January 2, 2018

Michael J. Kiphart, Ph.D.
Director of Academic Affairs
Maryland Higher Education Commission
6 N. Liberty Street
Baltimore, MD 21201

Dear Dr. Kiphart:

I am forwarding the following substantial change for Commission review:

Information Systems Certificate

The substantial modifications include a more current name change to Information Systems Certificate, as documented in title change request letter submitted along with this proposal.

The Information Systems Certificate aligns with CSM's Information Systems AAS degree program. Courses in this certificate provide students with a ladder into the degree program. These courses all count towards completion of the degree program and provide students with a good selection of courses that may be valuable for entry-level employment or career exploration.

This submission has been thoroughly reviewed within the college and approved by the Board of Trustees. If further information is required, please contact Eileen Abel, Vice President of Academic Affairs (301-934-7846).

Sincerely,

Maureen Murphy, Ph.D.
President

LA PLATA · LEONARDTOWN · PRINCE FREDERICK · REGIONAL HUGHESVILLE

Office of the President
Center for Business and Industry, Room 204
8730 Mitchell Road, PO Box 910, La Plata MD 20646-0910
301-934-7625 · www.csmd.edu

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Copy of Name Change Letter

COLLEGE OF SOUTHERN MARYLAND
CSM
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Office of the President

January 2, 2018

Michael J. Kiphart, Ph.D.
Director of Academic Affairs
Maryland Higher Education Commission
6 N. Liberty Street
Baltimore, MD 21201

Dear Dr. Kiphart:

CSM would like to request a title change:

Current Program Title	New Program Title
Computer Programming Certificate	Information Systems Certificate
CIP: 11.0201	CIP: 11.0201
HEGIS: 5103.01	HEGIS: 5103.01

At this time, CSM is also submitting a substantial program modification request for this program. If further information is required, please contact Eileen Abel, Vice President of Academic Affairs (301-934-7846).

Sincerely,

Maureen Murphy, Ph.D.
President

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PROPOSAL FOR:

_____ **NEW INSTRUCTIONAL PROGRAM**

__X___ **SUBSTANTIAL EXPANSION/MAJOR MODIFICATION**

_____ **COOPERATIVE DEGREE PROGRAM**

__X___ **WITHIN EXISTING RESOURCES** or_____**REQUIRING NEW RESOURCES**

(For each proposed program, attach a separate cover page. For example, two cover pages would accompany a proposal for a degree program and a certificate program.)

College of Southern Maryland
Institution Submitting Proposal

Fall 2018
Projected Implementation Date

Certificate
Award to be Offered

Information Systems
Title of Proposed Program

5103.01
HEGIS Code

11.0201
Suggested CIP Code

Business and Technology
Department of Proposed Program

Bernice Brezina
Name of Department Head

Ronda Jacobs
Contact Name

rjacobs@csmd.edu
Contact E-Mail Address

301-934-7553
Contact Phone Number

[signature]
Signature and Date

President/Chief Executive Approval

12-14-17
Date

Date Endorsed/Approved by Governing Board

The mission statement of the College of Southern Maryland (CSM) inspires the development of close partnerships among the college and its tri-county community stakeholders. The institutional commitment to "meet the diverse needs of students and the community" through "accessible, accredited, affordable, and quality learning opportunities for … career enhancement, and personal growth" aligns with the programmatic realities for the Information Systems AAS degree.

The Information Systems Certificate aligns with CSM's Information Systems AAS degree program. Courses in this certificate provide students with a ladder into the degree program. These courses all count towards completion of the degree program and provide students with a good selection of courses that may be valuable for entry-level employment or career exploration.

The Information Systems Certificate is consistent with CSM's Strategic Goal #2, which is to promote student success by providing outstanding education, and related support services that help students achieve their goals. The new certificate will serve to increase graduate satisfaction with job preparation.

This Information Systems Certificate will "effectively serve a changing student population and emerging workforce." The course selections reflect the changing local workforce needs. The recommendations enclosed are reflections of these elements and are consistent with the College's Vision, "To transform lives through lifelong learning and service."

