



Rename the Post-Baccalaureate Certificate in Public Management to Public Leadership and Management (PCC 21058)

PRESENTED BY Valérie Orlando, Chair, Senate Programs, Curricula, and Courses Committee

REVIEW DATES SEC – January 25, 2022 | SENATE – February 9, 2022

VOTING METHOD In a single vote

**RELEVANT
POLICY/DOCUMENT**

**NECESSARY
APPROVALS** Senate, President, University System of Maryland Chancellor, and Maryland Higher Education Commission

ISSUE

The Maryland School of Public Policy (the School) recently reactivated the Post-Baccalaureate Certificate program in Public Management after several years of being inactive. The School would now like to change the program title to Public Leadership and Management. This new title reflects the practical realities of modern governance. Governing in the public interest continues to be accomplished through traditional hierarchic bureaucracies, but must also be pursued through cross sector collaboration in network organizations and within a diverse and demographically shifting environment. The School recognizes a growing demand for both enhanced management and leadership skills to address changing governance demands. The program’s curriculum reflects these instructional imperatives, and the School believes that the program title should also reflect the importance of leadership and its prevalence in the curriculum.

The proposal was approved by the Graduate School PCC committee on November 29, 2021, and the Senate Programs, Curricula, and Courses committee on December 3, 2021.

RECOMMENDATION

The Senate Committee on Programs, Curricula, and Courses recommends that the Senate approve this name change.

COMMITTEE WORK

The committee considered this proposal at its meeting on December 3, 2021. Betty Duke, Nina Harris, and Tom Kennedy from the Maryland School of Public Policy presented the proposal and answered questions from the committee. The proposal was approved by the committee.

ALTERNATIVES

The Senate could decline to approve this new program title.

RISKS

If the Senate declines to approve this program title change, the current program will not adequately describe the program content.

FINANCIAL IMPLICATIONS

There are no significant financial implications for program title changes.

616: PUBLIC LEADERSHIP AND MANAGEMENT (Z004)

In Workflow

1. University Senate Chair (mcolson@umd.edu)
2. President (mcolson@umd.edu)
3. Chancellor (mcolson@umd.edu)
4. MHEC (mcolson@umd.edu)
5. Provost Office (mcolson@umd.edu)
6. Graduate Catalog Manager (aambrosi@umd.edu)

History

1. Sep 16, 2019 by Angela Ambrosi (aambrosi)
2. Oct 18, 2019 by William Bryan (wbryan)
3. Dec 12, 2021 by Michael Colson (mcolson)

Date Submitted: Tue, 21 Dec 2021 19:30:50 GMT

Viewing: 616 : Public Leadership and Management (Z004)

Last approved: Sun, 12 Dec 2021 22:51:45 GMT

Last edit: Tue, 21 Dec 2021 19:38:17 GMT

Changes proposed by: Michael Colson (mcolson)

Proposed Action

Rename Program

Program Name

Public Leadership and Management (Z004)

Program Status

Active

Effective Term

Fall 2022

Catalog Year

2022-2023

Program Level

Graduate Program

Program Type

Post-Baccalaureate Certificate

Delivery Method

On Campus

Departments

Department

Public Policy

Colleges

College

Public Policy

Program/Major Code

Z004

MHEC Inventory Program

Public Management

CIP Code

440501 - Public Policy Analysis, General.

HEGIS

229909

Degree(s) Awarded**Degree Awarded**

Certificate, Post-Baccalaureate

Proposal Contact

Tom Kennedy, Nina Harris, Phil Joyce

Proposal Summary

The School of Public Policy recently reactivated this certificate program and would now like to change the name from Public Management to Public Leadership and Management.

Program and Catalog Information

Provide the catalog description of the proposed program. As part of the description, please indicate any areas of concentration or specializations that will be offered.

This certificate program is a four-course (twelve credit) graduate certificate program that is designed to provide skills, knowledge and experience to enable students to analyze and address complex governance challenges. The certificate will equip student to formulate innovative strategies, to negotiate the complexities of hierarchic bureaucracies and cross sector networks across local, national and global settings.

Catalog Program Requirements:

Course	Title	Credits
Core Requirements		
PLCY689	Public Policy Topics (PLCY689X Performance Management)	3
PLCY698	Selected Topics in Public Affairs (PLCY698T Networks: Leading and Managing Across Sectors)	3
One of the following courses:		3
PLCY670	Public Budgeting & Financial Management	
PLCY688	Topics in Public Policy (PLCY688F State, Local and Nonprofit Financial Management)	
PLCY717	Federal Budgeting: Policy and Process	
PLCY781	International Economic Policy	
Elective		3
Any management and leadership course approved by the School of Public Policy. Any course from above may be used if not already used for a core requirement.		
Total Credits		12

Sample plan. Provide a term by term sample plan that shows how a hypothetical student would progress through the program to completion. It should be clear the length of time it will take for a typical student to graduate. For undergraduate programs, this should be the four-year plan.

The PLM Certificate will be offered in a traditional semester format. Students will have the option to study full-time or part-time. Full-time students will mostly take two courses per Fall and Spring term and part-time students will mostly take one course per Fall and Spring term. The certificate may be offered in non-traditional format if desired by a partner organization.

Full-Time Track

Fall (Year 1)

PLCY 689X Performance Management

PLCY 698T Networks: Leading and Managing Across Sectors

Spring (Year 1)

PLCY 688F State, Local and Non-profit Financial Management

PLCY 692 Leadership Principles and Practices

Part-Time Track

Fall (Year 1)

PLCY 689X Performance Management

Spring (Year 1)

PLCY 698T Networks: Leading and Managing Across Sectors

Fall (Year 2)

PLCY 688F State, Local and Non-profit Financial Management

Spring (Year 2)

PLCY 692 Leadership Principles and Practices

List the intended student learning outcomes. In an attachment, provide the plan for assessing these outcomes.

Learning Outcomes

Students will understand the principles and practices of public policy management and leadership.

Students will be able to understand how the principles and practice of public policy management and leadership relate to the management of programs designed to serve the public.

Students will be able to apply the tools and techniques of public policy leadership and management to address complex problems through traditional approaches and through cross-sector, collaborative networks.

Program Modification Information

Impact on current students. It should be specifically acknowledged that students enrolled in the program prior to the effective date of any curriculum change may complete their program under the old requirements if they wish. The courses required must remain available, or suitable substitutions specifically designated.

There are currently no students in the program.

Linked Programs**Renaming Program**

Provide a rationale for renaming the program.

