and long-term career stability.

The U.S. Bureau of Labor Statistics reported that employment of preschool teachers is projected to grow four percent from 2024 to 2034, about as fast as average for all occupations, and will result in about 22,900 new jobs⁷. About 103,800 openings are projected each year for kindergarten and elementary school teachers⁸, and about 5,000 openings for preschool and childcare center directors are projected each year, on average, over the decade⁹.

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

According to the National Center for Education Statistics, 15,343 master’s degrees in curriculum and instruction, 998 master’s degrees in educational, instructional, and curriculum supervision, and 18 master’s degrees in early childhood program administration were conferred from 2021 to 2022¹⁰.

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.

The table below lists the similarities and differences between similar programs in Maryland.

	Program Title	Delivery Format	Number of Credits
Goucher College	PMC., Early Childhood Education	Online, hybrid, or in person	25
Coppin State University	M.A.T., Early Childhood Education	100% online with some options for in-person	33
Mount St. Mary’s University	M.A.T., Elementary Education/Early Childhood Education	100% online	54
Salisbury University	M.Ed., Early Childhood Education Concentration of Curriculum & Instruction	In-person	33

⁷ <https://www.bls.gov/ooh/education-training-and-library/preschool-teachers.htm>

⁸ <https://www.bls.gov/ooh/education-training-and-library/child-care-and-elementary-school-teachers.htm>

⁹ <https://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm>

¹⁰ https://nces.ed.gov/programs/digest/d23/tables/dt23_318.30.asp

Towson University	M.Ed., Early Childhood Education	100% online	33
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2) Provide justification for the proposed program.

Maryland continues to experience shortages of qualified educators, particularly in high-need and underserved areas¹¹. The proposed program aligns with Maryland’s early education workforce and Blueprint priorities by preparing experienced educators with advanced competencies in inclusive practice, early literacy assessment, culturally responsive pedagogy, and practitioner inquiry. The program strengthens the pipeline of highly qualified professionals essential to meeting Maryland’s goals for early childhood expansion and quality improvement. This targeted certificate supports state efforts to develop a more skilled, reflective, and equitable workforce capable of improving outcomes for young learners across diverse communities throughout Maryland.

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

- 1) Discuss the program’s potential impact on the implementation or maintenance of high-demand programs at HBI’s.

Coppin State University (CSU) is an HBI that offers an M.A.T. in Early Childhood Education. CSU serves predominately African American and underserved students. The proposed program is designed to serve a diverse target population that reflects the demographic, professional, and experiential diversity of Maryland’s early childhood workforce.

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

- 1) **Discuss the program’s potential impact on the uniqueness and institutional identities and missions of HBIs.**

The proposed program is not expected to negatively affect the uniqueness or institutional identities and missions of CSU. Goucher’s program intends to complement existing offerings by expanding overall capacity to prepare highly qualified early childhood educators. By addressing ongoing workforce shortages and increasing pathways into the early childhood profession, the program supports shared state goals without encroaching on or undermining the distinctive identities, missions, or student populations served by CSU.

G. Adequacy of Curriculum Design, Program Modality, and Related Learning Outcomes (as outlined in COMAR13B.02.03.10):

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

¹¹ <https://marylandpublicschools.org/stateboard/Documents/2024/0521/Maryland-Teacher-Workforce-Supply-Demand-and-Diversity-A.pdf>

The Post-Master’s Professional Development Certificate in Early Childhood Education is an advanced 25-credit program designed for educators who already hold a master’s degree and seek to deepen their expertise in research, inclusive practice, literacy, early intervention, and educational leadership. The certificate strengthens candidates’ capacity to serve diverse young learners while advancing their skills in inquiry, advocacy, and evidence-based practice.

The program will be overseen by the director of the Master of Education and Master of Arts in Teaching programs.

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

The following competencies and skills are intended for the early childhood education program:

- a) Apply advanced knowledge of child development theory and research to design developmentally appropriate learning environments.
- b) Implement and assess high-quality, evidence-based instructional practices in early childhood settings.
- c) Use authentic assessment and data-informed decision-making to monitor child progress and support continuous program improvement.
- d) Demonstrate leadership in early childhood education settings aligned with professional standards.
- e) Apply action research to improve learning outcomes for diverse young learners.

