



Division of Academic Programs

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April 30, 2019

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 Communication Studies
HEGIS Code 0601.00; CIP Code 09.0100

If there are any questions about this request, please contact Colleen Flewelling, Associate Dean of Academic Assessment and Development, at cflewelling@cecil.edu or 443-674-1948.

Sincerely,

A handwritten signature in blue ink that reads "Christy Dryer".

Christy Dryer, DNP
Vice President, Academic Programs



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

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

- | | |
|---|---|
| <input checked="" 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 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 Submitted: <input checked="" type="radio"/> Yes <input type="radio"/> No	Payment Type: <input type="radio"/> R*STARS <input checked="" type="radio"/> Check	Date Submitted:
Department Proposing Program	Visual Communications	
Degree Level and Degree Type	AA	
Title of Proposed Program	Communication Studies	
Total Number of Credits	60	
Suggested Codes	HEGIS: 60100	CIP: 90100
Program Modality	<input checked="" type="radio"/> On-campus <input type="radio"/> Distance Education (<i>fully online</i>) <input type="radio"/> Both	
Program Resources	<input checked="" type="radio"/> Using Existing Resources <input type="radio"/> Requiring New Resources	
Projected Implementation Date	<input checked="" type="radio"/> Fall <input type="radio"/> Spring <input type="radio"/> Summer Year: 2019	
Provide Link to Most Recent Academic Catalog	URL: https://www.cecil.edu/catalog	
Preferred Contact for this Proposal	Name: Colleen Flewelling	
	Title: Associate Dean of Academic Assessment and Development	
	Phone: (443) 674-1948	
	Email: cflewelling@cecil.edu	
President/Chief Executive	Type Name: Mary W. Bolt	
	Signature: <i>Mary W Bolt</i>	Date: <i>4/17/19</i>
	Date of Approval/Endorsement by Governing Board: 03/28/2019	

Revised 6/13/18

**CECIL COLLEGE
NEW PROGRAM PROPOSAL
AA COMMUNICATION STUDIES
HEGIS 0601.00 CIP 09.0100**

A. Centrality to institutional mission statement and planning priorities:

Cecil College’s Associate of Arts in Communication Studies provides the first two years of study towards a Bachelors in Communication Studies. This degree offers a strong foundation in communication theory and practice. Students who complete a Communication Studies degree may transfer into a Communication Studies program at a four-year institution, or they may pursue careers in business, education, law, communications, publishing, or any profession that requires communication skills.

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.

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

The AA in Communication Studies prepares students for the option of further study in a Communication Studies program at a four-year institution. Students’ expenses for their degree are greatly reduced when they complete two years of their degree at Cecil College. The chart below compares tuition at 4-year state institutions which have Communication Studies programs with the cost of attending Cecil College. Decreased expenses allow many students to complete a degree they would otherwise be unable to complete, supporting goal 2 (Success) of the Maryland State Plan for Education.

Institution	Rate	Cost per credit 2018-19	Cost for 60 credits	Savings over 2 years
Cecil College	In-county	\$119	\$7,140	-
Morgan State University	In-state	\$245	\$14,700	\$7,560
Frostburg State University	In-state	\$272	\$16,320	\$9,180
Salisbury University	In-state	\$292	\$17,520	\$10,380
Towson University	In-state	\$293	\$17,580	\$10,440
University of Maryland College Park	In-state	\$360	\$21,600	\$14,460

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

A Communication Studies degree prepares students for several fields including public relations specialists, and advertising, marketing, promotions, public relations and sales managers. Maryland’s

Department of Labor, Licensing and Regulation projects an increase from 2016-2026 in the number of openings for these types of positions.¹

Field	2016-2026 Percent Change in openings in Maryland
Public Relations Specialists	+6.8%
Advertising, Marketing, Promotions, Public Relations, and Sales Managers	+6.7%
Public Relations and Fundraising Managers	+7.3%

D. Reasonableness of program duplication:

A search of the Maryland Higher Education Commission’s Academic Program Inventory database reveals one other Associate degree program in Communication Studies in Maryland.

Institution	Program Name	Degree Offered
Montgomery College	Communication Studies	Associate

Because this program is more than 50 miles from Cecil County, Cecil College’s program should not be in competition with Montgomery College’s program.

