

April 12, 2018

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

Dear Dr. Fielder:

Attached is a proposal for a new Associate of Arts program:

**AA Paralegal Studies**  
**HEGIS Code 1499.00; CIP Code 22.0302**

Formerly our institution classified this program as an Arts & Sciences Transfer  
“option.”

If there are any questions about this request, please contact Colleen Flewelling,  
Associate Dean for Academic Assessment and Development, at [cflewelling@cecil.edu](mailto:cflewelling@cecil.edu) or  
443-674-1948.

Sincerely,



Christy Dryer, DNP  
Vice President, Academic Programs

MARYLAND HIGHER EDUCATION COMMISSION  
ACADEMIC PROGRAM PROPOSAL

PROPOSAL FOR:

- NEW INSTRUCTIONAL PROGRAM  
 SUBSTANTIAL EXPANSION/MAJOR MODIFICATION  
 COOPERATIVE DEGREE PROGRAM  
 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.)

Cecil College  
Institutional Submitting Proposal

August 2018  
Projected Implementation Date

AA  
Award to be Offered

Paralegal Studies  
Title of Proposed Program

1499.00  
Suggested HEGIS Code

22.0302  
Suggested CIP Code

Social Sciences  
Department of Proposed Program

Jack D. Cohen  
Name of Department Head

Colleen Flewelling  
Contact Name

cflewelling@cecil.edu  
Contact E-mail Address

443-674-1948  
Contact Phone Number

Mary Way Bolt 4/2/18  
Signature and Date

President/Chief Executive Officer

March 29, 2018  
Date

Date Endorsed/Approved by Governing Board

**A. Centrality to institutional mission statement and planning priorities:**

Cecil College’s proposed Associate of Arts in Paralegal Studies, which is intended to replace an existing Paralegal Studies Option under the College’s Arts and Sciences Transfer degree, prepares students provides the first two years of study for students preparing for a career as a paralegal. The program provides a general education background while focusing on developing an understanding of the legal system. Students completing the degree will meet the requirements for admission to a Paralegal Certificate Program or to continue their studies toward a Bachelor’s Degree in Paralegal Studies.

Thus, this program directly supports Cecil College’s mission to provide a supportive learning environment to students as they build the skills and knowledge to achieve academic success, prepare to transfer, and enter the workforce. In addition, the program supports the College’s mission to support access to higher education programs. Given the high cost of attending a four-year university, the proposed program can save students a significant amount by giving them the opportunity to complete either an AA or the first two years of study at a community college.

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

Cecil’s Paralegal Studies program provides an option for students who wish to transfer to a four-year program in legal studies fields. Students’ expenses for their degree are greatly reduced when they complete two years of their degree at Cecil College. According to the MHEC program inventory, there are currently a small number of bachelor’s degree programs in Legal Studies awarded in Maryland, including at the University of Maryland University College. Cecil College students are also likely to consider Widener University’s Delaware Law School in Wilmington, Delaware. The chart below compares tuition at selected 4-year state institutions which offer four-year degrees in Legal Studies with the cost of attending Cecil College.

<b>Institution</b>	<b>Rate</b>	<b>Cost per credit 2017-18</b>	<b>Cost for 60 credits</b>	<b>Savings over 2 years</b>
Cecil College	In-county	\$109	\$6,540	-
University of Maryland University College	In-state	\$289	\$17,340	\$10,800
Widener University Delaware Law School	All	\$499	\$29,940	\$23,400
Stevenson University*	All	\$850	\$51,000	\$44,766
Goucher College	All	\$1,420	\$85,200	\$78,660

\*Tuition rates for 2018-19

Because these student savings will help more students complete their Associate’s degree, the savings also help the state to achieve Goal 2 of the Maryland State Plan For Postsecondary Education: Access, Affordability and Completion.

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

A degree in Paralegal Studies prepares students for a career as a paralegal or legal assistant. Maryland’s Department of Labor, Licensing and Regulation projects significant increases from 2014-2024 in the number of openings for these positions.<sup>1</sup>

<b>Field</b>	<b>2014-2024 Percent Change in openings in Maryland</b>
Paralegals and Legal Assistants	+19.1%
Legal Support Workers	+13.2%

Cecil College has, on average, enrolled 15 students per year in the Paralegal Studies Option for Arts and Sciences Transfer degrees. We anticipate that this enrollment will continue to grow modestly over the next five years.

