

0. Form OS - Off-Site Delivery of an Existing Program

OFF-SITE DELIVERY OF AN EXISTING PROGRAM FORM

Sponsoring Institution (s): Northwest Missouri State University

Program Title: Recreation (2+2 completion)

Degree/Certificate: Bachelor of Science

Institution Granting Degree: Northwest Missouri State University

Delivery Site(s): Metropolitan Community College - Maple Woods Campus

2601 NE Barry Road, Kansas City, Missouri 64156

Mode of Program Delivery: Face to face, web-enhanced and practicum

Geographic Location of Student Access: Northwest campus and MCC-Maple Woods campus

CIP Classification: 310101 (Please provide a CIP code)

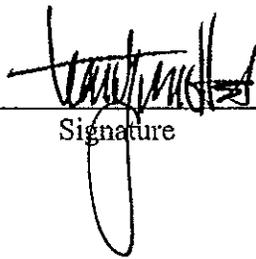
Implementation Date: Spring 2015
(Semester and Year)

Cooperative Partners: Northwest Missouri State University and Metropolitan Community College

AUTHORIZATION

Timothy Mottet, Provost

Name/Title of Institutional Officer



Signature

4-1-14

Date

Gregory Haddock, Vice Provost

Person to Contact for More Information

(660) 562-1145

Telephone

1. Need (Form SE - Student Enrollment Projections)

Student Demand:

i. Estimated enrollment each year for the first five years for full-time and part-time students (Please complete Form SE.)

<i>Year</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Full-time</i>	<u>10</u>	<u>10</u>	<u>15</u>	<u>15</u>	<u>15</u>
<i>Part-time</i>					
<i>Total</i>	<u>10</u>	<u>10</u>	<u>15</u>	<u>15</u>	<u>15</u>

ii. Will enrollment be capped in the future?

There are no current plans to cap enrollment in the future.

What method(s) or data were used to project student enrollment for this proposed program?

Interest from MCC in expanding the 2+2 completion program approved at the Longview campus (2011) to the Maple Woods campus. Program faculty from Northwest are aware of the job and labor pool in the region and the desire to have a program in the northland KC area for students desiring to complete the program in that region.

A. Market Demand:

National, state, regional, or local assessment of labor need for citizens with these skills
According to the US Bureau of Labor Statistics overall employment in recreation jobs is projected to increase by 15% between 2008 and 2018, this growth is faster than the average for all occupations. This growth will be driven by the growing numbers of young and older Americans. It is expected that the Baby Boomers will have more leisure time, higher disposable incomes, and more concern for health and fitness than previous generations. These factors should lead to an increasing demand for recreation/leisure services for the Baby Boomer generation. It is expected that Generation X and Y will continue this demand for growth in recreation/leisure services.

Linda Nazareth, a Canadian economist and author, in a March 2008 interview with the New York Times made the following statements. She noted that we have an aging society and these people are at the point in life where they are no longer experiencing the time crunch of their 30's and 40's when they had demands on their time. These demands generally resulted in little true free time and what she referred to as forced leisure. Nazareth states that these individuals

1. Need (Form SE - Student Enrollment Projections)

will have what seems like all kinds of leisure time and that this leisure will translate in to a growing leisure economy. Nazareth, in her book *The Leisure Economy: How Changing Demographics, Economics, and Generational Attitudes Will Reshape Our Lives and Our Industries*, predicts that between 2005 and 2015 leisure hours in the United States will rise 12%. Leisure hours for those 55-64 will grow by 33%, and for 65+ by 28%. She also predicts that between 2015-2025 Leisure hours will grow another 11%.

The Academy of Leisure Sciences, this past decade, published a White Paper titled *Leisure: The New Center of the Economy*. This paper looked at Department of Commerce data related to recreation/leisure spending. The Department of Commerce data estimated that in 1990 consumers spent \$280 billion on recreational goods and services. This figure constituted 7% of all consumers spending. It was noted that recreation/leisure spending was three times what consumers spent for new cars in 1990. The authors of the White Paper noted that as impressive as \$280 billion dollars might sound it was not a total picture of consumers spending in pursuit of recreation/leisure. They further determined that about a third of all automobile vehicle miles were related to recreation/leisure trips, and sixty percent of all airline passengers are travelling for recreation/leisure purpose. Americans in 1990 spent approximately \$458 billion dollars on transportation and travel expenses. The authors of this paper estimated that actual spending related to recreation/leisure approached one trillion dollars or a third of all consumers spending.

Based on growing user numbers, demand, and spending the future for recreation/leisure careers looks good for the future. The Kansas City metropolitan area has seen a growth in recreation/leisure service providers over the past three decades. Currently there are more than 20 city or county park and recreation agencies, 19 YMCA locations, 5 Boys/Girls Clubs locations (7,000 youth), Heart of America Boy Scout Council (45,000 youth), Girl Scouts (36,000 youth), Campfire Inc., and other numerous recreation/leisure service providers in the metropolitan area.

B. Societal Need:

i. General needs which are not directly related to employment

Today's learners are looking for opportunities that fit more conveniently into their life. A response to this request has been the development of 2+2 programs. The traditional 2+2 programs are designed to allow students to complete the first two years of undergraduate study at community colleges and then transfer to the state universities to complete the final two years for their undergraduate degree. The Department of Health, Physical Education, Recreation and Dance (HPERD) at Northwest Missouri State is proposing a nontraditional method for the completion of the undergraduate degree in Recreation and Park Management. The HPERD Department is proposing the offering of the courses needed to complete a degree in Recreation and Park Management through the Metropolitan Community Colleges (MCC-Longview). The unique feature of this program is

1. Need (Form SE - Student Enrollment Projections)

that the courses would be offered on the MCC-Longview campus. During the past year representatives from Northwest Missouri State University and Longview Community College, one of the MCC system campuses, began discussions about the need and feasibility of such a program. These discussions identified the following advantages for such a program:

•This program would allow students to eliminate the cost associated with having to relocate to finish their degree.

•Such a program would be attractive to nontraditional students in the Kansas City area that have an interest in careers in recreation and park management.

•This program would allow Kansas City area students and the recreation agencies to enter into longer term practical experiences.

•The program would hopefully attract more minority students to careers in recreation and park management. Minority employment in positions of leadership in recreation and park agencies throughout the State of Missouri is currently under represented.

•It is anticipated that this program would eventually be a feeder program for the Northwest Missouri State University graduate programs offered out of the Liberty Center.

