Document N: Course and Program Development:
IMPACT AND APPROVAL SIGNATURES
See Course and Program Development Policy and Procedures (www.ubalt.edu/provost) for instructions.

SCHOOL:  ○ LAW  ○ MSB  ○ CAS  ○ CPA

CONTACT NAME: Debra L. Stanley  PHONE: 410 832 6082

DEPARTMENT/DIVISION: School of Criminal Justice  DATE PREPARED: 3/14/14

PROPOSED SEMESTER OF IMPLEMENTATION:  ○ fall  ○ spring  YEAR: 2014

TYPE OF ACTION:  ○ add (new)  ○ deactivate  ○ modify  ○ other

LEVEL OF ACTION:  ○ noncredit  ○ undergraduate  ○ graduate  ○ other

ACTION BEING REQUESTED (select one category, either Course Actions or Program Actions):

○ COURSE ACTIONS

Original Subject Code/Course Number:

Original Course Title:

Select one or multiple actions from one of the lists below (review the list of necessary documents and signatures):

<table>
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<td>1. Experimental Course</td>
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ADDITIONAL DOCUMENTATION (check all appropriate boxes of documents included; review the list of necessary documents):

☑ summary proposal (O)  ☑ course definition document (P)  ☑ full five-page MHEC proposal (Q)

☑ financial tables (MHEC) (R)  ☑ other documents as may be required by MHEC/USM (S)  ☑ other (T)
IMPACT REVIEW (review the list of necessary signatures):

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<tr>
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<td>a. Library</td>
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<td>b. OTS</td>
<td>Author</td>
<td>4/9/14</td>
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<tr>
<td>c. University Relations</td>
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<td>d. Admissions</td>
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<td>e. Records</td>
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APPROVAL SEQUENCE (review the list of necessary signatures):

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<td>B. General Education (for No. 7, 8)</td>
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<td>C. Final Faculty Review Body Within Each School (Chair)</td>
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<td>D. Dean</td>
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<td>4/9/14</td>
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<tr>
<td>E. University Faculty Senate (Chair)</td>
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<tr>
<td>F. University Council (Chair)¹</td>
<td>Authored</td>
<td>4/9/14</td>
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<tr>
<td>G. Provost and Senior Vice President for Academic Affairs</td>
<td>Authored</td>
<td>5/7/14</td>
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<tr>
<td>H. President</td>
<td>Authored</td>
<td>5/12/14</td>
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<tr>
<td>I. Board of Regents (notification only)</td>
<td>Authored</td>
<td>8/14/14</td>
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<tr>
<td>J. Board of Regents (approval)</td>
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<td>K. MHEC (notification only)</td>
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<td>10/31/14</td>
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<tr>
<td>L. MHEC (approval)</td>
<td>Authored</td>
<td>11/3/14</td>
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<tr>
<td>M. Middle States Association notification</td>
<td>Required only if the University’s mission is changed by the action</td>
<td>11/3/14</td>
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</table>

¹ University Council review (for recommendation to the president or back to the provost) shall be limited to curricular or academic policy issues that may potentially affect the University’s mission and strategic planning, or have a significant impact on the generation or allocation of its financial resources.
OTS, Admissions, Registrar and IR Impact Statement
OTS Perspective

College of Public Affairs
Master of Professional Studies in Justice Leadership

The College of Public Affairs is proposing a collaboration with College Park to offer a new graduate program at Shady Grove. This collaboration has been described to be the same as what administrators at UB might refer to as the “Coppin model.” In this model, prospects can apply to either institution.

The primary concern from OTS is for the Registrar. Today, the cross registration process for each institution is entirely manually and relies upon the IIR methodology. Specifically, while the new student may be registered/enrolled in an automated way at the institution where he or she applied, that school must transmit IIR paperwork to the partner institution, and they must manage enrollment, registration and provisioning manually. The IIR methodology was not designed to handle large numbers of students. If this program remains cohort-based (with small cohorts), this is manageable. If it is scaled up, an OTS project, including analysis and requirements, will be necessary to automate part or all of the process, and the work to do this project should not be assumed to be approved by the Chief Information Officer or Senior Vice President of Enrollment Management and Student Affairs.