> **B. Critical and compelling regional or Statewide need as identified in the State Plan;**

The availability of an in-demand Information Systems career path in an ever-evolving high technology industry, will attract both traditional and returning adult students, those entering a new field of opportunity as well as workers changing or upgrading skills. These very changes are evident in CSM's own enrollment records. An examination of the demographics of our current student population reflects these realities and supports the needs identified in the current Maryland State Plan for Post Secondary Education.

The certificate in Information Systems at CSM is consistent with the elements of the 2013-2017 Maryland State Plan for Postsecondary Education. Much of our focus in curriculum development addressed the advisories cited in this document. All the goals were utilized as required criteria but considerable attention was given to the Governor's Priorities and Goal 5: Economic Growth and Vitality. "Maryland will stimulate economic growth, innovation, and vitality by supporting a knowledge-based economy, especially through increasing education and training and promoting the advancement and commercialization of research." The Information Systems Certificate will strengthen economic development and help to support a skilled workforce for the Southern Maryland region.

Citations in the State Plan also address the need for post secondary institutions to strive for academic excellence and effectiveness. In Goal 1: Quality and Effectiveness, "In order to maintain and improve quality and effectiveness, institutions and their leaders must have the flexibility and resilience to address the changing needs of the State and its citizens." The Information Systems Certificate will provide the opportunity for

students to complete this hands-on program in Southern Maryland close to their home and obtain the fundamental knowledge, skills, and practice to be prepared for entry-level employment. The very nature of this charge is to develop student-centered learning bolstered by the partnerships with the various media employers in our region. This format increases experiential learning by having students build a database and problem-solve to develop real-world business solutions.

This certificate will provide students with a pathway to earn a certificate towards their completion of the Information Systems degree. CSM's Information Systems program (certificate and degree) will offer courses that, taken together, enable our Information Systems students to earn credits and then matriculate to other potential programs. Formative and summative evaluations are an essential value of the educational process at CSM, and are a viable part of the new CSM program. Students are held to standards that are reflective of academic and professional systems, while the structure and operation of the program provides the environment to support the achievement of these standards.

Local employers have expressed interest in an Information Systems Certificate and as a result, two new courses were added to the Information Systems AAS program: ITS-1050: A+ Computing Essentials and ITS-2480: Data Analytics. ITS-1050 will prepare students for the CompTIA A+ exam in their first semester. ITS-2480 will help students learn how to work with big data and provide a foundation for data analysis. Both courses are in the Information Systems Certificate. Both courses are extremely important as the first provides students enrolled at CSM in the Information Systems program both vital experience and opportunities for national certification, increasing chances of getting a job significantly. The second course provides students the opportunity to explore data, verify data sets, evaluate results, and determine statistical significance, all essential skills in a high technology work setting.

To expand our geographic reach, stimulate enrollment and provide increased access to this new curricular option, the Information Systems Certificate intends to incorporate alternative means of course delivery. The program intends to provide traditional face-to-face courses complimented by offerings that are hybrid or fully online by form. The College of Southern Maryland has demonstrated success in delivering instruction by alternative methods, increasing flexibility and effective use of new technologies. The Division of Distance Learning and Faculty Development (DLF) supports the faculty in developing high quality, accessible and effective teaching and learning environments. To facilitate these goals, the DLF staff provides service to faculty including planning, consulting, training, and support. The DLF staff makes available the resources necessary to incorporate instructional technologies into their traditional or distance learning courses. As such, the DLF staff will contribute significantly to the delivery of all new courses in the Information Systems programs by providing the faculty with the necessary support structures to enhance student success in their delivery, particularly those identified for distance learning, be the methodology fully on line or hybrid.

In summary, the new Information Systems Certificate at the College of Southern Maryland as proposed is consistent with and reflective of the current Maryland State Plan for Postsecondary Education.

> ## C. Quantifiable and reliable evidence and documentation of market supply and demand in the region and service area;

The tri-county Southern Maryland region of Calvert, Charles, and St. Mary's counties are expecting a positive growth in computer and information systems jobs. Much of this is driven by the college's close physical proximity to the Patuxent Navy Base in St. Mary's county which employs over 17,000 military, civilian, and contractors, with many of them in technical positions. Below is a representation of expected growth per the Economic Modeling Specialists (EMSI, 2017). With the increased reliance of private industry and government reliance on computer systems, this growth is expected to continue to trend up in the foreseeable future.

