

NEW PROGRAM PROPOSAL FORM

Name of Institution:

The Citadel, The Military College of South Carolina

Name of Program (include degree designation and all concentrations, options, or tracks):

Bachelor of Science in Tactical Strength and Conditioning

Program Designation:

- | | |
|---|--|
| <input type="checkbox"/> Associate's Degree | <input type="checkbox"/> Master's Degree |
| <input checked="" type="checkbox"/> Bachelor's Degree: 4 Year | <input type="checkbox"/> Specialist |
| <input type="checkbox"/> Bachelor's Degree: 5 Year | <input type="checkbox"/> Doctoral Degree: Research/Scholarship (e.g., Ph.D. and DMA) |
| <input type="checkbox"/> Doctoral Degree: Professional Practice (e.g., Ed.D., D.N.P., J.D., Pharm.D., and M.D.) | |

Consider the program for supplemental Palmetto Fellows and LIFE Scholarship awards?

- Yes
 No

Proposed Date of Implementation:

Fall 2019

CIP Code: 310505

Delivery Site(s): Online

Delivery Mode:

- | | |
|--|---|
| <input type="checkbox"/> Traditional/face-to-face
*select if less than 25% online | <input checked="" type="checkbox"/> Distance Education |
| | <input checked="" type="checkbox"/> 100% online |
| | <input type="checkbox"/> Blended/hybrid (50% or more online) |
| | <input type="checkbox"/> Blended/hybrid (25-49% online) |
| | <input type="checkbox"/> Other distance education (explain if selected) |

Program Contact Information (name, title, telephone number, and email address):

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Institutional Approvals and Dates of Approval (include department through Provost/Chief Academic Officer, President, and Board of Trustees approval):

Institutional Dates of Approval

Department of Health and Human Performance: 09/07/2018
Dean of The Citadel School of Science and Mathematics: 09/07/2018
The Citadel Undergraduate Curriculum and Instruction Committee: 09/18/2018
Faculty Senate: 9/21/2018
Provost: 9/21/2018
President and Board of Visitors: 9/28/2018

Background Information

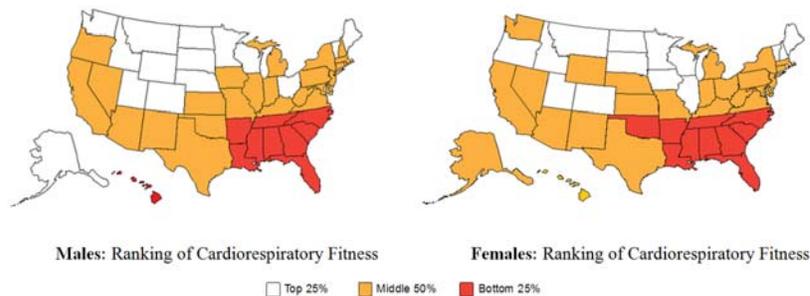
State the nature and purpose of the proposed program, including target audience, centrality to institutional mission, and relation to the strategic plan.

Nature and Purpose:

Economic and tactical Impact of low fitness on military readiness during basic combat training.

Currently 71% of young Americans cannot qualify for military service, in most cases because they are either too fat, or too physically unfit to serve¹. Among those who do qualify for military service, injuries sustained during basic training have steadily risen, are now the most common reason for delayed graduation and/or attrition from basic training, and are predominantly due to low fitness². In 2007, the armed services spent roughly \$1.5 billion for obesity-related health care expenses and costs to replace unfit military personnel³. Recent research led by The Citadel demonstrated that Army recruits from South Carolina are among the least physically fit and most likely to become injured as compared to recruits from other U.S. states⁴.

Physical Fitness Levels of US Army Recruits Entering Basic Training from 2010-2013 (n=288,468)⁴



¹ Christeson W, Dawson Taggart A, Messner-Zidell S. *Too Fat to Fight: Retired Military Leaders Want Junk Food Out of America’s Schools*. Washington, DC: Mission Readiness. 2010.

² Boivin MR, Cowan DN, Packnett ER, et al. *Accession Medical Standards Analysis & Research Activity 2016 Annual Report*. Silver Spring, MD: Walter Reed Army Institute of Research; 2016

³ Voss, J. D., G. Pavea, and F. C. Stanford. 2018. Obesity as a threat to national security: The need for precision engagement. *International Journal of Obesity*. Published online March 9, 2018. doi: 10.1038/s41366-018-0060-y

⁴ Bornstein, D., Grieve, G., Clennin, M., McLain, A., Whitsel, L., Beets, M., Hauret, K., Jones, B., Sarzynski, M. (2018). Which U.S. States Pose the Greatest Threats to Military Readiness and Public Health? Public Health Policy Implications for a Cross-Sectional Investigation of Cardiorespiratory Fitness, Body Mass Index, and Injuries Among US Army Recruits. *Journal of Public Health Management and Practice*. doi: 10.1097/PHH.0000000000000778

Additional impacts of low fitness on national security.