A secondary concern for Admissions and institutional reporting (and enrollment) was reviewed in the group meeting to review this proposal. CPA was asked to clarify/verify the tuition differential between UB and College Park. Fees should be included in the comparison. For a couple of possible reasons, one school may be the preferred vehicle through which to enroll in this program. The Registrar and IR will need to work together to make sure that current reporting will properly reflect the headcount and credit hour production that results from this collaborative program. We know from the Towson Joint MBA that this can and will be a stress point between schools involved in a joint or collaborative effort, particularly if circumstances lead to one school experiencing significantly more benefit.

In conclusion, OTS supports the College of Public Affairs in launching this new program. However, the administrative, reporting and technology realities must be understood. If expanded, a planned effort will be required.
Impact Statement From the Office of University Relations
Regarding the Proposed M.P.S. in Justice Leadership and
Management

General Impact:
Please be advised that any programmatic changes are likely to affect recruitment
and other publications as well as Web content produced and/or managed by the
Office of University Relations that contain this type of specific academic
information.

Please inform Catherine Leidemar (cleidemer@ubalt.edu or
410.837.6164) of any proposed changes that receive final approval and of
any planned implementation timelines.

The timing of the final approval for these changes will be a determining factor
in our ability to incorporate the new information in a timely fashion in any relevant
materials that are on our production schedule. As a general guideline, the Office
of University Relations should be notified of any programmatic changes to a
scheduled recruitment publication at least two months prior to printing.

Specific Feedback:
- This new program will require updates to the CPA website and to the
  graduate catalog in addition to any materials that academic
  advisers/program directors may use in advising students. Also, please
  note that this will impact grad recruitment materials and the eapp/paper
  application.
- Updates on the timing of this program’s (presumed) approval and
  implementation must be discussed with the Offices of Admission and with
  the Office of University Relations as early as possible, as timing and
  advance notice are critical to successful marketing and recruitment efforts.
- As discussed in the “impact” meeting on April 9: Please keep the Office of
  University Relations in the loop on related meetings, and please note that
  this impact statement pertains to only the first (preliminary) approval
  forms. Once the complete structure and details of this program are
  developed, an additional impact statement may be necessary.
**Document O: Course and Program Development: SUMMARY PROPOSAL**

See Course and Program Development Policy and Procedures (www.ubalt.edu/provost) for instructions.

**SCHOOL:**
- [ ] LAW
- [ ] MSB
- [ ] CAS
- [ ] CPA

**CONTACT NAME:** Debra L. Stanley  
**PHONE:** 410 832 6082

**DEPARTMENT/DIVISION:** School of Criminal Justice  
**DATE PREPARED:** 3/14/14

**PROPOSED SEMESTER OF IMPLEMENTATION:**
- [ ] fall
- [ ] spring  
**YEAR:** 2014

**ACTION BEING REQUESTED** (select one category, either Course Actions or Program Actions):

- [ ] COURSE ACTIONS
- [ ] PROGRAM ACTIONS

**Original Subject Code/Course Number:**

**Original Course Title:**

**Original Program Title:**
- Master of Professional Studies in Justice Leadership & Management

**Select one or multiple actions from one of the lists below (review the list of necessary documents and signatures):**

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**For changes to existing courses:**

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DESCRIBE THE REQUESTED COURSE/PROGRAM ACTION (additional pages may be attached if necessary):

Request a new graduate degree program, Master of Professional Studiers in Justice Leadership & Management to be located in the School of Criminal Justice, College of Public Affairs.

The MPS-JLM program is a 30 credit curriculum with ten required core courses, that will be offered as a 15 month cohort program.

Five of the ten courses currently exist in UB’s School of Criminal Justice graduate curriculum. Four new criminal justice courses and one new forensic science course will be added to the curriculum specifically designed for the MPS-JLM program.

Please refer to the attached Table with the Program Curriculum.