Expected Computer and Information Systems Job Growth

County Name	2016 Jobs	2026 Jobs	2016 - 2026 Change	2016 - 2026 % Change	Median Hourly Earnings
St. Mary's County, MD	241	273	32	13%	$66.16
Charles County, MD	77	82	5	6%	$72.00
Calvert County, MD	41	49	8	20%	$70.41
District of Columbia (DC)	4005	4384	379	9%	$73.90
	4364	4788	424	10%	

Source: EMSI, Economic Modeling Specialists, 2017

D. Reasonableness of program duplication, if any;

The Information Systems Certificate prepares students who are interested in business and information technology to begin developing the skills and knowledge required for a variety of entry-level settings. The degree prepares students with a foundation and basis of knowledge and skills that students may develop further if they choose to continue their studies at CSM or at a four-year institution. Others may choose to enter the workforce in entry-level, trainee, or internship positions after completing the certificate or two-year degree.

This certificate aligns with the Information Systems AAS program. The certificate provides a pathway towards degree completion. All of the courses in the certificate program apply towards the Information Systems AAS degree. Students will be taking courses in this program through several course delivery formats. Students have the option of completing this certificate entirely online. For many courses though, students may choose between face-to-face, web-hybrid, or online course sections.

The English requirement in this program is important to note. In order to successfully complete the coursework, it is essential that students obtain a strong background in reading and writing for their area of study.

The programs in the table below are all similar in providing students with the skills and knowledge to gain employment in entry-level positions in various fields of computer and information systems. CSM's program is designed with local workforce needs in mind, while still offering students the education required to pursue job opportunities in other fields of business, technology, and entry-level management.

INFORMATION SYSTEMS DEGREES AT MARYLAND COMMUNITY COLLEGES		
Institution	**Program Name**	**Degree Offered**
Anne Arundel Community College	Computer Information Systems	Certificate
Carroll Community College	Computer Information Systems - Micro	Certificate
Cecil College	Computer Information Systems	Certificate
Harford Community College	Computer Information Systems	Certificate

Source: Maryland Higher Education Commission, Finding a Major

There is no relevance to the implementation or maintenance of high-demand programs at HBIs. The only other college in the tri-county area is St. Mary's College.

There is no impact to the uniqueness, identities and missions of HBIs. The only other college in the tri-county area is St. Mary's College.

The program description and requirements are as follows:

Number of Credits: 27

The Information Systems Certificate is an interdisciplinary program combining the study of information technology and business management. This program provides students who are planning to work in either a business or technical environment with a strong foundation of knowledge and skills in key areas of information systems, management, and business. Upon completion of the certificate, graduates may choose to continue their studies to earn the degree in Information Systems.

The credits in this program count towards completion of the Information Systems AAS degree.

Educational objectives and intended student learning outcomes:

Through the curriculum, professional organizations and engagement activities, graduates of the College of Southern Maryland's Information Systems Certificate program will achieve the following educational objectives:

> a. Introduce graduates to a common body of knowledge in a variety of business and technology information system industries.
> b. Provide graduates with the capability to develop the skills and knowledge required of employees in a variety of business, information technology, and management settings.
> c. Provide graduates the resources and skills allowing them to find entry-level employment or enter trainee programs in information systems and related professions.
> d. Prepare graduates for further study in information systems.

Through the curriculum, professional organizations and engagement activities, graduates of the College of Southern Maryland's Information Systems AAS program will achieve the following intended student learning outcomes:

Students will…

1. Demonstrate understanding of an organization's computer, software, and security needs and make recommendations for system design, maintenance, and upgrades.
2. Demonstrate understanding of social, professional, security and ethical issues related to computing.
3. Apply fundamental information technology principles to business management.

