

COVER PAGE

INSTITUTION: Indiana University Purdue University Indianapolis (IUPUI)

COLLEGE/SCHOOL: School of Journalism

DEPARTMENT: NA

DEGREE PROGRAM TITLE: Master of Arts in Sports Journalism

FORM OF RECOGNITION TO BE AWARDED/DEGREE CODE: Master of Arts in Sports Journalism

SUGGESTED CIP CODE:

LOCATION OF PROGRAM/CAMPUS CODE: Indianapolis/IUINA

PROJECTED DATE OF IMPLEMENTATION: Fall 2010

DATE PROPOSAL WAS APPROVED BY
INSTITUTIONAL BOARD OF TRUSTEES: _____

SIGNATURE OF AUTHORIZING
INSTITUTIONAL OFFICER

DATE

DATE RECEIVED BY
COMMISSION FOR HIGHER
EDUCATION

COMMISSION ACTION (DATE)

ABSTRACT

M.A. in Sports Journalism

To be offered on-campus and via distributed learning by
Indiana University Purdue University Indianapolis (IUPUI)

Objectives:

The proposed Master of Arts in Sports Journalism is a program of 30 credit hours of courses designed to prepare graduates for positions in journalism in sports journalism. This discipline is in significant demand now and will remain so in the future. This degree program is designed to produce highly qualified and educated graduates to fill positions with traditional mass media corporations as well as new-media outlets locally, nationally and internationally.

The degree will have core courses to which specialized course work will be added. In addition, the program will include courses taken in other schools and departments designed to provide graduates with a basic understanding of the general role of sports and journalism in society.

This degree will initially be offered exclusively on-campus, and will be extended to distributed education models via the Internet to be offered nationally and internationally at some point in the future.

The sports journalism degree will focus on preparing students for careers in sports media. It will focus on the converging worlds of print journalism, electronic media, public relations, advertising, documentary and emerging technologies as expressed in the new commercial reality of sport.

Specific objectives for the sports program include:

- Competency in understanding the sports industry and its many components
- Demonstrated understanding of traditional journalistic values and ethical standards, and the emerging new media field in sports
- Competency in oral and written communication skills as measured in published articles, reporting packages and stand-ups
- Competency in the acquisition, editing and publication preparation of digital still pictures and video
- Competency in technical skills needed to produce compelling visual stories for audiences in innovative ways
- Education and training on multiple platforms, including digital media, traditional broadcasting, print and social media.
- Completion of internship at an area sports organization

Clientele to be Served:

Students in this program are expected to be drawn from two primary arenas: graduating seniors who seek to pursue graduate work as well as professionals with varied life experiences; it is envisioned that students from both categories will be drawn from Indiana as well as nationally and internationally. Specifically, it will meet the needs of students with bachelor's degrees in journalism and those with degrees in other fields; journalists who want more education in a specialized field; and graduates who wish to continue their education and career development. A diverse student body will enhance the program's efficacy and will enable students to share ideas and gain knowledge from professors, practitioners and colleagues. The program initially will mature to approximately 20 student admissions per year for a total number of 60 students in the program at any one time.

Curriculum:

The Master's Degree in Sports Journalism is a 30 credit hour program that will be housed in the Indiana University School of Journalism at IUPUI.

The program will focus on preparing students for careers in sports media. It will focus on the converging worlds of print journalism, electronic media, public relations, advertising, documentary and emerging technologies as expressed in the new commercial reality of sport. As a result, this curriculum stresses an understanding of the business of sports as well as the acquisition of practical skills in sports media.

To facilitate this approach, a tentative agreement has been made with the IU School of Law to cooperate on a course in sports law. Gary Roberts, dean of the Law School, has expressed enthusiastic support for the sports journalism master's degree.

Students in the program will take a core of journalism courses (18 credit hours).

Employment Possibilities:

Within the context of this proposal, most students will already be employed and, thus, will not need employment assistance. Students coming directly from undergraduate programs will gain insight into the range of employment possibilities by mixing in classes with employed professionals, as both groups advance their level of knowledge, skills and abilities.