The problem of low physical fitness of Army recruits highlighted above is just one example of the pervasive and troublesome nature of low fitness. The economic and tactical problems associated with low physical activity and low fitness across the population extend to^{5,6}:

- All branches of the military
- All components of the military (active duty, guard, and reserve forces)
- All military service members across their lifespan, including veterans
- Police departments, fire departments and other first-responder units across the state and nation

The emerging field of Tactical Strength and Conditioning

The proposed Bachelor of Science in Tactical Strength and Conditioning is designed to meet the rapidly growing demand for experts who have the skills and knowledge to improve the fitness of military and paramilitary personnel. Currently, there is no other college or university in the country that offers a Bachelor of Science Degree in Tactical Strength and Conditioning. Graduates from this program will have the knowledge, skills, and experience required to successfully help improve the physical fitness of “tactical athletes” so that they may successfully serve and defend our communities, state, and nation. The term tactical athlete (TA) refers to military and paramilitary personnel (e.g. law enforcement officers, firefighters, first responders), who require highly unique physical training. Sport athletes also have unique physical demands for which they must be properly trained in order to succeed. TAs differ from sport athletes in that TAs’ success or failure is a matter of life and death, not wins or losses. The field of Sport Strength and Conditioning is decades-old, has successfully studied the science of developing and implementing programs to improve performance of sport athletes, and Sport Strength and Conditioning Coaches have a mean annual base salary of \$55,661⁷. The salary range for Tactical Strength & Conditioning Coaches cannot yet be determined as it is a newly emerging field. Special Forces units within the military (e.g. Navy Seals, Delta Force) have benefitted from having embedded strength and conditioning experts, experienced in working with TAs, for over ten years. Now however, the entire U.S. Armed Forces, and other paramilitary units, have recognized the need for Tactical Strength & Conditioning Coaches across all units in order to overcome the challenges of a population of Americans that is increasingly less physically fit for service.

Program Objectives

- Help establish The Citadel and the State of South Carolina as leaders in providing real-world solutions to the problems of obesity and low fitness as they relate to military readiness and national security.
- Establish an on-line undergraduate Bachelor of Science degree completion program in Tactical Strength and Conditioning in order to improve the readiness of military and paramilitary personnel, locally, nationally, and globally.
- Provide active duty military personnel with an opportunity to earn a Bachelor of Science degree that will significantly increase their earning potential and ability to receive promotion while serving in the US Armed Forces.
- Provide active duty military personnel with an opportunity to earn a Bachelor of Science degree that will significantly increase their marketability and employability upon having completed their military service.
- Establish an on-line undergraduate Bachelor of Science degree completion program in Tactical Strength and Conditioning in order to improve the fitness and health of recreational tactical athletes, and the general public.

⁵ National Research Council. Physical fitness and musculoskeletal injury. In: Sackett P, Mavor S, eds. *Assessing Fitness for Military Enlistment: Physical, Medical, and Mental Health Standards*. Washington, DC: National Academies Press; 2006:66–108

⁶ Kodama S, Saito K, Tanaka S, et al. Cardiorespiratory fitness as a quantitative predictor of all-cause mortality and cardiovascular events in healthy men and women: a meta-analysis. *JAMA*. 2009;301(19):2024–2035

⁷ Glassdoor.com. https://www.glassdoor.com/Salaries/strength-and-conditioning-coach-salary-SRCH_KO0,31.htm

- Through on-line delivery, provide an easily accessible, robust learning experience to those without access to The Citadel campus.
- Provide employment opportunities to meet the growing workforce demands within the emerging field of tactical strength and conditioning.
- Provide an avenue for graduate education in the health and allied health fields.

Student Learning Outcomes

1. Understand the overall importance of and demonstrate abilities in critical thinking, quantitative and qualitative reasoning, and persuasive written and oral communication.
2. Understand and analyze essential concepts in anatomy, physiology, biomechanics, and bioenergetics as they relate to human performance in general and tactical populations.
3. Understand and analyze essential concepts and principles of nutrition as they relate to health and human performance in general and tactical populations.
4. Gain knowledge in and be able to apply concepts of human physiological performance testing as they relate to general and tactical populations, and specific physiological tasks.
5. Gain knowledge of psychology, mental and spiritual health of warfighters, firefighters, law enforcement officers and other first responders.
6. Apply concepts and principles of health and human performance to the development of strength and conditioning programs that will improve the readiness and resiliency of warfighters, firefighters, law enforcement officers and other first responders.
7. Understand and apply core concepts in servant leadership for helping others develop and maintain lifelong healthy living habits.

Target Audiences:

- The primary target audience for this program is military personnel looking to complete a 4-year degree that will improve their earning potential within the military and will assist them in advancing their military career by having skills, knowledge, and expertise that will contribute to a specialized primary, or secondary M.O.S. as a Tactical Strength and Conditioning Coach in order to improve the readiness of their fellow service members.
 - The US Army's "Master Fitness Trainer"⁸ and the USMC's "Force Fitness Instructor"⁹ provide specialty training for active duty Soldiers and Marines in the areas of personal training and strength and conditioning. However, neither of the aforementioned programs leads to a B.S. degree, and neither will be sufficient to meet the demand across all military branches and components.
 - The most recent iteration of the *Doctrine for the Armed Forces of the United States*¹⁰ explicitly states the need for "Total Forces Fitness" as a value for all military branches and all components (active duty, guard, and reserves). Because The Citadel is a Senior Military College that is not branch specific, it is very uniquely positioned to meet the Total Force Fitness need stated in the *Doctrine for the Armed Forces of the United States*.
 - As identified in *South Carolina National Guard Leader Development Strategy*¹¹, civilian education is critical to the development of successful leaders. As an on-line degree, the proposed program will

