

**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 <i>Post-baccalaureate</i>		
<b>SHORT DESCRIPTION OF PROPOSAL</b> Action 16a; <del>Graduate</del> Certificate Program in Strategic Management and Accountability Exclusively w/i existing degree program in the School of Public Affairs <i>Systems</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
	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		
X	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	ABCDEFHJK
	21. New Degree Program <sup>3</sup>	N, O, Q, R, S	a, c, d, e	ABCDEFHJL
	22. Other	Varies	Varies	Varies

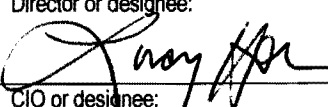
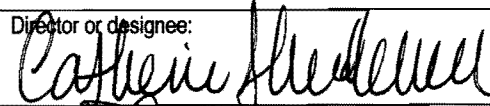


Box 4: DOCUMENTATION (check boxes of documents included)			
X	N. This Cover Sheet	Q. Full 5-page MHEC Proposal	X T. Other : 3-page proposal
X	O. Summary Proposal	R. Financial Tables (MHEC)	
	P. Course Definition Document	S. Other documents as may be required by MHEC/ USM. See <a href="http://www.ubalt.edu/downloads/program_approval_Grid-USM-10-07.doc">http://www.ubalt.edu/downloads/program_approval_Grid-USM-10-07.doc</a>	

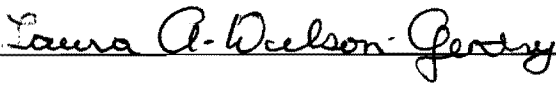
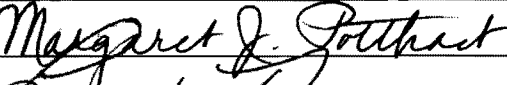
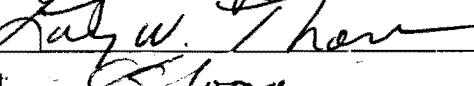
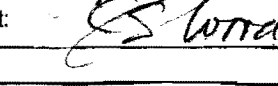
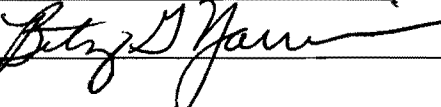
<sup>1</sup> Approval of experimental course automatically lapses after two offerings unless permanently approved as a new course.

<sup>2</sup> See USM Policy on the Review and Abolition of Academic Programs (<http://www.usmd.edu/regents/bylaws/Section111/111702.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.

SCHOOL: LAW <input type="checkbox"/> MSB <input type="checkbox"/> YGCLA X	Contact Name: George Julnes	Phone: x-6256
DEPARTMENT / DIVISION: School of Public Affairs <u>Post-baccalaureate</u>		
SHORT DESCRIPTION OF PROPOSAL Action 16a; Graduate Certificate Program in Strategic Management and Accountability Exclusively w/ existing degree program in the School of Public Affairs		Systems
PROPOSED SEMESTER OF IMPLEMENTATION: Fall X Spring <input type="checkbox"/> Year: 2010		

Box 5: IMPACT REVIEW	SIGNATURES (see procedures for authorized signers)	DATE
a. Library <input checked="" 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 checked="" type="checkbox"/> Impact statement attached	Director or designee: 	9/24/09
d. Admissions <input type="checkbox"/> No impact <input checked="" type="checkbox"/> Impact statement attached	Director or designee: 	9/24/09
e. Records <input type="checkbox"/> No impact <input checked="" type="checkbox"/> Impact statement attached	Registrar or designee: 	9/24/09

Box 6: APPROVAL SEQUENCE	APPROVAL SIGNATURES	DATE
A. Department / Division	Chair: 	9/22/09
B. General Education (as required for #7, #8)		
C. Final faculty review body within each School	Chair: 	10/23/09
D. College Dean	Dean: 	10/27/09
E. Provost and Senior Vice President for Academic Affairs	Provost: 	11/3/09
F. Curriculum Review Committee (UFS subcommittee)	Chair: _____	N/A
G. University Faculty Senate (UFS option)	Chair: 	11/12/09
H. University Council <sup>4</sup>	Chair:	
I. President	President:	12/14/09
J. Board of Regents – notification only		12/14/09
K. Board of Regents – approval		
L. MHEC – notification only		
M. MHEC – approval		2/1/10
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.

**Matthew R. Cordner**

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**Subject:** FW: Impact Statement for proposed Certificate in Strategic Management & Public Accountability Systems

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**From:** Richard Morrell

**Sent:** Friday, October 02, 2009 4:58 PM

**To:** Laura Wilson-Gentry

**Cc:** Starrla Levine

**Subject:** Impact Statement for proposed Certificate in Strategic Management & Public Accountability Systems

I had indicated I would submit an impact statement.

This is a 12 credit graduate certificate.

This will require some set up in PeopleSoft.

No financial aid can be awarded until approved/accepted by MHEC and Middle States. At that point the approval statement can be submitted to the Department of Education for approval.

They have approved our previous certificates, but the timeline is not certain for a Fall 2010 implementation.

