



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: PHONE:

DEPARTMENT/DIVISION: DATE PREPARED:

PROPOSED SEMESTER OF IMPLEMENTATION: fall spring YEAR:

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

PROGRAM ACTIONS

Original Subject Code/Course Number:

Original Program Title:

Original Course Title:

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

COURSE ACTIONS	
<input type="checkbox"/>	1. Experimental Course
<input type="checkbox"/>	2. Course Title
<input type="checkbox"/>	3. Course Credits
<input type="checkbox"/>	4. Course Number
<input type="checkbox"/>	5. Course Level
<input type="checkbox"/>	6. Pre- and Co-Requisite
<input type="checkbox"/>	7. Course Description
<input type="checkbox"/>	8. New Course
<input type="checkbox"/>	9. Deactivate Course
<input type="checkbox"/>	22. Other

PROGRAM ACTIONS	
<input type="checkbox"/>	10. Program Requirements
<input type="checkbox"/>	11a. Undergraduate Specialization (24 credits or fewer)
<input type="checkbox"/>	11b. Master's Specialization (12 credits or fewer)
<input type="checkbox"/>	11c. Doctoral Specialization (18 credits or fewer)
<input type="checkbox"/>	12. Minor (add or delete)
<input type="checkbox"/>	13. Closed Site Program
<input type="checkbox"/>	14. Program Suspension
<input type="checkbox"/>	15. Program Reactivation
<input type="checkbox"/>	16a. Certificate Program (UG/G) exclusively within existing degree program
<input type="checkbox"/>	16b. Certificate Program (UG/G) outside of or across degree programs (12 or more credits)
<input type="checkbox"/>	17. Off-Campus Delivery of Existing Programs
<input type="checkbox"/>	18a. Undergraduate Concentration (exceeds 24 credits)
<input type="checkbox"/>	18b. Master's Concentration (exceeds 12 credits)
<input type="checkbox"/>	18c. Doctoral Concentration (exceeds 18 credits)
<input type="checkbox"/>	19. Program Title Change
<input type="checkbox"/>	20. Program Termination
<input checked="" type="checkbox"/>	21. New Degree Program
<input type="checkbox"/>	22. Other

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):

Impacted Entity	Signature	Date
a. Library <input type="checkbox"/> no impact <input type="checkbox"/> impact statement attached		
b. OTS <input type="checkbox"/> no impact <input type="checkbox"/> impact statement attached		
c. University Relations <input type="checkbox"/> no impact <input type="checkbox"/> impact statement attached		
d. Admissions <input type="checkbox"/> no impact <input type="checkbox"/> impact statement attached		
e. Records <input type="checkbox"/> no impact <input type="checkbox"/> impact statement attached		

APPROVAL SEQUENCE (review the list of necessary signatures):

Approval Level	Signature	Date
A. Department/Division (Chair)	Tigi Menha	11/8/10
B. General Education (for No. 7, 8)		
C. Final Faculty Review Body Within Each School (Chair)	John C. [Signature]	11/8/10
D. Dean	Doreen B. [Signature]	11/8/10
E. University Faculty Senate (Chair)	Odeana P. [Signature]	11/10/10
F. University Council (Chair) ¹		
G. Provost and Senior Vice President for Academic Affairs	Jeffrey K. [Signature] (Assoc. Provost)	11/11/10
H. President	John [Signature]	12/9/10
I. Board of Regents (notification only)		
J. Board of Regents (approval)		2/16/11
K. MHEC (notification only)		
L. MHEC (approval)		2/17/11
M. Middle States Association notification	Required only if the University's mission is changed by the action	

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.