⁸ U.S. Army Master Fitness Trainer. <http://www.benning.army.mil/tenant/wtc/MFTC.html>

⁹ United States Marine Corps Force Fitness Instructor. <https://www.fitness.marines.mil/Force-Fitness-Instructor/>

¹⁰ Gen Martin E. Dempsey (2017). Joint Publication 1, *Doctrine for the Armed Forces of the United States* 25 March 2013, Incorporating Changes 1, 12 July, 2017

¹¹ South Carolina Army National Guard, [Leader Development Strategy](https://www.scgard.com/lds-manual/wp-content/uploads/sites/3/2014/11/SCARNG-LDS-Regular.pdf) (Office of the Adjutant General of South Carolina, Version 1.0, 13AUG2014); <https://www.scgard.com/lds-manual/wp-content/uploads/sites/3/2014/11/SCARNG-LDS-Regular.pdf>

provide access for leadership development whether service members are stationed locally, nationally, or internationally.

- The secondary target audience for this program is non military personnel wanting to complete a 4-year degree that will provide them with employment opportunities as a Tactical Strength and Conditioning Coach to serve:
 - as a civilian contractor working within the military
 - other tactical units (i.e. police, fire, etc)
 - in the fitness and health industry working with recreational tactical athletes (i.e. Cross-fit Games or Ultimate Ninja Warrior competitors)
 - in the fitness and health industry working with the general population to improve fitness and reduce obesity

Centrality to Institutional Mission and Relation to Strategic Plan:

Centrality to Mission:

The core mission of The Citadel is to “educate and prepare graduates to become principled leaders in all walks of life by instilling the core values of The Citadel in a challenging intellectual environment.” In order to accomplish that mission, The Citadel has four institutional pillars, of which “fitness” is one. The Citadel provides cadets with academic and experiential learning programs to provide them with skills and knowledge for their own physical fitness and for taking a leadership role in the physical fitness of others. The program being proposed here extends The Citadel’s academic and experiential learning programs around physical fitness to a much broader audience, therefore increasing The Citadel’s ability to impact the readiness of members of our Armed Forces, police departments, and fire departments state-, nation-, and Worldwide.

Relation to Strategic Plan:

The proposed program is key element in a proposed new center at the Citadel, The FREEDOM Center. FREEDOM is an acronym for **F**oundational **R**esearch and **E**ducation on **E**xercise, **D**isease, and **O**besity for **M**ilitary Readiness. The FREEDOM Center is a prominent initiative in The Citadel’s 2024 Strategic Plan. Therefore, The FREEDOM Center, and this program in particular, are perfectly aligned with the institution’s strategic plan.

Assessment of Need

Provide an assessment of the need for the program for the institution, the state, the region, and beyond, if applicable.

Need for the program for the institution:

By moving to an online model, the proposed Bachelor of Science in Tactical Strength and Conditioning allows The Citadel to broaden its reach with a highly unique degree program designed for an emerging professional area that is poised for exponential growth.

Need for the program for the state, region, and nation:

High levels of obesity and low levels of physical activity and physical fitness are pervasive across the state, region and nation¹². In addition to the military readiness and national security issues addressed previously in this proposal,

¹² Centers for Disease Control and Prevention. *State Indicator Report on Physical Activity*. Atlanta, GA: US Department of Health and Human Services; 2014

obesity and physical activity have been labeled the greatest health, social, and economic challenges of the 21st century¹³, with levels of obesity and physical inactivity being particularly high among southern states, including South Carolina¹⁴. Graduates of the proposed B.S. in Tactical Strength and Conditioning will have specialized skills to help the state, region, and nation improve the readiness of our military and paramilitary populations. Additionally, graduates will have skills and knowledge that can be applied to help the state, region, and the nation effectively combat obesity, physical inactivity, and low physical fitness in the general population.

Transfer and Articulation

Identify any special articulation agreements for the proposed program. Provide the articulation agreement or Memorandum of Agreement/Understanding.

The Citadel has an existing articulation agreement with the US Army Public Health Center for research in fitness and military readiness (attached). Upon degree program approval, the institution will seek to develop additional agreements/MOU with military and paramilitary entities and localities to serve as both a pipeline for students and as internship sites for students enrolled in the program. Examples of entities and localities include:

- US Army Training Center-Ft. Jackson
- MCRD Parris Island
- South Carolina National Guard
- Marine Corps Base Quantico
- Joint Base Charleston
- US Army Research Institute of Environmental Medicine
- Charleston City Police Department
- Charleston City Fire Department
- Ralph H. Johnson VA Medical Center

Employment Opportunities

Occupation	State	National	Data Type and Source
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¹³ Bipartisan Policy Center’s Nutrition and Physical Activity Initiative. *Lots to Lose: How America’s Health and Obesity Crisis Threatens Our Economic Future*. Washington, DC: Bipartisan Policy Center;2012.