PROGRAM TITLE: INFORMATION SYSTEMS CERTIFICATE	
General education	
Course number and name	**Credits**
ENG-1010 COMPOSITION AND RHETORIC	3
ECN-1015 INTRODUCTION TO BUSINESS IN A MARKET ECONOMY	3
MTH-2300 INTRODUCTION TO STATISTICS	3
	Credit Total: 9
Major requirements	
Course number and name	**Credits**
ITS-1040 SYSTEMS ANALYSIS AND DESIGN	3
ITS-1050 A+ COMPUTING ESSENTIALS (new course)	3
ITS-1110 PROGRAM DESIGN AND DEVELOPMENT	3
ITS-1120 INTRODUCTION TO DATABASE	3
ITS-2300 INTRODUCTION TO PROJECT MANAGEMENT	3
ITS-2480 DATA ANALYTICS (new course)	3
	Credit Total: 18
Electives where they exist	
Course name, and number	**Credits:** Credit Total: N/A
Program credit total= 27	

Recommended Course Sequence:

First Semester:
ENG-1010 COMPOSITION AND RHETORIC (3)
ECN-1015 INTRODUCTION TO BUSINESS IN A MARKET ECONOMY (3)
ITS-1050 A+ COMPUTING ESSENTIALS (new course) (3)
ITS-1110 PROGRAM DESIGN AND DEVELOPMENT (3)
MTH-2300 INTRODUCTION TO STATISTICS (3)

Second Semester:
ITS-1040 SYSTEMS ANALYSIS AND DESIGN (3)
ITS-1120 INTRODUCTION TO DATABASE (3)

Third Semester:
ITS-2300 INTRODUCTION TO PROJECT MANAGEMENT (3)
ITS-2480 DATA ANALYTICS (new course) (3)

Program Description for the Catalog:

The Information Systems Certificate is an interdisciplinary program combining the study of information technology and business management. This program provides students who are planning to work in either a business or technical environment with a strong foundation of knowledge and skills in key areas of information systems, management, and business. Upon completion of the certificate, graduates may choose to continue their studies to earn the degree in Information Systems.

The credits in this program count towards completion of the Information Systems AAS degree.

Students will…

1. Demonstrate understanding of an organization's computer, software, and security needs and make recommendations for system design, maintenance, and upgrades.
2. Demonstrate understanding of social, professional, security and ethical issues related to computing.
3. Apply fundamental information technology principles to business management.

Course Descriptions for Information Systems Certificate:

ENG-1010 COMPOSITION AND RHETORIC (3)
Prerequisite: ENG 0900 or higher; and RDG 0800 or FYS 1010T or higher; or placement

Students in this course complete their first semester college-level composition course. Students focus on planning, organizing, and developing a variety of argumentative compositions. Students practice the conventions of written Standard American English, gain information literacy skills, and learn research and documentation techniques including conducting online and print research and documenting sources. By the end of the semester, students demonstrate their ability to write a unified and coherent argument-based essay of about one thousand words that incorporates research and is nearly free of grammatical, mechanical, and structural errors.

ECN-1015 INTRODUCTION TO BUSINESS IN A MARKET ECONOMY (3)
Prerequisite: ENG 0900 or higher; and RDG 0800 or FYS 1010T or higher

Students examine business in the United States as a social institution. Topics include economic systems, legal factors, government regulations, forms of ownership, management, employee relations, finance, accounting, and marketing.

ITS-1050 A+ COMPUTING ESSENTIALS (3) (NEW COURSE)
Prerequisite: RDG 0800 or FYS 1010T or higher

Students gain knowledge and practical experience with PC hardware and peripherals, mobile device hardware, networking and troubleshooting, and hardware and network connectivity issues. Students also gain practical experience installing and configuring popular operating systems. Students will be introduced to topics in security, the fundamentals of cloud computing, and operational procedures. This course helps students to prepare for the CompTIA A+ Certification.

ITS-1110 PROGRAM DESIGN AND DEVELOPMENT (3)
Prerequisite: RDG 0800 or FYS 1010T or higher

Students learn to solve business-oriented problems with emphasis on structured and object oriented programming techniques. Design tools are used to develop pseudo-code, flowcharting and 3D interactive environments. Students are introduced to several software packages that may be used to develop pseudo-code, flowcharts and interactive 3D environments.

MTH-2300 INTRODUCTION TO STATISTICS (3)
Prerequisite: MTH 0900T with permission of division chair or MTH 0940 or MTH 0970 or higher

In this introduction to descriptive and inferential statistics, students learn about presentation of data, measures of central tendency and dispersion, the binomial and normal probability distributions, sampling techniques, correlation and regression, and hypothesis testing (z-test, t-test, chi-squared). Examples are selected from education, business, and the social and natural sciences.