SET FORTH THE RATIONALE FOR THIS PROPOSAL:

The new program Master of Professional Studies in Justice Leadership & Management (MPS-JLM) builds on and supports each of the institutional goals set forth by the University of Baltimore and the College of Public Affairs, while also contributing to the university’s projected enrollment growth goals. The program is consistent with UB’s goals to deliver programs with practical application (“Knowledge that works”). UB’s goal has largely been to prepare students for opportunities at the local, regional and national levels. The School of Criminal Justice is uniquely situated to provide education to students who seek careers in leadership and management in the criminal justice system. The proposed degree program is a 21st century reflection of the university’s mission to impart knowledge that works and to provide students an opportunity to be agents of positive change.
UNIVERSITY SYSTEM OF MARYLAND INSTITUTION PROPOSAL FOR

X New Instructional Program

——— Substantial Expansion/Major Modification

——— Cooperative Degree Program

X Within Existing Resources, or

——— Requiring New Resources

University of Baltimore
Institution Submitting Proposal

M.P.S. in Justice Leadership & Management Program - ON CAMPUS
Title of Proposed Program

M.P.S. in Justice Leadership & Management

Award to be Offered

210500

Projected Implementation Date

43.0103

Proposed HEGIS Code

Proposed CIP Code

School of Criminal Justice
College of Public Affairs

Debra L. Stanley, Ph.D.
Department Contact

Department in which program will be located

(410) 837-6082

Contact Phone Number

dstanley@ubalt.edu

Contact E-Mail Address

Signature of President or Designee

August 14, 2014
Date
Mission

The mission of the University of Baltimore assures that the “university’s emphasis on career-oriented education attracts students with clear professional objectives and provides them with a broad foundation of knowledge to meet the rapidly changing conditions of today’s work environment as well as with the latest skills and techniques for productive careers in the public and private sectors.” Additionally, the University of Baltimore endeavors to “advance the intellectual, professional, and economic life of the metropolitan areas, the state of Maryland, the mid-Atlantic region, and beyond.” The mission of the University of Baltimore is comprised of four elements: (1) making excellence available to students motivated by professional advancement and civic awareness; (2) establishing a foundation for lifelong learning, personal development and social responsibility; (3) combining theory and practice to create meaningful, real-world solutions to 21st-century urban challenges; (4) and being an integral partner in the culture, commerce and future of Baltimore and the region. Within this broader context, the College of Public Affairs and the Merrick School of Business seeks to prepare problem-solvers who will analyze policy and lead public, private, non-profit, health-care, and third sector organizations of the future.

The University of Baltimore, College of Public Affairs, excels in the preparation and the delivery of education that has practical application (“Knowledge that works”). The goal has largely been to prepare students for opportunities at the local, regional and national levels. The School of Criminal Justice is uniquely situated to provide education to students who seek careers in leadership and management in the criminal justice system. The proposed degree program is a 21st century reflection of the university’s mission to impart knowledge that works and to provide students an opportunity to be agents of positive change.

Characteristics of the Proposed Program

Program Description: The new proposed Master of Professional Studies in Justice Leadership & Management (MPS-JLM) degree program will build on and support each of the institutional goals set forth by the University of Baltimore and the College of Public Affairs, while also contributing to the university’s projected enrollment growth goals. The MPS-JLM program will develop students’ leadership and management knowledge and skills. The program will be a new specialized degree for our state and for the field of criminal justice. The degree will target professionals working in the field who have not completed a graduate degree.

The MPS-JLM program is a 30 credit curriculum with ten required core courses that will be offered as a 15-month cohort program.

Five of the ten courses currently exist in UB’s School of Criminal Justice graduate curriculum. Four new criminal justice courses and one new forensic science course will be developed and added to the curriculum specifically designed for the MPS-JLM program.
Program Requirements:

Total number of credits: 30 Credits (10 courses)

The MPS in Justice Leadership & Management degree program requires the successful completion of 10 core courses.

A table outlining the proposed curriculum is provided below.