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: PHONE:

DEPARTMENT/DIVISION: DATE PREPARED:

PROPOSED SEMESTER OF IMPLEMENTATION: fall spring YEAR:

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

COURSE ACTIONS

PROGRAM ACTIONS

Original Subject Code/Course Number:

Original Program Title:

Original Course Title:

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

COURSE ACTIONS	
<input type="checkbox"/>	1. Experimental Course
<input type="checkbox"/>	2. Course Title
<input type="checkbox"/>	3. Course Credits
<input type="checkbox"/>	4. Course Number
<input type="checkbox"/>	5. Course Level
<input type="checkbox"/>	6. Pre- and Co-Requisite
<input type="checkbox"/>	7. Course Description
<input type="checkbox"/>	8. New Course
<input type="checkbox"/>	9. Deactivate Course
<input type="checkbox"/>	22. Other

PROGRAM ACTIONS	
<input type="checkbox"/>	10. Program Requirements
<input type="checkbox"/>	11a. Undergraduate Specialization (24 credits or fewer)
<input type="checkbox"/>	11b. Master's Specialization (12 credits or fewer)
<input type="checkbox"/>	11c. Doctoral Specialization (18 credits or fewer)
<input type="checkbox"/>	12. Minor (add or delete)
<input type="checkbox"/>	13. Closed Site Program
<input type="checkbox"/>	14. Program Suspension
<input type="checkbox"/>	15. Program Reactivation
<input type="checkbox"/>	16a. Certificate Program (UG/G) exclusively within existing degree program
<input type="checkbox"/>	16b. Certificate Program (UG/G) outside of or across degree programs (12 or more credits)
<input type="checkbox"/>	17. Off-Campus Delivery of Existing Programs
<input type="checkbox"/>	18a. Undergraduate Concentration (exceeds 24 credits)
<input type="checkbox"/>	18b. Master's Concentration (exceeds 12 credits)
<input type="checkbox"/>	18c. Doctoral Concentration (exceeds 18 credits)
<input type="checkbox"/>	19. Program Title Change
<input type="checkbox"/>	20. Program Termination
<input checked="" type="checkbox"/>	21. New Degree Program
<input type="checkbox"/>	22. Other

For changes to existing courses:

OLD TITLE	<input type="text"/>	SUBJECT CODE/COURSE NO.	<input type="text"/>	CREDITS	<input type="text"/>
NEW TITLE	<input type="text"/>	SUBJECT CODE/COURSE NO.	<input type="text"/>	CREDITS	<input type="text"/>

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

Addition of a new program: M.S. in Global Leadership

The M.S. in Global Leadership is designed to prepare participants for global leadership positions in international businesses, multilateral agencies, and non-profit organizations, and will hone the special competencies required for success in multicultural organizations at home and abroad. Opportunities provided for virtual and face-to-face interactions among participants will provide a significant resource as students learn from each other's rich experiences. This 30-credit program is designed for great flexibility so that students can participate without any interruption to full-time career responsibilities.

The program integrates international political, legal and social issues into the core of the program and offers an international field study experience that is unique to this program. The Program is founded on five key themes, all essential for multicultural and global leadership success:

- Analysis and Creative Solutions (Analytical Tools, Creativity and Intrapreneurship)
- Global Context (Socioeconomic, Cultural and Political Factors)
- Cross-Cultural Collaboration (Building and maintaining networks and relationships)
- Strategic Action (Decision-Making; Strategic Planning and Implementation)
- Leading Sustainable Organizations (Triple bottom line mindset: People, Planet & Profits)

Details are provided in the attached program proposal.

SET FORTH THE RATIONALE FOR THIS PROPOSAL:

Global business leadership plays a vital role in Maryland's economy. From global giants to entrepreneurial exporters, the international context of the state's commercial base is palpable. Statistics help to put this economic dimension in perspective. In 2008 Maryland's exports grew by 27% over the previous year, surpassing \$11 billion and accounting for 40,000 jobs. Add to this number the 100,000 people employed by foreign companies that have invested in Maryland and you begin to grasp the contributions that global leadership brings to the state -- not only to the state's economy, but also to its social welfare.

However, despite clear indications of the need for global leadership education, higher education institutions have not adequately responded to the challenge. For example, in an extensive study regarding the most critical skills for managerial competence, it was revealed that business schools tend to emphasize administrative and analysis skills while giving insufficient attention to the more advanced capabilities associated with successful leadership, such as decision-making and human capability development.