ITS-1040 SYSTEMS ANALYSIS AND DESIGN (3)
Prerequisite: ITS 1015

Students learn about the tools and skills a systems analyst uses to analyze, design, install and maintain a computer system using the system development life cycle. A case study with group work highlights major topics discussed. For students who plan to use personal computers, this course may have specific computing requirements.

ITS-1120 INTRODUCTION TO DATABASE (3)
Prerequisite: ITS 1015 and ITS 1020

Students learn how to use a relational Database Management Systems (DBMS). Topics include building, modifying, implementing, management and administration of a relational DBMS using Microsoft Access. Students will learn how to create tables, queries, forms, reports, and relationships according to project requirements. This course uses lecture and a hands-on format. For students who plan to use personal computers, this course may have specific computing requirements.

ITS-2300 INTRODUCTION TO PROJECT MANAGEMENT (3)
Prerequisite: ENG 1010, ITS 1015, AND ITS 1040

This course has been recommended by business leaders all over Southern Maryland. Students will be introduced to the concept of project management and will investigate key elements of the project management

framework. Specific knowledge in several of the project management knowledge areas such as project scope, project time, project cost and project quality management will be covered. Students will sample several popular project management software packages in order to compare their features.

ITS-2480 DATA ANALYTICS (3) (NEW COURSE)
Prerequisite: ITS 1110, ITS 1120, AND MTH 2300

The emergence of new data sources is transforming the role of the data analyst from one who simply reports information to one who is charged with making sense of the available data and distilling it for a given audience. This course emphasizes fundamental coursework on the standards and practices for collecting, organizing, managing, exploring, and using data. Topics include preparation, analysis, and visualization of data and creating analysis tools for larger data sets..

H. Adequacy of any articulation;

The existing articulation agreements with the Information Systems AAS program will be updated.

I. Adequacy of faculty resources consistent with Regulation .11 of this chapter;

The program will be supported by faculty in Business and Information Technology. The faculty credentials for the lead program faculty are below:

Faculty member name	Appointment Type	Terminal degree	Academic Title/Rank	Courses taught
Abdul-Karim, Barbara	Full-time	D.A.	Associate Professor	ECN-1015
Bailey, Stacie	Full-time	M.S.	Instructor	ECN-1015
McNicholas, James	Full-time	M.S., M.B.A.	Assistant Professor	ITS-1110
Stout, Anthony	Full-time	B.S.	Instructor	ITS-2300
White, Richard	Full-time	M.S., M.B.A.	Assistant Professor	ITS-1050, ITS-1110, ITS-2480
Wilson, John	Full-time	M.A.	Professor	ITS-1040, ITS-1120

Students may borrow circulating materials from any of the three CSM library branches. Through the interlibrary loan program (ILL), students can order almost any book, periodical article, or ERIC document needed, generally available within one week of the request. Library resources also include audiovisual collections use in the library and classrooms only. Additionally, substantial material is available through online databases, including ProQuest and EBSCO.

The President assures that appropriate library resources are available to support the needs of this program.

CSM is a leader among Maryland community colleges in offering courses which meet the busy schedules of our students, traditional weekday face to face courses, weekend and evening classes, Web-hybrid courses which offer a mix of online and traditional classroom face-to-face instruction and a popular online learning community. The college makes available state of the art facilities on three campuses to accomplish its mission in support of our community's academic, professional, and self-enrichment pursuits.

The Information Systems Certificate program will be conducted primarily on the La Plata campus, in the ST building, home to the Business and Technology Division. Many classes will also be offered at the Leonardtown and Prince Frederick campuses. Many business classes are offered in the BU building. The ST and BU buildings house state of the art classrooms, conference rooms, faculty and administrative offices, computer labs, Student Computer Support department (help desk) and science laboratories.

The President assures that appropriate physical facilities, infrastructure, and instructional equipment are available to support the needs of this program.