Plunkett Research estimated the size of the sports business industry at \$410 billion. It is about the same size as the retail food industry. According to the *Sports Business Journal*, "Amid the worst economy since the Depression, sports still is one of the fastest-growing industries in the United States." The media are a primary component and formal education helps prepare students for future careers. Indianapolis is the Amateur Sports Capital of the World and is conveniently located in the Midwest. It is home to the NCAA, National Institute for Fitness and Sport, American College of Sports Medicine, National Federation of State High School Associations, USA Gymnastics, USA Track & Field, U.S. Diving, Black Coaches Association, Indy Racing League, Indianapolis Colts (NFL), Indiana Pacers (NBA), Indianapolis Indians (AAA baseball), Indiana Fever (WNBA) and Indiana Ice (USHL). The city has been named to host the 2012 Super Bowl and will be home to the Final Four for the seventh time in 2010.

A. Program Description

1. Describe the proposed program and state its objectives

The proposed Master of Arts in Sports Journalism is a program of 30 credit hours of courses designed to prepare graduates for positions in journalism in sports journalism. This discipline is in significant demand now and will remain so in the future. This degree program is designed to produce highly qualified and educated graduates to fill positions with traditional mass media corporations as well as new-media outlets locally, nationally and internationally.

The degree will have core courses to which specialized course work will be added. In addition, the program will include courses taken in other schools and departments designed to provide graduates with a basic understanding of the general role of sports and journalism in society.

This degree will initially be offered exclusively on-campus, and will be extended to distributed education models via the Internet to be offered nationally and internationally at some point in the future.

The sports journalism degree will focus on preparing students for careers in sports media. It will focus on the converging worlds of print journalism, electronic media, public relations, advertising, documentary and emerging technologies as expressed in the new commercial reality of sport.

Specific objectives for the sports program include:

- Competency in understanding the sports industry and its many components
 - Demonstrated understanding of traditional journalistic values and ethical standards, and the emerging new media field in sports
 - Competency in oral and written communication skills as measured in published articles, reporting packages and stand-ups
 - Competency in the acquisition, editing and publication preparation of digital still pictures and video
 - Competency in technical skills needed to produce compelling visual stories for audiences in innovative ways
 - Education and training on multiple platforms, including digital media, traditional broadcasting, print and social media.
 - Completion of internship at an area sports organization
- 2. Describe admission requirements, anticipated student clientele, and student financial support.**

Admission Requirements:

Applicants for admission to the program will be required to already have completed a minimum of a Bachelor's Degree from an accredited U.S. university with a superior record of achievement. Applicants with degrees from other universities will be evaluated on an individual basis by the

same essential criteria. To be considered, applicants must provide an official transcript of their undergraduate degree.

Applicants will be required to achieve an appropriate level of achievement on the Graduate Record Examination General Test, or otherwise demonstrate their preparedness for graduate study.

All applicants will submit a 500-word statement of purpose outlining their purpose in attending this program and will provide a minimum of three letters of recommendation.

International students must take and submit scores from the TOEFL examination or its IUPUI equivalent, IELTS.

All applicants must have completed, or agree to compete within the first year of study, the following prerequisite courses:

- A course in communication law (J300, Communication Law)
- An introductory writing course (J200, Reporting, Writing and Editing I, or demonstrate equivalent and appropriate professional experience)
- An introductory course in visual communication (J210, Visual Communication, or demonstrate equivalent and appropriate professional experience)

Anticipated Student Clientele

Students in this program are expected to be drawn from two primary arenas: graduating seniors who seek to pursue graduate work as well as professionals with varied life experiences; it is envisioned that students from both categories will be drawn from Indiana as well as nationally and internationally. Specifically, it will meet the needs of students with bachelor's degrees in journalism and those with degrees in other fields; journalists who want more education in a specialized field; and graduates who wish to continue their education and career development. A diverse student body will enhance the program's efficacy and will enable students to share ideas and gain knowledge from professors, practitioners and colleagues. The program initially will mature to approximately 20 student admissions per year for a total number of 60 students in the program at any one time.

Student Financial Support

We will not have additional financial aid available. However, research in the market indicates that financial support is not likely to be necessary and its absence will not adversely impact the program.

3. Describe the proposed curriculum

The Master's Degree in Sports Journalism is a 30 credit hour program that will be housed in the Indiana University School of Journalism at IUPUI.

The program will focus on preparing students for careers in sports media. It will focus on the converging worlds of print journalism, electronic media, public relations, advertising, documentary and emerging technologies as expressed in the new commercial reality of sport. As a result, this curriculum stresses an understanding of the business of sports as well as the acquisition of practical skills in sports.