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)

A bachelor’s degree program in Communication Studies is offered at Morgan State University. Graduates of Cecil’s AA program in Communication Studies could choose to attend Morgan State to earn their bachelor’s degree.

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

The following information on degree requirements, learning outcomes, and course descriptions will be made available to students in the college catalog, which is posted on the Cecil College website. Students may also consult with advisors and faculty members to learn about these programs.

Information about new programs is clearly and accurately represented in advertising, recruiting, and admissions materials. The College’s Academic Programs unit widely shares information about the

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

requirements for new or changed degrees in MHEC-approved programs. The Admissions and Marketing departments use this information to update application and inquiry forms, internal recruitment products, and other marketing materials.

Faculty at Cecil College design all courses and programs, which are then presented to the Academic Affairs Committee, a committee comprised primarily of faculty, for approval.

The proposed AA program in Communication Studies requires the following courses:

Course Code	Courses (29 Credits)	Credits
SPH 121	Interpersonal Communication	3
SPH 141	Public Speaking	3
COM 101	Introduction to Communication Studies	3
ELECTIVES	Communication Studies Electives (Select 12 credits)	12
	ART 101 Fundamentals of Design I (H) 3	
	ART 181 Introduction to Movie Making (H) 3	
	BUS 103 Introduction to Business 3	
	BUS 187 Business Ethics 3	
	BUS 212 Principles of Marketing 3	
	COU 102 Dynamics of Human Interaction 3	
	EGL 211 Technical Writing 3	
	EGL 213 Introduction to Film (H) 3	
	EGL 214 Introduction to Journalism 3	
	MUC 128 Introduction to Audio Technology 3	
	PHI 201 Ethics – Contemporary Moral Issues 3	
	PHI 270 Ethical Issues in Healthcare 3	
	SOC 105 Perspectives in Human Diversity 3	
	SPH 201 Social Media Communication (H) 3	
	VCP 101 Photography I 4	
	VCP 111 Studio Photography I 4	
	VCP 116 Digital Imaging I 2	
	VCP 136 Multimedia Production I 4	
	VCP 210 Video Production I 4	
Electives	Elective	8

Total: 29 Credits

COURSE DESCRIPTIONS

ART101 **Fundamentals of Design I (H)** provides an introductory study of two-dimensional design. It deals with the organization of the graphic elements in effective, unified designs, whether in photography, fine arts, commercial art or everyday life. Included is a brief introduction to color theory. This course is valuable for persons anticipating a career in art, photography, media technology, or education. Credits: 3

ART181 **Introduction to Movie Making (H)** is an introduction to the theory and practice of movie making with electronic video technology. Topics include creative concept development, production planning, capturing, and editing for artistic expression. Students work in a hands-on environment to develop and produce short movies. Credits: 3

BUS103 **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. Credits: 3

BUS187 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. Credits: 3 Prerequisite: EGL101

BUS212 Principles of Marketing emphasizes the growing field of marketing. Topics studied include product service planning, marketing information management, purchasing, pricing, promotion, selling, risk management, finance, and distribution. Applicable ethics to this field are studied and discussed. In addition to the class lectures, videos and films are used to emphasize the principles. Students participate in case analysis and various marketing projects. Familiarity with computer applications, including Internet operations and some word processing, is essential for success in this course. Credits: 3

COM101 Introduction to Communication Studies (H) is a foundation for theories of communication focusing specifically on relational, group, public, and cultural communication contexts. Students will practice written and oral communication skills as informed by communication theory. Credits: 3. Co-requisites: EGL 101

COU102 Dynamics of Human Interaction (SS) utilizes a group counseling approach to the study of personal growth and healthy personality. Needs of the group determine the topics to be emphasized from among the following: influence of self-concept and self-esteem upon college achievement, self-disclosure as a means of building friendships, coping with stress and anxiety, patterns of sexual behavior, ideas for improving marriage relationships, and development of the ability to relate to other individuals in productive and meaningful ways. This course provides an opportunity to increase interpersonal effectiveness via lectures, discussions, and direct student involvement in an on-going group experience. Credits: 3

EGL211 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. Credits: 3 Prerequisite: EGL101

EGL213 Introduction to Film (H) introduces students to cinematic theory, practice, and criticism. Through readings, class discussions, and lectures, the student should discover the ways in which directors communicate through the art form of film. Special emphasis will be placed on developing "cineliteracy," the literacy of the cinema. Credits: 3 Prerequisite: EGL102