**D. Reasonableness of program duplication:**

A search of the Maryland Higher Education Commission’s Academic Program Inventory database reveals that there are several similar associate’s degree programs like this in the state.

<b>Institution</b>	<b>Program Name</b>	<b>Degree Offered</b>
Anne Arundel Community College	Paralegal Studies	Associate Degree
Community College of Baltimore County	Legal Studies	Associate Degree
Chesapeake College	Paralegal Studies	Associate Degree
College of Southern Maryland	Paralegal Studies Legal Studies	Associate Degree Associate Degree
Allegany College of Maryland	Paralegal	Associate Degree
Montgomery College	Paralegal Studies	Associate Degree
Frederick Community College	Paralegal	Associate Degree
Baltimore City Community College	Legal Assistant	Associate Degree
Prince George’s Community College	Paralegal/Legal Assistant	Associate Degree
Brightwood College	Paralegal Studies	Associate Degree
Harford Community College	Legal Studies	Associate Degree

Cecil’s Paralegal Studies program has been designed in consultation with Widener University Delaware School of Law to facilitate student transfer to their Legal Studies program. Several lawyers and judges in Cecil County have also been consulted regarding the proposed Paralegal Studies curriculum. Because Cecil County borders Delaware, many of our graduates seek employment there. Therefore, a Legal

<sup>1</sup> <http://dllr.maryland.gov/lmi/iandoproj/maryland.shtml>

Studies degree that also incorporates Delaware law is of great benefit to Cecil County students in particular.

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

We anticipate there will be no impact on the implementation or maintenance of high-demand programs at HBI's.

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

The Historically Black Institutions in Maryland do not currently offer programs in Legal Studies or Paralegal Studies.

**G. Adequacy of curriculum design and delivery to related learning outcomes consistent with Regulation .10 of this chapter:**

	<b>Program Requirements</b>	<b>Credits</b>
BUS 210	Business Law	3
CRJ 101	Introduction to the Criminal Justice System	3
CRJ 205	Principles of Criminal Law	3
EGL 211	Technical Writing	3
ETHICS – Choose 1	BUS 187 Business Ethics CSC 110 Ethics in Information Technology (I) CRJ 208 Ethics in Criminal Justice HCD 270 Ethical Issues in Healthcare (H) PHI 201 Ethics – Contemporary Moral Issues (H)	3
ELECTIVE – Choose 1	ACC 101 Accounting I BUS 103 Introduction to Business CRJ 214 Delinquency and Juvenile Justice POS 201 American Government (SS) SWK 101 Introduction to Social Work (SS)	3
SOC 105	Perspectives in Human Diversity (SS)	3
HISTORY Elective – Choose 1	HST 101 Western Civilization I (H) HST 102 Western Civilization II (H) HST 201 United States History I (H) HST 202 United States History II (H)	3

**Total: 24 Credits**

**ACC 101 ACCOUNTING I** Accounting I introduces the concepts and practices used in financial accounting. Topics studies include the use of journals and ledgers as well as the preparation of financial statements. Additional topics studied include cash, accounts and notes receivable, merchandise inventory, depreciation, current liabilities, and principles. Procedures for maintaining the records for service and merchandise firms are emphasized. 3 credits

**BUS 103 INTROUDCTION TO BUSINESS** Introduction to Business provides an overview of the major functional areas of business and our economic systems. Organizational areas include business systems, management, human resources, marketing, production, and operations and information. Blended throughout the course are business-world trends of the growth of international business, the significance of small business, the continuing growth of the service sector, the need to manage information and communication technology and the role of ethics and social responsibility. This course should be taken early in the student's program. 3 credits

**BUS 187 BUSINESS ETHICS** Business Ethics focuses on an examination of typical ethical dilemmas encountered in the business environment. Ethical theories and principles are studied as a foundation for resolving ethical challenges. Through selected readings and classic and contemporary case studies, students will develop skills to identify pertinent aspects of various ethical dilemmas, identify stakeholders, apply a model for decision making, and evaluate the consequences of actions or inaction. 3 credits Pre-requisite: EGL 101