Richard Morrell  
Registrar  
University of Baltimore  
[rmorrell@ubalt.edu](mailto:rmorrell@ubalt.edu)  
410-837-4865

## 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.

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 14a; Development of a Graduate Certificate Program, to be offered exclusively within an existing degree program by the School of Public Affairs				
<i>Post-baccalaureate in Strategic Mgmt and Accountability Systems</i>					
<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 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>	<b>Course # / HEGIS Code:</b>	<b>Credits:</b>

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

The development of the Graduate Certificate Program in Strategic Management and Accountability is being supported with BRAC funds. Attached is a program proposal form for USM systems detailing the mission and rationale for the certificate program and its fit with UB's mission.

**UNIVERSITY SYSTEM OF MARYLAND INSTITUTION PROPOSAL FOR**

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

**University of Baltimore**

Institution Submitting Proposal

**Post-Baccalaureate Certificate in Strategic Management and Public Accountability Systems**

Title of Proposed Program

**Post-Baccalaureate Certificate**

Degree to be Awarded

**Fall Semester 2010**

Projected Implementation Date

Proposed HEGIS Code

Proposed CIP Code

**School of Public Affairs**

Department in which program will be located

**Laura Wilson-Gentry**

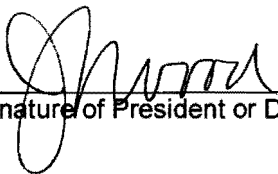
Department Contact

**(410) 837-6102**

Contact Phone Number

**lwgentry@ubalt.edu**

Contact E-Mail Address

  
Signature of President or Designee

  
Date

Proposal for a Post-Baccalaureate Certificate in Strategic Management and Public Accountability  
Systems

School of Public Affairs

University of Baltimore

**Rationale:** A key aspect of the accountability movement in government has been development of strategic plans and performance measures for all agencies. Originally mandated through the Government Performance and Results Act of 1993, the most recent iteration of performance measures for government, the PART rating system is used to assign ratings to government agencies based on the effectiveness of their performance and to tie future budgetary allocations to the PART Rating.<sup>1</sup>

One of the key areas where results have not been demonstrated is in the area of Department of Defense agencies that test and evaluate defense systems.<sup>2</sup> Among the issues raised in the OMB assessment were the lack of specified goals and lack of development of quantified efficiency and performance goals. The Quadrennial Defense Review Report of 2006 indicated that a key management initiative for the next four years was the implementation of a new defense acquisition process that would incorporate accountability requirements for all persons involved in the defense acquisition process—from program managers to the Office of the Secretary of Defense<sup>3</sup>.

According to an assessment of educational needs provided conducted by the Maryland Higher Education Commission (MHEC), most of the positions transferred to the Aberdeen Proving Ground (APG) and Ft. Meade will be science, technology, engineering and math based. However, as noted in the 2006 Quadrennial Defense Review Report, persons involved in all aspects of systems testing and development will be affected by the new requirements for PART accountability. In addition, a significant number of individuals transferring from Ft. Monmouth to APG will be civilian employees with areas of emphasis in the Management and Program Analysis series (268 employees) or the Miscellaneous Administration and Program series (228 employees)<sup>4</sup>.

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<sup>1</sup> Office of Management and Budget, 2003. Rating the Performance of Federal Programs: FY 2004 Budget Chapter Introducing the PART.

<http://www.gpoaccess.gov/usbudget/fy04/pdf/budget/performance.pdf>

<sup>2</sup> <http://www.whitehouse.gov/omb/expectmore/detail/10003216.2006.html>

<sup>3</sup> Office of the Secretary of Defense, 2006. The Quadrennial Defense Review Report, p. 67. Available at: <http://www.defenselink.mil/pubs/pdfs/QDR20060203.pdf>

<sup>4</sup> Patel and Stephenson, 2008. BRAC Higher Education Study, Annapolis, MD: Maryland Higher Education Commission, pp. 10 and 16-18

The MHEC report also indicated that at least 30 percent of the persons transferring to APG will be required to have education beyond the bachelor's degree to retain a position.<sup>5</sup> The proposed Post-Baccalaureate Certificate in Strategic Management and Public Accountability would be important for persons in Management, Administration and Analysis series who wish to further their education. Options to apply the credit hours earned in this certificate to the UB MPA Program would be available so that students can work towards their Master's degree if they receive a grade of "B" or better in each course. However, this certificate program would also be attractive to persons with existing Master's and Doctoral degrees in the science, technology and engineering areas as the requirements for governmental accountability continue.

The needs identified by OMB and DoD in their assessments indicate that managers in these programs are going to need a strong foundation in strategic management, measurement of agency performance, understanding of key policy processes such budgeting and personnel management, and analytic techniques for gathering data to inform these processes.

**Educational Objectives:** The Post-Baccalaureate Certificate in Strategic Management and Public Accountability is intended for public sector professionals or contractors who wish to acquire the skills and knowledge necessary to develop, administer, and utilize information from public accountability systems in public management. Particular emphasis will be placed on the PART system employed by the federal government to enhance accountability.