EGL214 Introduction to Journalism introduces students to the basics of reporting and news writing. Students will learn about researching articles, reporting, and conducting interviews, then use those skills to write several articles. Students learn the history of news coverage, news judgment, the importance of the First Amendment, and basic libel law. The course emphasizes the reporting and writing skills necessary for newswriting work. Credits: 3 Prerequisite: EGL101

MUC128 Introduction to Audio Technology (I) provides instruction and hands-on experience with a variety of audio equipment. Students learn the principles of electricity, electronics, acoustical theory, and the operation of audio equipment. Credits: 3

PHI201 Ethics – Contemporary Moral Issues (H) introduces students to philosophical thinking about morality, moral problems, and moral judgments. Credits: 3 Prerequisite: EGL093

PHI270 Ethical Issues in Healthcare (H) 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. Credits: 3 Prerequisite: EGL101

SOC105 Perspectives in Human Diversity (SS) 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. Credits: 3 Prerequisite: EGL093

SPH121 Interpersonal Communications (H) 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. Credits: 3 Corequisite: EGL093

SPH141 Public Speaking (H) 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. Credits: 3 Corequisite: EGL093

SPH201 Social Media Communications examines strategic use of digital and social media platforms and tools for professional communication purposes, with an emphasis on hands-on experience and skill. Students learn to analyze social media for public relations and communication industries. Credits: 3

VCP101 Photography I introduces the art and craft of photography. Students learn digital camera operation, digital scanning, and print production. Emphasis is placed on visual thinking and visual communication. Students complete weekly lab assignments in addition to class activities, to produce a portfolio of fine black and white and color photographs. Credits: 4

VCP110 Portrait Photography introduces light techniques for studio and location portraiture along with posing techniques for individual and group shots. Professional software application techniques for post processing and retouching are covered. Business principles and practices for running a portrait studio are introduced. The class includes demonstrations and hands-on activities. In addition to classroom instruction, students reserve three to four hours weekly in the VCP studios and lab to complete the course. Credits: 4 Prerequisite: VCP101

VCP111 Studio Photography I introduces the art and craft of studio photography. Students will use digital cameras for commercial applications. Studio lighting is emphasized for portrait, fashion, and advertising product photography. Students complete weekly studio and lab assignments, in addition to

class activities, to produce a studio photography portfolio. Photography business practices are introduced. Credits: 4 Prerequisite: VCP101

VCP116 **Digital Imaging I** introduces the student to the creation and manipulation of electronic imagery. Students learn to import digital images; scan film, prints, and artwork; create and manipulate images; prepare images for print, and use in many other applications. Credits: 2

VCP136 **Multimedia Production I** introduces students to the development of interactive and new media design. Utilizing industry-standard software students learn how to produce responsive designs that interact with the viewer. The principles of object oriented programming are taught using ActionScript 3 and JavaScript in the Adobe Flash and Edge Animate environments. Usability, typography, composition, user interface design, color, and overall visual communication and aesthetics are emphasized. Students will produce a final interactive portfolio that demonstrates their understanding of usability design. Credits: 4 Prerequisite: VCP117

VCP210 **Video Production I** introduces students to the techniques of video production. Emphasis is placed on problem-solving scenarios and hands-on experience. Several short video programs are directed and produced. Students have the opportunity to work on an individual basis as well as in teams. Credits: 4

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

- Apply the theories of communication to interpersonal, organizational and public communication.
- Use their knowledge of subject position in order to communicate more effectively and negotiate difference.
- Use critical thinking in order to structure and deliver messaging in interpersonal, organizational and public settings.
- Show familiarity with, and be able to conduct, basic communication research.
- Create persuasive arguments.

In addition, all Communication Studies students take the following General Education requirements

General Education Requirements (31 credits)		General Education Code	Credits
ART/HUM	Arts and Humanities Elective	H	6
EGL 101	College Composition	E	3
EGL 102	Composition and Literature	H	3
HST	History Elective	H	3
MAT	Math Elective	M	3
SCI	Science Electives	S/SL	7
SOC SCI	Social Science Electives	SS	6

EGL101 **College Composition (E)** 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.

