

DOCUMENT N: COURSE AND PROGRAM DEVELOPMENT COVER SHEET

See Course and Program Development Policy and Procedures for Instructions

SCHOOL: LAW <input type="checkbox"/> MSB <input checked="" type="checkbox"/> YGCLA <input type="checkbox"/>	Contact Name: Marilyn Oblak	Phone: x5260
DEPARTMENT / DIVISION: Merrick School of Business (Interdisciplinary MBA Specialization)		
SHORT DESCRIPTION OF PROPOSAL (state name of action item 1-20 and course name, code & number / program affected): 11b. Addition of an MBA specialization in Sustainability Management		
PROPOSED SEMESTER OF IMPLEMENTATION: Fall <input checked="" type="checkbox"/> Spring <input type="checkbox"/> Year: 2009		

Box 1: TYPE OF ACTION	ADD(NEW) <input checked="" type="checkbox"/>	DEACTIVATE <input type="checkbox"/>	MODIFY <input type="checkbox"/>	OTHER <input type="checkbox"/>
Box 2: LEVEL OF ACTION	Non-Credit <input type="checkbox"/>	Undergraduate <input type="checkbox"/>	Graduate <input checked="" type="checkbox"/>	OTHER <input type="checkbox"/>

Box 3: ACTION ITEM (check appropriate boxes)	DOCUMENTS REQUIRED (see box 4 below)	IMPACT REVIEWS (see box 5 on back)	APPROVAL SEQUENCE (see box 6 on back)
1. Experimental Course ¹	NOP	a, c, e	AC
2. Course Title	NO		ABCD
3. Course Credits	NO		ABCD
4. Course Number	NO		ABCD
5. Course Level	NO		ABCD
6. Pre & Co-Requisite	NO		ABCD
7. Course Description	NOP		ABCDEF
8. New Course	NOP		ABCDEF
9. Deactivate a Course	NO		ABCDEF
10. Program Requirements	NO	b, c, d, e	ABCDEF
11a. UG Specialization (24 credits or less)	NO	a, b, c, d, e	ABCDEF
<input checked="" type="checkbox"/> 11b. Masters Specialization (12 credits or less)	NO	a, b, c, d, e	ABCDEF
11c. Doctoral Specialization (18 credits or less)	NO	a, b, e	ABCDEF
12. Closed Site Program	NOT	e	ABCDHIK
13. Program Suspension ⁹	NO,5	a, e	ABCDEGIK
14a. Certificate Program (ug/g) exclusively within existing degree program	NO	a, c, e	ABCDEFHIK
14b. Certificate Program (ug/g) where degree programs do not exist or where courses are selected across degree programs (12 or more credits)	NOQR, 6	a, c, e	ABCDEFHJL
15. Off-Campus Delivery of Existing Program	NO, 4	a, b, c, e	ABCDHIL
16a. UG Concentration (exceeds 24 credit hours)	NO, 5	a, c, d, e	ABCDEFHJL
16b. Masters Concentration (exceeds 12 credit hours)	NO, 5	a, c, d, e	ABCDEFHJL
16c. Doctoral Concentration (exceeds 18 credit hours)	NO, 5	a, c, d, e	ABCDEFHJL
17. Program Title Change	NO, 5	a, c, d, e	ABCDEFHJL
18. Program Termination	NO, 10	d, e	ABCDEFHIK
19. New Degree Program	NOQR, 3,8	a, c, d, e	ABCDEFHJL
20. Other	Varies	Varies	Varies

Box 4: DOCUMENTATION (check boxes of documents included)			
<input checked="" type="checkbox"/> N. This Cover Sheet		<input type="checkbox"/> Q. Full 5-page MHEC Proposal	<input type="checkbox"/> T. Other
<input checked="" type="checkbox"/> O. Summary Proposal		<input type="checkbox"/> R. Financial Tables (MHEC)	
<input type="checkbox"/> P. Course Definition Document		<input type="checkbox"/> S. Contract	

- Approval of experimental course automatically lapses after two offerings unless permanently approved as a new course.
- Codes: a) Library Services (Langsdale or Law) b) Office of Technology Services c) University Relations d) Admissions
- Letter of Intent is required by USM at least 30 days before a full proposal can be submitted. Letter of Intent requires only the approval of the dean and the provost and is forwarded to USM by the Office of the Provost.
- One-page letter to include: Program title & degree/certificate to be awarded; resources requirements; need and demand; similar programs; method of instruction; and oversight and student services (MHEC requirement)
- One-page letter with description and rationale (MHEC requirement)
- One or two-page document that describes: centrality to mission; market demand; curriculum design; adequacy of faculty resources; and assurance program will be supported with existing resources. (MHEC requirement)
- Learning objectives, assessment strategies; fit with UB strategic plan
- Joint Degree Program or Primary Degree Programs require submission of MOU w/ program proposal. (MHEC requirement)
- Temporary suspension of program to examine future direction; time not to exceed two years. No new students admitted during suspension, but currently enrolled students must be given opportunity to satisfy degree requirements.