C. Methodology used to determine "B" and "C" above.

Alboher, Marci. (March 10, 2008). The Complications of More Leisure Time. New York Times. Retrieved April 18, 2010, from http://www.nytimes.com/2008/03/10/business/smallbusiness/10shift.html?_r=1&ref=smallbusiness

Nazareth, Linda. (2007). The Leisure Economy: How Changing Demographics, Economics, and Generational Attitudes Will Reshape Our Lives and Our Industries. John Wiley & Sons Canada, Ltd. Mississauga, Ontario.

The Academy of Leisure Sciences. White Paper titled Leisure: The New Center of the Economy. Publication date undetermined. Retrieved April 15, 2010, from <http://www.academyofleisuresciences.org/alswp3.html>

United States Department of Labor Bureau of Labor Statistics . Occupational Outlook Handbook, 2010-11 Edition. Retrieved April 15, 2010, from Recreation Workers: <http://www.bls.gov/oco/ocos058.htm>

2. Duplication and Collaboration

If similar programs currently exist in Missouri, what makes the proposed program necessary and/or distinct from the others at public institutions, area vocational technical schools, and private career schools?

This is an expansion of our 2+2 completion program, currently approved at the MCC Longview campus and expanding it to the Maple Woods facility as well. This continues to be a unique offering in the area.

Does delivery of the program involve a collaborative effort with any external institution or organization?

Yes (If yes, please complete Form CL.)

Form CL – Collaborative Programs

Sponsoring Institutions: Northwest Missouri State University
 Metropolitan Community College of Kansas City

Degree program: B.S. Recreation – Recreation and Park Management (emphasis)

Length of agreement: open-ended

Which institution(s) will have degree-granting authority?

Metropolitan Community College (MCC) will have authority for the granting of an A.A. degree. Northwest Missouri State University will have degree-granting authority for the B.S. Recreation.

1. Which institution(s) will have the authority for faculty hiring, course assignment, evaluation, and reappointment decisions?

Northwest Missouri State University will make hiring decisions related to courses in the Recreation Core Curriculum.

MCC will have hiring authority for all faculty teaching courses in the General Education/Studies curriculum as identified in the Articulation Guide (Attachment A). Instructors in the Recreation Core Curriculum will be evaluated at the end of each term for the purpose of reappointment.

2. What agreements exist to ensure that faculty from all participating institutions will be involved in decisions about the curriculum, admissions standards, exit requirements?

A memorandum of understanding currently exists with MCC (Attachment B). This agreement allows for the transfer of students attending Missouri based community colleges to four-year institutions for the completion of a baccalaureate degree. This agreement between Northwest Missouri State University and MCC allows for concurrent enrollment once students have been accepted to the B.S. Recreation program offered through Northwest Missouri State University.

3. Which institution(s) will be responsible for academic and student-support services, e.g., registration, advising, library, academic assistance, financial aid, etc.?

2. Duplication and Collaboration

MCC will be responsible for all student-support services as students pursue their A.A. degree. Once the students have been accepted into the B.S. Recreation program; faculty from the Northwest Department of Health and Human Services will be responsible for advisement and registration, students will be eligible for scholarships through Northwest, financial assistance maybe a shared responsibility, and joint library and computer services will be offered.

4. What agreements exist to ensure that the academic calendars of the participating institutions have been aligned as needed?

Under the existing memorandum of understanding the course and financial calendars have been rectified. All Northwest courses meeting on the MCC-Longview campus will follow the MCC academic calendar.

5. In addition to the information provided by each participating institution regarding Financial Projections (Form FP), please address the following items:

- A. How will tuition rates be determined if they differ among the institutions?

All courses taken through MCC will be paid at the tuition and fee rates established by MCC. Once admitted to the B.S. Recreation program, courses taken through Northwest will be paid at the tuition and fee rates established by the Northwest Missouri State University Board of Regents.

- B. Has a formal agreement been developed regarding cost-sharing policies? If yes, please include it as part of the proposal. If no, please summarize the current understanding between all parties and the plans for developing a formal agreement.

No formal agreement exists regarding cost-sharing. Agreements have been made related to promotion of the B.S. Recreation program (i.e. Northwest recreation program information will be listed in the MCC course offerings, space for promotional signage will be provided, scheduling and cost for classroom space has been set, and space for faculty during pre-registration periods has been discussed).

- C. What arrangements, if any, have been made for exchange of money between participating institutions?

Northwest Missouri State University has a facility use agreement (Attachment E) with the Maple Woods campus.

6. What commitments have been made by all participants to evaluate the program systematically?

Individual courses and instructors will be evaluated each term. Northwest and MCC will conduct a joint annual review of the program.

7. If one institution wishes to discontinue the program, what agreements exist for terminating the offering?

The annual review will serve as the primary factor for determination of agreement continuation.

4. Program Characteristics and Performance Goals: (Form PG).

PROGRAM CHARACTERISTICS AND PERFORMANCE GOALS

Institution Name: Northwest Missouri State University

Program Name: B.S. Recreation

Date: September 30, 2014

(Although all of the following guidelines may not be applicable to the proposed program, please carefully consider the elements in each area and respond as completely as possible in the format below. Quantification of performance goals should be included wherever possible.)

Student Preparation

- Any special admissions procedures or student qualifications required for this program which exceed regular university admissions, standards, e.g., ACT score, completion of core curriculum, portfolio, personal interview, etc. Please note if no special preparation will be required.

Students must have completed the Associate of Arts requirements as identified in the Articulation Guide between Northwest Missouri State University and The Metropolitan Community Colleges.

Students must have a 2.25 GPA in their General Education course work

- Characteristics of a specific population to be served, if applicable.
N/A

Faculty Characteristics

- Any special requirements (degree status, training, etc.) for assignment of teaching for this degree/certificate.

Recreation faculty will have at least a Masters degree in recreation or a closely related field to qualify for teaching.

Recreation faculty must have work experience in a recreation setting.

- Estimated percentage of credit hours that will be assigned to full time faculty. Please use the term "full time faculty" (and not FTE) in your descriptions here.

65% is taught by full-time faculty. 43 credits (35%) is taught by adjunct instructors.