EGL102 **Composition & Literature (H)** introduces students to the genres of fiction, poetry, and drama in order to gain a fuller understanding and appreciation of these literary forms. Several brief compositions and an analytical research paper are assigned. Credits: 3 Prerequisite: EGL101

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

H. Adequacy of articulation

Cecil College is pursuing an articulation agreement with Towson University for this program.

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

Faculty Member	Credentials	Status	Courses Taught
Wayne Beckles, Associate Professor of Social Work	Ed.D. Morgan State University (Education)	Full-time	SOC 105 Perspectives in Human Diversity
Kelsey Bianca, Assistant Professor, Social Sciences	M.A. Washington College (Psychology)	Full-time	SPH 141 Public Speaking
Jack D. Cohen, Assistant Professor, Social Sciences	M.Div. Palmer Theological Seminary (Divinity)	Full-time	PHI 201 Ethics – Contemporary Moral Issues
Craig Frischkorn, Professor of English	Ph.D. State University of New York at Buffalo (English Studies)	Full-time	EGL 213 Introduction to Film
Christopher Gaspere, Assistant Professor of English	M.A. Washington College (English)	Full-time	EGL 101 Freshman Composition EGL 211 Technical writing
Adam Jacono, Assistant Professor of Visual Communications	M.F.A. East Carolina University (Photography)	Full-time	VCP 101 Photography I
Daniel Krukosky, Director of Arts and Communications	M.S. Wilmington University (Internet and Networking Design and Technology)	Full-time	VCP 116 Digital Imaging I VCP 210 Video Production I

Faculty Member	Credentials	Status	Courses Taught
Mark Krysiak, Lecturer in Business	M.B.A. University of Baltimore (Business)	Full-time	BUS 187 Business Ethics BUS 212 Principles of Marketing
Allison Symonds, Professor of English	M.A. University of Delaware (English)	Full-time	EGL 214 Introduction to Journalism
Nathanael Tagg, Associate Professor of English	M.F.A. Rutgers University (English)	Full-time	EGL 102 Composition and Literature
Candace Vogelsong, Associate Professor of Business	M.B.A., Wilmington College (Business)	Full-time	BUS 103 Introduction to Business
Brandon Boas	B.S. University of Baltimore (Simulation and Digital Entertainment)	Part-time	VCP 136 Multimedia Production I
Eric Bostic	B.S. The Art Institute of Philadelphia (Audio Production)	Part-time	MUC 128 Introduction to Audio Technology
Jennie Campbell	A.A.S. Cecil College (Visual Communications – Professional Photography)	Part-time	VCP 111 Studio Photography I
Mary Durange	M.S. College of Notre Dame of Maryland (Nursing)	Part-time	COU 102 Dynamics of Human Interaction
Erica Harney	M.F.A. Pennsylvania State University (Art)	Part-time	ART 101 Fundamentals of Design I
Karen Long	M.A.T. Wayne State College (English and Speech)	Part-time	SPH 121 Interpersonal Communication
Metty Messick	M.A., M.Div. Asbury Theological Seminary (Divinity)	Adjunct	PHI 270 Ethical Issues in Healthcare
Robert Moreland	A.A.S. Cecil College (Video Production)	Part-time	ART 181 Introduction to Movie Making

COM 101 Introduction to Communication Studies and SPH 201 Social Media Communications are new courses for which the College is seeking an instructor.

Faculty have several opportunities for ongoing professional development in pedagogy. Cecil College's instructional technologist offers regular workshops on using technologies to improve both face-to-face and online teaching. In addition, each semester she offers the Quality Matters-based Professional Development for Online Teaching (PDOT) course on best practices in online teaching. The College also

funds faculty participation in academic conferences, including conferences focused on pedagogical topics. In January 2019, Cecil College hosted the annual conference of the Association of Faculties to Advance Community College Teaching (AFACCT); more than 35 full-time and adjunct faculty attended. In 2018-19, Cecil College also piloted the Faculty Guild professional development program with selected full-time and part-time faculty.

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

Cecil College's Cecil County Veterans Memorial Library is a member of Maryland Digital Library (MDL) and the Maryland Community College Library Consortium (MCCLC). CCVM Library has reciprocal borrowing privileges with other community college libraries within the state of Maryland. CCVM Library also subscribes to Inter-Library Loan, where students and faculty can request physical books, eBooks, and scholarly articles from institutions nationwide.