The Maryland School of Public Policy recently reactivated the Post-Baccalaureate Certificate in Public Management after several years of being inactive. The School would now like to change the program title to Public Leadership and Management. This new title reflects the practical reality of modern governance. Governing in the public interest continues to be accomplished through traditional hierarchic bureaucracies, but must also be pursued through cross sector collaboration in network organizations and within a diverse and demographically shifting environment. The School recognizes a growing demand for both enhanced management and leadership skills to address changing governance demands. Accordingly, the School proposes to add the word "Leadership" to the title of the program.

Supporting Documents**Attachments**

616_ Public Leadership and Management (Z004).pdf

Reviewer Comments

Michael Colson (mcolson) (Tue, 21 Dec 2021 19:36:53 GMT): The proposal to reactivate the program was approved by the Senate PCC committee on 12/3/2021. See attachment for that proposal.

Key: 616

Program Change Request

Date Submitted: 12/21/21 2:30 pm

Viewing: **616 : Public Leadership and Management (Z004)**

Last approved: 12/12/21 5:51 pm

Last edit: 12/21/21 2:38 pm

Changes proposed by: Michael Colson (mcolson)

Catalog Pages Using this Program

Public Management, Post-Baccalaureate Certificate (P.B.C.)

In Workflow

1. University Senate Chair
2. President
3. Chancellor
4. MHEC
5. Provost Office
6. Graduate Catalog Manager

History

1. Sep 16, 2019 by Angela Ambrosi (aambrosi)
2. Oct 18, 2019 by William Bryan (wbryan)
3. Dec 12, 2021 by Michael Colson (mcolson)

Proposed Action **Rename Program Curriculum Change**

Program Name

Public Leadership and Management (Z004)

Program Status Active

Effective Term Fall 2022

Catalog Year **2022-2023** ~~2021-2022~~

Program Level Graduate Program

Program Type Post-Baccalaureate Certificate

Delivery Method On Campus

Departments

Department

Public Policy

Colleges

College

College

Public Policy

Program/Major Code Z004

MHEC Inventory Program Public Management

CIP Code 440501 - Public Policy Analysis, General.

HEGIS 229909

MHEC Recognized Area(s) of Concentration

Degree(s) Awarded

Degree Awarded

Certificate, Post-Baccalaureate

If other, new degree award:

Proposal Contact

Tom Kennedy, Nina Harris, Phil Joyce

Proposal Summary

~~This proposal is to reactivate the existing Public Policy recently reactivated this certificate Management program by updating the curriculum and would now like to change the name from renaming the program to Public Management to Public Leadership and Management. Please note that originally this proposal was submitted as new program, but since the Public Management certificate program already existed, we have worked with the Provost's Office to use the existing program instead. A copy of the new program proposal, which explains in more detail how the program will be reestablished, is attached.~~

Program and Catalog Information

Provide the catalog description of the proposed program. As part of the description, please indicate any areas of concentration or specializations that will be offered.

This certificate program is a four-course (twelve credit) graduate certificate program that is designed to provide skills, knowledge and experience to enable students to analyze and address complex governance challenges. The certificate will equip student to formulate innovative strategies, to negotiate the complexities of hierarchic bureaucracies and cross sector networks across local, national and global settings.

Catalog Program Requirements:

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<u>PLCY717</u>	Federal Budgeting: Policy and Process	
<u>PLCY781</u>	International Economic Policy	
Elective		3
Any management and leadership course approved by the School of Public Policy. Any course from above may be used if not already used for a core requirement.		
Total Credits		12

Sample plan. Provide a term by term sample plan that shows how a hypothetical student would progress through the program to completion. It should be clear the length of time it will take for a typical student to graduate. For undergraduate programs, this should be the four-year plan.

The PLM Certificate will be offered in a traditional semester format. Students will have the option to study full-time or part-time. Full-time students will mostly take two courses per Fall and Spring term and part-time students will mostly take one course per Fall and Spring term. The certificate may be offered in non-traditional format if desired by a partner organization.

Full-Time Track

Fall (Year 1)

PLCY 689X Performance Management

PLCY 698T Networks: Leading and Managing Across Sectors

Spring (Year 1)

PLCY 688F State, Local and Non-profit Financial Management

PLCY 692 Leadership Principles and Practices

Part-Time Track

Fall (Year 1)

PLCY 689X Performance Management

Spring (Year 1)

PLCY 698T Networks: Leading and Managing Across Sectors

Fall (Year 2)

PLCY 688F State, Local and Non-profit Financial Management

Spring (Year 2)

PLCY 692 Leadership Principles and Practices

List the intended student learning outcomes. In an attachment, provide the plan for assessing these outcomes.

Learning Outcomes

Students will understand the principles and practices of public policy management and leadership.

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Program Modification Information

Impact on current students. It should be specifically acknowledged that students enrolled in the program prior to the effective date of any curriculum change may complete their program under the old requirements if they wish. The courses required must remain available, or suitable substitutions specifically designated.

There are currently no students in the program.

Linked Programs

Indicate in the space below all programs to which this program is formally linked (e.g., approved combined bachelor's/master's programs, dual master's programs, or joint-programs with other universities). If the proposed modification will affect the linked program, provide as an attachment the new curriculum for each arrangement and provide supporting correspondence from the director of the linked program.

Renaming Program

Provide a rationale for renaming the program.

The Maryland School of Public Policy recently reactivated the Post-Baccalaureate Certificate in Public Management after several years of being inactive. The School would now like to change the program title to Public Leadership and Management. This new title reflects the practical reality of modern governance. Governing in the public interest continues to be accomplished through traditional hierarchic bureaucracies, but must also be pursued through cross sector collaboration in network organizations and within a diverse and demographically shifting environment. The School recognizes a growing demand for both enhanced management and leadership skills to address changing governance demands. Accordingly, the School proposes to add the word "Leadership" to the title of the program.

Supporting Documents

Attachments

~~825_Public Leadership and Management.pdf~~

~~Appendix 5 Library Assessment 2.pdf~~

~~Appendix 4 PLM Certificate Appendix A-D final.pdf~~

~~Appendix 3 Market Employment Projections Public Management.pdf~~

~~Appendix 2 Market Research Public Management.pdf~~

~~Appendix 1 Public Management and Leadership Budget.pdf~~

616_Public Leadership and Management (Z004).pdf

Administrative
Documents

Reviewer

Comments

Michael Colson (mcolson) (12/21/21 2:36 pm): The proposal to reactivate the program was approved by the Senate PCC committee on 12/3/2021. See attachment for that proposal.