¹⁴ Centers for Disease Control and Prevention. Prevalence of self reported obesity among U.S. adults by state and territory, BRFSS,2015. <https://www.cdc.gov/obesity/data/prevalence-maps.html>.

	Expected Number of Jobs	Employment Projection	Expected Number of Jobs	Employment Projection	
Tactical Strength and Conditioning Coach	412		23,854		Governing.com . Retrieved 09/12/2018
Sport Strength and Conditioning Coach	182		5,071		Indeed.com . Retrieved 09/13/2018
Personal Fitness Trainer	274		22,243		Indeed.com . Retrieved on 09/13/2018
Health and Wellness Coach	79		6,091		Indeed.com . Retrieved on 09/13/2018

Supporting Evidence of Anticipated Employment Opportunities

Provide supporting evidence of anticipated employment opportunities for graduates.

Tactical Strength & Conditioning Coaches required to meet current tactical personnel demand

Estimating the job opportunities available for Tactical Strength & Conditioning coaches is difficult given the newness of the field, and therefore no history from which to estimate need. However, assumptions can be made in order to arrive at estimates of the real-world demand within South Carolina and the nation. Those assumptions are as follows:

1. Although tactical strength & conditioning often occurs at the individual-level, especially in any unit that is not an active duty military unit, the estimates provided below will be made based upon the conservative assumption that coaching will occur strictly at the unit level.
2. The number of personnel within a given military or paramilitary unit can vary widely, but for the purposes of physical training, a conservative estimate of the number of personnel being trained by a single coach at a single time is twenty five.
3. The number of days per week a tactical unit trains also varies widely from one to seven. Ideally, tactical units would train a minimum of three days/week.
4. We will therefore conservatively estimate that the demand for a single coach would be 3 days per week per tactical unit (25 tactical personnel).
5. Finally, tactical units may be dispersed over a wide geographic area. Therefore, we will assume a single coach could work with an average of four tactical units per day.

Based on the five assumptions above and the data from Table 1, the conservatively estimated, immediate demand for tactical strength and conditioning coaches in South Carolina is 412, and nationally is 23,854.

Table 1: Estimates of professional tactical personnel in South Carolina and the nationally.

Population	State	Nationally	Data Type and Source
Active Duty (Army)	11,838	472,000	SC and National (Governing.com)
Active Duty (Navy)	6,823	319,000	SC and National (Governing.com)
Active Duty (Marine Corps)	10,582	319,000	SC and National (Governing.com)
Active Duty (Air Force)	7,407	184,000	SC and National (Governing.com)
Active Duty (Coast Guard)	857	41,000	SC and National (Governing.com)
Total Active Duty Military	37,507	1,335,000	SC and National (Governing.com)

Reserve Forces (Army)	13,344		SC and National (Governing.com)
Reserve Forces (Navy)	604		SC and National (Governing.com)
Reserve Force (Marine Corps)	412		SC and National (Governing.com)
Reserve Force (Coast Guard)	145		SC and National (Governing.com)
Total Reserve Military	14,505	800,000	
Total Military	52,012	2,135,000	
Law Enforcement Officers	11,674	900,000	SC (US Bureau of Justice Statistics) National (National Law Enforcement Officers Memorial Fund)
Firefighters (Professional)	8,010	1,160,450	SC (South Carolina Firefighters Association) National (National Fire Protection Association)
Emergency Medical Services	N/A	826,000	National (National Institute for Occupational Safety and Health)
Total Paramilitary	19,684	2,886,450	
Total Tactical Personnel	71,696	7,156,450	

Career opportunities *outside* tactical strength and conditioning available to program graduates

In addition to the professional opportunities as a professional tactical strength and conditioning coach, the proposed Bachelor of Science in Tactical Strength and Conditioning will also prepare graduates of the program for careers in sport strength and conditioning, commercial fitness industry, and health and wellness coaching. Finally, graduates of this program will be well-positioned to pursue graduate education in health and allied health careers including, but not limited to: athletic training, physical therapy, nursing, physician assistant, public health, and medicine.

Description of the Program

Projected Enrollment			
Year	Fall Headcount	Spring Headcount	Summer Headcount
2019	24	24	24
2020	48	48	48
2021	48	48	48
2022	48	48	48
2023	48	48	48

Explain how the enrollment projections were calculated.

We anticipate that the vast majority of students who enroll in this program will be full-time employees within the military or as first responders. The program is slated to begin in Fall 2019 with 24 students. We are projecting 100% growth and then steady enrollment at year two.

Besides the general institutional admission requirements, are there any separate or additional admission requirements for the proposed program? If yes, explain.

Yes

No

Curriculum

New Courses

List and provide course descriptions for new courses.

TSAC 201: Anatomy and Physiology for Health and Human Performance (3):

This course provides foundational understanding of concepts in human anatomy and physiology as they relate the human body's adaptations to exercise. Specific content areas covered in this class include introductions to muscular and skeletal anatomy and physiology, functional anatomy, biomechanics, bioenergetics, and medical terminology.

