



# Document N: Course and Program Development: IMPACT AND APPROVAL SIGNATURES

See Course and Program Development Policy and Procedures ([www.ubalt.edu/provost](http://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 checked="" 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 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 checked="" type="checkbox"/> no impact <input type="checkbox"/> impact statement attached		12/9/11
b. OTS <input checked="" type="checkbox"/> no impact <input type="checkbox"/> impact statement attached		12-9-11
c. University Relations <input type="checkbox"/> no impact <input checked="" type="checkbox"/> impact statement attached		12-9-11
d. Admissions <input type="checkbox"/> no impact <input checked="" type="checkbox"/> impact statement attached		12/9/11
e. Records <input checked="" type="checkbox"/> no impact <input type="checkbox"/> impact statement attached		12-9-11

**APPROVAL SEQUENCE** (review the list of necessary signatures):

Approval Level	Signature	Date
A. Department/Division (Chair)		12/8/11
B. General Education (for No. 7, 8)		
C. Final Faculty Review Body Within Each School (Chair)		12/8/11
D. Dean		12/8/11
E. University Faculty Senate (Chair)		
F. University Council (Chair) <sup>1</sup>		
G. Provost and Senior Vice President for Academic Affairs		12/14/2011
H. 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 University's mission is changed by the action	

<sup>1</sup> 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](http://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 checked="" 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 type="checkbox"/>	21. New Degree Program
<input type="checkbox"/>	22. Other

For changes to existing courses:

OLD TITLE

SUBJECT CODE/COURSE NO.  CREDITS

NEW TITLE

SUBJECT CODE/COURSE NO.  CREDITS

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

Proposed MBA Specialization: Public Sector Management (12 credits)

Core: All 8 MBA core courses

Public Sector Management Specialization (12 credits). Choose 4 of the following:

PUAD 625 Innovations in Public Management (3) Designed to integrate the perspectives of public administration by focusing on the management problems in public agencies. Includes use of emerging techniques in management to address the problems and issues faced by public managers under the changed environment of the public sector.

PUAD 763 Public Policymaking (3) Overview of the process of public policymaking, including the formulation of public issues, the consideration of issues and the adaptation of solutions to public problems. Emphasis on actors in the policy process and the environment within which they function.

PUAD 764 Public Policy Implementation (3) Review of the diverse conceptualization frameworks of analyzing the implementation of public programs. Emphasis is on the analysis and integration of the subsequent political, economic, social, cultural and managerial factors that impact the implementation of public policies.

PUAD 785 Public-Sector Performance Measurement (3) Structuring data collection and analysis techniques to determine precisely what an agency is attempting to do and what it accomplishes through its outputs. Emphasis is on shaping the outputs to have a measurable positive impact on customers and other stakeholders.

CNCM 730 Organizational Conflict and Conflict Management Systems (3) Examines the nature of conflict as it occurs in organizations, how conflict can function both destructively and constructively in that context, and the history of how conflict has traditionally been viewed and managed in organizational contexts. Also considers the theory underlying the creation of integrated conflict management systems in organizations, the nature of such systems and how they are developed, designed and evaluated.

**SET FORTH THE RATIONALE FOR THIS PROPOSAL:**

This MBA specialization was developed in consultation with Sam Brown and the the College of Public Affairs to provide students who would like to pursue an MBA the option of specializing in public sector management. All of the courses in the specialization are existing courses that currently serve students in graduate programs offered by the College of Public Affairs.

**Industry/Employment Data**

The 2009 statistics show that Maryland's government sector is not only growing in numbers, but budget sizes are growing as well. Maryland's total government sector (including Federal, State, and Local government) employs 477,600 workers and is comprised of 3423 establishments in 2009. This translates to 19.4% of the entire state's workforce and 23% of Maryland's payroll. This 19.4% of the entire state's workforce include 5.4% for Federal government employees, 4.1% for state government employees, and 10% local government employees.

Government employment grew by 1.5% during 2009. More than 28,912 government jobs have been created in the last five years. Federal government employment grew by 3.7% and Federal government employment in Baltimore County alone grew by 3.3%. Throughout the state, 16 percent of government employees work in Baltimore City alone and 12 percent in Baltimore County. Baltimore City alone has 41% of state government employees and covers 44% of state government employees' payroll.

The most updated 2010 statistics show that Maryland's government sector continues to grow in the early half of year. Maryland's government sector employs 496,642 workers and is comprised of 3425 establishments as of the 2nd quarter of 2010. This translates to 20% of the entire state's workforce and 24.2% of Maryland's payroll.

## Impact Statement From the Office of University Relations

Please be advised that any programmatic changes are likely to affect recruitment and other publications produced and/or managed by the Office of University Relations that contain this type of specific academic information. Please inform Catherine Leidemer (cleidemer@ubalt.edu or 410.837.6164) of any proposed changes that receive final approval and of any planned implementation timelines.

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 relevant materials that are on our production schedule. As a general guideline, the Office of University Relations should be notified of any programmatic changes to a scheduled recruitment publication at least two months prior to printing.

## Offices of Admission - Impact Statement

December 12, 2011

MBA: Public Sector Management Specialization  
Proposed Semester of Implementation Fall 2012

The new program outlined in the attached will have impact on the Offices of Admission as follows:

### I. **Enrollment Targets**

- As a result of competition from other degree programs and, in particular, the emergence of competition from profit driven institutions, sources for a large number of suspects must be identified that might be interested in the program and related programs; the ratio of suspects to enrolled is ~ 500:1 and the yield from prospect to enrolled student has been determined to be 10:1; i.e. 500 suspects are needed to yield 50 identified prospective students that have potential to result in enrollment of 5 new students.
- Future targets for annual enrollment numbers should result from agreement between EMSA Division and MSB and be approved by the Executive Committee at UB
- **Recruitment**
- Minimize costs and impact on limited recruitment staff by bundling recruitment activities for this program with those serving other MS programs in the Merrick School of Business.
- Contact, cultivate, recruit and evaluate prospective students and applicants, in conjunction with program director and MSB staff.
- Notify and cross-train admission, EMSA operations and recruitment staff to develop understanding of the new program.
- Establish admission standards for the new program.

### III. **Marketing and Collateral**

- Develop promotional strategy and language that distinguishes the program from competitors.
- Write, approve, and print new marketing materials
- Create messages for prospect communication flow
- Update all recruitment materials that include comprehensive program lists
- Develop and approve email campaigns for program

### IV. **Prospect Management**

- Create web page for program; website changes will require approximately 30-40 hours of effort.
- Add links on general graduate pages for program specific web pages
- Post announcement on UB landing page
- Update UB RFI to include new program
- Update ID5 forms to include new program
- Update PeopleSoft recruitment tables to include new program
- Create communication flow prospect checklist
- Create messages for prospect communication flow

### V. **Application Processing**

- Update PeopleSoft admission tables to include new program
- Add application requirements checklist to PeopleSoft checklist tables
- Assign trigger for requirements checklist
- Assign security for requirements checklist
- Update electronic application
- Update paper and PDF copies of application
- Update ImageNow properties for routing rules in workflow
- Update iStrategy with new plan code
- Update decision letters