Key: 616

616: PUBLIC MANAGEMENT (Z004)

Completed Workflow

1. Academic Affairs Curriculum Manager (mcolson@umd.edu)
2. Graduate School Curriculum Manager (aambrosi@umd.edu)
3. Graduate PCC Chair (aambrosi@umd.edu)
4. Dean of the Graduate School (sfetter@umd.edu; aambrosi@umd.edu)
5. Senate PCC Chair (mcolson@umd.edu; vorlando@umd.edu)
6. Provost Office (mcolson@umd.edu)
7. Graduate Catalog Manager (aambrosi@umd.edu)

Approval Path

1. Tue, 23 Nov 2021 18:40:25 GMT
Michael Colson (mcolson): Approved for Academic Affairs Curriculum Manager
2. Thu, 02 Dec 2021 00:03:23 GMT
Angela Ambrosi (aambrosi): Approved for Graduate School Curriculum Manager
3. Thu, 02 Dec 2021 00:04:10 GMT
Angela Ambrosi (aambrosi): Approved for Graduate PCC Chair
4. Thu, 02 Dec 2021 14:43:31 GMT
Steve Fetter (sfetter): Approved for Dean of the Graduate School
5. Mon, 06 Dec 2021 18:41:46 GMT
Valerie Orlando (vorlando): Approved for Senate PCC Chair
6. Wed, 08 Dec 2021 22:16:03 GMT
Michael Colson (mcolson): Approved for Provost Office
7. Sun, 12 Dec 2021 22:51:45 GMT
Angela Ambrosi (aambrosi): Approved for Graduate Catalog Manager

History

1. Sep 16, 2019 by Angela Ambrosi (aambrosi)
2. Oct 18, 2019 by William Bryan (wbryan)
3. Dec 12, 2021 by Michael Colson (mcolson)

Changes saved but not submitted

Viewing: 616 : Public Management (Z004)

Changes proposed by: Michael Colson (mcolson)

Proposed Action

Curriculum Change

Program Name

Public Management (Z004)

Program Status

Active

Effective Term

Winter 2022

Catalog Year

2021-2022

Program Level

Graduate Program

Program Type

Post-Baccalaureate Certificate

Delivery Method

On Campus

Departments**Department**

Public Policy

Colleges**College**

Public Policy

Program/Major Code

Z004

MHEC Inventory Program

Public Management

CIP Code

440501 - Public Policy Analysis, General.

HEGIS

229909

Degree(s) Awarded**Degree Awarded**

Certificate, Post-Baccalaureate

Proposal Contact

Tom Kennedy, Nina Harris, Phil Joyce

Proposal Summary

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Total Credits

12

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Full-Time Track

Fall (Year 1)

PLCY 689X Performance Management

PLCY 698T Networks: Leading and Managing Across Sectors

Spring (Year 1)

PLCY 688F State, Local and Non-profit Financial Management

PLCY 692 Leadership Principles and Practices

Part-Time Track

Fall (Year 1)

PLCY 689X Performance Management

Spring (Year 1)

PLCY 698T Networks: Leading and Managing Across Sectors

Fall (Year 2)

PLCY 688F State, Local and Non-profit Financial Management

Spring (Year 2)

PLCY 692 Leadership Principles and Practices

Use the space below for any additional comments on the courses or other requirements selected for the revised curriculum. Typical comments may be clarifications of why certain courses are being replaced or added.

The curriculum was created by the School's faculty composed of a combination of tenured and tenure-track and professional track faculty. This faculty is characterized by a combination of extensive research credentials combined with practical experience at the highest leadership levels in government such that the School is consistently ranked among the best nationally. In addition, the faculty has consulted with representatives of government agencies at the national, state and local levels and many private organizations and with our extensive alumni network.

Dean Robert Orr has been the President of the Network of Schools of Public Policy, Affairs, and Administration (NASPAA) made up of the graduate programs in public administration, public policy and public affairs and over the years several other administrative and faculty leaders have been deeply engaged in the work of the organization. Professor Elizabeth Duke has served in senior positions in the federal government, as consultant to and/or leadership positions in business, state and local government and nonprofit organizations. All faculty in the program bring deep engagement in the field and a commitment to advancing our students into the web of cross-sector leadership.

Please note that the two required courses are foundational in that one (698T) addresses leadership and management in today's world as contrasted to the command and control world of an earlier era and the other (689X) addresses performance measurement and management which is the basic essential, tool for managing and leading in this world of the new governance. The other foundational set of courses relates to financial management and the certificate offers a choice to students who may wish to go into either federal, or state, or nonprofit, or international settings.

List the intended student learning outcomes. In an attachment, provide the plan for assessing these outcomes.

Learning Outcomes

Students will understand the principles and practices of public policy management and leadership.

Students will be able to understand how the principles and practice of public policy management and leadership relate to the management of programs designed to serve the public.

Students will be able to apply the tools and techniques of public policy leadership and management to address complex problems through traditional approaches and through cross-sector, collaborative networks.

Program Modification Information

Description and Rationale for Modifications.

The Maryland School of Public Policy's ("MSPP" or "the school") certificate in Public Management has been inactive for several years. This proposal will reactivate the program with a new title (Public Leadership and Management) and curriculum.

The practical reality of modern governance is that the public interest continues to be accomplished through traditional hierarchic bureaucracies but is also pursued through cross sector collaboration in network organizations and within a diverse and demographically shifting environment. The recognizes a growing demand for enhanced management and leadership skills to address changing governance demands. As a result, the School proposes to create a Graduate Certificate in Public Leadership and Management derived in part from the existing Master of Public Management degree program to be offered for in-degree students and for other individuals and groups through SPP's entrepreneurial program.

****The information below is for proposal purposes and will not appear in the Academic Catalog****

The proposed program requires the completion of 12 credits via three (3) required courses, and one (1) elective from the School's robust menu of public management and leadership courses. Course catalog information is included in Appendix A.