TSAC 395: Directed Field Experience in Tactical Strength and Conditioning (3):

A 100 hour controlled exposure to professional experiences in the field of tactical strength and conditioning. The primary purpose of this course is to provide a field-based learning experience where the student shadows and assists a professional working with tactical athletes in either a military installation, or private or public civilian environment.

TSAC 301: Tactical Strength and Conditioning (3):

A study of fundamental concepts in bioenergetics, biomechanics, and cardiopulmonary and skeletal muscle function and adaptation, as it relates to the physical conditioning, training, and physical fitness of tactical personnel. Current research, and laboratory techniques for assessing human physiological responses to exercise and training, will be studied and applied to tactical athletes. Topics to be covered include but are not limited to: testing and evaluating tactical populations, nutrition for tactical populations, and physiological issues related to fire and rescue, law enforcement, and military personnel.

TSAC 302: Care and Prevention of Injuries for Tactical Athletes:

This class will provide discussion, demonstration, and application of skills and procedures used in athletic training for preventing training-related injuries commonly associated with tactical athletes. Specifically, focus will be placed on caring for and preventing training-related injuries seen in basic combat training.

TSAC 310: Psychological Resiliency (3):

This course will provide students with foundational knowledge of psychology in the military and theoretical information on the interaction between physical and mental health as they relate to readiness and resiliency of military service members, veterans, law enforcement officers, firefighters, and other tactical personnel. This course will explore the meaning of readiness and resiliency, including the interconnectedness of mind, body, interpersonal, and spiritual fitness.

TSAC 495: Internship in Tactical Strength and Conditioning (6):

A requirement for graduation is observation of and involvement in the physical conditioning of tactical athletes under an approved supervisor and supervision by the college instructor. This supervised internship experience must be at least 200 hours and must take place in a private or public sector host organization focused on strength and conditioning of tactical athletes. Students will actively participate in designing and delivering strength and conditioning programs aimed at improving physical readiness of a single tactical athlete and/or groups of tactical athletes. This internship will provide the student with hands-on skills and knowledge for handling the nuances of training tactical athletes. Upon completion of the internship, students will present a comprehensive summary of their internship experience, and will be formally evaluated by the internship supervisor and the college instructor.

Total Credit Hours Required: 122. We are confident in our ability to use the latest in technological on-line delivery methods to effectively provide a robust learning experience for all students enrolled in this program. Additionally,

we plan to develop implement an option for students to take our TSCA 301: Tactical Strength and Conditioning Course residentially as a May-mester course.

Curriculum by Year				
Course Name	Credit Hours	Course Name	Credit Hours	Course Name
Year 1				
Fall		Spring		Summer
General Biology	3	Composition & Literature	3	
General Biology Lab	1	History of Western or World Civ	3	
Composition & Literature	3	Motor Development	3	
History of Western or World Civ	3	Lower Division Elective	3	
Lower Division Elective	3	Foreign Language/Humanities	3	
First Aid & Emergency Care	3			
Total Semester Hours	16	Total Semester Hours	15	Total Semester Hours
Year 2				
Fall		Spring		Summer
TSAC 201: Anatomy and Physiology for Health and Human Performance	3	Physical Science II (CHEM or PHYS)	3	
Physical Science I (CHEM or PHYS)	3	Finite Mathematics	3	
Elementary Mathematical Modeling	3	Fundamentals of Personal Training	3	
Foreign Language/Humanities	3	Physical Science II (CHEM or PHYS)	3	
Lower Division Elective	3	TSAC 395: Directed Field Experience in Tactical Strength and Conditioning	3	
Total Semester Hours	15	Total Semester Hours	15	Total Semester Hours
Course Name	Credit Hours	Course Name	Credit Hours	Course Name
Year 3				
Fall		Spring		Summer
Developmental Psychology	3	TSAC 301: Tactical Strength and Conditioning	3	
Biomechanical Kinesiology	3	TSAC 302: Care and Prevention of Injuries for Tactical Athletes	3	
Physiology of Exercise I	3	Upper Division Elective	3	
Physiology of Exercise Lab	1	Leadership in Organizations	3	
Drug and Substance Abuse	3	TSAC 310: Psychological Resiliency	3	
Upper Division Elective	3			
Total Semester Hours	16	Total Semester Hours	15	Total Semester Hours
Year 4				
Fall		Spring		Summer
Nutrition	3	Physiology of Exercise II	3	
Accommodating Persons with Disabilities	3	Sport Nutrition	3	
Measurement and Evaluation	3	Exercise Testing and Prescription	3	
Upper Division Elective	3	TSAC 495: Internship in Tactical Strength and Conditioning	6	
Upper Division Elective	3			
Total Semester Hours	15	Total Semester Hours	15	Total Semester Hours

Similar Programs in South Carolina offered by Public and Independent Institutions

Identify the similar programs offered and describe the similarities and differences for each program.