**BUS 210 BUSINESS LAW** Business Law covers topics including the sources of law, the regulatory environment, and the growing legal considerations involved with commercial activity. Emphasis is placed on contract law, personal property law, sales, and the use of the uniform commercial code. Case analysis and outside reading assignments are also used throughout the course. 3 credits Pre-requisite: EGL 093

**CRJ 101 INTRO TO CRIMINAL JUSTICE SYSTEM** Introduction to the Criminal Justice System is an introduction to the social and historical background of law enforcement and corrections. This course includes an orientation to the United States criminal justice system while examining the roles of the modern federal, state, and local law enforcement and correctional agencies. 3 credits Pre-requisite: EGL 093

**CRJ 205 PRINCIPLES OF CRIMINAL LAW** Criminal Law will introduce students to the general legal principles of American criminal law. This course will survey the historical development of criminal law, the elements of crime under the common law, and the fundamental theories of criminal responsibility. 3 credits Pre-requisite: CRJ 101

**CRJ 208 ETHICS IN CRIMINAL JUSTICE** Ethics in Criminal Justice provides the student with the information needed to examine ethical dilemmas within the complex criminal justice system. The course begins with a discussion of the major ethical systems, moral development, and the idea of justice. The course will include an analysis of types of misconduct and corruption in policing, courts, and corrections. The course will provide not only a theoretical foundation, but also practical applications, allowing each student to make individual decisions. 3 credits Pre-requisite: CRJ 101

**CRJ 214 DELINQUENCY AND JUVENILE JUSTICE** Delinquency and Juvenile Justice will introduce students to all aspects of juvenile justice from arrest, intake, adjudicatory hearings, dispositions, and aftercare. This course is an orientation to the divergent theories, philosophies, values, attitudes, and historical events that have contributed to the operation of the modern juvenile justice system. It will examine the legal rights of juveniles and landmark US Supreme Court cases. 3 credits Pre-requisite: CRJ 101

**CSC 110 ETHICS IN INFORMATION TECHNOLOGY** Ethics in Information Technology explores the ethical dilemmas that exist where human beings, information objects, and information systems interact. The course introduces students to a variety of ethical situations from historical and cross-cultural

perspectives and then explores the relevance to a variety of new and emerging technologies that are inherently social in their construction and use. 3 credits.

**EGL 211 TECHNICAL WRITING** Technical Writing entails the study and practice of written communications in professional settings. In an ongoing workshop, students will be asked to think critically about rhetorical situations; analyze and address case studies; collaborate with team members; research, design, and write effective, ethical texts; develop multiple literacies for multiple audiences; respond constructively to peer writers; present texts through a variety of electronic media; and improve oral presentation and discussion skills. 3 credits Pre-requisite: EGL 101

**HCD 270 ETHICAL ISSUES IN HEALTHCARE** Ethical Issues in Healthcare will introduce students to ethical issues in today's healthcare environment. Students will be exposed to a comprehensive view of ethical issues including how to identify ethical issues and how to address a wide variety of ethical situations. 3 credits Pre-requisite: EGL 101

**HST 101 WESTERN CIVILIZATION I** Western Civilization I (to 1715) is an overview of western civilization from prehistory to the early 18<sup>th</sup> century. Topics include Ancient Near East, Minoan Civilization, Greek Civilization, Rome, the Middle Ages, the Renaissance, the Reformation, and the Scientific Revolution. 3 credits Co-requisite: EGL 101

**HST 102 WESTERN CIVILIZATION II** Western Civilization II covers the development of Western civilization from the early 18<sup>th</sup> century to the present. Topics include the Old Regime, the Enlightenment, the French Revolution, socialism, imperialism, nationalism, World War I, totalitarianism, World War II, and the Post War Era. 3 credits Co-requisite: EGL 101

**HST 201 UNITED STATES HISTORY I** United States History I addresses the history of the United States from the Age of Discovery through the Civil War era. Topics include Old World Background, Colonial America, the War for Independence, the Early Nation, Jeffersonian Democracy, the Jacksonian Age, Anté Bellum South, Manifest Destiny, and the Civil War. 3 credits Co-requisite: EGL 101

