

**DOCUMENT N: COURSE AND PROGRAM DEVELOPMENT COVER SHEET**

See Course and Program Development Policy and Procedures for Instructions

<b>SCHOOL:</b> LAW <input type="checkbox"/> MSB <input type="checkbox"/> YGCLA <input checked="" type="checkbox"/>	<b>Contact Name:</b> George Julnes	<b>Phone:</b> x-6256
<b>DEPARTMENT / DIVISION:</b> School of Public Affairs		
<b>SHORT DESCRIPTION OF PROPOSAL</b> Action 8; New Course in Strategic Planning for a Graduate Certificate Program in Strategic Management and Accountability Exclusively w/i existing degree program in the School of Public Affairs <i>PUAD 734</i>		
<b>PROPOSED SEMESTER OF IMPLEMENTATION:</b> Fall <input checked="" type="checkbox"/> Spring <input type="checkbox"/> Year: 2010		

<b>Box 1: TYPE OF ACTION</b> ADD(NEW) <input checked="" type="checkbox"/> DEACTIVATE <input type="checkbox"/> MODIFY <input type="checkbox"/> OTHER <input type="checkbox"/>
<b>Box 2: LEVEL OF ACTION</b> 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 <sup>1</sup>	N, O, P	a, c, e	AC
2. Course Title	N, O		ABCD
3. Course Credits	N, O, (P)		ABCD
4. Course Number	N, O		ABCD
5. Course Level	N, O		ABCD
6. Pre & Co-Requisite	N, O		ABCD
7. Course Description	N, O, P		ABCDEF
<input checked="" type="checkbox"/> 8. New Course	N, O, P		ABCDEF
9. Deactivate a Course	N, O		ABCDEF
10. Program Requirements	N, O	(b, c, d, e)	ABCDEF
11a. UG Specialization (24 credits or less)	N, O	a, b, c, d, e	ABCDEF
11b. Masters Specialization (12 credits or less)	N, O	a, b, c, d, e	ABCDEF
11c. Doctoral Specialization (18 credits or less)	N, O	a, b, e	ABCDEF
12. Minor (add or delete)	N, O	a, b, c, d, e	ABCDEF
13. Closed Site Program	N, O	e	ABCDHIK
14. Program Suspension	N, O, S	a, e	ABCDEFGIK
15. Program Reactivation	N, O		
16a. Certificate Program (ug/g) exclusively within existing degree program	N, O	a, c, e	ABCDEFHIK
16b. Certificate Program (ug/g) where degree programs do not exist or where courses are selected across degree programs (12 or more credits)	N, O, Q, R, S	a, c, e	ABCDEFHJL
17. Off-Campus Delivery of Existing Program	N, O, S	a, b, c, e	ABCDHIL
18a. UG Concentration (exceeds 24 credit hrs)	N, O, S	a, c, d, e	ABCDEFHJL
18b. Masters Concentration (exceeds 12 credit hrs)	N, O, S	a, c, d, e	ABCDEFHJL
18c. Doctoral Concentration (exceeds 18 credit hrs)	N, O, S	a, c, d, e	ABCDEFHJL
19. Program Title Change	N, O, S	a, c, d, e	ABCDEFHJL
20. Program Termination <sup>2</sup>	N, O, S	d, e	ABCDEFHJL
21. New Degree Program <sup>3</sup>	N, O, Q, R, S	a, c, d, e	ABCDEFHJL
22. 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 checked="" type="checkbox"/>	T. Other : 3-page proposal
<input checked="" type="checkbox"/>	O. Summary Proposal	<input type="checkbox"/>	R. Financial Tables (MHEC)	<input type="checkbox"/>	
<input checked="" type="checkbox"/>	P. Course Definition Document	<input type="checkbox"/>	S. Other documents as may be required by MHEC/ USM. See <a href="http://www.ubalt.edu/downloads/program_approval_Grid-USM-10-07.doc">http://www.ubalt.edu/downloads/program_approval_Grid-USM-10-07.doc</a>	<input type="checkbox"/>	

<sup>1</sup> Approval of experimental course automatically lapses after two offerings unless permanently approved as a new course.  
<sup>2</sup> See USM Policy on the Review and Abolition of Academic Programs (<http://www.usmd.edu/regents/bylaws/SectionIII/III702.html>) for list of information that must be provided for this action.  
<sup>3</sup> 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.