Proposed Courses:

<table>
<thead>
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<th>Course #</th>
<th>Course Title</th>
<th>Credits</th>
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<tr>
<td>1</td>
<td>CRJU 626 Professional Communications in Criminal Justice</td>
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<td>CRJU 636 Information and Technology in Criminal Justice</td>
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<td>3</td>
<td>CJRU 708 Leadership Development in Criminal Justice</td>
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<td>CJRU 710 Administration of Justice</td>
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<td>5</td>
<td>CRJU 606, 611, 642, or 704 Contemporary Issues in Criminal Justice</td>
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<td>6</td>
<td>CRJU 601 Crime and Policy Development in Criminal Justice</td>
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<td>7</td>
<td>FSCS 685 Issues in Forensic Investigations</td>
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<td>8</td>
<td>CRJU 666 Politics, Legislation and the media in Criminal Justice</td>
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<td>9</td>
<td>CRJU 676 Systems and Applications in Criminal Justice</td>
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<tr>
<td>10</td>
<td>CRJU 777 Capstone in Criminal Justice</td>
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Thesis/Non-Thesis Option: The final integrative component of the degree program is a core required Capstone Course. No thesis is required.

Admissions Standards: The admissions standards will be consistent with other UB graduate programs requiring a minimum undergraduate GPA of 3.0. However, our experience is that many who enter criminal justice work do so without a college degree or after completing a degree without any plans for graduate work. For many individuals working in the field, an application requirement that requires a GPA of 3.0 or better is difficult to achieve. This program will incorporate elements to assist this type of criminal justice professional to pursue graduate work. One possibility among those admission criteria may be a probationary admission that includes the completion of undergraduate coursework that is necessary to be successful in the graduate program.
Adequacy of Curriculum Design and Delivery to Related Learning Outcomes

The MPS-JLM program will develop students' leadership and management knowledge and skills. The program is designed to offer professionals working in the field to develop their leadership and management knowledge and skills that will allow them to compete for promotions and career opportunities in government and private-sector corporations in the areas of criminal justice and security leadership, management, and accountability.

Educational Objectives and Learning Outcomes:

The learning goals and objectives of the MPS-JLM program will include the following –

Goal #1 – Demonstrate effective leadership skills that facilitate and support organizational innovation and overall success.

Learning Objectives include:
1. Understand theories, concepts and different leadership styles and application of leadership skills in shaping change in organizations.
2. Understand the role of the leader in creating and sustaining vision, leading change, and allocating organizational resources.
3. Develop effective problem solving and leadership skills to resolve conflict and crisis as a manager and leader in an unpredictable and changing organizational environment.
4. Identify and critically evaluate crime issues and problems as they relate to effective leadership and management of criminal justice organizations.
5. Recognize own leadership style and ability to foster effective leadership qualities in others.
6. Learn to balance leadership style with the demands, functions, and purpose of a criminal justice organization.

Goal #2 – Demonstrate the ability to understand and put into practice, management techniques that will improve the performance and lead a criminal justice organization through effective change.

Learning Objectives include:
1. Understand organizational climate and cultures and how these cultures affect the process and direction of the organization.
2. Develop interpersonal and organizational communication skills to maximize organizational success and to minimize and manage conflict in the workplace.
3. Recognize critical thinking skills and strategies necessary for the success of managing an organization.
4. Understand principles of criminal justice organizational structure and management.
5. Develop expertise and knowledge in data management and analytical techniques for developing data informed decisions.
6. Understand and recognize the influence of public policymaking on organizational change and accountability.
Adequacy of Provisions for Evaluation of Program (as outlined in COMAR 13B.02.03.15)

Procedures for conducting program and individual course evaluations will be outlined in a program assessment plan to be developed for the MPS-JLM program prior to the implementation of the program. The plan will identify overall program learning objectives and measurable course level objectives for each of the required courses for the program. The plan will also outline a process for setting student learning goals and objectives. Annual assessments will be conducted, and the outcomes will be used to identify the strengths and weaknesses of the program to guide faculty in making improvements to the program and student learning outcomes. In addition to the internal program and course review process, an external program review will be conducted every seven years.

Student course evaluations, course syllabi, course materials, exams, assignment criteria, and classroom peer observation will be used to evaluate faculty. Student success in their employment will be a measure used to determine success of the program.

Consistency with the State’s minority student achievement goals and in the State Plan for Postsecondary Education

The MPS-JLM program is committed to minority student achievement and overall success. UB has proactively sought to identify multiple recruitment channels and communication strategies to ensure that there is outreach to a diverse population. UB also has a number of programs in place that will help the program's diverse student body persist until graduation. The University continuously assesses the success of these programs and has developed an achievement gap plan to further increase minority graduation rates of students.