**HST 202 UNITED STATES HISTORY II** United States History II follows the internal development of the United States and the nation's rise as a world power from the post-Civil War period to the present. Topics include Western Movement, Immigration, Urbanization, Industrialization, Populism, Progressivism, Imperialism, World War I, the Great Depression, World War II, and Post War America. 3 credits Co-requisite: EGL 101

**PHI 201 ETHICS – CONTEMPORARY MORAL ISSUES** Ethics – Contemporary Moral Issues introduces students to philosophical thinking about morality, moral problems, and moral judgments. 3 credits Pre-requisite: EGL 093

**POS 201 AMERICAN GOVERNMENT** American Government offers an understanding of how our political system works and how active involvement of the citizenry can make a difference in the responsiveness of our government to the needs of its people. This course provides an overview of the basic government institutions and the processes of American government. The course also examines the relationships between governmental institutions and how the public influences the process. 3 credits Pre-requisite: EGL 093

**SOC 105 PERSPECTIVES IN HUMAN DIVERSITY** Perspectives in Human Diversity introduces the concepts of diversity consciousness, recognizing and overcoming diversity barriers, and identifying and appreciating cultural differences. Ethical and practical considerations are integrated through the use of case studies, projects, and reaction papers. 3 credits Pre-requisite: EGL 093

**SWK 101 INTRODUCTION TO SOCIAL WORK** Introduction to Social Work focuses on social work as a profession. The fundamental values, ethical, skills, and knowledge relevant to social work practice will be discussed. Students examine the history, principles, and nature of social welfare, including the relationship of social welfare institutions to society and the delivery systems for social services. Students explore concepts such as human diversity, social and economic justice, the needs of oppressed and disenfranchised populations, and policy in the context of social welfare. The course requires community service activities. 3 credits Pre-requisite: EGL 093

Upon successful completion of this program, students will be able to:

- Communicate effectively orally and in writing
- Demonstrate legal knowledge
- Describe the American legal system including sources of American law, the judicial system, civil and criminal procedure, and substantive areas of law such as contracts, torts, constitutional law, employment, and other areas
- Identify the functions of law in American society, how they relate to corresponding legal research material, and the legislative process, judicial structure and system

Students take the following General Education requirements in addition to the courses listed above.

General Education Requirements		General Education Code	Credits
ARTS/HUM	Arts and Humanities Electives	H	6
EGL 101	Freshman Composition	E	3
EGL 102	Composition and Literature	H	3
ELECT	Electives		2
MAT	Math Elective	M	3
SCI	Science Electives [One with Lab] <sup>2</sup>	S/SL	7
SOC SCI – Choose 2	POS 101 Introduction to Political Science PSY 101 Introduction to Psychology SOC 101 Introduction to Sociology	SS	6
CIS 101	Introduction to Computer Concepts	I	3
SPH 121 or SPH 141	Interpersonal Communications or Public Speaking	H	3
ARTS/HUM	Arts and Humanities Electives	H	6
EGL 101	Freshman Composition	E	3

*General Education Requirements: 36*

**CIS 101 INTRODUCTION TO COMPUTER CONCEPTS (I)** Introduction to Computer Concepts is a non-technical course covering the use of word processing, spreadsheets, databases, and presentation software. Emphasis is placed on computer literacy and the use of personal computers. Students with limited keyboarding skills should take CIS 105 Keyboarding at the same time, or prior to, enrolling in this course. 3 credits



**EGL 101 FRESHMAN COMPOSITION (E)** Freshman Composition teaches students the skills necessary to read college-level texts critically and to write effective, persuasive, thesis-driven essays for various audiences. The majority of writing assignments require students to respond to and synthesize texts (written and visual) through analysis and/or evaluation. Students also learn how to conduct academic research, navigate the library's resources, and cite sources properly. The course emphasizes the revision process by integrating self-evaluation, peer response, small-group collaboration, and individual conferences. Additionally, students are offered guided practice in appropriate style, diction, grammar, and mechanics. Beyond completing multiple readings, students produce a minimum of 7,500 words, approximately 5,000 words of which are finished formal writing in four-five assignments, including a 2,000-word persuasive research essay. 3 credits. Pre-requisites: C or better in COL 081 and EGL 093 or equivalent skills assessment.