A review of Maryland's institutions of higher education suggests that more could be done in the state to adequately respond to the challenge of global leadership education. In our region, Johns Hopkins University and George Washington University offer Global MBA degrees, but not one more broadly focused on global leadership.

UNIVERSITY SYSTEM OF MARYLAND INSTITUTION PROPOSAL FOR

- New Instructional Program
- Substantial Expansion/Major Modification
- Cooperative Degree Program

University of Baltimore
Institution Submitting Proposal

Global Leadership
Title of Proposed Program

Master of Science
Degree to be Awarded

Fall Semester 2011
Projected Implementation Date

Proposed HEGIS Code

Proposed CIP Code

**Department of Management & International
Business**

Department in which program will be located

Dr. Tigineh Mersha

Department Contact

410-837-4965
Contact Phone Number

Tmersha@Ubalt.edu
Contact E-Mail Address


Signature of President or Designee

12/9/10
Date

Relationship to Mission

The University of Baltimore's mission is to provide innovative education in law, business and liberal arts, building capabilities and enabling students to address significant 21st century challenges, particularly those facing Baltimore and the region. The University is an integral partner in this international, multicultural environment, encouraging proactive community engagement, social responsibility and leadership development. The University has a history of applying its strengths and resources to the development and launch of new programs that fulfill state needs. The proposed M.S. in Global Leadership exemplifies this approach—aiming to serve a significant regional need while capitalizing on the University's core competencies.

Characteristics of the Proposed Program

Uniqueness of this program: Addressing a priority for Maryland higher education. Global leadership capabilities are in demand within multicultural organizations in Maryland and throughout increasingly complex public and private sector networks across borders. Maryland businesses, non-profits, and government agencies represent a tapestry of native and foreign born employees. By 2000 approximately one tenth of Maryland residents were foreign born and international immigration to the state is expected to grow by over a half million people between 1995 and 2025. Maryland's organizational leaders are challenged to inspire and motivate a multicultural workforce while building strong cross-cultural relationships with customers, suppliers and partners across borders.

Global business leadership plays a vital role in Maryland's economy. From global giants to entrepreneurial exporters, the international context of the state's commercial base is palpable. Statistics help to put this economic dimension in perspective. In 2008 Maryland's exports grew by 27% over the previous year, surpassing \$11 billion and accounting for 40,000 jobs. Add to this number the 100,000 people employed by foreign companies that have invested in Maryland and you begin to grasp the contributions that global leadership brings to the state -- not only to the state's economy, but also to its social welfare.

While global leadership capabilities are crucial to the future of Maryland's economy and for advancing opportunities for its citizens, we must not forget that the state's public welfare depends on it. Since Sept. 11, 2001, there has been a paradigm shift in the views of both public and private sector leaders regarding the importance of education with a global perspective. Such education is essential to the national interest, both for the United States' continued leadership in the world economy and as a matter of national security.

Paraphrasing remarks by University System of Maryland Chancellor William "Brit" Kirwan to the Maryland International Education Association annual meeting Nov. 18, 2002:

Higher education must produce a new generation work force that is worldly wise, culturally aware and foreign-language literate...At the national level, 9/11 was a wakeup call to this generation as Sputnik was to mine. We have gotten a wakeup call that we are not creating a generation of internationally educated students. We must learn about foreign countries' economies, customs and cultures, language and politics or we certainly will be at a large disadvantage. They certainly know everything about us...Our national security depends on creating specialists educated about different regions of the world. International issues are on Maryland university presidents' minds as they never have been before ...

However, despite clear indications of the need for global leadership education, higher education institutions have not adequately responded to the challenge. For example, in an extensive study regarding the most critical skills for managerial competence, it was revealed that business schools tend to emphasize administrative and analysis skills while giving insufficient attention to the more advanced capabilities associated with successful leadership, such as decision-making and human capability development.