- Expectations for professional activities, special student contact, teaching/learning innovation.
N/A

4. Program Characteristics and Performance Goals: (Form PG).

Enrollment Projections

- Student FTE majoring in program by the end of five years.
15
- Percent of full time and part time enrollment by the end of five years.
15

Student and Program Outcomes

- Number of graduates per annum at three and five years after implementation.
We anticipate 7 per year in three years, and 8 per year in five years.
- Special skills specific to the program.
As a completion program skills will match the on-campus major.
- Proportion of students who will achieve licensing, certification, or registration.
Students completing this program will be prepared to enter most Master of Science programs in Recreation/Leisure Studies.
- Performance on national and/or local assessments, e.g., percent of students scoring above the 50th percentile on normed tests; percent of students achieving minimal cut-scores on criterion-referenced tests. Include expected results on assessments of general education and on exit assessments in a particular discipline as well as the name of any nationally recognized assessments used.
Students will be required to satisfactorily pass a program exit examination before completion of the degree.
- Placement rates in related fields, in other fields, unemployed.
We anticipate a placement rate of 90-95%.
- Transfer rates, continuous study.
N/A

5. Quality Assurance for Off-Site Programs:

- General Oversight: Describe the manner in which this program will be managed. How does the management of this program fit within the institution's academic administrative structure?
The Recreation Program at Northwest is currently in the late planning process for program-level accreditation. Until that time, accreditation standards of our institution will be followed including the review process.
- A. Faculty Qualifications: How do the qualifications of faculty at this site compare with those of faculty for this program at the main campus? Please also note the comparable data regarding the proportion of course-section coverage by full-time faculty at each site.
Current voluntary survey items from internship completors and annual placement surveys put this program at or above a 95% level as being rated as "satisfied" to "very satisfied." Similarly for this program, proposed annual placement rate,

4. Program Characteristics and Performance Goals: (Form PG).

combined with field work and intern placement supervisor ratings are expected to be at or above 90%.

Support Services: Describe how the institution will ensure that students at this site will be able to access services such as academic support, library, computing, and financial aid, as well as other administrative functions, at a level of quality comparable to that of on-campus programs.

Our placement rates for this area combined with feedback via advisory board and annual state conference feedback puts this program as one of the top two programs within the State of MO. This program is expected to carry similar high satisfaction levels as the on-campus program. Bi-annual and or cohort , employer an or intern supervisor evaluations will be at or above 90% satisfied.)

6. Any Other Relevant Information:

See attachments beginning next page.

ATTACHMENTS

ATTACHMENT A: General Education Requirements Articulation Guide

ATTACHMENT B: Metropolitan Community College Support
Courses for the 2+2 Recreation Degree program

ATTACHMENT C: Sample four year plan of study

ATTACHMENT D: Articulation Agreement which will be signed by both schools

ATTACHMENT E: Facility agreement with Northwest Missouri State University and
Metropolitan Community College - Maple Woods Campus

2008-2010 Undergraduate Catalog	2008-2009 Catalog
<p>Communication: (9 hours) All required 10-111 English Composition 10-112 English Composition 29-102 Fundamentals of Oral Communication</p>	<p>Communication: ENGL 101 Comp. & Reading I ENGL 102 Comp. & Reading II SPDR 100 Fundamentals of Speech I <u>or</u> SPDR 102 Fund. Of Human Communication</p>
<p>Mathematics: (3 hours) <u>Advisement required for appropriate choice</u> 17-110 Finite Math 17-114 General Statistics 17-115 Concepts of Math 17-117 Precalculus 17-118 College Algebra 17-120 Calculus I 17-171 Fundamentals of Math</p>	<p>Mathematics: <u>Advisement required for appropriate choice</u> MATH 115 Statistics MATH 119 College Mathematics MATH 120 College Algebra MATH 150 PreCalculus MATH 175 Calc. for Bus & Soc Sci. MATH 180 Anal. Geom. & Calc I</p>
<p>Political Science: (3 hours) 34-102 Intro to American Government</p>	<p>Political Science: Choose one POLS 135 Intro to Political Science POLS 136 Intro to Amer Nat'l Politics</p>
<p>History: (3 hours) 33-155 America – A Historical Survey</p>	<p>History: Choose one HIST 120 US History to 1865 HIST 121 US History since 1865</p>
<p>Life & Physical Science: (8 hours) One course & lab from each area <u>Life Science</u> 04-102/103 General Biology/Lab 04-114/115 Gen. Zoology/Lab 04-112/113 General Botany/Lab 03-130 Plant Science</p>	<p>Life & Physical Science: Choose one from each category <u>Life Science:</u> BIOL 101 General Biology BIOL 104 General Botany BIOL 106 General Zoology BIOL 108 Intro Anat. & Phys. BIOL 109 Anatomy & Physiology BIOL 110 Human Anatomy BIOL 102 Environmental Science BIOL 118 Intro to Biology</p>
<p><u>Physical Science</u> 24-112/113 General Chemistry/Lab 24-114/115 Chemistry I/Lab 27-110/111 Geology/Lab 27-114/115 Earth Science/Lab 25-110/111 Physics I/Lab 25-112/113 Physics II/Lab 25-120/121 Classical Physics I/Lab 40-102/103 Phys Science/Lab 40-122/123 Astronomy/Lab</p>	<p><u>Physical Science:</u> CHEM 101 Survey of Chemistry CHEM 105 Intro Chem for Health Sci PHYS 104 Found. Of Phys. Science PHYS 106 General Astronomy PHYS 130 General Physics I GEOL 101 Physical Geology (Also: CHEM 107, 111; PHYS 101, 112, 220)</p>
<p>Humanities & Fine Arts: (9 hours) One course from each area <u>Literature</u> 10-220 Intro to Literature</p>	<p>Humanities & Fine Arts: Choose one from each category <u>Literature</u> ENGL 124 Introduction to Literature (Also: ENGL 120, 121, 122, 127, 128, 130, 140, 141, 142, 150, 151, 152, 155, 165, 167, 220, 221, 222, 223, 267)</p>
<p><u>Humanities/Philosophy</u> 26-102 Western Civilization I 26-103 Western Civilization II 26-104 Humanities, Eastern World 39-171 Intro to Philosophy 39-274 Intro to Ethics 29-235 Classical Rhetoric 34-105 The African World</p>	<p><u>Humanities/Philosophy</u> HIST 133 Found. Of Western Civ. HIST 134 Modern Western Civ. HUMN 133 Found. Of Western Civ. HUMN 134 Modern Western Civ. PHIL 100 Introduction to Philosophy PHIL 200 Logic PHIL 203 Ethics (Also: HIST 140; HUMN 140, 141, 145, 165; PHIL 101, 102, 201, 204)</p>
<p><u>Fine Arts</u> 13-102 Art Appreciation 13-110 Survey of Art 19-201 Enjoyment of Music 22-262 History of Dance 43-101 Theatre Appreciation 19-202 Jazz Appreciation</p>	<p><u>Fine Arts</u> ART 108 Survey of Art MUSI 108 Music Appreciation MUSI 160 Music of World's Cul. SPDR 106 Theatre Appreciation (Also: ART 150, 151, 159, 205; MUSI 116; SPDR 114, 128)</p>
<p>Social & Behavioral Science: (6 hours) One course from each area <u>Social Sciences:</u> 52-130 Survey of Economics 52-150 General Economics I 32-101 Intro to Geography 35-101 General Sociology 35-108 General Anthropology 03-102 Agricultural Econ.</p>	<p>Social & Behavioral Science: Choose one from each category <u>Social Sciences:</u> ANTH 100 Gen. Anthropology ANTH 110 Cultural Anthropology ECON 110 Intro to Economics ECON 210 Macroeconomics GEOG 104 Prin. of Phys. Geog. GEOG 105 World Geography SOCI 160 Sociology GEOG 113 Cultur/Hum Geography (Also: GEOG 111, 112, 114; POLS 137; SOCI 170; SOSC 171)</p>
<p><u>Behavioral Sciences:</u> 08-103 General Psychology 08-303 Educational Psych.** **Educational Psychology required for Education majors</p>	<p><u>Behavioral Sciences:</u> PSYC 140 General Psychology EDUC 270 Educational Psychology* *Educational Psychology required for Education majors</p>
<p>Notes: Individual majors may require more specific directed general education courses. Refer to the Northwest Missouri State University Undergraduate catalog for details. Students seeking a Bachelor of Arts Degree must complete 9 credit hours of a single foreign language. All transcripts will be evaluated individually. Call the Office of Admissions at 1-800-633-1175 with questions.</p>	