**EGL 102 COMPOSITION AND LITERATURE (H)** Composition and Literature introduces students to the genres of fiction, poetry and drama. Focused on these literary forms, the writing assignments further the skills of close reading, critical analysis, source-based inquiry, research, and synthesis. 3 credits. Prerequisite: Grade of C or higher in EGL 101

**POS 101 INTRODUCTION TO POLITICAL SCIENCE (SS)** Introduction to Political Science offers an understanding of how our political system works and the role of citizens in the decision making process which is so vital to a strong democracy. The course will review the structure and function of our political system, debate and analyze current political issues, and provide an overview of politics in settling economic, social, and foreign policy. 3 credits

**PSY 101 INTRODUCTION TO PSYCHOLOGY (SS)** Introduction to Psychology is both the scientific and philosophical study of behavior and thought. Topics covered include methods used to study behavior, perspectives on personality, biological basis of behavior, states of consciousness, human development, learning, memory, motivation, emotion, social psychology, and mental health and adjustment. 3 credits. Pre-requisite: EGL 093.

**SOC 101 INTRODUCTION TO SOCIOLOGY (SS)** Introduction to Sociology focuses on the systematic study of social interaction, social organization, social institutions, and social change. The sociological theories of functionalism, conflict theory, and symbolic interactionism are used to examine events, interactions, and patterns. Students will learn to think critically about social issues and problems that confront our society, and everyday human actions and interactions. Co-requisite: EGL 093

**SPH 121 INTERPERSONAL COMMUNICATIONS (H)** Interpersonal Communications is a survey course covering all facets of human communication. The course emphasizes basic communication skills and awareness of what contributes to effective communicating, as well as what contributes to messages miscommunicated. It also provides students with practice in verbal and listening skills. Students relate communication learning to all areas of life and career skills. Classroom discussions, activities, and experiments on a variety of topics are used as a basis for students' growing awareness of perception and skills in communication. 3 credits. Co-requisite: EGL 093.

**SPH 141 PUBLIC SPEAKING (H)** Public Speaking is the study of the principles and models of communication in conjunction with hands-on experience in the planning, structuring, and delivery of speeches. Students study and deliver several kinds of public address. The course also provides students with a model for constructive criticism to teach the students what contributes to effective public speaking. 3 credits  
Co-requisite: EGL 093.

There are no specialized accreditation or graduate certification requirements for this program and its students.

Cecil College does not contract with another institution or non-collegiate organization in providing this program.

**H. Adequacy of articulation**

Cecil College has an articulation agreement for Paralegal Studies with Widener University Delaware School of Law in Wilmington, Delaware; we have discussed these changes with them to ensure the new program will continue to meet requirements at Widener, facilitating seamless academic progression. The College is also actively exploring additional transfer options for students.

**I. Adequacy of faculty resources (as outlined in COMAR 13B.02.03.11).**

<b>Faculty Member</b>	<b>Credentials</b>	<b>Status</b>	<b>Courses Taught</b>
Jack D. Cohen, Assistant Professor, Social Sciences	M.Div. Palmer Theological Seminary	Full-time	PHI 201 Ethics – Contemporary Moral Issues PSY 101 Introduction to Psychology SOC 101 Introduction to Sociology
Adele P. Foltz, Associate Professor of Business	M.B.A. Wesley College	Full-Time	ACC 101 Accounting I
Christopher Gaspere, Assistant Professor of English	M.A. Washington College	Full-time	EGL 211 Technical Writing EGL 101 Freshman Composition
John Kelleher, Assistant Professor of History	M.A. Indiana University	Full-time	HST 101 Western Civilization I HST 102 Western Civilization II HST 201 United States History I HST 202 United States History II
Scott Kleckner, Assistant Professor of Criminal Justice	M.S. Wilmington University	Full-time	CRJ 101 Introduction to Criminal Justice System CRJ 208 Ethics in the Criminal Justice System CRJ 214 Delinquency and Juvenile Justice
Mark Krysiak, Business Lectureship	M.B.A. University of Baltimore	Full-time	BUS 187 Business Ethics
Nathanael R. Tagg, Associate Professor of English	M.F.A. Rutgers University	Full-time	EGL 102 Composition and Literature
Candace Vogelsong, Associate Professor of Business	M.S. Wilmington University	Full-time	BUS 103 Introduction to Business BUS 210 Business Law