To facilitate this approach, a tentative agreement has been made with the IU School of Law to cooperate on a course in sports law. Gary Roberts, dean of the Law School, has expressed enthusiastic support for the sports journalism master's degree.

Journalism Core Courses.

All students in the sports journalism degree will be required to take a core of 6 courses (18 credit hours) in the School of Journalism. These courses are:

J5xx Business of Sports Media

J5xx Sports Journalism and Society

J5xx Sports Law

J501 Public Affairs Reporting

J510 Media and Society Seminar

J700 Specialized Reporting Project

General Electives (12) can be taken in the School of Journalism or in other schools offering appropriate courses.

J804 Readings and Research in Journalism

J5xx Advanced Sports Reporting

J5xx Advanced Sports Broadcasting

J5xx Advanced Online Sports Journalism

J5xx Advanced Broadcasting Sports Production

J5xx Coverage of Amateur Athletics

J5xx Coverage of Professional Sports

Journalism Courses included in the program:

J5xx Business of Sports Media: A history of how media have evolved from radio, network television and magazines into the multi-dimensional world of regional and national cable, the internet, the networks, massive rights fees and other new elements. The way sports media provide so much of the revenue for sports as an entertainment industry has made it the anchor for the sports industry.

J5xx Sports Journalism & Society: Provides a broad understanding of how social issues impact sports and how sports impacts society. Included will be a historical overview of sports, athletes' rights, race and gender in sports, the Olympics and international sports, youth sports, the commercialization of sports and the influence of the media on sports.

J5xx Sports Law: Legal issues applicable to a sports context, developing familiarity with the legal terminology and broad understanding of key concepts in tort, contract, constitutional and common law. Employment, labor, antitrust and agency law are also key components of this course.

J501 Public Affairs Reporting: Lectures and roundtable discussion of problems in covering public affairs issues at the national, state, and local levels. Emphasis on reporting on government, social welfare agencies, elections, political parties, special interest groups and other areas of general public interest.

J510 Media and Society Seminar: Examination of structure, functions, ethics, and performance of communication and mass media, stressing a review of pertinent research literature. Analysis of media policies and performance in light of communication theory and current economic, political and social thought.

J700 Specialized Reporting Project

J804 Readings and Research in Journalism

J5xx Advanced Sports Reporting: An intensive, in-depth and practical instruction on reporting and writing for print, magazines and the Web. This course will include a broad range of sports writing, from long-form narrative for magazines to twittering on the Web. It also will explore the essentials of beat reporting, with experiential learning at live press conferences and events.

J5xx Advanced Sports Broadcasting: An intensive, in-depth and practical instruction of sports broadcasting. This course will include instruction in everything from play-by-play broadcasting of live events to the art of interviewing for television to writing and editing long segments.

J5xx Advanced Online Sports Journalism: A hands-on, practical course that will instruct students on how to envision, build, design and produce a sports web site. Students will receive substantive training in the software used to produce web videos, podcasts and interactive graphics. And, students will be taught how to marry all of those elements into a compelling website.

J5xx Advanced Broadcasting Sports Production: A course providing instruction in the behind-the-scenes production of a sportscast. Students will be exposed to the basics of directing, producing and editing a sports telecast. The course will include experiential learning at live events in Indianapolis and Bloomington.

J5xx Coverage of Amateur Athletics: An exploration of the coverage of intercollegiate athletics, high school sports and amateur sports. Students will examine how coverage of these sports differs from that of professional sports teams. How do the NCAA and intercollegiate sports conferences operate? What are their unique rules? Are amateur athletes covered differently than professional athletes? Is coverage more feature oriented?

J5xx Coverage of Professional Sports: An exploration of the coverage of professional sports organizations, leagues, venues, equipment and events. The course also will examine the types of employment and training career seekers will need for success in industry.

Course Status:

Of the twenty courses identified above, four are already approved for use. Those eleven are:

- J501 Public Affairs Reporting
- J510 Media and Society Seminar
- J700 Specialized Reporting Project
- J804 Readings and Research in Journalism

An additional nine courses are currently under development by faculty and industry experts and will be fully developed by January 2010 for review and approval by spring 2010. They are:

- J5xx Business of Sports Media
- J5xx Sports Journalism & Society
- J5xx Sports Law
- J5xx Advanced Sports Reporting
- J5xx Advanced Sports Broadcasting
- J5xx Advanced Online Sports Journalism
- J5xx Advanced Broadcasting Sports Production:
- J5xx Coverage of Amateur Athletics
- J5xx Coverage of Professional Sports

Sample Curriculum: Sports Journalism (This scenario is predicated on a two-year traditional program.)

