

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 type="checkbox"/> YGCLA <input checked="" type="checkbox"/>	Contact Name: Sam Brown	Phone:
6091		
DEPARTMENT / DIVISION: School of Public affairs		
SHORT DESCRIPTION OF PROPOSAL (state name of action item 1-20 and course name, code & number / program affected):		
Propose New Elective Course for the Master of Public Administration Program (PUAD 704) Managing Diversity		
PROPOSED SEMESTER OF IMPLEMENTATION: Fall <input 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
X	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
	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)			
X	N. This Cover Sheet	Q. Full 5-page MHEC Proposal	T. Other
X	O. Summary Proposal	R. Financial Tables (MHEC)	
X	P. Course Definition Document	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)

SCHOOL: LAW <input type="checkbox"/> MSB <input type="checkbox"/> YGCLA <input checked="" type="checkbox"/>
SHORT DESCRIPTION OF PROPOSAL (state name of action item 1-20 and course name, code & number / program affected):
Propose New Elective Course for the Master of Public Administration Program (PUAD 704) Managing Diversity

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 type="checkbox"/> Impact statement attached	Director or designee:	
b. OTS <input type="checkbox"/> No impact <input type="checkbox"/> Impact statement attached	CIO or designee:	
c. University Relations <input type="checkbox"/> No impact <input type="checkbox"/> Impact statement attached	Director or designee:	
d. Admissions <input type="checkbox"/> No impact <input type="checkbox"/> Impact statement attached	Director or designee:	
e. Records <input type="checkbox"/> No impact <input type="checkbox"/> Impact statement attached	Registrar or designee:	

Box 6: APPROVAL SEQUENCE	APPROVAL SIGNATURES	DATE
A. Department / Division	Chair: <i>Laura Ahlson-Jentery</i>	10/21/08
B. Final faculty review body within each School	Chair: <i>Leather Gelfand</i>	11/18/08
C. College Dean	Dean: <i>Doug W. Stein</i>	11/23/08
D. Provost and Senior Vice President for Academic Affairs	Provost: <i>Mark W. ... for S. Zaccaro</i>	12/1/08
E. Curriculum Review Committee (UFS subcommittee)	Chair: <i>Dorey ...</i>	12/3/08
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	

DOCUMENT O: SUMMARY PROPOSAL

See Course and Program Development Policy and Procedures for Instructions

SCHOOL: LAW <input type="checkbox"/> MSB <input type="checkbox"/> YGCLA <input checked="" type="checkbox"/>	Contact Name: Sam Brown	Phone: 6091
DEPARTMENT / DIVISION: School of Public Affairs		
SHORT DESCRIPTION OF PROPOSAL (state action item 1-23 and course name & number or program affected):		
Propose New Elective Course for the Master of Public Administration Program (PUAD 704) Managing Diversity		
PROPOSED SEMESTER OF IMPLEMENTATION: Fall <input checked="" type="checkbox"/> Spring <input type="checkbox"/> Year: 2009		

O-1: Briefly describe what is being requested:

To enhance the MPA Program with a new elective course on Managing Diversity to permit our students an opportunity to examine issues of diversity in the workplace, particularly in relation to organizational performance and service delivery among public organizations.

For new courses or changes in existing courses (needed by Registrar)		
OLD Title:	Course # / HEGIS Code:	Credits:
NEW Title: Managing Diversity	Course # / HEGIS Code: PUAD 704	Credits: 3

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

According to NASPAA Guidelines, graduate public affairs programs interested in attaining or holding accreditation need to address diversity in the curriculum. NASPAA Standards go further in indicating that such programs *must* demonstrate commitment to faculty and student diversity through diversity planning and diversity-plan implementation. Draft diversity standards now under consideration by NASPAA as part of a comprehensive standards review would revise current standards on faculty and student diversity (5.5 and 6.1) with language that more directly acknowledges the importance of intellectual diversity and diversity in the curriculum. Advancing organizational diversity is both an ethical and a pragmatic requirement for effective public administration. However, it may be argued that graduate public affairs education relating to Human Resource Management (HRM, or, as recently recast, Human Capital Management) has not sufficiently attended to diversity topics, and that public administration graduate curricula in general have not evidenced sufficient inclusion of diversity themes. The incorporation of diversity in coursework, like the integration of ethical, international, economic, or information-management issues across various parts of the curriculum, is consistent with current NASPAA guidelines.