3) Explain how the institution will:

- a. provide for assessment of student achievement of learning outcomes in the program**
- b. document student achievement of learning outcomes in the program**

Goucher College has a comprehensive and sustained process for assessing student learning outcomes in all courses and programs that is overseen by the Assessment Committee in collaboration with the Institutional Assessment Team and framed by the College Assessment Plan. All assessment is completed on a regular annual cycle of course and program analysis consistent with core and program outcomes for students. The program will be included in the College annual assessment process, the college program review process, and the annual course and faculty evaluation process.

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

This 25-credit program leads to advancement in early childhood education. This will provide students with advanced graduate-level preparation in child development, pedagogy, leadership, inquiry, and equity. The program is completed with a practicum which serves as a bridge between coursework and professional practice.

The courses and course descriptions are shown below.

Course	Course Name	Credits
ED 605	Research Methods	3
ED 606	Action Research/Special Project	3
ED 608PB	Supporting Students with Autism Spectrum Disorder through Inclusive Practices	3
ED 629R	Reading Assessment and Evaluation	3
ED 642	Early Intervention: An Approach to Early Care and Education	3

ED 646	School Law	3
ED 681E	Multicultural Curriculum Development for Early Childhood*	3
ED 677E	Practicum in Early Childhood*	1
Electives (Select one course)		
ED 603	Personality Development and Self-Esteem	3
ED 639	Psychological and Linguistic Foundations of Reading	3
ED 658EA	Methods of Teaching ESOL	3

**This is a new course that will be developed for the proposed program (funding pre-approved).*

Course Descriptions

ED 603 Personality Development and Self-Esteem (3 credits)

An exploration of the relationship between personality development and self-esteem. Implications for learning, motivation, and creativity. Specific strategies and practical methods of enhancing self-esteem.

ED 605 Research Methods (3 credits)

Basic principles of research methodology, design, and analysis of data. Evaluation of methodology and design. Application to education. Prerequisite: Course should be completed in the middle of the program and after two courses in the student's area of specialization. Prerequisite: 18 ED credits

ED 606 Action Research/Special Project (3 credits)

Implementation of an action research or a special research project. Choice is made individually in consultation with a member of the faculty. Prerequisite: ED 605.

ED 608PB Supporting Students with Autism Spectrum Disorder through Inclusive Practices (3 credits)

The course focuses on designing and implementing evidence-based instructional, behavioral, and social-emotional supports, including collaboration with families and interdisciplinary teams, use of assistive and instructional technologies, assessment and data-based decision making for supporting students with autism spectrum disorder (ASD) across educational settings. The course emphasizes strengths-based, culturally responsive, and developmentally appropriate approaches that promote access, participation, and progress. Candidates will analyze characteristics of ASD and their implications for learning, communication, behavior, and social interaction, and apply Universal Design for Learning (UDL), Multi-Tiered Systems of Support (MTSS), and Positive Behavioral Interventions and Supports (PBIS) to instructional planning and decision-making.

ED 629R Reading Assessment and Evaluation (3 credits)

An analysis of formal and informal reading assessments. Interpretation of informal and standardized test results. Strategies for assessing various aspects of reading performance, including oral reading, constructed-response assessments, and fluency comprehension. This course highlights the role of the reading specialist in addressing the assessment and evaluation needs of students and schools. (MSDE approved Reading Course: Reading Assessment)

ED 639 Psychological and Linguistic Foundations of Reading (3 credits)

Theoretical and research-based perspectives on reading. Factors that impact reading and learning, including concepts related to phonemic awareness and its relationship to early reading success; phonemes, graphemes, and their correspondence; morphemes and structural analysis; and construction of meaning. Perspectives related to language development and reading acquisition and the variations related to cultural and linguistic diversity.

ED 642 Early Intervention: An Approach to Early Care and Education (3 credits)

Focus on early childhood growth/development, planning, implementation, and assessment and evaluation in early intervention programs for eligible infants, toddlers, and their families. Topics include assessment, Individualized Family Service Plan (IFSP) development and transition to the Individual Education Plan (IEP), family-centered curriculum, family and community support techniques, problem solving and decision-making, instructional strategies, early literacy development, technology supports, and alternative models for provision of early intervention services.