Fall

- J5xx Business of Sports Media (3 credit hours)
- J501 Public Affairs Reporting (3 credit hours)
- J510 Media and Society Seminar (3 credit hours)

Spring

- J5xx Advanced Sports Reporting (3 credit hours) (elective, choice of 6 courses available)
- J5xx Sports Journalism & Society (3 credit hours)
- J5xx Sports Law (3 credit hours)

Fall

J5xx Advanced Online Sports Journalism (3 credit hours) (elective)

J5xx Coverage of Amateur Athletics (3 credit hours) (elective)

J5xx Advanced Sports Broadcasting (3 credit hours) (elective)

Spring

J700 Specialized Reporting Project (3 credit hours)

4. Describe form of recognition (type of certificate or degree and why, suggested CIP code, language to appear on diploma)

The degree awarded to those who complete the program will be a Master of Arts in Sports Journalism.. The student's diploma will indicate that they have received a Master of Arts in Sports Journalism from Indiana University.

The institution's suggested CIP code for the program is {to be supplied}.

5. List program faculty and administrators

Faculty will be drawn from the existing faculty of the School of Journalism at Indianapolis, with the extensive use of highly professional and extremely qualified professionals in journalism from the central Indiana area as well as nationally.

Sports Journalism Faculty:

Tim Franklin, Louis A. Weil, Jr. Endowed Chair, Indiana University School of Journalism at Indianapolis, and Director, National Sports Journalism Center.

Pam Laucella, Ph.D., Director Sports Journalism Graduate Studies and Coordinator Sports Journalism Sequence.

William F. Reed, A former senior writer for Sports Illustrated and a national hall of fame sportswriter and author, Reed joined Indiana University's National Sports Journalism Center in the fall of 2009 as an adjunct faculty member.

Sports Public Relations Faculty:

Robert E. Dittmer, APR, M.A., University Lecturer, Indiana University School of Journalism, Indianapolis. Dittmer directs the school's public relations programs.

School of Journalism faculty supporting the curriculum include:

Jonas Bjork, Ph.D., Professor, School of Journalism, Indiana University School of Journalism at Indianapolis

James W. Brown, MBA, Ph.D., Executive Associate Dean, Indiana University School of Journalism at Indianapolis.

Sherry Ricchiardi, Ph. D., Professor, School of Journalism, Indiana University School of Journalism at Indianapolis

6. Describe needed learning resources

Existing research facilities and capabilities are already consistent with support for this program. Budget is developed to support acquisition of one additional FTE staff member and the costs in supplies, travel, recruiting and library acquisitions. All new costs will be covered by new enrollment in the program.

7. Describe other program strengths

The IU School of Journalism has been a leader in journalism education and research for more than 100 years. This degree program is unique in breadth and depth with its emphasis in sports journalism, as there is no graduate sports journalism program anywhere in the United States. Moreover, graduate level work in sports journalism is the needed academic companion to the National Sports Journalism Center headquartered at IUPUI. The center will aid in preparing the next generation of professional sports journalists, recognizing the transitory media landscape. It has reached an agreement with the Arizona State University Business Center to arrange training seminars for professional journalists, with the first seminar tentatively planned for March 2010. The Center is home to the Associated Press Sports Editors, the nation's largest professional sports journalism organization, which includes most of the country's top sports print and online executives. With the cooperation of the Center, the School of Journalism expects to offer an undergraduate major in sports journalism in fall of 2010 with courses in interactive, broadcast, print and public relations. The graduate program is a natural progression and will enable students and practitioners to further develop skills needed to gain competitive jobs in the industry. Students will have internships with major sports news organizations, professional sports teams and others. ESPN, the Associated Press, MLB.com, the *Chicago Tribune*, the Indiana Pacers, *The Indianapolis Star* and the Big Ten Network have already committed to taking student interns from both the undergraduate and graduate level.

Another strength of the program is its location in Indianapolis. Indianapolis is a city with unmatched opportunities for internships and jobs in both amateur and professional sports. The NCAA headquarters are four blocks from the IUPUI journalism building.