<b>Faculty Member</b>	<b>Credentials</b>	<b>Status</b>	<b>Courses Taught</b>
Scott Walton, Assistant Professor of Business	M.B.A. Loyola University	Full-time	CIS 101 Introduction to Computer Concepts
Jacqueline Wilson, Assistant Professor of Computer Science	M.L.A. Harvard University	Full-time	CSC 110 Ethics in Information Technology
Douglas Baralo	J.D. University of Maryland	Adjunct	CRJ 205 Criminal Law
Lori Channell	M.Ed. Grand Canyon University	Adjunct	SPH 121 Interpersonal Communications SPH 141 Public Speaking
Merril Holloway	M.A. American Public University	Adjunct	POS 101 Introduction to Political Science POS 201 American Government SOC 105 Perspectives in Human Diversity
Robyn Hunt	M.S.W. University of Wisconsin – Milwaukee	Adjunct	SWK 101 Introduction to Social Work
Metty Messick	M.A., M.Div. Asbury Theological Seminary	Adjunct	HCD 270 Ethical Issues in Healthcare

**J. Adequacy of library resources (as outlined in COMAR 13B.02.03.12).**

Cecil College's Cecil County Veterans Memorial (CCVM) Library is a member of Maryland Digital Library and the Maryland Community College Library Consortium. CCVM Library has reciprocal borrowing privileges with the other community college libraries within the State of Maryland.

Students enrolled in the Paralegal Studies program will receive a subject specific library classroom orientation upon faculty request or students can make an appointment to meet one-on-one with the instructional librarian for assistance. During a classroom orientation students can learn how to access and search the databases, online catalog for print and eBooks, and subject guides.

The library subscribes to the following relevant databases for Paralegal Studies: EBSCO Academic Search Complete, eBooks Academic Collection, Business Source Premier, Gale's Opposing Viewpoints, ProQuest Central, and ProQuest Criminal Justice.

Instructors have the option to place textbooks and DVDs on Reserve in the library for their courses, or the library can purchase textbooks and DVDs to place on Reserve for student use. The library staff always welcomes and encourages faculty to submit requests for books, multi-media resources, and databases, and Inter-Library Loan to support their instruction throughout the academic year. The library staff strives to honor full-time and part-time faculty requests in a timely manner.

**K. Adequacy of physical facilities, infrastructure and instructional equipment (as outlined in COMAR 13B.02.03.13)**

All students have the opportunity to utilize all physical facilities on campus including the Library, the Arts and Sciences Building, the Engineering and Math Building, Physical Education Complex, and the

Technology/Conference Center, which houses the computer lab, a student lounge / dining area and a Conference Center.

The department has sufficient dedicated office space for program faculty, staff, and students. Faculty offices include a desk and multiple chairs available for private conferences with students and/or faculty, bookshelves for department resources and a locked file cabinet to secure program materials.

There is also dedicated office space for adjunct faculty. The adjunct offices are equipped with computers, desks, chairs and telephones.

Multiple conference rooms are available for faculty meetings and or private conferences with students in the Engineering and Math Building, the Arts and Science Building, and the Physical Education Complex.

Available technology includes state-of-the-art electronic classrooms with interactive white boards, projection systems, immediate capture and documentation cameras, wireless internet access, and the College-wide course management system Blackboard, which can provide on-line learning to supplement courses.

The North East campus computer lab, housed in the Technology Center, provides 28 computers and technology resource staff, during regular lab hours, to assist students. The Writing Center is a free service to all Cecil College students. Tutors are available during a variety of day and evening hours to assist students with reading and writing assignments in any subject. Free subject matter tutoring is also available to all students upon request.