ED 646 School Law (3 credits)

An exploration of the current trends in legislation affecting the rights, duties, and liabilities of students, teachers, parents, and school administrators. A review of the role of courts and the constitutional rights, legal status, and financial responsibilities of the government at all levels of public and private education. Discussion of students', teachers', and administrators' rights to due process.

ED 658EA Methods of Teaching ESOL (3 credits)

An exploration of effective practices to plan, implement, and evaluate engaging classroom environments of English Learners (ELs). Emphasis on standards-based instruction building upon ELs' unique linguistic and cultural assets. A focus on partnering with EL families and classroom teachers to provide instruction building both content and language by leveraging student strengths. Strategies to provide appropriate scaffolds and supports by English proficiency level and domain.

ED 681E Multicultural Development for Early Childhood of Learning (3 credits) – new course

Principles of curriculum development, implementation, and evaluation for early childhood settings. Examines the process of curriculum development that meets the diverse needs of students in a multicultural society. Impact of philosophical, historical, psychological, and societal factors on curriculum development, research, and practice. Trends and issues related to curriculum development for our youngest learners.

ED 677E Practicum in Early Childhood (1 credit) – new course

Students demonstrate an understanding of the relationship between theory, research, and standards of professional practice in early childhood through completion of a special project. The course includes seminar meetings, self-assessment with reflection, discussions, a portfolio to demonstrate competency in the specialization, and a practicum project that provides a service to their school, office or professional setting. (Prerequisites: at least 18 credits completed, including ED 608PB, ED 629R, ED 642, ED 646, ED 681E)

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

General education requirements are not applicable for this graduate program.

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

Goucher's teacher preparation programs are currently approved through the MSDE program approval process. However, the College has applied to be nationally accredited by the

Association for Advancing Quality in Educator Preparation (AAQEP). Once Goucher has been accredited by AAQEP, we will adhere to its annual reporting requirements for the program.

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

There is no plan to contract with another institution or non-collegiate organization.

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 cost and payment policies.

Goucher Programs in Education has a dedicated website that links students to clear information on course and degree requirements, academic support services and financial aid resources, and costs and payment policies. Students will be assigned an academic advisor who will work with the student to develop an academic plan of study and offer curricular guidance. The IT Help Desk maintains an online IT Knowledgebase that includes self-help instructions and documentation regarding technology competence and skills, technical equipment requirements, and the Canvas learning management system. Graduate students also have access to Academic Center for Excellence free tutoring services, the Writing Center for assistance with writing and citation, and the Office of Accessibility Services for assistance with accommodations, including testing.

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.

Goucher College uses a digital marketing agency, VIV, to promote the program through electronic ads and informational webinars. The program directors and staff from the Graduate Admissions Office attend live recruiting events and job fairs. Also, the program staff contact private and minority groups and Local Education Agencies (LEAs) for partnerships. All presented information will align with the curriculum and learning goals of the proposed program.

H. Adequacy of Articulation (as outlined in [COMAR 13B.02.03.19](#))

1) If applicable, discuss how the program supports articulation with programs at partner institutions. Provide all relevant articulation agreements. More information for Articulation Agreements may be found [here](#).

The program does not have articulation agreements with partner 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. Include a summary list of faculty with appointment type, terminal degree title and field, academic title/rank, status (full-time, part-time, adjunct) and the course(s) each faculty member will teach in the proposed program.

The faculty teaching in the Early Childhood program includes both full- and part-time faculty, who hold graduate degrees in education. They are specialists, supervisors, principals, directors, assistant superintendents, etc., in Maryland school systems. Each faculty member brings

theoretical expertise and practical school-based experience and a commitment to improving achievement for all students. The full list of program faculty is shown below, representing six out of eleven (or 55%) courses taught by full-time instructors.