Required PLCY 689X Performance Management (3 Credits)

Required PLCY 698T Networks: Leading and Managing Across Sectors (3 Credits)

Required (Choose One, Each are 3 Credits)

PLCY 670 Public Finance and Budgeting

OR PLCY 688F State, Local and Nonprofit Financial Management

OR PLCY 717 Federal Budget

OR PLCY 781 International Economic Policy

Elective (Choose One, Each are 3 Credits)

PLCY 670 Public Finance and Budgeting (if not chosen above)

PLCY 688F State, Local and Nonprofit Financial Management (if not chosen above)

PLCY 717 Federal Budget (if not chosen above)

PLCY 781 International Economic Policy (if not chosen above)

PLCY 688G Governance: Management, Leadership and Accountability

PLCY 689Z Strategic Management for Nonprofit and Public Organizations

PLCY 689A Federal Acquisitions: Concepts and Management

PLCY 692 Leadership Principles and Practices

PLCY 698B Organizational Behavior

PLCY 699F Ethics in Public Administration Practices

PLCY 699G Leadership in Groups and Organizations

PLCY 752 Managing Differences: Resolving Conflicts and Negotiating Agreements

PLCY 798Y Nonprofit Management and Leadership

Any new management and leadership courses that may be developed and approved by faculty that will enhance the certificate program.

For new or modified courses, please provide the course catalog information (credits, description, prerequisites, etc.). Suffixed "Selected" or "Special" topics courses should be avoided. New courses and course modifications must be submitted through the course approval process at <https://courseleaf.umd.edu/courseadmin> (<https://courseleaf.umd.edu/courseadmin/>). You may submit individual course changes through the course approval process concurrently with the program proposal; however, the course change approvals may be held until the program proposal is approved.

See attached list of courses.

Impact on current students. It should be specifically acknowledged that students enrolled in the program prior to the effective date of any curriculum change may complete their program under the old requirements if they wish. The courses required must remain available, or suitable substitutions specifically designated.

There are currently no students in the program.

Linked Programs

Describe any selective admissions policy or special criteria for students interested in this program.

Admission policies will be those of the Graduate School of the University of Maryland. There will be no special criteria for students interested in the program. The admission criteria of the Graduate School include:

- Applicants should have earned a four-year baccalaureate degree or equivalent from an accredited institution.
- Applicants should have a minimum cumulative 3.0GPA (on a 4.0 scale). Official transcripts of a post-secondary degree and a resume are required along with the application.

- International applicants must meet all requirements for international admission, which have specific standards for academic credentials, language proficiency, financial support, visa requirements, etc. Refer to <http://gradschool.umd.edu/admissions/international-admissions> for process and requirements.

As required by the Graduate School, all application materials are to be submitted electronically:

- Graduate Application
- College or University Transcripts
- Statement of Purpose
- Letters of Recommendation
- Program Supporting Documents
- Non-refundable Application Fee

Completed applications will be reviewed by a School admissions committee. The recommendations of the committee will be submitted to the Dean of the Graduate School who will make the final admission decision.

Select the academic calendar type for this program (calendar types with dates can be found on the Academic Calendar (<https://www.provost.umd.edu/calendar/>) page)

Traditional Semester

Relationship to Other Units or Institutions

If a required or recommended course is offered by another department, discuss how the additional students will not unduly burden that department's faculty and resources. Discuss any other potential impacts on another department, such as academic content that may significantly overlap with existing programs. Use space below for any comments. Otherwise, attach supporting correspondence.

No required or recommended course is offered by another department and there is anticipated to be no significant overlap in academic content with any existing programs.

Accreditation and Licensure. Will the program need to be accredited? If so, indicate the accrediting agency. Also, indicate if students will expect to be licensed or certified in order to engage in or be successful in the program's target occupation.

The program is not subject to accreditation. The PLM Certificate will, however, meet the same standards and adhere to the same principles as the other certificate programs run by the Graduate School and the School of Public Policy. Students will not be expected to be licensed or certified in order to engage in or be successful in the program's targeted occupations.

Describe any cooperative arrangements with other institutions or organizations that will be important for the success of this program.

Cooperative agreements with other institutions or organizations will not be necessary for the success of this program. Such agreements, however, may be struck in order to grow the size of the program over time.

Supporting Documents

Attachments

- 825_ Public Leadership and Management.pdf
- Appendix 5 Library Assessment-2.pdf
- Appendix 4 PLM Certificate Appendix A-D final.pdf
- Appendix 3 Market Employment Projections Public Management.pdf
- Appendix 2 Market Research Public Management.pdf
- Appendix 1 Public Management and Leadership Budget.pdf

Reviewer Comments

Michael Colson (mcolson) (Tue, 23 Nov 2021 18:36:52 GMT): This proposal was originally submitted as a new stand-alone certificate program, but since the School already has an existing Public Management certificate, we administratively created this modification proposal to replace the initial proposal. The original proposal, with approval signatures from the college, is attached.

Key: 616

School of Public Policy

Public Management and Leadership, PS-GC, Fall 2022

[This program is self-support. Instructors may not teach on-load and administrators must be paid through revenue generated by the program]

Estimated Tuition Revenue	Year 1	Year 2	Year 3	Year 4	Year 5
A. Total # of students per year	9	10	11	12	13
B. Total Courses per year	4	4	4	4	4
C. Graduate Tuition Per Course; Assumes 5% increase	\$3,500	\$3,675	\$3,859	\$4,052	\$4,254
Total Estimated Tuition Revenue	\$126,000	\$147,000	\$169,785	\$194,481	\$221,222
Estimated Instructional Expenses	Year 1	Year 2	Year 3	Year 4	Year 5
A. Instructor Salaries and Benefits Total	\$46,548	\$47,479	\$48,429	\$49,397	\$50,385
1. Subtotal: 4-course salaries (assumes 2% annual increase)	\$36,000	\$36,720	\$37,454	\$38,203	\$38,968
a. Average instructor salary per course	9,000	9,180	9,364	9,551	9,742
b. Total # of courses taught per year	4	4	4	4	4
2. Benefits: 29.3%	\$10,548	\$10,759	\$10,974	\$11,194	\$11,417
B. Grader Salaries and Benefits	\$14,916	\$15,214	\$15,519	\$15,829	\$16,146
1. Subtotal: Salary (assumes 2% annual increase)	\$12,000	\$12,240	\$12,485	\$12,734	\$12,989
a. Average grader stipend per course	3,000	3,060	3,121	3,184	3,247
b. Total # of courses	4	4	4	4	4
2. Benefits: 24.3%	\$2,916	\$2,974	\$3,034	\$3,094	\$3,156
Total Instructional Expenses	\$61,464	\$62,693	\$63,947	\$65,226	\$66,531