Institutional Requirements**Information Technology Competency (3 hours)**

44-130 Computers and Information Technology
 62-130 Educational Computing and Technology
 61-145 Information and Educational Technology
 27-130 Information Technology and Science
 26-105 Information Technology and Culture
 40-106 Computational Methods in Science

Multicultural Diversity Competency (3 hours)

29-225 Intercultural Communication
 61-252 Pluralism in a Multicultural Society
 10-224 Multiethnic Literature of the U.S.
 10-226 Modern and Contemporary World Literature
 32-102 People and Cultures of the World
 26-162 Comparative Religions
 14-131 French: Communication and Culture I
 14-132 French Communication and Culture II
 14-141 Spanish: Communication and Culture I
 14-142 Spanish: Communication and Culture II
 14-151 Intro to Conversational American Sign Language and Deaf Culture
 20-221 Ethnographic Film Study
 19-280 World Music
 45-211 Leisure and Society

Notes: Any course taken to fulfill the Institutional Requirements cannot also fulfill the General Educational Requirements or Major/Minor requirements, unless specifically permitted in the current catalog.

Institutional Requirements**Information Technology Competency:**

CSIS 110 Technology and Information Management
 CSIS 115 Introduction to Microcomputer Applications
 EDUC 280 Technology for Teachers

Multicultural/Diversity Competency:

ANTH 110 Cultural Anthropology
 BIOL 238 International Human Ecology
 ENGL 152 U.S. Latino and Latina Literature
 ENGL 155 African-American Literature
 ENGL 267 North American Indian Literature
 ENGL 142 Women's Literature
 ARAB 101 Elementary Modern Arabic I
 FREN 101 Elementary French I
 FREN 102 Elementary French II
 GERM 101 Elementary German
 GERM 102 German II
 SPAN 101 Elementary Spanish I
 SPAN 102 Elementary Spanish II
 SPAN 107 Spanish Composition and Conversation
 SPAN 111 Accelerated Elementary Spanish I
 GEOG 113 Cultural/Human Geography
 HIST 130 Women in American History
 HIST 140 African American History
 HIST 150 Native American History
 HUMN 141 Latin American Humanities
 HUMN 145 Comparative Humanities: Myth Through Time
 HUMN 165 American Humanities: Diversity In the American Experience
 MUSI 116 Evolution of Jazz
 MUSI 160 Music of the World's Cultures
 PHIL 102 World Philosophy
 PSYC 143 Psychology of the African-American Experience
 SOSOC 171 Comparative Ethnic and Cultural Studies
 SOCI 164 Sociology of the African-American Family
 SOCI 210 Native Americans in Contemporary Society
 SPDR 133 Intercultural Communications



Advisement and Transfer Affairs

237 Administration Building ■ 800 University Drive ■ Maryville, MO 64468-6001
660.562.1951 office ■ lchand@nwmissouri.edu ■ www.nwmissouri.edu

ATTACHMENT B: (Courses offered through the Metropolitan Community Colleges that could be Included in the 2+2 Recreation Degree program)

METRO COMMUNITY COLLEGE OFFERINGS

Support Courses for the B. S. Recreation Degree

Agribusiness/Grounds and Turf Management

106 Landscape Design and Maintenance (3 Cr.)

Principles of landscape design and required maintenance procedures, of computer aided design software program.\$20 fee.

109 Pest Management/Turf and Ornamental (3 Cr.)

Environmental, safety, and regulatory considerations of turf and ornamental pest control.

115 Soil Fertility and Fertilizers (3 Cr.)

Types of fertilizers for soil and crops. Fertilizers: their components, their formulation, and their application. investigating aspects of the nature and properties of soils.

206 Advanced Landscape Design and Maintenance (3 Cr.)

Prerequisite: 106.Planning and landscape design. Installation and maintenance of various plants. The commercial process of bidding and contracting. Utilization of computer aided design software program.\$20 fee.

Biology

109 Anatomy and Physiology (6 Cr.)

Prerequisite: 100 or CHEM105.Structure and function in the human body and mechanisms of homeostasis.\$40 fee.

150 Medical Terminology (2 Cr.)

Basic vocabulary of medical terms stressing prefixes, suffixes, and roots, with application to each system of the body.

132 Human Nutrition (3 Cr.)

Function of nutrients. factors affecting the utilization of nutrients. food pyramids and dietary allowances. Dietary calculation and evaluation. Special needs during the life cycle. Current issues in nutrition.