Quantifiable & Reliable Evidence and Documentation of Market Supply & Demand in the Region and State

Students/Constituencies to be served

The 30-credit program is designed to serve non-traditional working professionals by offering its courses in the evenings and/or Saturdays, and online. Some examples of potential constituencies are: Maryland State Police, County Police Departments, City Police Departments, Department of Juvenile Services, the State Division of Parole and Probation, the State Division of Corrections, victim service agencies, numerous federal agencies to include the Department of Justice, Bureau of Justice Assistance, Bureau of Federal Prisons and the Office for Victims of Crime, federal and state courts and a number of related correctional institutions and agencies.

As noted above, there are no existing programs offering this degree program. The workforce demand for an increase in the number of hires and promotions in the criminal justice system surpasses the current capacity of qualified workers. The U.S. Bureau of Labor Statistics show steady 10 percent growth rate in the field of criminal justice in the areas of law enforcement, corrections, probation, parole and forensic science with state, local, and federal governments, through at least 2018, with especially high demand in major cities (US Dept. of Labor).
Interviews and surveys were conducted with organizational leaders throughout the region to determine the level of demand for a professional studies degree in justice leadership and
management. The results indicate unanimous support and stress the need for a specialized program for professionals in the criminal justice system in need of career progression. Upper level supervisors and managers described the gap in current higher education opportunities for working professionals. They stressed a need for leadership and management knowledge and skill, especially as the system experiences the effects of the large number of “baby boomers” moving out of high level management and into retirement. They also emphasized a need for knowledge and skills in data analytics and information technology at all levels throughout the system. Data driven decision-making is a primary tool used in criminal justice management.

The new program is intended for mid-level and upper level leaders and management within criminal justice organizations and agencies. Individuals from federal and state governmental criminal justice related agencies, and nonprofit organizations who desire to advance their competencies in leadership and management are the targeted population for this new program. It will qualify students for leadership positions in law enforcement, correctional organizations, courts, and victim services at the federal, state, and local levels, private and corporate security, and other public sector agencies.

Reasonableness of Program Duplication

The program will be a new specialized degree program for our state and for the field of criminal justice. There is no other program offered anywhere throughout the state or mid-Atlantic region similar to this program.

Relevance to Historically Black Institutions (HBIs)

The proposed program does not duplicate or compete with the implementation or maintenance of high-demand programs at HBI’s. It does not have any potential impact on the uniqueness and institutional identities and missions of HBIs.

Quality of Program Faculty

The MPS-JLM will be taught by the full-time faculty in the School of Criminal Justice, University of Baltimore and by select professionals in the field:

Full-time UB faculty

Debra L. Stanley, Ph.D. Criminology and Criminal Justice; Professor and Executive Director, School of Criminal Justice; Courses – CRJU 708 – Leadership Development in Criminal Justice; CRJU 626 – Professional Communications in Criminal Justice; CRJU 704 – Contemporary Issues in Criminal Justice; CRJU 676 – Systems and Applications in Criminal Justice; CRJU 777 – Capstone in Criminal Justice

Jeffrey Ross, Ph.D. Political Science; Professor Courses: CRJU 611 and CRJU 642 – Contemporary Issues in Criminal Justice; CRJU 666 – Politics, Legislation and the media in Criminal Justice; CRJU 710 – Administration of Justice

UB MPS in JLM – On Campus
Benjamin Wright, Ph.D. Criminology and Criminal Justice; Associate Professor
Courses – CRJU 710 – Administration of Justice; CRJU 631 – Contemporary Issues in Criminal Justice; CRJU 777 – Capstone in Criminal Justice; CRJU 676 - Systems and Applications in Criminal Justice

Heather Pfeifer, Ph.D. Criminology and Criminal Justice; Associate Professor,
Courses - CRJU 601 – Crime and Policy Development in Criminal Justice; CRJU 676 – Systems and Applications in Criminal Justice; CRJU 777 – Capstone in Criminal Justice

Andrea Cantora, Ph.D. Criminal Justice; Assistant Professor
Courses : CRJU 611 and CRJU 642 – Contemporary Issues in Criminal Justice; CRJU 710 – Administration of Justice; CRJU 601 – Crime and Policy Development in Criminal Justice

