SCHOOL: LAW ☑️ MSB ☐ YGCLA ☑️ Contact Name: George Julnes Phone: x-6256
DEPARTMENT / DIVISION: School of Public Affairs

SHORT DESCRIPTION OF PROPOSAL: 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

PROPOSED SEMESTER OF IMPLEMENTATION: Fall ☑️ Spring ☐ Year: 2010

Box 1: TYPE OF ACTION ADD(NEW) ☑️ DEACTIVATE ☐ MODIFY ☐ OTHER ☐
Box 2: LEVEL OF ACTION Non-Credit ☐ Undergraduate ☐ Graduate ☑️ OTHER ☐

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 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 ABCDEFG

x 8. New Course N, O, P ABCDEFG
9. Deactivate a Course N, O ABCDEFG
10. Program Requirements N, O (b, c, d, e) ABCDEFG
11a. UG Specialization (24 credits or less) N, O a, b, c, d, e ABCDEFG
11b. Masters Specialization (12 credits or less) N, O a, b, c, d, e ABCDEFG
11c. Doctoral Specialization (18 credits or less) N, O a, b, c, d, e ABCDEFG
12. Minor (add or delete) N, O a, b, c, d, e ABCDEFG
13. Closed Site Program N, O e ABCDEFGHIK
14. Program Suspension N, O, S a, e ABCDEFGIK
15. Program Reactivation N, O ABCDEFG
16a. Certificate Program (ug/g) exclusively within existing degree program N, O, S a, c, e ABCDFHIK
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 ABCDEFGHJ
17. Off-Campus Delivery of Existing Program N, O, S a, b, c, e ABCDHIK
18a. UG Concentration (exceeds 24 credit hrs) N, O, S a, c, d, e ABCDEFGHJ
18b. Masters Concentration (exceeds 12 credit hrs) N, O, S a, c, d, e ABCDEFGHJ
18c. Doctoral Concentration (exceeds 18 credit hrs) N, O, S a, c, d, e ABCDEFGHJ
19. Program Title Change N, O, S a, c, d, e ABCDEFGHJ
20. Program Termination2 N, O, S d, e ABCDEFGHIK
21. New Degree Program 3 N, O, Q, R, S a, c, d, e ABCDEFGHJ
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)
X P. Course Definition Document S. Other documents as may be required by MHEC/ USM. See http://www.ubalt.edu/downloads/program approval Grid-USM-10-57.doc

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

2 See USM Policy on the Review and Abolition of Academic Programs (http://www.usmd.edu/reqents/bylaws/SectionII/III702.html) for list of information that must be provided for this action.

3 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.
**SHORT DESCRIPTION OF PROPOSAL**
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

**PROPOSED SEMESTER OF IMPLEMENTATION:** Fall X Spring □ Year: 2010

### Box 5: IMPACT REVIEW

<table>
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<tr>
<th>SIGNATURES (see procedures for authorized signers)</th>
<th>DATE</th>
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| **a. Library**
  □ No impact  □ Impact statement attached | Director or designee: |
| **b. OTS**
  □ No impact  □ Impact statement attached | CIO or designee: |
| **c. University Relations**
  □ No impact  □ Impact statement attached | Director or designee: |
| **d. Admissions**
  □ No impact  □ Impact statement attached | Director or designee: |
| **e. Records**
  □ No impact  □ Impact statement attached | Registrar or designee: |

### Box 6: APPROVAL SEQUENCE

<table>
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<th>APPROVAL SIGNATURES</th>
<th>DATE</th>
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| **A. Department / Division**
  Chair: Laura C. Nelson-Geary 9/22/09 |
| **B. General Education (as required for #7, #8)**
  Chair: Margaret J. Pelletta 10/23/09 |
| **C. Final faculty review body within each School**
  Chair: Joseph Wood 11/2/09 |
| **D. College Dean**
  Dean: |
| **E. Provost and Senior Vice President for Academic Affairs**
  Provost: |
| **F. Curriculum Review Committee (UFS subcommittee)**
  Chair: |
| **G. University Faculty Senate (UFS option)**
  Chair: |
| **H. University Council**
  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 |

### Notes

*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.
### 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.

### OLD Title: Course # / HEGIS Code: Credits:  

<table>
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<tr>
<th>OLD Title</th>
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<th>Credits:</th>
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### NEW Title: Strategic Planning  
Course # / HEGIS Code: PUAD 734  
Credits: 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.
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

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:


17. Suggested class size: 20

18. Lab Fees: None