A review of Maryland's institutions of higher education suggests that more could be done in the state to adequately respond to the challenge of global leadership education. In our region, Johns Hopkins University

and George Washington University offer Global MBA degrees, but not one more broadly focused on global leadership.

Educational Objectives of the Program

The M.S. in Global Leadership is designed to meet this challenge. The Program's educational objectives are outlined below.

- Develop the business skills needed to successfully lead an organization in a global environment
- Develop the ability to operate effectively in diverse socioeconomic, political and cultural global environments
- Provide socially responsible leadership in the multicultural, global arena
- Be able to build and sustain mutually rewarding relationships with key global partners

Description of the Program as it would appear in the catalog

The M.S. in Global Leadership is designed to prepare participants for global leadership positions in international businesses, multilateral agencies, and non-profit organizations, and will hone the special competencies required for success in multicultural organizations at home and abroad. Opportunities provided for virtual and face-to-face interactions among participants will provide a significant resource as students learn from each other's rich experiences. This 30-credit program is designed for great flexibility so that students can participate without any interruption to full-time career responsibilities.

The program integrates international political, legal and social issues into the core of the program and offers an international field study experience that is unique to this program. The Program is founded on five key themes, all essential for multicultural and global leadership success:

- Analysis and Creative Solutions (Analytical Tools, Creativity and Intrapreneurship)
- Global Context (Socioeconomic, Cultural and Political Factors)
- Cross-Cultural Collaboration (Building and maintaining networks and relationships)
- Strategic Action (Decision-Making; Strategic Planning and Implementation)
- Leading Sustainable Organizations (Triple bottom line mindset: People, Planet & Profits)

The program has one foundation course as a prerequisite: ECON 504 (3 credits). The 30-credit program includes an eight-course core (24 credits) that features one international field study experience that is unique to this program. A choice of two elective courses (6 credits) allows each participant to explore topics to suit their individual interest.

Degree Requirements

Foundation Courses (3 credits)

ECON 504 Economics

Required Courses (24 credits)

ECON 720 International Economics and Finance (3)
MGMT 600 Leading and Managing People (3)
MGMT 757 E-commerce and Supply Chain Management (3)
MGMT 760 Organizational Creativity and Innovation (3)
MGMT 780 Leading Across Cultures (3)
MGMT 798 Global Field Study (3)
CNCM 740 Ethnic and Cultural Factors of Conflict (3)
PUAD 770 Government-Business Cooperation in Community Development (3)

Elective Courses (6 credits) *Select two courses from the following:*

MGMT 745	Sustainability Management (3)
MGMT 796	Global Business Practicum (3)
MGMT 797	Special Topics in Management as approved by the program advisor (3)
MGMT 799	Individual Research (3)
PUAD 704	Managing Diversity (3)

Other courses as approved by the program advisor, such as appropriate courses in the College of Arts and Sciences, the College of Public and International Affairs or additional business courses, including international courses such as a second study abroad; MBA international business specialization courses where prerequisites are satisfied by undergraduate coursework. (These include such courses as International Finance, International Marketing, and International Business Strategy.) Also, other business courses may be approved by the program advisor, such as Project Management, and E-Commerce Technologies and Applications. Elective options for students in a UB JD/MS in Global Leadership Program, with at least one year of law school, include Comparative Law, International Business Transactions, and International Trade.