Charles Tumosa, Ph.D. Chemistry; Clinical Assistant Professor (full-time)
Courses – FSCS 685 Issues in Forensic Investigations; CRJU 777 – Capstone in Criminal Justice

Berry Grant, M.B.A.; Executive in Residence (full-time)
Courses: CRJU 631 – Contemporary Issues in Criminal Justice; CRJU 636 – Information and Technology in Criminal Justice; FSCS 685 – Issues in Forensics Investigations; CRJU 636 – Professional Communications in Criminal Justice

Edgar Koch, MS in Criminal Justice; Lecturer (full-time)
Courses: CRJU 631 – Contemporary Issues in Criminal Justice; CRJU 626 – Professional Communications in Criminal Justice; CRJU 708 – Leadership Development in Criminal Justice

Part-time Adjunct faculty

William Goodwin, D.M. Leadership and Management; Adjunct Professor
Courses: CRJU 626 – Professional Communications in Criminal Justice; CRJU 708 Leadership Development in Criminal Justice; CRJU 636 – Information and Technology in Criminal Justice

Stephen Kelly, J.D.; Adjunct Professor
Courses: CRJU 666 – Politics, Legislation and the Media in Criminal Justice; CRJU 606 Contemporary Issues in Criminal Justice

Josh Rosenblatt, J.D.
Courses: CRJU 606 – Contemporary Issues in Criminal Justice; CRJU 666 – Politics, Legislation and the Media in Criminal Justice
Adequacy of Library Resources

The materials students need is largely available through open source databases, governmental archives, or online through organizations like the Department of Justice, Police Research Foundation, Westlaw, or a variety of professional organizations and businesses. Peer reviewed material in journals is easily accessible through Langsdale Library’s existing library subscriptions.

Adequacy of physical facilities, infrastructure and instructional equipment

All necessary facilities, infrastructure, and instructional equipment are in place.

Adequacy of Financial Resources and Expenditures

Data in Tables 1 and 2 shows anticipated resources and expenditures for the new program.
July 1, 2014

Mr. Robert Bogomolny  
President  
University of Baltimore  
1420 North Charles Street  
Baltimore, MD 21201

Dear Bob:

This is to officially advise you that the Board of Regents, meeting in public session on Friday, June 27, 2014 at the University of Maryland University College, approved the proposal from the University of Baltimore to offer the Master of Professional Studies in Justice Leadership and Management.

The Committee on Education Policy and Student Life, meeting in public session on June 3, 2014, recommended approval.

Sincerely yours,

William E. Kirwan  
Chancellor

WEK/weo

cc: Joann Boughman  
   Teri Hollander  
   Janice Doyle
October 31, 2014

Dr. Joseph S. Wood  
Provost and Senior Vice President for Academic Affairs  
University of Baltimore  
1420 North Charles Street  
Baltimore, MD 21201  

Dear Dr. Wood:

The Maryland Higher Education Commission has reviewed a request from the University of Baltimore to offer a Master of Professional Studies (M.P.S.) in Justice Leadership and Management.

I am pleased to inform you that the program proposal is approved. This decision is based on an analysis of the program proposal in conjunction with the law and regulations governing academic program approval, in particular Code of Maryland Regulations (COMAR) 13B.02.03. As required by COMAR, the Commission circulated the proposal to the Maryland higher education community for comment and objection. The program meets COMAR’s requirements and demonstrates potential for success, an essential factor in making this decision.

For the purposes of providing enrollment and degree data to the Commission, please use the following HEGIS and CIP codes:

<table>
<thead>
<tr>
<th>Program Title</th>
<th>Award Level</th>
<th>HEGIS</th>
<th>CIP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Justice Leadership and Management</td>
<td>M.P.S.</td>
<td>2105-04</td>
<td>43.0103</td>
</tr>
</tbody>
</table>

Should the University of Baltimore desire to make a substantial modification to the program in the future, review by the Commission will be necessary. I wish you continued success.

Sincerely,

Catherine M. Shultz, J.D.  
Acting Secretary of Higher Education

CMS:SAB:mrw  

C: Ms. Theresa Hollander, Associate Vice Chancellor for Academic Affairs, USM