DOCUMENT N: COURSE AND PROGRAM DEVELOPMENT COVER SHEET (Page 2 of 2)

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10. Provide:
- evidence that the action is consistent with UB mission and can be implemented within the existing program resources of the institution;
 - proposed date after which no new students will be admitted into the program;
 - accommodation of currently enrolled students in the realization of their degree objectives;
 - treatment of all tenured and non-tenured faculty and other staff in the affected program;
 - reallocation of funds from the budget of the affected program; and
 - existence at other state public institutions of programs to which to redirect students who might have enrolled in the program proposed for abolition.
11. University Council *review* (for a 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.

Box 5: IMPACT REVIEW	SIGNATURES (see procedures for authorized signers)	DATE
a. Library <input type="checkbox"/> No impact <input checked="" type="checkbox"/> Impact statement attached	Director or designee: 	1/7/09
b. OTS <input checked="" type="checkbox"/> No impact <input type="checkbox"/> Impact statement attached	CIO or designee: 	1/7/09
c. University Relations <input type="checkbox"/> No impact <input type="checkbox"/> Impact statement attached	Director or designee: 	1.7.09
d. Admissions <input type="checkbox"/> No impact <input checked="" type="checkbox"/> Impact statement attached	Director or designee: 	1/7/09
e. Records <input type="checkbox"/> No impact <input checked="" type="checkbox"/> Impact statement attached	Registrar or designee: 	1/7/09

Box 6: APPROVAL SEQUENCE	APPROVAL SIGNATURES	DATE
A. Department / Division	^{Assoc} Chair:	12/18/08
B. Final faculty review body within each School	Chair:	12/17/08
C. College Dean	Dean:	12/18/08
D. Provost and Senior Vice President for Academic Affairs	Provost:	1/30/09
E. Curriculum Review Committee (UFS subcommittee)	Chair:	2/15/09
F. University Faculty Senate (UFS option)	Chair:	
G. University Council (see # 11 above)	Chair:	
H. President	President:	
I. Board of Regents – notification only		
J. Board of Regents – approval		
K. MHEC – notification only		
L. MHEC – approval		
M. Middle States Association notification	Required only if the mission of the University is changed by the action	

Impact Statement From the Office of University Relations

These changes could potentially affect the undergraduate and graduate catalogs—which the Office of University Relations currently manages and produces—as well as other recruitment publications that contain this type of specific academic material. 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 related materials that are on our production schedule.

Marilyn Oblak

From: Wendy Bolyard
Sent: Wednesday, January 07, 2009 5:19 PM
To: Marilyn Oblak; Lucy Holman; Richard Morrell; Judith Wood; Gabrielle Boam
Subject: RE: impact statement/signature: new specialization sustainability management

Admissions Impact Statement:

We will need to know when this is formally approved and built in the PeopleSoft academic structure so we can add the sub-plan to the electronic application.

Thank you,
Wendy

Wendy L. Bolyard, Ph.D.
Executive Director, Offices of Admission
University of Baltimore, AC 110
1420 N. Charles St.
Baltimore, MD 21201
P: 410.837.6565 F: 410.837.4793
www.ubalt.edu

From: Marilyn Oblak
Sent: Wednesday, January 07, 2009 2:15 PM
To: Lucy Holman; Richard Morrell; Wendy Bolyard; Judith Wood; Gabrielle Boam
Subject: impact statement/signature: new specialization sustainability management

Happy New Year!

Please find attached the description and rationale for the proposed new MBA specialization in Sustainability Management. The specialization and new courses to support it have been approved by both Towson and MSB faculty. I need to take to the Curriculum Review Committee for final UB approval.

Please give me a call if you have any questions and let me know a convenient time to stop by for your signatures.

Thanks,

Marilyn
X5260

Langsdale Library Impact Statement for new MBA specialization in Sustainability Management:

Although Langsdale has already made a few purchases in the area of environmental management and sustainability, the new MBA specialization will require additional library resources, particularly subscriptions to leading journals in the field.