Demonstrable quality of program faculty

Dr. Tigineh Mersha, Dr. Christine Nielsen, Dr. Dennis Pitta, Dr. Alan Randolph, Dr. Kal Singhal and Dr. Ven Sriram are all Professors in the Merrick School of Business who teach and do research in International Business. **Dr. Mersha, Dr. Nielsen and Dr. Sriram** are all Fulbright Scholars. **Dr. Nielsen Dr. Pitta and Dr. Randolph** have regularly conducted study abroad courses for both undergraduate and graduate business students. **Dr. Kalyan Singhal** is the founder and editor-in-chief of the *Production and Operations Management Journal*, a premier journal in the field. **Dr. Lenneal J. Henderson, Jr.**, is Distinguished Professor, Government and Public Administration; Senior Fellow, William Donald Schaefer Center for Public Policy; and Henry C. Welcome Fellow, The University of Baltimore. **Ivan Sascha Sheehan, Ph.D.** is an Assistant Professor Negotiations and Conflict Management Program in the School of Public and International Affairs. **Dr. Sheehan** received his Ph.D. from the Institute for Conflict Analysis and Resolution at George Mason University. His research focuses on the intersection of transnational terrorism, counterterrorism, and international conflict management.

Potential Participants Who Would Benefit from this Program

- High performing managers fast-tracked for global leadership responsibilities.
- Managers of foreign companies charged with cross-border business coordination and outsourcing services.
- Functional experts and cross-functional team leaders challenged to perform in multicultural settings.
- Accounting professionals and management consultants assuming global roles.
- Production and operations managers moving into leadership positions in international firms.
- Public sector managers groomed for global leadership positions.
- Senior managers of multilateral agencies and non-profit organizations.
- Legal professionals moving into senior management positions in global organizations.
- Non-managers aspiring to move from a technical career path into a management track.
- Students enrolled in joint a UB JD/MS in Global Leadership program.

Library requirements

Appropriate library resources are available.

Facilities and equipment

No special facilities or equipment are required.



OFFICE OF THE CHANCELLOR

February 16, 2011

1807
University of Maryland,
Baltimore

1856
University of Maryland,
College Park

1865
Bowie State University

1866
Towson University

1886
University of Maryland
Eastern Shore

1898
Frostburg State University

1900
Coppin State University

1925
Salisbury University

1925
University of Baltimore

1925
University of Maryland
Center for Environmental
Science

1947
University of Maryland
University College

1966
University of Maryland,
Baltimore County

Mr. Robert Bogomolny
President
University of Baltimore
1420 North Charles Street
Baltimore, MD 21201-5779

Dear Bob:

This is to officially inform you that the Board of Regents, meeting on Friday, February 11, 2011, at the Universities at Shady Grove, approved the recommendation for the proposal from the University of Baltimore to offer the Master of Science in Global Leadership.

The Education Policy Committee, meeting on February 10, 2011 recommended approval.

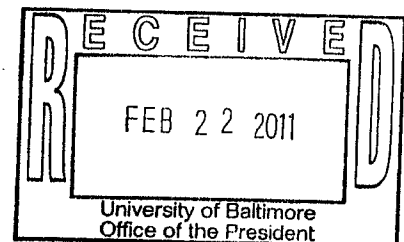
Sincerely yours,

A handwritten signature in black ink, appearing to read "W. Kirwan".

William E. Kirwan
Chancellor

WEK/weo

cc: Irwin Goldstein
Janice Doyle





MHEC

Creating a state of achievement

Martin O'Malley
Governor

Anthony G. Brown
Lt. Governor

Anwer Hasen
Chairperson

Elisabeth A. Sachs
Interim Secretary

February 17, 2011

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

Dear Mr. Bogomolny:

The Maryland Higher Education Commission (the Commission) has reviewed a request from the University of Baltimore to offer a new Masters of Science (M.S.) degree program in Global Leadership. I am pleased to inform you that the program has been approved. This decision was based on an analysis of the program in conjunction with the Maryland Higher Education Commission's Policies and Procedures for Academic Program Proposals, a thirty-day review by the Maryland higher education community, and the Maryland State Plan for Postsecondary Education. The program demonstrates potential for success, an essential factor in making this decision.

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

<u>Program Title</u>	<u>Degree Level</u>	<u>HEGIS</u>	<u>CIP</u>
Global Leadership	M.S.	0513-01	52.1101

Should the program require any substantial changes in the future, please keep the Commission apprised. I wish you continued success.

Sincerely,

Elisabeth A. Sachs
Interim Secretary of Higher Education

EAS:SAB:tt

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