Program Name and Designation	Total Credit Hours	Institution	Similarities	Differences
B.S. in Exercise Science	122	College of Charleston	<ul style="list-style-type: none"> Some common courses 	<ul style="list-style-type: none"> Not a degree in the Tactical Strength & Conditioning. No courses in Tactical Strength and Conditioning No application of material to Tactical Athletes Not offered on-line No leadership courses required
B.S. in Exercise Science	122	University of South Carolina	<ul style="list-style-type: none"> Some common courses 	<ul style="list-style-type: none"> Not a degree in the Tactical Strength & Conditioning. No courses in Tactical Strength and Conditioning No application of material to Tactical Athletes Not offered on-line No leadership courses required
B.S. in Health Sciences	120-122	Furman University	<ul style="list-style-type: none"> Some common courses 	<ul style="list-style-type: none"> Not a degree in the Tactical Strength & Conditioning. No courses in Tactical Strength and Conditioning No application of material to Tactical Athletes Not offered on-line No leadership courses required
B.S. in Health Sciences	120-122	Clemson University	<ul style="list-style-type: none"> Some common courses 	<ul style="list-style-type: none"> Not a degree in the Tactical Strength & Conditioning. No courses in Tactical Strength and Conditioning No application of material to Tactical Athletes Not offered on-line No leadership courses required
B.S. in Kinesiology	125	Charleston Southern University	<ul style="list-style-type: none"> Some common courses 	<ul style="list-style-type: none"> Not a degree in the Tactical Strength & Conditioning. No courses in Tactical Strength and Conditioning No application of material to Tactical Athletes Not offered on-line No leadership courses required

Faculty and staff ready and willing to support new program

Faculty and Administrative Personnel				
Rank and Full or- or Part-time	Citadel Department	Academic Degrees, Institution (Major)	Courses Taught Relevant to Program	Other Qualifications and Relevant Professional Experience (e.g., licensures, certifications, years in industry, etc.)
Professor - FT	Health and Human Performance	Ph.D., Oregon State University (Health and Human Performance)	<ul style="list-style-type: none"> • Exercise Physiology • Nutrition • Exercise Testing & Prescription • Accommodating Persons with Disabilities • Internship management 	<ul style="list-style-type: none"> • Expertise in traumatic brain Injury in military and sport populations • Assistant Provost for Research and Policy • Experience with On-Line Course Development and Delivery • Established researchers in area of applied exercise physiology
Associate Professor - FT	Health and Human Performance	Ph.D., University of South Carolina (Physical Education Pedagogy)	<ul style="list-style-type: none"> • Motor Control • Internship 	<ul style="list-style-type: none"> • Expertise in On-Line Course Development • Extensive experience in managing student internships • 12 years of post-secondary teaching experience
Assistant Professor - FT	Health and Human Performance	Ph.D., University of South Carolina (Exercise Science)	<ul style="list-style-type: none"> • Exercise Physiology • Biomechanics • Research Methods • Personal Training • Strength and Conditioning • Public Health • Exercise Testing and Prescription • Measurement and Evaluation 	<ul style="list-style-type: none"> • Formerly certified strength and conditioning specialist, personal trainer, and corrective exercise specialist • Over 15 years successfully owning and managing commercial performance enhancement center for sport and tactical athletes. • National leader in researching the impact of low fitness on military readiness and national security.
Assistant Professor - FT	Health and Human Performance	Ph.D., East Tennessee State University (Sport Physiology and Performance)	<ul style="list-style-type: none"> • Tactical Strength & Conditioning • Strength and Conditioning • Personal Training • Exercise Physiology • Motor Development • Measurement and Evaluation 	<ul style="list-style-type: none"> • Certified Strength and Conditioning Specialist • Tactical Strength and Conditioning Facilitator • Sport Performance Coach • Over 10 years of applied strength and conditioning experience with sport and tactical athletes.

			<ul style="list-style-type: none"> • Exercise Testing and Prescription 	<ul style="list-style-type: none"> • Accomplished researcher in the areas of performance in sport and tactical athletes • Experience in on-line course development
Assistant Professor - FT	Health and Human Performance	M.D., Spartan Health Sciences University (Medicine)	<ul style="list-style-type: none"> • Anatomy and Physiology • Nutrition • Exercise Physiology • Medical Terminology • Environmental Physiology 	<ul style="list-style-type: none"> • A Medical Doctor with over nine years of experience in teaching, with specialized training in applied anatomy and physiology, and neuroscience
Assistant Professor - FT	Health and Human Performance	Ph.D., University of South Carolina (Physical Education Motor Development)	<ul style="list-style-type: none"> • Tactical Strength & Conditioning • Strength and Conditioning • Anatomy and Physiology • Personal Training • Exercise Physiology • Motor Development • Biomechanics • Athletic Training 	<ul style="list-style-type: none"> • Certified Strength and Conditioning Specialist • Tactical Strength and Conditioning Facilitator • 10 plus year fitness industry experience as Personal Trainer • Certified Athletic Trainer since 2003, with expertise in injury prevention and rehabilitation.
Assistant Professor - FT	Health and Human Performance	Ph.D., Michigan State University (Kinesiology and Exercise Physiology)	<ul style="list-style-type: none"> • Anatomy and Physiology • Exercise Physiology • Nutrition • Research Methods • Personal Training • Strength and Conditioning • Public Health • Exercise Testing and Prescription 	<ul style="list-style-type: none"> • Award winning teacher from Michigan State University. • Extensive experience with On-Line Course Development and Instruction • Extensive research experience in designing and delivering obesity and physical activity interventions.
Assistant Professor - FT	Psychology	Ph.D., Boston University (Clinical Psychology)	<ul style="list-style-type: none"> • Military Psychology • Psychological Resiliency for Tactical Athletes • Behavior Change for Tactical Athletes • Substance Use Theory and Interventions 	<ul style="list-style-type: none"> • Extensive experience clinical and research psychology with military service-members and veterans. • Clinical, teaching and research expertise in mental health disorders including Posttraumatic Stress Disorder and substance use disorders. • Clinical, teaching, and research expertise in the role of social support for improving mental health disorders.