210 Human Physiology (5 Cr.)

Prerequisite: 110 and either 100 or 105.Functions of the human body as revealed by cells, tissues, organs, and systems in terms of underlying physicochemical processes.\$30 fee.

Business Administration

100 Introduction to Accounting (3 Cr.)

Introduction to the steps of the accounting cycle. Practical background in accounting for professional offices and/or merchandising businesses

101 Accounting Principles (3 Cr.)

Practice and application of the accounting principles involved in the process of preparing financial statements in accordance with the generally accepted accounting principles. Includes accounting procedures for cash, accounts receivable, inventory, depreciation and payroll.

204 Business Management (3 Cr.)

Principles and practices of business management developed around the framework of the functions of planning, organizing, and controlling. Specific topics covered includes: managerial ethics, group dynamics, employee motivation, communications, decision-making, leadership and management styles, productivity, and organizational effectiveness.

205 Marketing (3 Cr.)

The principles of marketing involves the structure of marketing institutions in a global environment. The course includes analysis of marketing functions, consumer behavior, segmentation, market research, product planning, pricing, promotion, distribution and marketing strategies. Internet and electronic mail activities are integrated to develop competencies in data collection, application and task analysis.

221 Business Communications (3 Cr.)

Prerequisite: Appropriate placement test score or completion of ENGL30. identifies the scope and structure of communications within a business environment. The areas of study include writing processes involving a wide variety of business correspondences. Current methods of communication by technology are covered with direct applications utilizing Internet, Email, PowerPoint presentations, electronic files, employee and data privacy, resumes and interviewing techniques. Emphasis is placed on formal reports within the APA and MLA formats/structures.

Computer Science and Information Systems**115 Introduction to Microcomputer Applications (3 Cr.)**

Introduction to operation of computer software packages. Specific hands-on work with word processor, spreadsheet, database, and presentation software applications. Keyboarding experience and basic computer skills are recommended. Class uses Office 2007. \$20 fee.

Geography**220 GIS Database and Design (3 Cr.)**

Prerequisites: 120. Concepts of Geo-database design and management in Geographic Information Systems (GIS), SQL statements, geographic data types and functions, data entry, techniques of geographic information structure and indexing, querying techniques, searches, and spatial analysis, creation and use of metadata real-world applications.

224 Applications in Geographic Information Systems (3 Cr.)

Prerequisites: 120, 220. in Information Systems. Data collection, incorporation of local and global data, and analysis of spatial information that can be used to investigate major application areas, national policy.

Human Services**100 Introduction to Human Services (3**

This is the introductory course in the field of human services. Students are invited to explore how factors such as poverty, race, gender, mental health, ethnicity, sexual orientation, and disability have affected the ability of individuals and groups to function in society. In addition, students will examine the nature of cross-cultural competence when serving diverse client populations. Course

includes examination of strengths-based interventions with diverse client populations facing multiple barriers to physical, psychological, and social well-being.

Physical Education

126 Lifetime Fitness I (2 cr.)

Prerequisite: Successful completion of preliminary health screening or permission of personal physician. First in a series of cardiovascular and muscular development fitness programs designed around the aerobic circuit. The course introduces basic concepts of lifetime fitness development, health, and exercise programming. A variety of individual aerobic exercise equipment will be incorporated into the student's total program.

158 First Aid/CPR (2 cr.)

Prerequisite: The student must be at least 17 years old. Theory and practice of giving aid to ill or injured persons, treatment of injuries, cardiopulmonary resuscitation procedures, history and development of safety education. American Red Cross certificates issued to students completing the course successfully.

Psychology

240 Child Development (3 Cr.)

Prerequisite: 140. Critical factors in understanding development: internal growth forces, self factors, external adjustment processes. Emphasis on interrelatedness of developmental processes.

243 Human Lifespan Development (4 Cr.)

Prerequisite: 140. Discussion of the physical, social, emotional, and personality changes occurring during the life of the individual from conception through death. Emphasis is placed on the similarities and differences in development across and within cultures.

245 Adolescent Psychology (3

Prerequisite: 140. Overview of developmental stages of adolescence. Physical, psychological, educational, and social characteristics and implications.

ATTACHMENT C –Sample 4-year plan (See Attachment D for specific requirements.)

Northwest Missouri State University
Metropolitan Community College
Sample 4 year plan – AA to BS Recreation Management
(Numbered courses are Northwest courses)

TERM ONE

Composition (3 hrs)
General Psychology (3 hrs)
General Biology & Lab (5 hrs)
MCC 126 Lifetime Fitness (3 hrs)
TOTAL - 14

TERM TWO

Composition (3 hrs)
Physical Science & Lab (4 hrs)
United States History (3 hrs)
Fundamentals of Speech (3 hrs)
Social Science (3 hrs)
TOTAL - 16

TERM THREE

Fine Arts (3 hrs)
Math 119 or higher (3 hrs)
Humanities/Philosophy (3 hrs)
Microcomputer Applications (3 hrs)
Elective (3 hrs)
TOTAL HOURS – 15

TERM FOUR

Literature (3 hrs)
Intro to Political Science (3 hrs)
MCC 245 Adolescent Psychology (3 hrs)
Intercultural Communication (3 hrs)
Elective (3 hrs)
TOTAL - 15

TERM FIVE

45-240 Foundations of Recreation (3hrs)
45-245 Leisure Services & Special Pop. (3 hrs)
45-444 Outdoor Recreation/Education (3 hrs)
MCC 101 Accounting Principles (3 hrs)
MCC 243 Human Lifespan Development (3 hrs)
TOTAL HOURS - 15

TERM SIX

45-340 Recreation Programs (3 hrs)
45-443 Recreation Leadership (3 hrs)
45-512 Aquatic Facility Maint. & Manage (2 hrs)
45-513 Outdoor Rec. Facilities M & M (2 hrs)
MCC 115 First Aid/CPR
MCC 204 Business Management (3 hrs)
TOTAL HOURS - 16

SUMMER TERM

45-450 FIELD EXPERIENCE (3 hrs.) – PARKS AND RECREATION MANAGEMENT

TERM SEVEN

45-440 Leisure Resources/Facility Design (3hrs)
45-545 Risk Management (3 hrs)
45-533 Recreation Sports Management (3 hrs)
45-365 Leisure and Aging (3 hrs)
MCC 205 Marketing (3 hrs)
TOTAL HOURS - 15

TERM EIGHT

45-434 Senior Seminar in Recreation (3 hrs)
45-446 Evaluation of Leisure Services (3 hrs)
45-546 Administration of Recreation (3 hrs)
45-540 Group Dynamics (3 hrs)
MCC 221 Business Communications (3 hrs)
TOTAL HOURS - 15

45-499 RECREATION INTERNSHIP (6-12 hrs.)