Total Estimated Tuition Revenue	\$126,000	\$147,000	\$169,785	\$194,481	\$221,222
Total Instructional Expenses	\$61,464	\$62,693	\$63,947	\$65,226	\$66,531
Total OES Administrative Fee (10% Tuition Revenue)	\$12,600	\$14,700	\$16,979	\$19,448	\$22,122
Total Graduate School Administrative Fee	\$1,080	\$1,200	\$1,320	\$1,440	\$1,560
1. Fee assessed per each semester	\$60	\$60	\$60	\$60	\$60
2. Total # of semesters per year	2	2	2	2	2
3. Total number of students per year	9	10	11	12	13
Total Distributable Revenue	\$50,856	\$68,407	\$87,539	\$108,367	\$131,009

Other Program Expenses to Be Covered by Net Revenue Distribution					
Categories of Other Program Expenses (estimated)	Year 1	Year 2	Year 3	Year 4	Year 5
Academic Administration Totals	\$40,620	\$41,432	\$42,261	\$43,106	\$43,968
1. Total Academic Admin Salary (assumes 2% increase)	30,000	30,600	31,212	31,836	32,473
a. Academic Director	30,000	30,600	31,212	31,836	32,473
2. Benefits: Total (35.4%)	10,620	10,832	11,049	11,270	11,495
Materials & Supplies	\$0	\$0	\$0	\$0	\$0
1. Cost per course (estimated)	\$0	\$0	\$0	\$0	\$0
2. Total number of courses	0	0	0	0	0
3. Total number of students	0	0	0	0	0
Marketing & Website	\$0	\$0	\$0	\$0	\$0
1. Marketing	0	0	0	0	0

2. Website	0	0	0	0	0
Equipment	\$1,200	\$0	\$0	\$1,200	\$0
1. Laptops / Monitors	1,000	0	0	1,000	0
2. Printers	200	0	0	200	0
3. Other Devices	0	0	0	0	0
Other Operational Expenses	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
1. Travel (for recruitment)	3,000	3,000	3,000	3,000	3,000
2. Graduation-related	500	500	500	500	500
3. Other	500	500	500	500	500
Courses: Development & Design	\$0	\$0	\$0	\$0	\$0
1. New Course: Per course instructor stipend	0	0	0	0	0
2. Ttl # of new courses	0	0	0		0
Total Other Estimated Program Expenses	\$45,820	\$45,432	\$46,261	\$48,306	\$47,968

Net Revenue & Non-Instructional Expenses	Year 1	Year 2	Year 3	Year 4	Year 5
Net Revenue for Distribution	\$50,856	\$68,407	\$87,539	\$108,367	\$131,009
Other Program Expenses	\$45,820	\$45,432	\$46,261	\$48,306	\$47,968
Profit	\$5,036	\$22,974	\$41,278	\$60,061	\$83,041

OES In-House Market Research: Other Institution Comparison

Institution	Website	Delivery Method	Degree Name & Type (MPS, MA, MS, MPH, etc.)	# of Credits	Tuition (course or credit)		Target Population	Prior Education/ Pre-Requisites
					Resident	Non-Resident		
Big Ten Institutions								
Indiana University Bloomington	https://www.indiana.edu/online/online-leadership/certificate-public-affairs.html	Online	Public Management, GC	15 credits	\$655/credit	\$1,324/credit	Designed for professionals in a public or private sector agency and are interested in taking on a managerial role, our certificate can help.	Bachelor's degree from a regionally accredited college or university with minimum 3.0 undergraduate GPA
University of Minnesota Twin Cities	https://www.twin.tn.edu/certificate-public-affairs-leadership	F2F	Public Affairs Leadership, GC	12 credits	\$989/credit	\$1,209/credit	The Certificate in Public Affairs Leadership offers mid-career professionals the knowledge and skills to succeed in today's challenging public policy, and analysis to succeed in today's challenging environment.	Bachelor's degree from a regionally accredited college or university. Prerequisites: At least 10 years of post baccalaureate professional work experience. Pre-baccalaureate experience may be considered for applicants with a significant gap (15 years or more) between completion of high school and college.
University of Nebraska	https://online.unbrbr.edu/degrees/certificate-public-management.html	Online	Public Management, GC	15 credits	\$385/credit	\$600/credit	Designed to expand and enhance the educational background of graduate students and individuals working in the public sector.	Bachelor's degree from a regionally accredited college or university. At least three years of work experience in the public sector or completed part of their graduate course work in a related field of study.
Ohio State University	https://ohio.osu.edu/online/certificate-public-management/certificate.html	Online	Public Management, GC	13 credits	\$722/credit	\$922/credit	Designed to meet the needs of working professionals in the public sector who desire to enhance their public management and leadership skills.	Bachelor's degree from a regionally accredited college or university with minimum 3.0 undergraduate GPA
Rutgers University New Brunswick	https://www.rutgers.edu/online/certificate-public-organizations/certificate	Online	Leadership of Public Organizations, GC	18 credits	\$780/credit	\$1,312/credit	Provides students with a focus on human resources topics including best practice policy, diversity and inclusion; management and leadership techniques; and a comprehensive review of all local, state, and federal policies that govern employment, and employment organizations.	Bachelor's degree from a regionally accredited college or university with minimum 3.0 undergraduate GPA
State of Maryland System Institutions: Overseen by MHEC (http://mhec.maryland.gov/publications/Pages/research/index.aspx)								
Notre Dame of Maryland University	https://www.ndm.edu/graduate-programs/certificate-leadership-and-management	F2F or Online	Leadership & Management, Post-Baccalaureate Certificate	18 credits	\$595/credit	\$595/credit	Our curriculum prepares leaders to master challenges and to effect change through discernment and ethics. Our graduates lead people, manage organizations, and support communities all over the planet. You'll find them in managerial, executive, and volunteer leadership roles in for-profit, government, education, nonprofit, and philanthropic ventures.	Bachelor's degree from a regionally accredited college or university
UMGC UMD University Global Campus	https://www.umgc.edu/academic/graduate/certificate-leadership-and-management.cfm	Online	Leadership & Management, GC	12 credits	\$504/credit	\$659/credit	Prepare to become a leader in the workforce. The graduate certificate program in leadership and management at University of Maryland Global Campus is designed to provide you with the skills and leadership ability to navigate a variety of workplaces. You'll gain a foundation in organizational and management theory as well as skills in decision making, communication, strategic planning, and coaching and managing others.	Bachelor's degree from a regionally accredited college or university
Colleges & Universities in the Washington DC - Baltimore MD area								
American University	https://www.american.edu/online/online-leadership/certificate.html	F2F	Executive Leadership, GC	12 credits	\$1,812/credit	\$1,812/credit	Designed for students who typically holds a GS-12 (or above) level or equivalent NGO, private sector, or leadership/management experience.	This certificate is open to students with a bachelor's degree or equivalent from an accredited institution.
Cornell University	https://cornell.cornell.edu/certificates/graduate-and-strategic-management-public-sector-leadership/	Online	Public Sector Leadership, Certificate	6 CEUS	2520 (on sale from original \$3,600)-complete program cost.	Not specified.	In this certificate program, Seth Harris, former U.S. Deputy Secretary of Labor, will help you explore management practices in the public sector. Designed for: People who work in or with public service or public policy organizations, Leaders, aspiring leaders, and staff who work in organizations involved in public affairs or engaged with government at any level.	Not specified.
George Mason	https://gmu.edu/online/certificate-public-management/	F2F	Public Management, GC	15 credits	\$783/credit	\$1,531/credit	This graduate-level certificate prepares you to succeed in managing today's increasingly complex public and nonprofit organizations. Designed for professionals who wish to expand their knowledge and skills but do not require the full 12 course MPA degree program.	Bachelor's degree from a regionally accredited college or university.
Virginia Tech	https://vtech.edu/online/certificate-public-management/	F2F or Online	Local Government Management, GC	12 credits	\$850/credit	\$850/credit	Provides the next generation of local government managers and leaders with the tools to advance their careers and to provide exceptional leadership within the communities where they work.	Bachelor's degree from a regionally accredited college or university.
Other Major Institutions Offering Similar Programs								
University of Connecticut	https://iso.uconn.edu/leadership-public-management/certificate/	F2F or Online	Leadership and Public Management, GC	12 credits	\$900/credit	\$900/credit	Designed to provide students with fundamental foundations in key areas of public sector management.	Bachelor's degree from a regionally accredited college or university with minimum 3.0 undergraduate GPA.
Syracuse University	https://www.syr.edu/online/certificate-public-leadership-and-management/	F2F	Public Leadership and Management, GC	12 credits	\$1,734/credit	\$1,734/credit	Designed for midcareer professionals who desire a rigorous educational experience focusing on significant elements of the public administration. Most individuals taking the certificate state an interest in improving their management and leadership skills or in having an interest in developing concrete knowledge of a specific policy area.	Bachelor's degree from a regionally accredited college or university.
North Illinois University	https://niu.edu/online/certificate-for-leadership-public-management.html	Online	Public Management, GC	15 credits	\$586/credit	\$586/credit	If you currently work for a local government in the U.S., our Certificate of Graduate Study in Public Management can help you advance your career. This program is ideal for you if you hold a management position in an area such as public safety, public works, finance, budgeting, parks and recreation, or housing.	Bachelor's degree from a regionally accredited college or university.