Administrative Assistant - FT	Health and Human Performance	M.S., Strayer University (Management/Project Management)	•	• Well-demonstrated effectiveness at managing the needs of an academic department.
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Total FTE needed to support the proposed program:

Faculty: .75 new/6 existing faculty FTE will also support the program

Staff: 1 new staff member FTE will support the program

Administration: .25 FTE existing administrator will support the program

Faculty, Staff, and Administrative Personnel

Discuss the Faculty, Staff, and Administrative Personnel needs of the program.

Unless the program grows beyond the projected enrollment, there is only one new faculty position needed to implement this degree program. In addition, there are eight existing faculty members (6 FTE) who will also provide instruction in the program. Faculty are required to teach a full 12-credit hour load each semester. The program also anticipates a program coordinator position to be added to aid with admissions, marketing, advising, and administrative support. Within faculty and staff personnel described above, we will have 1-2 personnel responsible for overseeing interns.

Resources

Library and Learning Resources

Explain how current library/learning collections, databases, resources, and services specific to the discipline, including those provided by PASCAL, can support the proposed program. Identify additional library resources needed.

Daniel Library at The Citadel will offer robust support with its current online resources—both in eBooks and in digital journal access. Currently, the library maintains significant subscriptions to professional scientific and academic journals and magazines in its health and science collection. However, the program does anticipate budgeting \$10,000 a year for the addition of new library resources as they become available in this emerging field.

Student Support Services

The Citadel maintains excellent student support services accessible to undergraduates, veteran students, and graduate students. Those support services can be utilized by potential students in the proposed program. There are no academic support services required for this program beyond the already robust services The Citadel offers to all students and no additional fees are anticipated. The Citadel’s numerous student support programs, services, and activities are highlighted in the academic catalog. These services include The Citadel Career Center, The Citadel Academic Support Center, Academic Advising, Office of Multicultural Student Services, Student Activities, the Krause Center for Leadership and Ethics, and the Study Abroad Office. Two offices are dedicated to supporting students with academic projects or assignments that require the use of technology or training in oral presentations. Multimedia Services helps students with such things as video and audio production, web page design, and graphics production. The Oral Communications Lab offers support services for students who wish to improve their presentation skills.

Physical Resources/Facilities

No purchases of major equipment items will be needed for the first five years of the degree program beyond normal institutional support for online courses. However, the program does anticipate budgeting \$25,000 a year for enhancing web-based technology simulations.

Equipment

Current physical facilities and technology will fully support the implementation of this proposed degree program.

Impact on Existing Programs

Will the proposed program impact existing degree programs or services at the institution (e.g., course offerings or enrollment)? If yes, explain.

Yes

No

Financial Support

Sources of Financing for the Program by Year													
Category	1st		2nd		3rd		4th		5th		Grand Total		
	New	Total	New	Total									
Tuition Funding	216,000	216,000	432,000	432,000	432,000	432,000	432,000	432,000	432,000	432,000	432,000	1,944,000	1,944,000
Program-Specific Fees													
Special State Appropriation													
Reallocation of Existing Funds													
Federal, Grant, or Other Funding													
Total	216,000	216,000	432,000	432,000	432,000	432,000	432,000	432,000	432,000	432,000	432,000	1,944,000	1,944,000
Estimated Costs Associated with Implementing the Program by Year													
Category	1st		2nd		3rd		4th		5th		Grand Total		
	New	Total	New	Total									
Program Administration and Faculty/Staff Salaries	126,500	126,500	165,500	165,500	165,500	165,500	165,500	165,500	165,500	165,500	165,500	788,500	788,500
Facilities, Equipment, Supplies, and Materials			25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	100,000	
Library Resources	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	50,000	50,000
Other (specify)													
Total	136,500	136,500	200,500	200,500	200,500	200,500	200,500	200,500	200,500	200,500	200,500	938,500	938,500
Net Total (Sources of Financing Minus Estimated Costs)	79,500	79,500	231,500	231,500	231,500	231,500	231,500	231,500	231,500	231,500	231,500	1,005,500	1,005,500

Note: New costs - costs incurred solely as a result of implementing this program. Total costs - new costs; program's share of costs of existing resources used to support the program; and any other costs redirected to the program.

Budget Justification

Provide an explanation for all costs and sources of financing identified in the Financial Support table. Include an analysis of cost-effectiveness and return on investment and address any impacts to tuition, other programs, services, facilities, and the institution overall.