UPPER DIVISION HOURS MINIMUM 40 hrs – (40-46 hrs in program)

ATTACHMENT D –Articulation Agreement

**ARTICULATION AGREEMENT
BETWEEN
METROPOLITAN COMMUNITY COLLEGE
AND
NORTHWEST MISSOURI STATE UNIVERSITY**

**AA to BS in Recreation and Park Management
Northwest Catalog 2010-2012**

OVERVIEW:

This formal program articulation agreement is made and entered into by Northwest Missouri State University, hereinafter referred to as Northwest, and Metropolitan Community College, hereinafter referred to as MCC. By this agreement MCC and Northwest express a shared commitment to increasing opportunities for student access to and success in higher education. By clarifying transfer policies and procedures which assure articulation between programs, the institutions seek to assist students in making a seamless transfer from the associate to the baccalaureate degree.

PURPOSE:

This agreement provides students who have earned an **Associate in Arts** the opportunity to complete a **Bachelor of Science in Recreation and Park Management** at Northwest. Any MCC student who has earned an Associate in Arts is guaranteed that Northwest will accept designated freshman and sophomore business management credit hours as designated in this agreement, general education credits required for the AA degree, plus any freshman and sophomore general education hours required by Northwest beyond the AA degree. Northwest will apply such to the Bachelor of Science in Recreation and Park Management degree in a manner consistent with the treatment of native students.

CONDITIONS OF TRANSFER:

Section I: Admissions and Matriculation

MCC students maintaining continuous enrollment under this agreement or matriculating into Northwest within 18 months from the last registration date with MCC will be afforded the same treatment and protection as Northwest native students enrolled under the Northwest catalog in effect the year the student officially matriculates into MCC. This agreement is in effect for students matriculating into MCC during the 2010-2012 catalog. Students entering under later catalogs must meet the requirements of the respective catalogs. Every effort will be made to update agreements as new catalogs come into effect.

Criteria for acceptance into the Bachelor of Science in Recreation and Park Management will be the same for transfer as for native students.

Students seeking admission to Northwest must have a minimum 2.00 cumulative grade point average (gpa) in transfer.

Admission to some undergraduate programs is competitive. While all students who achieve a 2.00 cumulative gpa in transfer will be fully considered, Northwest may offer admission to students based on their relative ranking of the college cumulative gpa.

The grade point average used to determine admission to the baccalaureate program will be calculated based upon the academic policies of Northwest. Courses in progress will not be used for calculating grade point average.

MCC, upon the request of students, will provide verification of completed courses to Northwest through its Office of Registrar.

The transcript of students transferring from MCC will be evaluated by representatives from the Business and Professional Program at MCC and the Office of Admissions at Northwest.

The Office of Admissions at Northwest has established application procedures. Students should contact the Office of Admissions for details or consult the Northwest Undergraduate Academic Catalog.

Transfer students from MCC will have access to financial aid, scholarships, and student services. Students will be referred to "Financing Your College Education," available from Northwest's Financial Aid Office, for more details.

Northwest will apply the same academic progress and graduation standards to MCC transfer students as those applicable to native students.

Section II: Transfer of Credit

Courses that are non-college level (commonly less than 100 level courses) are not transferable toward a baccalaureate degree.

Only academic courses with passing letter grades (A, B, C, D) will be accepted for graduation requirements.

Most major and common professional component courses require a C or better. Those courses are outlined in the Northwest catalog.

Students who have earned scores on Advanced Placement tests (AP) or International Baccalaureate (IB) tests offered in high school may be awarded college credit after evaluation of official score reports from the College Entrance Examination Board. Accepted credit will be recorded on a student's transcript in accordance with the Northwest's credit for external examinations policy. Credit is not granted for an AP exam if the student has completed a college course equivalent to the AP exam.

Students may earn college credit by examination in the College Level Examination Program (CLEP) in selected exams if scores earned meet the score requirements outlined in Northwest's university catalog. Official score reports must be submitted to the Office of Admissions at Northwest.

Northwest will accept for credit courses taken while the student is enrolled in high school in a Dual Enrollment Program as long as the courses are not vocational in nature and follow the Missouri CBHE State Guidelines for Dual Enrollment Courses issued October 1999. In order to have credit evaluated and granted, the Office of Admissions must receive an official college transcript from the college or university granting the credit.

Section III: Program Plan

Students falling under this program articulation agreement will be responsible for successfully completing the following requirements.

METROPOLITAN COMMUNITY COLLEGE ASSOCIATE IN ARTS

General Education Requirements		42 hours	
<u>Course Title</u>	<u>Hours</u>	<u>Northwest Equivalent</u>	<u>Hours</u>
HIST 120 US History to 1865 OR HIST 121 US History Since 1865	3	American History Requirement	3
POLS 135 Intro to Political Science OR POSL 136 Intro to American Nat. Pol.	3	34-102 Intro to American Gov. & Politics	3
ENGL 101 Composition and Reading I	3	10-111 Composition	3
ENGL 102 Composition and Reading II	3	10-112 Composition	3
SPDR 100 Fundamentals of Speech OR		29-102 Fund of Oral Communication	3
SPDR 102 Fund of Human Comm	3	Fund of Oral Communication Equivalent	3
Humanities See MCC catalog for options. 3 hours must be in literature or philosophy and 3 should be chosen from: Foreign Language 101 or higher OR SIGN 101 or 102, MUSI 116 or 160 OR SPDR 133. These classes also meet Northwest's Multicultural Institutional Requirement	9	Humanities and Multicultural Equivalent	9
MATH 119 or higher See MCC catalog for options	3	Math Requirement	3
Biological Science (with Lab) See MCC catalog for options	5	Life Science Equivalent	5
Physical Science (with Lab) See MCC catalog for options	4	Physical Science Equivalent	4
POLS 137 Intro to State & Local Pol.	3	34-203 State & Local Government	3 (Option A)
Social Science Social Science Requirement from area other than POLS, See MCC Catalog for options. General Psychology is recommended.	3	Social or Behavioral Science Equivalent	3