Due to the demand and need for investing in local government leadership, in-state tuition is available to all students who enroll in the Local Government Management program.

OES In-House Market Research: Projected Enrollment Information

Program Name = Public Leadership & Management, GC

Occupation	# of Jobs in the Field	Where Professionals are Employed	Professional Salary Information	Projected Job Growth
Information from U.S. Bureau of Labor Statistics' Occupational Outlook Handbook				
Management Analysts	907,600	Professional, scientific, and technical services- 31% Government- 17% Self-Employed workers- 16% Finance and Insurance- 13% Management of companies and enterprises- 5%	\$87,660/year	14% (Faster than average)
Administrative Services and Facilities Managers	322,000	Healthcare and social assistance-13% Educational services; state, local, and private-13% Professional, scientific, and technical services-9% Local government, excluding education and hospitals-8% Finance and insurance-7%	\$98,890/year	9% (As fast as average)
Information from State of Maryland's Occupational and Industry Projections				
Management Analysts	19,790	Professional, scientific, and technical services- 31% Government- 17% Self-Employed workers- 16% Finance and Insurance- 13% Management of companies and enterprises- 5%	\$102,850	14% (Faster than average)
Administrative Services and Facilities Managers	5,900	Healthcare and social assistance-13% Educational services; state, local, and private-13% Professional, scientific, and technical services-9% Local government, excluding education and hospitals-8% Finance and insurance-7%	\$117,860	9% (As fast as average)

Appendix A

Course Catalog Information

These two courses in the certificate program would be required:

PLCY 689X Performance Management

This course provides frameworks, tools, and skills to improve program results in an environment where policy challenges span organizational boundaries and third parties implement programs. Several results-oriented frameworks and case illustrations will be examined in depth, including the Government Performance and Results Act, federal, state and local Performance-Stat systems and the use of performance dashboards, executive branch performance management initiatives, and international and US initiatives to foster civic engagement through open government and web based performance reporting.

PLCY 698T Networks: Leading and Managing Across Sectors

This course is grounded in the practical reality that collaborative, third-party governance involving combinations across the public, private/for profit and nonprofit sectors is the way the modern state is administered, and the public interest is pursued. The course relates this reality to emerging theory and contemporary research and places it within historical context. The focus is on network leadership and management as well as the challenges involved in the use of a variety of tools and techniques of indirect governance. Also addressed are oversight and accountability mechanisms as means for preventing corruption and for assuring maximum efficiency and effectiveness consistent with democratic values. Among the topics included are emergency management, economic development, environmental protection, transportation, education and human investment.

The third required course may be chosen from the following four courses:

PLCY 670 Public Finance and Budgeting.

This course will focus on the foundational principles of governmental finance and budgeting and the relationship between public funds and program goals and objectives. The course will broadly survey three major topics: tax policy and revenue analysis, public budgeting, and public financial management.

PLCY 688F State, Local, and Nonprofit Financial Management.

This course is designed to teach the fundamentals of accounting and finance for public and not-for-profit organizations. Through course readings, case studies, and short assignments, students will learn how to use financial information to inform strategy and decision-making in the public and non-profit sectors.

PLCY 717 Federal Budgeting: Policy and Process.

This course provides a full understanding of the process for both the student interested in budgeting and for those interested in policy. Policy is, after all, highly dependent on the availability of resources. The Course is, in a very real sense, a comparison of how the process is supposed to function and how it does. It focuses on definitions and concepts and discusses the process from the beginning in the executive branch to the final expenditure of funds. It does so through lectures, discussions and a semester-long simulation.

PLCY 781: International Economic Policy.

This course focuses on the economics of exchange rates, capital flows, and implications for policies. It covers influences on currency values; the role of exchange rates in the macroeconomy; the choice of exchange rate regimes, the euro; policy issues facing China and other emerging economies; and issues related to capital flows and the international financial system.