Faculty Name	Terminal Degree	Academic Title and Status	Course
Annalisa Czeczulin	PhD, Linguistics	Full-time, Asst. Professor of Education	ED 639 Psychological and Linguistic Foundations of Reading ED 606 Action Research/Special Project ED 681E Multicultural Curriculum Development for Early Childhood
Ann Marie Longo	PhD, Reading	Full-time; Associate Professor	ED 629R Reading Assessment and Evaluation
Timothy Hayden	MEd, School Counseling	Part-Time; Adjunct Professor	ED 603 Personality Development and Self-Esteem
Anny Hoge	MA, Teaching	Part-Time; Adjunct Professor	ED 658EA Methods of Teaching ESOL
Kristina Maxwell	MAT, Elementary and Special Education	Full-Time; Director, Master of Arts in Teaching & Master of Education	ED 608PB Supporting Students with Autism Spectrum Disorder through Inclusive Practices
Michael Parker	MEd, Educational Technology	Full-time; Educator Collaboration and Engagement Specialist	ED 605 Research Methods
Christina Parham	MAT, Elementary and Special Education	Part-Time; Adjunct Professor	ED 642 Early Intervention: An Approach to Early Care and Education ED 677E Practicum in Early Childhood Education
Edmund O'Meally	JD, Education Law	Part-Time; Adjunct Professor	ED 646 School Law

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

Faculty teaching in the program work in LEAs and are required to engage in annual professional learning courses to advance their knowledge and skill set. Additionally, MSDE has partnered with the Science of Reading Center in SUNY to offer a free Science of Reading credential for the next four years. This credential helps Goucher faculty learn about research-based practices and gain tools to instruct our program candidates in delivering reading instruction to their own students.

b) The learning management system

The learning management system used at Goucher is Canvas LMS by Instructure. Faculty post syllabi and assignments on Canvas while many also utilize other features such as rubrics, modules, quizzes, and analytics. This management system is used by all Goucher faculty for both in-person and online classes.

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

Goucher provides distance learning resources to support students taking online classes and the faculty teaching such courses. CAST has instructional designers who work directly with faculty to facilitate distance learning. These instructional designers assist faculty with the development of syllabi and teaching modules and help them infuse best online teaching practices.

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.

The Goucher College Library provides both databases and books to support the College's education programs. Databases include ERIC through EBSCOhost, ProQuest's Education Database, and Gale's Educator's Reference Complete. ERIC is the largest of these, with citations and abstracts for nearly 2 million articles, reports, and other materials about education from early childhood education through higher education dating as early as 1907. While there is a free version of ERIC available from the federal government which we link to, subscribing through ERIC provides links to up to 590,000 full-text versions available through library subscriptions. The ProQuest database links thousands of full-text journals, dissertations, and other relevant sources from 1988 through the present, while the Gale database provides access to 1,100 full-text periodicals and 200 reports. The Library also provides access to 7,300 print books and 30,900 e-books that include education in the subject heading. Library staff typically purchase any books requested by education faculty. The staff regularly, usually annually, reviews databases to ensure their continuing relevance to the curriculum and will consult with education faculty as appropriate about adding or eliminating databases. In addition, a full-time graduate librarian has been hired to support all graduate students from all graduate programs.

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 program will share existing faculty, infrastructure, and physical facilities.

- 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, and**

Goucher College uses Microsoft Outlook as its electronic mail system, and all students and faculty receive email addresses in addition to any necessary information technology support. All official Goucher College correspondence with online faculty and students is sent through this system.

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

All online courses are delivered through the Canvas learning management system. Instructional designers are available to support students and faculty with online education. 24/7 support Canvas staff is also available so students and faculty have assistance whenever they may need it.

L. Adequacy of Financial Resources with Documentation (as outlined in [COMAR13B.02.03.14](#))

- 1) **Complete [Table 1: Resources and Narrative Rationale](#). Provide finance data for the first five years of program implementation. Enter figures into each cell and provide a total for each year. Also provide a narrative rationale for each resource category. If resources have been or will be reallocated to support the proposed program, briefly discuss the sources of those funds.**

Narrative Rationale for Program Resources

Category 1: There are no reallocated funds since the program will be supported by tuition revenue.

Category 2: Tuition/fee revenue is based on 10 part time students entering the program in the first year. Additional students may matriculate into the program by application deadlines for the respective term, with at least 25 students enrolled in the program by the fifth year. The projected number of students who will enroll in the program is based on our experience with students in existing programs. Tuition will be consistent with other GPE programs.