Students in the Associate of Arts in Communication Studies program can make an appointment to meet one-on-one or in groups with the Instructional Librarian for assistance with the following: narrowing down a research topic, finding articles in the library databases, finding books and eBooks, evaluating resources, and crafting citations. The Instructional Librarian also visits classes upon request to teach library information sessions tailored to class projects and curricula.

The library subscribes to the following online databases relevant to the Communication Studies program: Asian & European Business Collection, Business Market Research Collection, Business Source Premier, Career and Technical Education, Computing, Global Breaking Newswires, Grove Music Online, Hoover's Company Profiles, Humanities International Complete, International Newsstream, Linguistics Database, Opposing Viewpoints in Context, Political Science, Public Health, Regional Business News, Telecommunications, and US Newsstream. Content within CCVM's physical and eBook collections also cover topics under program required classes and electives.

CCVM Library has a number of required course textbooks for the program on reserve for students to use in house. CCVM Library staff welcomes and encourages faculty to submit requests for books, multi-media resources, and databases to support their instruction throughout the academic year.

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, housing 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 smart 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)

1. Complete [Table 1: Resources \(pdf\)](#) and [Table 2: Expenditure\(pdf\)](#). [Finance data\(pdf\)](#) for the first five years of program implementation are to be entered. Figures should be presented for five years and then totaled by category for each year.

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)	\$11,067	\$16,226	\$23,064	\$28,702	\$29,380
a.	Number of F/T students	1	1	2	2	2
b.	Annualized Tuition/Fee Rate ²	\$3,927	\$4,026	\$4,092	\$4,191	\$4,290
c.	Total F/T Revenue (a x b)	\$3,927	\$4,026	\$8,184	\$8,382	\$8,580
d.	Number of P/T students	3	5	6	8	8
e.	Credit Hour Rate	\$119	\$122	\$124	\$127	\$130
f.	Annualized Credit Hour Rate ³	\$2,380	\$2,420	\$2,480	\$2,540	\$2,600
g.	Total P/T Revenue (d x e x f)	\$7,140	\$12,200	\$23,064	\$28,702	\$29,380
3.	Grants, Contracts & other External Sources	\$0	\$0	\$0	\$0	\$0
4.	Other Sources	\$1,344	\$1,982	\$2,736	\$3,398	\$3,654
	Total (add 1-4)	\$12,411	\$18,208	\$25,800	\$32,100	\$33,034

The College expects to enroll 4 students in the first year, 6 in the second, and 8 in the third year of the program. After that, we anticipate enrollment will stabilize at 10 students per year. 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.

² Assumes Cecil County resident taking 35 credits per year.

³ Assumes Cecil County resident taking 20 credits per year.

We are projecting tuition increases of 2% 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 take 20 credits per year on average.

TABLE 2: EXPENDITURES

	Expenditure Categories	Year 1	Year 2	Year 3	Year 4	Year 5
1.	Faculty (b + c below)	\$11,048	\$11,229	\$11,413	\$11,601	\$11,792
a.	# FTE	0.1	0.1	0.1	0.1	0.1
b.	Total Salary	\$7,650	\$7,765	\$7,881	\$7,999	\$8,120
c.	Total Benefits	\$3,398	\$3,464	\$3,532	\$3,602	\$3,672
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)	\$11,048	\$11,229	\$11,413	\$11,601	\$11,792

This program will be implemented with existing faculty resources and administrative staff, so there are no new expenses for personnel. Students in this program take many courses which are also parts of other academic programs. We anticipate that the chair of our Visual Communications Department will devote 10% of his time to administration and recruitment for this program.

Salaries are forecasted to increase 1.5% each year, while health benefits are forecasted to increase 2.5% each year. 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. Student course evaluations are an important component in the College's process of monitoring student satisfaction.

All faculty members are contractually obligated to complete an annual report that includes assessment results. Faculty satisfaction is monitored through the Great Colleges to Work For Survey, which is administered every two years.

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 improvements to the program. In addition, the College has an established Comprehensive Program Review process through which programs evaluate their strengths, opportunities, and cost effectiveness every eight years.


Student retention rates are regularly monitored by the division dean.

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, and strives to continuously foster inclusiveness, and has identified "Graduates will illustrate knowledge of ...the Diversity of Human Cultures" as one of the institution's six General Education learning goals.

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

This program is not related to low productivity programs 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).

Cecil College is a member of NC-SARA and follows C-RAC guidelines for distance education.