B. Program Rationale

1. Institutional factors

Institutional Factors

This degree program, with its emphasis on developing knowledgeable journalists in a specialized as well as general sense, continues the campus mission of being the primary source of graduate education in central Indiana as well as supporting the economic development of central Indiana with highly trained media professionals.

This new program is consistent with the IUPUI Mission Statement and the following IUPUI goals as identified in the 2005 Trustee-approved Mission and Goals Statement:

- a. Provide effective professional and graduate programs and support for graduate students and post-doctoral fellows.

- b. Conduct world-class research, scholarship and creative activity relevant to Indianapolis, the state and beyond.
- c. Intensify commitment and accountability to Indianapolis, Central Indiana and the state.

This proposed program is completely consistent with IUPUI's mission and goals as it will connect advanced media training with the rich sports environment in Indiana, linking IUPUI with sports businesses in central Indiana.

Planning Process Resulting in this Proposal

We have offered some coursework for students completing the Master's in Journalism in Bloomington since the early 1980s. This proposal has been under development since 2005 with a major increase in activity in the 2008-2009 academic year.

Due to the national exposure of the work on the new National Sports Journalism Center, we are now seeing interest expressed in graduate work in sports journalism, the focus of this proposal.

The School of Journalism is reaching out to sports news organizations, journalists, executives, public relations professionals and alumni to form partnerships and to help further shape the program. The School of Journalism is meeting with foundations, companies and individuals to garner support for the center beyond what the university can provide. We have consulted with Clark Bell, program director of the McCormick Foundation; Joe Buck, lead sportscaster, Fox Sports; Quinn Buckner, vice president for communications and TV analyst, Indiana Pacers; Erik Christianson, director of public affairs, NCAA; Bob Williams, managing director of public and media relations, NCAA; Bill Colson, former managing editor, *Sports Illustrated*; Vince Doria, senior vice president/news, ESPN; Ron Green, director of public relations, Indy Racing League; Bob Hammel, Hall of Fame sportswriter, Bloomington *Herald-Times*, Lynn Hoppes, president, Associated Press Sports (APSE) editors; Mark Silverman, president, Big Ten Network; Dennis Ryerson, editor and vice president, *The Indianapolis Star*, Gerry Kern, editor, *Chicago Tribune*; and Lou Ferrara, managing editor for sports, entertainment and multimedia, Associated Press. These are just a sample of the individuals we have consulted.

The National Sports Journalism Center is also forming a national advisory board to help guide its programs and events. The board includes Joe Buck, Vince Doria, Bob Hammel, Tom Hiron (president and CEO of Hiron & Co., the state's largest full service advertising and PR firm), Garry D. Howard (incoming president of the APSE), Kristin Huckshorn (senior news editor for content development at ESPN), Bob Jenkins (lead television broadcaster for Indy Racing League and IU graduate), Dave Kindred (long-time sports columnist/author and member of the National Sportscasters and Sportswriters Hall of Fame), Stuart Layne (president of Seven 2 Sports Marketing; formerly executive vice president of the Boston Celtics and Seattle Mariners and co-founder of WFAN Radio in NY – the nation's first all-sports talk station), Dinn Mann (executive vice president for content for MLB Advanced Media), Sage Steele (ESPN *SportsCenter* anchor and IU grad), and Bob Williams. The sports journalism undergraduate and graduate programs have been discussed extensively with all members and they enthusiastically approve and support the idea as a much-needed addition to journalism education.

No universities in the United States offer graduate programs in sports journalism like the one proposed here. Universities offer graduate degrees in sport studies, sport management, sport

marketing, sport communication, and sport administration; however, no program offers students the opportunity to study sports journalism with the number and breadth of sport specific courses contained in this proposal. The only other graduate program is at Boston University (BU). BU offers an M.S. in journalism with a concentration in sports reporting, but it only has three sports journalism courses in its course sequence. Penn State has The John Curley Center for Sports Journalism, which explores issues and trends through instruction, outreach, programming and research. It offers four courses at the undergraduate level. Similarly, Oklahoma State has a new undergraduate program where students can earn a degree in Sports Media through the School of Journalism and Broadcasting. It focuses on preparing students for sports work in newspaper, magazine, television, and radio.

Our program proposes nine sport-specific courses and focuses on emerging technology and the digital world. It fills the gap and offers students the opportunity to gain requisite skills for jobs in the expansive and evolving field of traditional and new media.