The staffing costs represent an additional .75 FTE for a new faculty member (plus fringe) as well as a program coordinator/advisor (plus fringe). Additionally, 10% of the program coordinators salary was attributed to the program cost.

Evaluation and Assessment

Program Objectives	Student Learning Outcomes Aligned to Program Objectives	Methods of Assessment
<p>Help establish The Citadel and the State of South Carolina as leaders in providing real-world solutions to the problems of obesity and low fitness as they relate to military readiness and national security, by establishing an on-line undergraduate Bachelor of Science degree completion program in Tactical Strength and Conditioning in order to improve the readiness of military and paramilitary personnel, locally, nationally, and globally.</p>	<p>Launch of Proposed Program on stated timeline</p>	<p>Report on enrollment in program</p>
<ul style="list-style-type: none"> • Provide active duty military personnel with an opportunity to earn a Bachelor of Science degree that will significantly increase their earning potential and ability to receive promotion while serving in the US Armed Forces • Provide non-active duty military personnel with an opportunity to earn a Bachelor of Science degree that will significantly increase their earning potential and ability to advance their military and non-military careers • Provide civilian personnel with an opportunity to earn a Bachelor of Science degree that will significantly increase their 	<ol style="list-style-type: none"> 1. Understand the overall importance of and demonstrate abilities in critical thinking, quantitative and qualitative reasoning, and persuasive written and oral communication. 2. Understand and analyze essential concepts in anatomy, physiology, biomechanics, and bioenergetics as they relate to human performance in general and tactical populations. 3. Understand and analyze essential concepts and principles of nutrition as they relate to health and human performance in general and tactical populations. 	<ul style="list-style-type: none"> • Direct assessments (written papers, tests, presentations, portfolios, and projects) embedded within courses and assessed against established rubrics. • Success rate in passing certification exams • Quantity and quality of internship programs • Job placement rate after graduation

<p>earning potential and ability to advance their careers</p>	<ol style="list-style-type: none"> 4. Gain knowledge in and be able to apply concepts of human physiological performance testing as they relate to general and tactical populations, and specific physiological tasks. 5. Gain knowledge of psychology, mental and spiritual health of warfighters, firefighters, law enforcement officers and other first responders. 6. Apply concepts and principles of health and human performance to the development of strength and conditioning programs that will improve the readiness and resiliency of warfighters, firefighters, law enforcement officers and other first responders. 	
<p>Provide an avenue for graduate education in the health and allied health fields.</p>		<p>Track the number of program graduates pursuing post-secondary education.</p>

Explain how the proposed program, including all program objectives, will be evaluated, along with plans to track employment. Describe how assessment data will be used.

The Citadel is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award baccalaureate, masters, and specialist in education degrees. Consistent with SACSCOC accreditation standards, student learning outcomes will be assessed in multiple ways. All course objectives will be aligned with the learning objectives for the degree program. Assessment methods will include both direct and indirect measures (see below). The rubrics and online course evaluation developed by Quality Matters (<http://qualitymatters.org/qa-resources/rubric-standards/higher-ed-rubric>) will be utilized. Those rubrics include eight general standards to evaluate online course design and effectiveness: Course Overview and Introduction; Learning Objectives (Competencies); Assessment and Measurement; Instructional Materials; Course Activities and Learner Interaction; Course Technology; Learner Support; and Accessibility and Usability.

Direct Measures

Each course will have direct evaluation measures built into the course. A combination of the following direct assessments will be used: exams, essays, research projects, online discussion, and course presentations.

Indirect Measures

Surveys of graduating students and alumni will be conducted to assess student learning outcome achievements. All graduating students will complete a self-assessment survey of their progress in the acquisition of knowledge, skills,

and attitudes. Post-graduation surveys will also be conducted to assess utilization of knowledge and skills on the job after graduation. The post-graduation surveys will be conducted with graduates one year and three years after graduation.

Plans for Programmatic Assessment: Programmatic assessment will occur at multiple levels.

a. Current in program

I. Each semester course evaluation data will be collected from students.

b. Graduation Assessment

I. Graduation rate

II. Assessment of employment data for graduates - employment rate

c. Post-Graduation

I. Alumni survey to gauge how well the program is preparing graduates for employment in the field.

Accreditation and Licensure/Certification

Will the institution seek program-specific accreditation (e.g., CAEP, ABET, NASM, etc.)? If yes, describe the institution's plans to seek accreditation, including the expected timeline.

Yes

No

Will the proposed program lead to licensure or certification? If yes, identify the licensure or certification.

Yes

No

Explain how the program will prepare students for this licensure or certification.

Content and materials from the *Fundamentals of Personal Training* course will prepare students for the Certified Personal Trainer Certification. Content and materials from the *Tactical Strength and Conditioning* course will prepare students for Tactical Strength and Conditioning Facilitator Certification.

1. *Certified Personal Trainer*, National Strength and Conditioning Association
2. *Tactical Strength and Conditioning Facilitator*, National Strength and Conditioning Association

If the program is an Educator Preparation Program, does the proposed certification area require national recognition from a Specialized Professional Association (SPA)? If yes, describe the institution's plans to seek national recognition, including the expected timeline.

Yes

No