DOCUMENT O: SUMMARY PROPOSAL

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DEPARTMENT / DIVISION: <i>Merrick School of Business (Interdisciplinary MBA Specialization)</i>		
SHORT DESCRIPTION OF PROPOSAL (state action item 1-23 and course name & number or program affected):		
<i>11b. Addition of an MBA specialization in Sustainability Management</i>		
PROPOSED SEMESTER OF IMPLEMENTATION:	Fall <input checked="" type="checkbox"/> Spring <input type="checkbox"/>	Year: 2009

O-1: Briefly describe what is being requested:

Addition of a 12 credit hour MBA specialization in Sustainability Management.

- **Required Course:** MGMT 745 Managing the Sustainable Enterprise (3) *(New Course)*
- Select any *three* courses from:
 - ACCT 780: Sustainability Accounting (3) *(New Course)*
 - FIN 760: Social Enterprise and Entrepreneurship (3) *(Existing Course)*
 - MKTG 742: Social, Nonprofit, and Public Sector Marketing (3) *(New Course)*
 - MGMT 757: E-Commerce and Supply Chain Management (3) *(Existing Course/Revised Catalog Description)*

For new courses or changes in existing courses (needed by Registrar)		
OLD Title:	Course # / HEGIS Code:	Credits:
NEW Title:	Course # / HEGIS Code:	Credits:

O-2: Set forth the rationale for the proposal:

Organizations have become aware increasingly of the need for capabilities to deal with problems inside and outside the firm. Globalization, pollution, decline of industries, human resource challenges, and scarcity of resources appear to indicate that many of today's business and economic models are unsustainable. A growing number of firms are looking to more sustainable solutions by adopting *triple-bottom-line* strategies focusing simultaneously on economic prosperity, social equity, and environmental protection. For example, several major firms such as 3M, FedEx Corporation, Kodak, Merck, Johnson & Johnson and others (www.gemi.org) are collaborating to educate and develop tools for businesses to manage and balance the needs of all their stakeholders.

Sustainable development is an emerging 21st century paradigm for suggesting action toward the problems of the contemporary world. Traditional models featured financial and physical forms of capital. A sustainability approach helps organizations acquire, manage, and account for multiple forms of capital; financial, physical, human, intellectual, social and natural. Emphasis will be placed on value creation, assessment, and enhancement. Central to the sustainability framework is the requirement for managers to inspire innovative approaches to business reinvention, to effectively manage stakeholders, and to build coalitions for change. Under the emerging 21st century model, corporate sustainability represents a business paradigm shift from traditional approaches to management.

There are only a few management programs in the world that offer courses and curriculums that can train future managers to understand the theoretical underpinnings of sustainability and to adopt measures within organizations that will enable them to achieve triple bottom line results. As a result, implementation of the sustainability framework within most firms has been extremely slow and learn-as-you-go process. Therefore, there is a pressing need for higher education institutions to recognize this emerging demand for a 21st century manager and respond to it by developing specialized programs for sustainability education and training. Institutions of higher learning thus have a unique and unprecedented opportunity to contribute to the preparation of a new cadre of organizational leadership.

Learning Objectives

Upon completion of this specialization, students should be able to:

- Make the business case for sustainability and responsibility
- Understand the issues related to the successful implementation of corporate sustainability and responsibility agendas.
- Be able to relate internal and external environment events and trends to Triple Bottom Line analysis.
- Prepare useful change strategies and change agent roles for corporate responsibility.
- Manage the corporate sustainability process effectively and efficiently.

The specialization will also:

- Equip students with sound methods of financial analysis, budget formulation, performance measurement, and evaluation based on the triple bottom line.
- Incorporate within all learning activities the requirement for a high degree competency in verbal and written communication skills.
- Expose students to opportunities to hone skills in coalition building, mediation, and negotiation - all critical skills required for effective stakeholder management.
- Create a learning environment that encourages constructive discourse and creative problem-solving.
- Infuse business principles with environmental and ecological accountability and business ethics.

Desired Outcomes

Sustainability Theories: Understanding of the history of capital, business, and environmentalism, the triple-bottom-line concept, to develop appreciation for the competitive implications of a sustainable business strategy. Provide experience in defining and designing sustainable development and development of personal action plans for contributions to sustainability.

Leadership: to develop visionaries of a new organizational paradigm that includes a more interdisciplinary, collaborative and sustainability based approach. Future leaders should be able to collaborate across the broader stakeholder environment and measure performance based on the triple bottom line: profits, people and planet.

Sustainability management: To enable future managers to incorporate sustainability into every phase of the business process.

Managerial Readiness: To give managers a strong theoretical basis in sustainability management for real-world decision making and application based on the use of case study methodology

Innovation Focus: To create a cadre of champions for transformative change and to be able to infuse organizational strategies with innovative solutions.