Upon the development of the desired curriculum, it was determined that IUPUI and the School of Journalism were already offering a number of graduate level courses that could be applied to the new degree. However, the sports journalism degree needed a large number of new courses developed. These courses are ready for submission for approval.

Timeline

This proposal has been submitted in the fall of 2009 for implementation in the fall (August) 2010.

Impact on other programs

This degree will not have any impact on other disciplines since this is entirely within the scope of the School of Journalism.

Use of existing resources

This proposal and program makes use of all existing resources. Existing courses in the School of Journalism will be used with additional courses in Journalism developed. Existing faculty and physical assets will be used without additional resources being required to support this new degree program.

2. Student Demand (Table 1: Enrollment and Completion Data)

There is a need for this program in the profession and there had been a significant initial demand communicated by existing students for additional degree work at the graduate level.

As noted above, no university in the United States currently offers a sports journalism degree program like the one proposed here. Given the continued prominence of sports across all kinds of media, there is a significant opportunity to attract high-quality students from across the state, the nation and the world.

Transferability

Transfer of credits via this program will be determined as with other such graduate programs and will be consistent with standard procedures within the University Graduate School. It is anticipated that credits earned in this program will be fully transferable within the Indiana University system and other IU campuses.

3. Demand and employment factors

Sports journalism is one of the two most important areas of coverage of any news organization. The other area is news. Which is most important to people is arguable. Many people read newspapers, view TV news broadcasts, or visit web sites only to follow sports. Monday morning conversation in the workplace will usually be about how Peyton Manning and his Colts did the previous day or whether Tiger let anyone else in the world win one. While news organizations have faced tough times recently, resulting in the elimination or consolidation of sections, the sports section remains untouched. This unique master's will help our graduates remain competitive in the ever-tightening job market.

Graduates of the program will be prepared for positions in an industry that is significant both locally and statewide. According to the IU Kelley School of Business, the number of people employed in sports-related business in 2008 was more than 14,000 in Indianapolis, with an additional 17,000 positions in the rest of Indiana.

C. Program Implementation and Evaluation/Assessment

Implementation.

This program will begin implementation in the fall of 2010 with the launching of formal courses and promotions for the degree. During spring 2010, selected courses will be offered to test concept and execution, and all courses will complete campus approvals.

Evaluation/Assessment.

Assessing Student Learning Outcomes

Student learning outcomes will be assessed both quantitatively and qualitatively. Specific learning outcomes will be evaluated in individual courses through in-class discussions, quizzes, exams, extensive written assignments and project work. The School of Journalism will maintain and routinely evaluate quantitative data on student enrollment, graduation rates and retention.

Graduating students will be required to complete a survey and participate in exit interviews prior to graduation. With the continuing development of the e-portfolio system, the school will be able to include this tool in its evaluation schema.

In addition, a program advisory committee will review the program twice annually for general efficacy in the marketplace and in detail regarding curriculum. Members of this committee will annually be asked to participate in the exit interviews and provide their observations of outcomes. Tracking of graduate outcomes will include post-graduate employment data, professional contributions and achievements, promotions, etc.

Finally, surveys will be issued to each graduate at one, three, and five years after graduation to continue to assess the efficacy of the program. Surveys will be used to assess student outcomes,

graduate perspectives on course valuation, and solicit recommendations for program improvement

Assessing Program Outcomes

As is normal at IUPUI, program reviews of this and all School of Journalism programs will be conducted on a regular and recurring basis.

In addition, a systematic review of this degree program will be accomplished every three years and the results reviewed by the Advisory Committee. Review criteria is derived from *Prioritizing Academic Programs and Services: Reallocating Resources to Achieve Strategic Balance*, by R. Dickeson (1999), San Francisco: Jossey-Bass.

Those criteria includes the following:

1. History, Development, and Expectations of the Program

- Why was the specialty established?
- What were the original expectations of the specialty (target audience, anticipated enrollment numbers, identified survival threshold, stakeholders, etc.)? Have these expectations been met? Have these expectations changed?
- What were the initial origins of support?
- What is the visibility of the program?
- What is the maturity level of the program (new, still developing, fully mature?)