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)	$163,080	$163,080	$163,080	$163,080	$163,080
a. Number of F/T Students	30	30	30	30	30
b. Annual Tuition/Fee Rate ($151 x 21 credits)*	$3,171	$3,171	$3,171	$3,171	$3,171

c. Total F/T Revenue (a x b)	$95,130	$95,130	$95,130	$95,130	$95,130
d. Number of P/T Students	30	30	30	30	30
e. Credit Hour Rate	$151	$151	$151	$151	$151
f. Annual Credit Hours Rate	15	15	15	15	15
g. Total P/T Revenue (d x e x f)	$67,950	$67,950	$67,950	$67,950	$67,950
3. Grants, Contracts & Other External Sources	0	0	0	0	0
4. Other Sources	0	0	0	0	0
TOTAL (Add 1 – 4)	$163,080	$163,080	$163,080	$163,080	$163,080

* The credit hour rate ($151) is based upon CSM's current tuition rate of $123 plus 23% combined fee.

TABLE 2: EXPENDITURES:					
Expenditure Categories	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
1. Faculty (b + c below)	$ 5000	$ 5000	$ 5000	$ 5000	$ 5000
a. # FTE	2 courses @$2500 per course	2 courses @$2500 per course	2 courses @$2500 per course	2 courses @$2500 per course	2 courses @$2500 per course
b. Total Salary	$ 5000	$ 5000	$ 5000	$ 5000	$ 5000
c. Total Benefits	0	0	0	0	0
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)	$ 5000	$ 5000	$ 5000	$ 5000	$ 5000

_No_ new faculty are required to meet the Information Systems Certificate program needs. All but two courses currently exist. The two new ITS courses are replacing two retired ITS courses. Because the number of courses in the Business and Technology Division remain unchanged, course assignments can be met by reassigning current faculty as needed. The expenses listed are additional funds that _**may**_ be needed to hire adjunct faculty or allowing current faculty to teach on an overload basis.

M. Adequacy of provisions for evaluation of program consistent with Regulation .15 of this chapter;

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

SLOAP's focus is the primary mission of the college: to provide quality opportunities for intellectual development that result in student learning. The SLOAP outlines the process of collecting information to determine whether CSM's academic offerings are having the appropriate educational impact on students. Student Learning Outcomes Assessment (SLOA) is defined as the systematic collection of information about academic offerings and analysis thereof, for the purpose of improving student learning.

Program Assessment at CSM is a cyclical process that includes:
1. Program Reviews conducted every five-six years, or more often as needed.
2. Academic certificate programs are included within the review of degree programs.
3. Program Monitoring conducted every other year (except in the year of a Program Review).
4. Program Assessments of Student Learning conducted on a cycle established by faculty.

In addition, CSM conducts course evaluations every semester or, more often when deemed necessary.

N. Consistency with the Commission's minority student achievement goals; and

One of CSM's Values/Guiding Principles is Diversity. The Institutional Equity and Diversity Office works to "create an environment that instills an appreciation and understanding of the diverse qualities each of us brings to this campus; where our students, staff, and faculty mirror the community we serve and are free from discrimination and harassment."

Additionally, CSM defines civility as "the demonstration of respect for others through basic courtesy and the practice of behaviors that contribute toward a positive environment for learning and working."

As is true of CSM, the Information Systems Certificate program is open to all students with no restrictions reference to age, gender, or ethnic background. As such, any student meeting the eligibility requirements of the college admissions process is entitled to enroll in this discipline of study. Furthermore, CSM, the Business & Technology Division, and representatives of the Information Systems Certificate program all participate in events, programs, orientations, and information sessions sponsored internally or by external advocates in order to reach all students seeking information on the college's programs and the professional opportunities that result from that education and training.

CSM's marketing department is developing a comprehensive marketing plan for this new program. These resources include the designing and printing of brochures, assistance with marketing campaigns (web and traditional news media), and development of other recruitment materials. CSM is committed to ensuring new programs are marketed to diverse populations, as demonstrated by the organizational values, which include valuing diversity. Marketing plans will include activities specifically designed to market the program to the diverse population of the tri-county region.

Diversity and multiculturalism are vitally important issues for future leaders. As such, the representatives of this new program at CSM intend to make contact with multiple professional associations, national, regional and local employers, secondary and postsecondary institutions to create partnerships that will lead to the diversity of our student population and graduates of our programs.

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

The proposed certificate is not directly related to an identified low productivity program identified by the Commission.

P. If proposing a distance education program, please provide evidence of the Principles of Good Practice (as outlined in COMAR 13B.02.03.22C)

This program is not designed as a distance education program.