Additionally, this course has been offered in the past as a Special Topics course on at least three occasions. Given the new NASPAA emphasis and university policy, the SPA would like to move this course to a permanent footing in the catalog.

Required Format for Master Course Document (Document P)

Include in your master course document items one through 15 using as much space as needed.

1. Date Prepared: 10/21/08
2. Prepared by: Heather Wyatt-Nichol
3. Department: Public Affairs
4. Course Numbers: PUAD 704
5. Course Title: Managing Diversity
6. Credit Hours: 3
7. Prerequisites: None
8. Course Purpose (example: general education, laboratory, elective): Elective
9. Rationale: Course has been taught several times as a Special Topics Course and needs to be put on permanent basis due to new NASPAA Standards
10. Catalog Description (Paragraph should reflect general aims and nature of the course):
This course examines issues of diversity in the workplace, particularly in relation to organizational performance and service delivery among public organizations. Historical and legal frameworks are used to consider the struggles of marginalized groups. Theoretical and applied perspectives are also used to examine the barriers, challenges, and benefits of diversity in the workplace.
11. Suggested approximate class size: 25
12. Content Outline:

Week 1: Workforce Diversity in the 21st Century and Dimensions of Diversity

Week 2: Affirmative Action and EEO and Increasing Diversity in the Workforce

Week 3: Preparing for a Diverse Workplace

Week 4: Diversity Management: Race, Ethnicity and Gender

Week 5: Diversity Management: Multigenerational Diversity, Diversity Based on Sexual Orientation

Week 6: Balancing Diversity and Organizational Expectations; Organizational Supports for a Diverse Population

Week 7: Best Practices in Diversity Management and Cultural

Week 8 : Positioning for a Future Workforce

Week 9: Diversity Legislation

Week 10: Diversity: Social Policies and Global Trends

Week 11: Global Issues in Diversity (Continued)

Week 12: Interpersonal Relationships and Diversity

Week 13: Inclusive Workplace Models, Part I.

Week 14: Inclusive Workplace Models, Part II

Week 15: Inclusive Workplace Models, Part IV

13. Learning Goals: Related to Goal 4 of MPA Program Goals: To examine human resource issues and prescribe appropriate policies as they relate to a variety of personnel issues.

Course Learning Objectives:

At the end of this course, participants will be able to:

- Define key concepts such as diversity, cultural competence, and representative bureaucracy
- Describe the historic struggles of various groups in American society
- Identify issues that affect marginalized groups and groups that have historically experienced discrimination in the workplace
- Describe and discuss relevant federal legislation and Supreme Court cases that address discrimination in the workplace
- Describe demographic trends in the U.S. and the potential impact these changes will have on the internal and external environment of public organizations.
- Gain self-awareness through assessments such as the Diversity Awareness Profile
- Confront and counter stereotypes

- Identify cultural competencies and best practices that have the potential to improve organizational performance and service delivery
- Develop methods to leverage diversity within the organization
- Apply theoretical perspectives of diversity in the workplace
- Explain the importance of workforce diversity from a global perspective

14. Assessment Strategies: Embedded course assessment based on examinations; case study analysis and other to be determined assessment techniques

Text(s) and Materials (example: textbooks, calculator):

Borak, M.E. M. (2005). *Managing diversity: Toward a globally inclusive workplace*. Thousand Oaks: Sage

Riccucci, N.M. (Ed.) (2002). *Managing diversity in public Sector workforces*. Boulder: Westview Press

Rice, M.F. (2005). *Diversity and public administration*. Armonk: M.E. Sharpe

15. Lab Fees: None