**L. Adequacy of financial resources with documentation (as outlined in COMAR 13B.02.03.14)**

**TABLE 1: RESOURCES**

	<b>Resource Categories</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
1.	Reallocated funds	\$0	\$0	\$0	\$0	\$0
2.	Tuition/Fee Revenue (c + g below)	\$36,951	\$40,208	\$45,472	\$49,028	\$54,735
a.	Number of F/T students	3	3	4	4	5
b.	Annualized Tuition/Fee Rate <sup>2</sup>	\$3,597	\$3,696	\$3,828	\$3,927	\$4,059
c.	Total F/T Revenue (a x b)	\$10,791	\$11,088	\$15,312	\$15,708	\$20,295
d.	Number of P/T students	12	13	13	14	14
e.	Credit Hour Rate	\$109	\$112	\$116	\$119	\$123
f.	Annualized Credit Hour Rate <sup>3</sup>	\$2,180	\$2,245	\$2,313	\$2,382	\$2,454
g.	Total P/T Revenue (d x e x f)	\$26,160	\$29,120	\$30,160	\$33,320	\$34,440
3.	Grants, Contracts & other External Sources	\$0	\$0	\$0	\$0	\$0
4.	Other Sources	\$4,962	\$5,272	\$5,686	\$5,996	\$6,410
	<b>Total (add 1-4)</b>	<b>\$41,913</b>	<b>\$45,480</b>	<b>\$51,158</b>	<b>\$55,024</b>	<b>\$61,145</b>

<sup>2</sup> Assumes Cecil County resident taking 33 credits per year.

<sup>3</sup> Assumes Cecil County resident taking 20 credits per year.

Given current enrollments in the Arts and Sciences Transfer – Paralegal Option program, we anticipate that we will enroll about 15 students in year 1, followed by modest growth in the program. Approximately 80 percent of Cecil’s students are part-time students and 20 percent are full-time students; our projected total enrollment has been allocated on this ratio.

We are projecting tuition increases of 3% each year. Other sources of revenue include Student Development fees (\$8/credit) and Registration fees (\$75/semester). On average, full-time Cecil students take 33 credits per year; part-time students average 20 credits per year.

**TABLE 2: EXPENDITURES**

	<b>Expenditure Categories</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
1.	<b>Faculty (b + c below)</b>	\$10,487	\$10,659	\$10,835	\$11,013	\$11,195
a.	# FTE	.15	.15	.15	.15	.15
b.	Total Salary	\$7,725	\$7,841	\$7,958	\$8,078	\$8,199
c.	Total Benefits	\$2,762	\$2,819	\$2,876	\$2,936	\$2,996
2.	<b>Admin. Staff (b + c below)</b>	\$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.	<b>Support Staff (b + c below)</b>	\$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.	<b>Equipment</b>	\$0	\$0	\$0	\$0	\$0
5.	<b>Library</b>	\$0	\$0	\$0	\$0	\$0
6.	<b>New or Renovated Space</b>	\$0	\$0	\$0	\$0	\$0
7.	<b>Other Expenses</b>	\$0	\$0	\$0	\$0	\$0
	<b>Total (Add 1-7)</b>	<b>\$10,487</b>	<b>\$10,659</b>	<b>\$10,835</b>	<b>\$11,013</b>	<b>\$11,195</b>

Students in this program take many courses which are also parts of other academic programs. We anticipate that the chair of our Social Science Department will devote 10% of his time to administration and recruitment for this program. A Criminal Justice faculty member will devote 5% of his time to assisting in these tasks. This program will otherwise be implemented within existing faculty resources and administrative staff, so there are no new expenses for personnel. Salaries listed above are forecasted to increase 1.5% each year, while health benefits are estimated to be 30% of salary. Library resources and equipment are budgeted within the general operating budget on an ongoing basis.

**M. Adequacy of provisions for evaluation of program (as outlined in COMAR 13B.02.03.15).**

Faculty members are evaluated every semester by students enrolled in their courses. The College uses an electronic survey process (Evaluation Kit) and students are required to complete the evaluation within a specified time frame at the end of the semester or they are locked out of the learning management system (Blackboard) until they complete the survey. This has resulted in a very high response rate for all courses. In addition, faculty members are assessed in the classroom by the appropriate Dean or designee each semester for their first year at Cecil College, annually for the next two years, and every three years thereafter.

All faculty members are contractually obligated to complete an annual report that includes course evaluation results.


The College's Assessment Plan requires that each learning goal for an academic program be reviewed at least once every four years. These assessments are used to make necessary improvements to the program. In addition, the College has an established Comprehensive Program Review process through which programs evaluate their strengths and opportunities every eight years.

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

Cecil College embraces the value of diversity, strives to continuously foster inclusiveness, and has identified "college-level competency in awareness of ...cultural diversity..." as one of the institution's seven General Education learning goals.

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

The Paralegal Studies program is not directly related to an identified low productivity program.

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

Not applicable.