Category 3: No grants, contracts, or other external sources are anticipated for this program.

Category 4: No other funding sources are anticipated for this program.

Table 1: Program 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)	\$116,280	\$174,420	\$232,560	\$232,560	\$290,700
a. Number of F/T Students	0	0	0	0	0
b. Annual Tuition/Fee Rate	\$0	\$0	\$0	\$0	\$0
c. Total F/T Revenue (a x b)	\$0	\$0	\$0	\$0	\$0
d. Number of P/T Students	10	15	20	20	25
e. Credit Hour Rate	\$646	\$646	\$646	\$646	\$646
f. Annual Credit Hour Rate	18	18	18	18	18
g. Total P/T Revenue (d x e x f)	\$116,280	\$174,420	\$232,560	\$232,560	\$290,700
3. Grants, Contracts, & Other External Sources	\$0	\$0	\$0	\$0	\$0
4. Other Sources	\$0	\$0	\$0	\$0	\$0
TOTAL (Add 1 – 4)	\$116,280	\$174,420	\$232,560	\$232,560	\$290,700

- 2) Complete **Table 2: Program Expenditures and Narrative Rationale**. Provide finance data for the first five years of program implementation. Enter figures into each cell and provide a total for each year. Also provide a narrative rationale for each expenditure category.

Narrative Rationale for Program Expenditures

Category 1: Faculty salaries are based on fair market instructional rates that increase with length of association and are per credit and number of students taught.

Category 2: No additional administrative staff are needed for this program.

Category 3: No additional support staff are needed for this program.

Category 4: No additional technical support and equipment is needed for the implementation of the program each year.

Category 5: No additional library materials are necessary for the implementation of the program each year.

Category 6: No new or renovated space is needed for the implementation of the program each year.

Category 7: No other expenses are needed for the implementation of the program each year.

Table 2: Program Expenditures					
Expenditure Categories	Year 1	Year 2	Year 3	Year 4	Year 5
1. Faculty (b + c below)	\$69,757	\$69,757	\$104,636	\$104,636	\$104,636
a. Number of FTE	1	1	1.5	1.5	1.5
b. Total Salary	\$64,800	\$64,800	\$97,200	\$97,200	\$97,200
c. Total Benefits	\$4,957	\$4,957	\$7,436	\$7,436	\$7,436
2. Admin. Staff (b + c below)	\$0	\$0	\$0	\$0	\$0
a. Number of 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. Number of FTE	0	0	0	0	0
b. Total Salary	\$0	\$0	\$0	\$0	\$0
c. Total Benefits	\$0	\$0	\$0	\$0	\$0
4. Technical Support and 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)	\$69,757	\$69,757	\$104,636	\$104,636	\$104,636

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.**
- 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.**

Goucher College has a systematic and sustainable system to assess teaching and learning at all levels and within all units of the institution, in compliance with MSCHE standards for assessment. Learning outcomes will be assessed in this program using evidence-based rubrics applied to individual and group projects, portfolios, and papers. Faculty and courses will be regularly evaluated by students, and all faculty will be observed in class annually by peers/administrators. The program will be reviewed periodically by outside evaluators. Data collected through assessment and evaluations processes on an annual basis are used to identify opportunities for program improvements and areas where additional resources are needed. The program will also make use of the statistics gathered by the college's Office of Institutional Effectiveness and the Provost's office to analyze results and trends in enrollment and student success.

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.**

The recruitment and retention of minority teachers for Pre-K schools and programs is a high

priority for Goucher College. Goucher regards outreach to minoritized and underrepresented populations as an integral part of our mission. Goucher currently has Professional Development Schools (PDS) in counties that serve many economically disadvantaged students in early childhood schools.

Additionally, Goucher College has established a Center for Race, Equity and Identity (CREI). This center supports all marginalized students and has established and ongoing programming for students of color, first-generation, socioeconomically disadvantaged, international and disabled students.

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.**

This program is not related to an identified low productivity program.

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.**

Goucher College is authorized by both MSCHE and MHEC to offer distance education programs.