The one required elective course would be chosen for the list below (or new approved courses)

PLCY 688G Governance: Management, Leadership and Accountability.

This course emphasizes the reality that most public policy practitioners, regardless of technical specialization will be required to lead people, manage resources and be held accountable for their actions. The purpose of this course is to equip students with knowledge, insights, skills and abilities to pursue the public interest successfully and responsibly. The foundational difference between leadership in the public sector as contrasted with experience in the other sectors will be addressed. The course will also consider the paradigm shift from government-centered monopoly toward a global world of shared discretion and multi-sector partnerships and multi-stakeholder engagement.

PLCY 689A: Federal Acquisitions: Concepts and Management.

This course provides an overview of federal acquisition as one of the basic functions of government. Specific focus will be on the scope of acquisition, including organizational structures, regulations, and issues of acquisition processes and management, from the development of an initial capability or need, through design, development, production, fielding, sustainment, and disposal. The course introduces the principles and concepts that underlie successful acquisition management – from major systems development and production, through buying services and common commodities; with a special consideration of state and local levels.

PLCY 689Z: Strategic Management for Nonprofits & Public Organizations

This course provides an integrated approach to leading theories and concepts, research, and modern practices related to strategy development and execution. Students will gain a deep understanding of how strategy can be effectively developed, implemented and managed in these organizations. With this knowledge, students will be prepared to provide leadership and guidance to nonprofit and public organizations.

PLCY 692 Leadership Principles and Practices

This course addresses the knowledge, capacity and skills necessary for leadership of groups and organizations. Contemporary theories of leadership are applied to learn about interpersonal and organizational dynamics, the culture of organizations and effective decision-making. Through a variety of approaches, it emphasizes motivation, empowerment and finding ways to best increase the capacity of followers.

PLCY 698B Organizational Behavior

This course rests on the assumption that people behave differently in organizations than they do individually. It seeks to improve insight into organizational dynamics and how people and groups relate, support, challenge and coalesce to further an organizational mission. It focuses on the practical use of power and explicit strategy to solve complex problems. It especially focuses on entrepreneurship as a means of addressing change and the need for creative innovation.

PLCY 699F Ethics of Public Administration

This course examines how we do ethics every day in the public sector. It discussed the types of ethical risks that individuals as well as public institutions face, how civil servants and others perceive those risks, and what they can and cannot do about them. It explores personal ethical values and considers how they impact everyday decisions. The focus is on tools, techniques and frameworks used to address ethical questions, as well as several emerging ethical issues faced by communities, institutions and governments.

PLCY 699G Leadership in Groups and Organizations.

This course offers the opportunities to learn about and to understand group dynamics associated with the exercise of leadership and authority in groups and organizational settings. The primary focus of the course is on leading change in public and non-profit organizations, and leading for better results. This class is both practical and theoretical, and learning will be through a variety of approaches, including very active class participation, discussions, case studies, readings, research, experiential activities and lectures. This course is designed as a small interactive seminar—a series of “leadership off-sites—in which we explore theories, practice skills of leadership, and examine the experiences of people who lead.

PLCY 752 Managing Differences: Resolving Conflicts and Negotiating Agreements

This course is designed to enhance the participants’ negotiation and leadership skills for managing differences between individuals and groups. It introduces students to the theory and practice of negotiation. The ability to negotiate successfully rests on a combination of analytical and interpersonal skills. It considers how negotiations are affected by a number of factors, including the perceived importance of the issue, the interests of the other party, the characteristics of the actors involved, and the structural elements that serve to generally frame the negotiation. It addresses the structure of negotiations as practiced in a variety of settings.

PLCY 798Y Nonprofit Management and Leadership.

Nonprofit organizations, nongovernmental organizations (NGOs), philanthropy, civil society, and social entrepreneurs are major players in how public policy gets developed and implemented as well as how change occurs in the United States as well as countries around the world. In the United States alone, the nonprofit sector encompasses over a million organizations, annually reports trillions of dollars in revenue and assets, represents approximately ten percent of the workforce, annually generates over four hundred billion dollars through donations and volunteers, and is primarily funded by government. The nonprofit sector is so heavily intertwined with the public sector that government executives will find themselves interacting and partnering with nonprofits on a regular basis. Through discussions of contemporary trends, challenges and issues, this course provides an introduction to the nonprofit sector and the leadership and management skills required to achieve social impact.

Appendix B

Learning Assessment Plan

The learning outcomes of the program include:

Learning Outcome 1: Students will understand the principles and practices of public policy management and leadership.

Learning Outcome 2: Students will be able to understand how the principles and practice of public policy management and leadership relate to the management of programs designed to serve the public.

Learning Outcome 3: Students will be able to apply the tools and techniques of public policy leadership and management to address complex problems through traditional approaches and through cross-sector, collaborative networks.

Assessment: Formal program review will be carried out according to the University of Maryland's policies including conduct of course evaluations relative to the learning objectives of the program. The evaluations will indicate students' satisfaction with instructor effectiveness and the value of the course. Graduates will be asked to participate in an exit interview to assess the program for its value and relevance and for the effectiveness of its instructors. A follow-up survey will be conducted one year after graduation in light of graduates' current professional activities. Also, the School will seek to measure learning outcomes "directly", that is directly testing how well, not just whether the students have actually learned each of the planned learning outcomes. We will do this by pulling course assignments that directly relate to each outcome and having them scored separately from the course relative to the learning outcomes.

Appendix C

Faculty and Courses

The program will utilize MSPP's nationally renowned, resident practitioner scholars as well as adjunct practitioners who are preeminent in the field. Permanent faculty member may teach these courses either as part of their regular teaching load or on an overload basis, depending on whether the students are in traditional classes or part of an entrepreneurial cohort. All faculty will be member of the Graduate Faculty and approved by the Dean of the Graduate School to teach. Faculty who will likely teach courses include:

- Kenneth Apfel, Professor of the Practice
- Margaret Brindle, Lecturer
- Joan Dubinsky, Lecturer
- Nathan Dietz, Associate Research Professor
- Elizabeth Duke, Clinical Professor; Florence and Norman Brody Forum Professor of Public Policy
- Diana Fridl, Lecturer
- Philip Joyce, Senior Associate Dean and Professor of Public Finance
- Robert Sheehan, Academic Director, Executive MBA Programs, RH Smith School of Business
- Thomas Luke Spreen, Assistant Professor
- Philip Swagel, Professor of Public Policy
- William Lucyshyn, Senior Research Professor
- S. Anthony McCann, Senior Lecturer of Public Policy
- Christopher Mihm, Senior Lecturer of Public Policy
- Joannie Tremblay-Boire, Assistant Professor of Public Policy