<b>SCHOOL:</b> LAW <input type="checkbox"/> MSB <input type="checkbox"/> YGCLA X	<b>Contact Name:</b> George Julnes	<b>Phone:</b> x-6256
<b>DEPARTMENT / DIVISION:</b> School of Public Affairs		
<b>SHORT DESCRIPTION OF PROPOSAL</b> Action 8; New Course in Strategic Planning for a Graduate Certificate Program in Strategic Management and Accountability Exclusively w/i existing degree program in the School of Public Affairs		
<b>PROPOSED SEMESTER OF IMPLEMENTATION:</b> Fall X Spring <input type="checkbox"/> Year: 2010		

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 C. Wilson-Gearty</i>	9/22/09
B. General Education (as required for #7, #8)		
C. Final faculty review body within each School	Chair: <i>Margaret J. Potthast</i>	10/23/09
D. College Dean	Dean: <i>Paul W. [unclear]</i>	10/27/09
E. Provost and Senior Vice President for Academic Affairs	Provost: <i>Mary [unclear] for Joseph Wood</i>	11/2/09
F. Curriculum Review Committee (UFS subcommittee)	Chair:	
G. University Faculty Senate (UFS option)	Chair:	
H. University Council <sup>4</sup>	Chair:	
I. President	President:	
J. Board of Regents – notification only		
K. Board of Regents – approval		
L. MHEC – notification only		
M. MHEC – approval		
N. Middle States Association notification	Required only if the mission of the University is changed by the action	

<sup>4</sup> 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.

## UNIVERSITY OF BALTIMORE

**DOCUMENT O: SUMMARY PROPOSAL**

See Course and Program Development Policy and Procedures for Instructions

<b>SCHOOL:</b> LAW <input type="checkbox"/> MSB <input type="checkbox"/> YGCLA <input checked="" type="checkbox"/>	<b>Contact Name:</b> George Julnes	<b>Phone:</b> x-6256
<b>DEPARTMENT / DIVISION:</b> School of Public Affairs		
<b>SHORT DESCRIPTION OF PROPOSAL</b> Action 8; New course in Strategic Planning (for Graduate Certificate Program offered by the School of Public Affairs)		
<b>PROPOSED SEMESTER OF IMPLEMENTATION:</b> Fall <input checked="" type="checkbox"/> Spring <input type="checkbox"/> Year: 2010		

O-1: Briefly describe what is being requested:

Seeking approval of a new course entitled Strategic Planning that would be part of a 12-credit Graduate Certificate Program in Strategic Management and Accountability, to be offered to BRAC-affected personnel and other DoD employees by the School of Public Affairs

For new courses or changes in existing courses (needed by Registrar)

<b>OLD Title:</b>	<b>Course # / HEGIS Code:</b>	<b>Credits:</b>
<b>NEW Title:</b> Strategic Planning	<b>Course # / HEGIS Code:</b> PUAD 734	<b>Credits:</b> 3

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

This course is part of a proposed certificate program but will also be offered to on-campus students as part of the Public Management specialization in the MPA. This course will focus on Strategic Management, an important area in public administration. The development of the Graduate Certificate Program in Strategic Management and Accountability is being supported with BRAC funds.

## **Document P**

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1. Date Prepared: September 15, 2009
2. Prepared by: George Julnes
3. Department: Public Administration
4. Course Numbers: PUAD 734
5. Course Title: Strategic Planning
6. Credit Hours: 3
7. Catalog Description: PUAD 734, **Strategic Planning**, covers the steps involved in developing a strategic plan for public and non-profit organizations. Students will learn how to perform a stakeholder analysis, conduct a situation analysis, develop appropriate mission statements, design effective performance measures, and implement a strategic plan.
8. Prerequisites: none
9. Course Purpose: Required for Certificate Program in Strategic Management and Accountability
10. General Education Area: Public Administration
11. Course Type: Seminar
12. Faculty Qualified to Teach: Dr. Patria deLancer Julnes, Dr. Ann Cotton; Dr. Lorie Naylor
13. Content Outline
  - Topic 1. Introduction to the Strategic Planning Process
  - Topic 2. Stakeholder Analysis
  - Topic 3: Situation Analysis
  - Topic 4. Developing an Organizational Vision and Mission
  - Topic 5. Developing Smart Goals and Objectives
  - Topic 6. Performance Measurement
  - Topic 7. Implementing Your Strategic Plan
  - Topic 8. Strategic Management Integration

Topic 9. Strategic Planning Application--Federal, State, and Local Government

14. **Learning Goals:** At the conclusion of this class students will be able to:
  1. Analyze the relationships between public policy, agency strategy, agency operations, and the delivery of public services to citizens;
  2. Conduct situation and stakeholder analyses;
  3. Craft appropriate mission statements, with corresponding goals and objectives;
  4. Create performance measures appropriate for organizational goals and contexts; and
  5. Create model strategies for public or nonprofit agencies or jurisdictions.
  
15. **Assessment Strategies:** Assessment will make use of weekly think-pieces, case analyses, and exams
  
16. **Texts will include:**

Bryson, John M. (2004) *Strategic Planning for Public and Non-Profit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement, 3rd Edition*. San Francisco: Jossey-Bass Publishers.

Julnes, P. (2009). *Performance-Based Management Systems: Effective implementation and Maintenance*. New York: Taylor and Francis.
  
17. **Suggested class size:** 20
  
18. **Lab Fees:** None