Course Title Hours

Required:

CSIS 110 Tech & Info Management OR
CSIS 115 Intro to Microcomputer App. 3

Electives equivalent to**Northwest requirements:**

BSAD 101 Accounting Principles I 3
BSAD 178 Business Communications 3
BSAD 204 Business Management 3
BSAD 205 Marketing 3
GEOL 102 Historical Geology 3
AGBS 108 Evergreens and Herb. Plants 3

Course Title Hours

44-130 Computers & Info Technology 3

51-201 Accounting I 3 (Option A)
54-310 Managerial Communication 3 (Option A)
54-313 Principles of Management 3 (Option A&B)
55-330 Principles of Marketing 3 (Option A)
27-212 Historical Geology 3 (Option B)
03-383 Woody Landscape Plants 3 (Option B)

Other Recommended Electives that may be substituted in Option A or B with advisor approval:

PSYC 240 Child Development	3
PSYC 245 Adolescent Psychology	3
PSYC 243 Human Lifespan Dev.	3
AGBS 108 Landscape Design and Main.	3
AGBS 109 Pest man./Turf & Ornament.	3
AGBS 115 Soil Fertility and Fertilizers	3
ABBS 206 Advanced Landscape Design	3
BIOL 109 Anatomy and Physiology	6
BIOL 150 Medical Terminology	2
BIOL 132 Human Nutrition	3
BIOL 210 Human Physiology	5
BSAD 100 Introduction to Accounting	3
GEOG 220 GIS Database and Design	3
GEOG 224 Applications in GIS	3
HUMS 100 Intro to Human Services	3
PHED 126 Lifetime Fitness	2
PHED 158 First Aid	2

Northwest Major requirements

42-48 hours

Required Courses (42-48 hours)

45-240 Foundation of Recreation	3*
45-245 Leisure Services and Special Populations	3*
45-340 Recreational Programs	3*
45-434 Senior Seminar in Recreation	3*
45-440 Leisure Resources/Facility Design and management	3*
45-443 Techniques of Recreation Leadership	3*
45-444 Outdoor Recreation/Education	3*
45-446 Evaluation of Leisure Services	3*
45-450 Field Experience in Recreation and Park Management	3*
45-499 Recreation Internship	6-12*
45-533 Recreation Sports Management	3*
45-545 Risk Management	3*
45-546 Administration of Recreation	3*

Elective hours (15 hours required from A or B, several of which may be taken from MCC, see above)

Option A: Recreation Management

15-216 Gerontology	3
34-203 State and Local Government	3**
51-201 Accounting I	3**
54-310 Managerial Communications	3**
54-313 Principles of Management	3**
54-314 Human Resource Management	3
55-330 Principles of Marketing	3**
45-321 Exploring Recreation Resources	3
45-365 Leisure and Aging	3*
45-425 Expressive and Creative Programs	3
45-445 Natural Resources History/Interpretation	3
45-511 Golf Course Maintenance and Management	2
45-512 Aquatic Facility Maintenance and Management	2*
45-513 Outdoor Recreation Facilities Maintenance & Management	2*

45-525 Commercial Recreation	3
45-547 Grantsmanship	3
Option B: Park Management	
AGRI 03-382 Woody Landscape Plants	3**
AGRI 03-383 Landscape Design	3
AGRI 03-538 Turfgrass Management	3
GEOG 27-212 Historical Geology	3**
GEOG 27-326 Geology of the National Parks	3
GEOG 32-501 Conservation of Natural Resources	3
REC 45-321 Exploring Recreation Resources	3
REC 45-425 Expressive and Creative Programs	3
REC 45-445 Natural Resources History/Interpretation	3
REC 45-511 Golf Course Maintenance and Management	2 *
REC 45-512 Aquatic Facility Maintenance and Management	2 *
REC 45-513 Outdoor Recreation Facilities Maintenance and Management	2*
REC 45-547 Grantsmanship	3
MGMT 54-313 Principles of Management	3**
GEOG 32-201 Maps and Map Interpretation	3
GEOG 32-207 GPS Fundamentals	3

*Will be offered in rotation in Kansas City

**May be taken at MCC

Minimum hours required for B.S. in Recreation and Part Management

124 Hours

Approved by:

Dr. Terrance Robertson
 Department Chair
 Department of Health, Physical Education, Recreation and Dance
 Northwest Missouri State University

Mrs. Beverly Schenkel
 Dean of Enrollment Management
 Northwest Missouri State University

Mark James
 Chancellor
 Metropolitan Community College – Kansas City

**ATTACHMENT E: Facility agreement with Northwest Missouri State University and
Metropolitan Community College - Maple Woods Campus
FACILITY USE AND SERVICES AGREEMENT**

This Facility Use and Services Agreement (Agreement) is made by and between the Junior College District of Metropolitan Kansas City, Missouri aka Metropolitan Community College on behalf of its Maple Woods campus (MCC), whose principal office is located at 3200 Broadway, Kansas City, Missouri 64111, and Northwest Missouri State University on behalf of its Kansas City Center (Northwest), an educational institution with a principal address of 800 University Drive, Maryville, Missouri 64468.

Whereas, MCC normally uses their property for higher education (undergraduate level degrees) and related activities.

Whereas Northwest needs office and classroom space for holding graduate classes, and MCC has agreed to allow Northwest to use space provided for the Northwest Missouri State University Kansas City Center.

NOW, THEREFORE, for good and valuable consideration as described herein, the parties hereto agree as follows.

1. Premises and Equipment.

1.1. Use of Premises. MCC agrees to grant to Northwest the use of office and classroom space located at its MCC Maple Woods campus (Premises), 2601 NE Barry Road, Kansas City, MO 64156. Specific office and classrooms to be determined by mutual agreement of the parties. Northwest shall provide sole supervision of Students at all times while on the Premises, and be responsible for the actions of any Student, but only if such Student's actions are a direct result of and caused by the negligent act of Northwest. Northwest agrees that it will not use the premises for any unlawful purposes, and will obey all laws, rules, and regulations of all governmental authorities while using the above described facilities. Northwest agrees that it will not use the premises for any purpose that is contrary to the mission, purpose or belief of MCC.

1.2 Condition of Premises. Northwest shall not use the Premises for any other purpose other than as stated hereunder. Northwest accepts the Premises in present condition and agrees to keep and maintain the same in as good condition as at present, free from debris, and to commit no acts of destruction or other acts tending to injure or deface the equipment and/or Premises. Upon termination of Agreement, Northwest agrees to remove any equipment it has installed and surrender the Premises to MCC in good condition, ordinary wear and tear excepted.