**Program Description:** The Post-Baccalaureate Certificate in Strategic Management and Public Accountability is intended for public sector professionals who wish to acquire the skills and knowledge necessary to develop, administer, and utilize information from public accountability systems in public management processes. Students who wish to continue into UB's Master of Public Administration may apply to that program, and if accepted, may transfer the credits from the Post-Baccalaureate Certificate into that program if they maintain a grade of "B" or better in each course.

**Admissions Standards:** For acceptance into the Post-Baccalaureate Certificate in Strategic Management and Public Accountability Systems, applicants are expected to have a bachelor's degree with a minimum grade point average of 2.60 from a regionally accredited college or university. Students who wish to transfer to the M.P.A. Program should maintain a B average in the courses being taken in the certificate program.

**List of Courses:** The Certificate Program will consist of four (4) courses: PUAD 734 Strategic Planning; PUAD 732, Leadership and Organizational Change; PUAD 785, Public-Sector Performance Measurement and PUAD 733, Managing Public Sector Projects.

**Student Learning Outcomes:** By the completion of this certificate program, students should be able to develop each of the key components of a strategic plan; understand the role of strategic planning in overall management; apply knowledge of good performance measurement systems to developing performance measures for their programs; apply the tenets of transformational leadership needed to

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<sup>5</sup> Patel and Stephenson, 2008. p. 13.



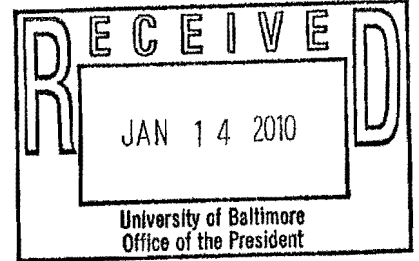
undertake a strategic management process; and understand the issues in public sector project management and the role that accountability systems play in that area.

**Faculty Resources:** The faculty at the School of Public Affairs has a great deal of experience in the area of strategic planning, performance measurement and program evaluation. Dr. George Julnes is co-chair of the Quantitative Topics Group of the American Evaluation Association. Dr. Laura Wilson-Gentry and Dr. Samuel Brown have extensive experience in the program evaluation area and measurement processes. Dr. Patria Julnes is a nationally recognized expert in the area of Strategic Planning and Performance Measurement while Dr. Lenneal Henderson is an expert in organizational leadership. Dr. Ann Cotten, an affiliated faculty member of the SPA, recently completed an IBM Business of Government Monograph on Strategic Workforce Planning.



OFFICE OF THE CHANCELLOR

January 8, 2010



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

1985  
University of Maryland  
Biotechnology Institute


Dr. Robert Bogomolny  
President  
University of Baltimore  
1420 N. Charles St., AC 249  
Baltimore, Maryland 21201

Dear Bob:

Thank you for forwarding the request from the University of Baltimore, to offer a new Post Baccalaureate Certificate in Strategic Management and Accountability.

I am pleased to approve this recommendation. Please express my appreciation to departmental faculty for their careful work in making this decision

Sincerely yours,

  
William E. Kirwan  
Chancellor

cc: Dr. Irwin Goldstein  
Ms. Theresa Hollander  
✓ Dr. Joseph S. Wood, Provost and Senior Vice President for Academic Affairs



**MHEC**  
Creating a state of achievement

**Martin O'Malley**  
Governor

**Anthony G. Brown**  
Lt. Governor

**Kevin M. O'Keefe**  
Chairman

**James E. Lyons, Sr.**  
Secretary of Higher Education

February 1, 2010

Dr. Robert L. Bogomolny  
President  
University of Baltimore  
1420 N. Charles Street  
Baltimore, Maryland 21201

Dear Dr. Bogomolny:

The Maryland Higher Education Commission has reviewed a request from the University of Baltimore to establish a new Post-Baccalaureate Certificate (P.B.C.) in Strategic Management and Accountability within the existing Masters of Public Administration program. On the recommendation of the Assistant Secretary for Planning and Academic Affairs, Dr. George W. Reid, I am pleased to inform you that this request has been administratively 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*, the *Code of Maryland Regulations*, and the *Annotated Code of Maryland, Education Article*. 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 for the endorsed certificate program:

<u>Program Title</u>	<u>Degree Level</u>	<u>HEGIS</u>	<u>CIP</u>
Strategic Management and Accountability	P.B.C	2102-01	44.0401

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

Sincerely,

James E. Lyons, Sr.  
Secretary of Higher Education

JEL:GWR:tt

cc. Ms. Theresa W. Hollander, Associate Vice Chancellor for Academic Affairs, USM  
Dr. Laura Wilson-Gentry, Chair of School of Public Affairs, UB

**MARYLAND HIGHER EDUCATION COMMISSION**

839 Bestgate Rd. • Suite 400 • Annapolis, MD 21401-3013

T 410.260.4500 • 800.974.0203 • F 410.260.3200 • For Deaf & Hard of Hearing Maryland Relay 1.800.201.7165 • www.mhec.state.md.us