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

- a) Online learning is appropriate to the institution's mission and purposes.**

The proposed program aligns closely with Goucher College's mission of providing "an innovative liberal arts education that prepares students with a broad, humane perspective for a life of inquiry, creativity, and critical and analytical thinking." To that end, Goucher College has adopted the *C-RAC Guidelines for the Evaluation of Distance Education*¹² and, as a member of Maryland Online, relies on the Quality Matters Standards for the design, development, and delivery of all online courses and programs. Course development follows the criteria outlined in the Quality Matters (QM) rubric and goes through an internal peer-reviewed process (QM qualified reviewers) prior to delivery. Faculty wishing to teach online are required to complete QM training, and an instructional designer supports faculty with course development.

- b) The institution's plans for developing, sustaining, and, if appropriate, expanding online learning offerings are integrated into its regular planning and evaluation processes.**

Goucher College currently offers six graduate degrees and seven certificates that heavily rely on distance education. A few of them are fully online, and each new graduate program is designed to include distance learning. These programs, in fact, are identified in the College's 2021-2026 Strategic Plan,¹³ which calls for making the necessary investments to

¹² <https://sacscoc.org/app/uploads/2020/09/Guidelines-for-Evaluation-of-Distance-Education.pdf>

¹³ <https://strategicplan.goucher.edu/>

support them.

c) Online learning is incorporated into the institution's systems of governance and academic oversight.

Goucher's Graduate Studies Committee, a body of elected faculty members, provides oversight of all graduate programs, regardless of its modality of instruction.

d) Curricula for the institution's online learning offerings are coherent, cohesive, and comparable in academic rigor to programs offered in traditional instructional formats.

Goucher College has been offering online program for 25 years, and the success of these online programs comes in part from their academic rigor, which results from the close collaboration that exists between faculty and instructional designers as well as the incorporation of evidence-based standards of quality for online instruction (i.e., Quality Matters).

e) The institution evaluates the effectiveness of its online learning offerings, including the extent to which the online learning goals are achieved, and uses the results of its evaluations to enhance the attainment of the goals.

At the end of each academic year, the Program Director and faculty will evaluate the progress students have made toward achieving learning goals, an evaluation that will rely on evidence-based rubrics, which will be used to rate assignments in each class. Based on these results and course evaluations submitted by students, the program will make the necessary modifications, which will be implemented with the help of instructional designers. This process will operate iteratively each year.

f) Faculty responsible for delivering the online learning curricula and evaluating the students' success in achieving the online learning goals are appropriately qualified and effectively supported.

All faculty who will teach for the proposed program would have at least five years of teaching experience and will have terminal degrees in their fields. These faculty will be supported by CAST, which offers mandatory workshops as well as professional development opportunities. CAST relies on evidence-based approaches that improve the performance and engagement of all students.

g) The institution provides effective student and academic services to support students enrolled in online learning offerings.

Students admitted into Goucher's graduate programs receive an orientation to online learning, including the use of Canvas, Goucher's learning management tool. Students also receive support from an academic advisor, who helps them navigate the curriculum and assists them with career opportunities; librarians who aid students with the electronic resources available to them at the library; graduate financial aid experts, who help students with financial matters; accessibility services specialists, who provide appropriate accommodations that permit students to have an equal academic opportunity; and career advisors, who guide them through different career path options.

h) The institution provides sufficient resources to support and, if appropriate, expand its online learning offerings.

Goucher College regularly embarks on a multi-year budgetary exercise that includes sufficient resources to maintain existing online program and to support new ones. Funds are allocated for marketing, outreach, recruitment, salaries, instructional and technology support, finance, administration, and cybersecurity, among others. Funds are also allocated

for exploring new online programs and new course development as illustrated in Tables 1 and 2 (Sections L 1 and L 2).

i) The institution assures the integrity of its online offerings.

Upon acceptance, students receive a unique ID and password to access Goucher's network, Canvas, and the registration system. Before starting each class, students must verify their identity, and instructors are responsible for corroborating the integrity of the work submitted by students, who are regularly reminded in each course about Goucher policies regarding plagiarism. In addition, Goucher College adheres to all FERPA regulations.