2. External Demand for the Program

- National demand data for the specialty (national program enrollment data)
- Local demand trend for specialty (past five years of trend data)
- How is the demand being met by competing institutions in our catchment (state) area? Are they experiencing similar enrollment trend data?
- What is the potential (documented potential) for future enrollment?
- What are the characteristics of the students who enroll in the program?
- What other forces in the external environment might affect enrollment in this program?

3. Internal Demand for the Program

- Does this specialty offer courses in which students from other campus external majors enroll? If so, what are the enrollment numbers from those students?
- Is there potential for future internal demand for the specialty?
- What is the degree of dependence the SOJ has on this specialty?

4. Quality of Program Inputs and Processes

- Faculty: What is the proportion of faculty in the specialty with terminal degrees, certification, years of experience in the specialty, scholarly contributions? How available are qualified faculty? If the program is to be retained or expanded, what are the potential faculty resources to recruit and retain? How do the faculty compare against faculty at peer institutions?
- What percentage of the instruction within the specialty is provided by full-time faculty?

- Students: What are the qualifications of the students admitted to the specialty? What is the retention rate of students? How timely do the students complete the program and graduate?
- Curriculum: To what extent does the curriculum meet the learning needs of the students? When was the last curriculum review and revision of the specialty conducted? How does the curriculum of this specialty compare to the curriculum of peer institutions?
- Adaptability to Technology: To what degree has the specialty taken advantage of technology to enhance learning and teach students the technology skills required to function in today's practice environment?
- Equipment, resources (including software, library resources), and facilities: Are the physical resources and facilities required for delivery of the specialty current and adequate?
- What additional resources are needed, if any, to raise the program's level of quality?

5. Quality of Program Outcomes

- What are the achievements of students – certification, scholarly accomplishments, and success in finding employment in area of specialty?
- What are the achievements of faculty in the specialty – in terms of teaching effectiveness, research/scholarship related to the specialty, recognition of public service?
- How has the specialty brought recognition to the school, university?
- What outcome results can be documented for the specialty? Is there any external validation of the outcomes?
- What is the extent of satisfaction of students, alumni, and employers? Public Relations Advisor Committee to review all capstone course projects at least annually and provide observations and recommendations for improvement.

6. Size, Scope, and Productivity of the Program

- How many students are enrolled in the specialty?
- How many faculty and staff are assigned to the specialty FTE's?
- What other resources are required to deliver the program?
- What is the number of credit hours generated?
- How many degrees (or certificates) are awarded annually in the specialty?
- Are the size, scope, and productivity of the program sufficient to effectively conduct the program?
- Are there opportunities for restructuring the program?

7. Revenue and other Resources Generated by the Program

- Enrollments – what internal subsidies are appropriate for the program based upon the student enrollment numbers attracted by the specialty?
- Research and program grants – what grant funding has the specialty generated for itself? Indirect costs? How reliant is the school on this source of funds?
- Has the institution been the recipient of any development funds because of the specialty?
- Has the specialty attracted any equipment funds/grants? Do other programs benefit from these resources?
- Are any funds generated by special fees to help offset cost of program?
- Any potential or anticipated funds for the specialty in the pipeline?
- Any partnerships with other agencies that are beneficial to the school?

8. Costs and other Expenses Associated with the Program

- What are the costs (direct and indirect) associated with delivering this specialty?
- Are there ways to more efficiently deliver the specialty?
- What additional investment in new resources for the specialty would be necessary to maintain or increase quality of the specialty?

9. Impact, Justification, and Overall Essentiality of the Program

- What impact has the specialty had or is likely to have?
- What are the benefits to the school as a result of offering this specialty?
- What is the relationship (fit) between the mission of the school and the mission of this specialty?
- How essential is this specialty to the school or other programs within the institution?
- Does this specialty respond to a unique societal need that the institution values?
- To what degree does this specialty help the school of nursing differentiate itself from other peer schools?

10. Opportunity Analysis of the Program

- What opportunities exist for the program that may not have been considered?
 - From the external environment?
 - To increase productivity?
 - Possible cost-containment measures due to restructuring or reshaping of specialty or delivery?
 - Innovations with curriculum and course offerings?
 - Eliminate any duplication or redundancy of offerings?
 - Any other opportunities?

D. Tabular Information: (attached)

1. Table 3: New Program Proposal Summary
2. Table 1: Enrollment and Completion Data
3. Table 2A: Total Program Direct Costs and Sources of Program Revenues
4. Table 2B: Detail on Incremental or Out-of-Pocket Costs