1.3 Possession of Premises. Northwest shall take possession of the Premises no sooner than December 16, 2013 (Possession Date). Northwest's possession of regular classroom space for use by its students (Student(s)) is on an "as available" basis based on MCC's educational needs. President Uptal Goswami of MCC Maple Woods campus, and Northwest's Outreach Director shall further coordinate the details of classroom location and usage, except as otherwise may be provided for herein.

1.4 Equipment. MCC shall provide Northwest access to copier(s) as needed. Northwest agrees to provide all its own furniture, computers and printers, and other necessary supplies and equipment. Further, Northwest shall install interactive television (ITV) equipment in up to a maximum of four (4) classrooms: a) at Northwest's own risk and expense; and b) coordinate installation project management of its contractor's, Sytec Corporation, activity with MCC's

Network Services Department and Facilities staff, and with the mutual agreement of President Goswami. Pursuant to §5.2 herein, Northwest agrees to hold harmless MCC for the theft or damage of its equipment located and/or installed on the Premises.

2. Term, Termination, Cancellation.

2.1. Term and Termination. The term of this Agreement shall commence on December 16, 2013 and end December 31, 2015. If the Premises shall be destroyed or so damaged by fire or other unavoidable casualty whereby the use of the Premises is impracticable, this Agreement shall automatically terminate and fees are payable only for actual use prior to such casualty.

2.2 Cancellation. This Agreement may be cancelled unilaterally by either party with such cancellation to be received in writing at least three (3) business days prior to Possession Date hereunder.

3. Renewal.

This Agreement may be renewed for two (2) additional one (1) year terms upon the mutual written agreement of the parties.

4. Fees and Expenses.

4.1. Facility Fees. In consideration of the parties ongoing partnership, no fees will be charged to Northwest for the space. However, as mutually agreed to by the parties Northwest may be invoiced for appropriate setup time and overtime for Facilities staff and MCC Police services.

4.2. Expenses. Fees for copiers shall be paid at the end of every semester within the term upon receipt of an invoice therefore.

4.3. Payment. All payments shall be made to MCC-Maple Woods and mailed to Attn: Brian Bechtel, MCC-Maple Woods, 2601 NE Barry Road, Kansas City, MO 64156.

5. Liability Requirements.

5.1. Insurance. Northwest agrees to maintain an insurance policy with comprehensive general liability coverage of not less than \$2,000,000 per occurrence and \$2,000,000 in the aggregate. A certificate of insurance evidencing this coverage, including thirty (30) day advance written notice of cancellation or change, shall be issued to MCC.

5.2. Liability Responsibility. The parties acknowledge that each party is a public entity covered by sovereign immunity, and nothing in this Section shall be deemed to be inconsistent with applicable law. Each party shall be solely responsible for any and all actions, suits, damages, liability, or other proceedings brought against it as a result of the alleged negligence, misconduct, error, or omission of any of its officers, agents, or employees. Each party agrees to hold harmless, indemnify and defend the other party (including the other party's agents, employees, and representatives) from any and all liability for injury or damage including, but not limited to bodily injury, personal injury, emotional injury, or property damage which may result

from any person using the above described premises, its entrances and exits, and surrounding areas, for Northwest's purposes, regardless of whether such injury or damage results from the negligence of a party (including such party's agents, employees, and representatives). The foregoing notwithstanding, the parties shall continue to enjoy all rights, claims, and defenses available to them under the applicable state law.

6. Miscellaneous.

6.1. Notices. Communications relating to this Agreement shall be in writing and communicated by certified mail, return receipt requested, or overnight courier to the addresses first provided in this Agreement or as may be later designated by written notice to the other party. If to MCC, communications shall be addressed to the Chief of Staff to the Chancellor; if to Northwest, communications shall be addressed the Office of the President, Dr. John Jasinski.

6.2. Non-Discrimination. Northwest agrees that it will not discriminate against any person on the basis of religion, color, ethnic group identification, sex, sexual orientation, age, physical or mental disability, or other protected class status.

6.3. Powers and Authority. Neither party may sign any document, perform any act, or make any commitment nor undertaking on behalf of the other party without such other party's express written consent.

6.4. No Agency. Nothing in this Agreement shall create an agency, partnership, or joint venture between MCC and Northwest.

6.5. Compliance with Laws. During the performance of its obligations under this Agreement, Northwest agrees to conduct its activities hereunder in strict compliance with all applicable federal, state, and local laws, as well as the policies and procedures of MCC.

6.6. Governing Law. This Agreement is governed by and constructed in accordance with the laws of the state of Missouri.

6.7. Severability. If, for any reason, any provision hereof shall be determined to be invalid or unenforceable, the validity and effect of the other provisions hereof shall not be affected thereby.

6.8. Waiver. Failure of either party to insist upon strict performance of the terms of this Agreement shall not be construed as a waiver of such party's rights to later enforce any provision thereof.

6.9. Dispute. MCC and Northwest agree that any disputes arising under this agreement will be resolved via a mutually acceptable alternative dispute resolution process.

6.10. Remedies. All rights and remedies of the parties, in law or equity, are cumulative and may be exercised concurrently or separately. The exercise of one (1) remedy will not be an election of that remedy to the exclusion of other remedies.

6.11. Successors and Assignments. This Agreement shall not be assigned by either party without the prior written consent of the other party and unless specifically stated to the contrary in any written consent to an assignment, no assignment will release or discharge the assignor from any duty or responsibility under this Agreement.

6.12. Entire Agreement. This Agreement constitutes the entire agreement and understanding between the parties with respect to the subject matter hereof and supersedes all offers, negotiations, discussions, and other agreements that occurred prior to the date of the execution of this written Agreement. Any amendments to this Agreement must be in writing and executed by both parties.

The parties have caused this Agreement to be executed and do each hereby represent and warrant that their respective signatory whose signature appears below has been and is, on the day and year first written below, fully authorized by all necessary and appropriate actions to execute this Agreement.

**Junior College District of Metropolitan
Kansas City, Missouri**

By: Mark James

Name: Mark S. James

Title: Chancellor

Date: 11/6/13

Northwest Missouri State University

By: Douglas N. Dunham

Name: Douglas N. Dunham

Title: Provost

Date: October 30, 2013