Course	Faculty
PLCY 689X Performance Management	Dr. Phillip Joyce Christopher Mihm
PLCY 698T Networks: Leading and Managing Across Sectors	Dr. Elizabeth Duke S. Anthony McCann
PLCY 688F State, Local, and Nonprofit Financial Management	Dr. Nathan Dietz Dr. Thomas Luke Spreen
PLCY 798Y Nonprofit Management and Leadership	Dr. Robert Sheehan Dr. Joannie Tremblay-Boire
PLCY 699G Leadership in Groups and Organizations	Kenneth Apfel
PLCY 689A: Federal Acquisitions: Concepts and Management	Dr. William Lucychin
PLCY 717 Federal Budgeting: Policy and Process	S. Anthony McCann Dr. Phillip Joyce
PLCY 781 International Economic Policy	Dr. Phil Swagel
PLCY 752 Managing Differences: Conflicts and Negotiating Agreements	Diana Fridl
PLCY 699F Ethics of Public Administration	Joan Dubinsky
PLCY 688G Governance: Management, Leadership and Accountability	Margaret Brindle

Appendix D

Actions and Strategies to Recruit and Retain a Diverse Student Body

The Certificate in Public Leadership and Management is proposed to be offered on-campus and online. Both versions of the proposed Certificate in Public Leadership and Management will seek to recruit and retain a diverse student body in largely the same manner that the School of Public Policy (SPP) currently utilizes for its existing graduate degree and certificate programs. Below is an overview of the School diversity recruiting plan and specific actions to be taken.

Overview

1. SPP will show a commitment to diversity and inclusion in curriculum, faculty, and programming and use these activities in promotional materials.
2. SPP will recruit from diverse groups and networks.
3. SPP will encourage diverse current students and alumni to refer friends and colleagues.

Recruitment Actions

1. Utilize UMD and SPP organizational relationships for program and application invitations. These include the McNair Post-Baccalaureate Achievement program; network and recruitment events of The Public Policy and International Affairs Program (PPIA), a not-for-profit that has been supporting efforts to increase diversity in public service for 39 years; the Association of Professional Schools of International Affairs (APSIA) Diversity Initiatives, and The Network of Schools of Public Policy, Affairs, and Administration (NASPAA) Diversity Initiatives.
2. Dedicated Historically Black Colleges and Universities (HBCU) informational events that include application fee waivers for attendees and outreach to faculty at minority serving institutions.
3. Leverage diverse current students, alumni, faculty and staff by keeping them apprised of student recruiting events and asking that they share announcements with their networks. These include general events as well as events targeting specific underrepresented populations.

Retention

Both the online and on-campus versions of the proposed Certificate in Public Leadership and Management will be managed in the same manner as the School's entrepreneurial degree programs – the Master of Professional Studies in Public Administration and the Executive Master of Public Management – that draw domestic and international students. These programs are 'high touch' programs, with customer service provision that allows staff to individually interact with students to forestall any problems that may hinder completion. In this way, retention is thus high for the professional programs overall (over 90%) and equally high for traditionally under represented student populations.

DATE: November 8, 2021

TO: Kenneth Apfel, Professor of the Practice, Leadership and Management
Elizabeth Duke, Clinical Professor; Florence Brody Family Foundation Public Policy
Forum Professor
Robert Grimm, Professor of the Practice and Chair of the Entrepreneurial Committee
Philip Joyce, Professor and Senior Associate Dean
Thomas Kennedy, Director, Executive & Cohort Programs
Anthony McCann, Lecturer, Public Leadership and Management

FROM: On behalf of the University of Maryland Libraries:

Judy Markowitz, Librarian for Government and Politics, Public Policy, Women, Gender,
and Sexuality Studies.

Maggie Saponaro, Director of Collection Development Strategies

Daniel Mack, Associate Dean, Collection Strategies & Services

RE: Library Collection Assessment

We are providing this assessment in response to a proposal by The School of Public Policy to create an on-campus/online Post-Baccalaureate Certificate in Public Leadership and Management. The School of Public Policy asked that we at the University of Maryland Libraries assess our collection resources to determine how well the Libraries support the curriculum of this proposed program.

Serial Publications

Since this is both an on-campus/online program, it is likely that course assignments will rely heavily upon online journals. The University of Maryland Libraries currently subscribe to many scholarly journals—almost all in online format--that publish articles in the areas of Public Leadership and Management.

Because of the many aspects of the proposed program that are listed in the program description, the categories in the Social Sciences Edition of *Journal Citation Reports** used to assess our subscriptions are many. The Libraries subscribe to many of the top ranked journals that are listed in the following categories:

Public Administration; Management; Psychology, Applied; Business, Finance; Economics

Those categories are being used for this assessment since they were noted in the program description: (“is designed to provide skills, knowledge and experience to enable students to analyze and address complex governance challenges. The certificate will equip student to formulate innovative strategies, to negotiate the complexities of hierarchic bureaucracies and cross sector networks across local, national and global settings.”).

Categories:

Public Administration – top 5

Journal of European Public Policy
Journal of Public Administration Research and Theory
Public Management Review
Regulation & Governance
Review of Public Personnel Administration

Management – top 5

Annual Review of Organizational Psychology and Organizational Behavior
Academy of Management Annals
International Journal of Management Reviews
Academy of Management Review
Journal of Management

Psychology, Applied – top 5

International Review of Sport and Exercise Psychology (probably not relevant, but it was the #1 Journal in this category)
Annual Review of Organizational Psychology and Organizational Behavior
Journal of Management
Leadership Quarterly
Organizational Research Methods

Business, Finance

Forbes
Journal of Finance
Journal of Financial Economics
Journal of Accounting and Economics
Review of Financial Studies

Economics

Quarterly Journal of Economics
Economic Geography
American Economic Review
Journal of Economic Literature
Cambridge Journal of Regions Economy and Society (#5 – we do not own – use ILL)

Additional Core Journals covering Public Leadership and Management:

Administrative Science Quarterly
British Accounting Review
Finance Research Letters
Industrial and Organizational Psychology – Perspectives on Science and Practice
International Journal of Accounting Information Systems
International Review of Financial Analysis
Journal of Applied Psychology
Journal of Business and Psychology
Journal of Financial Intermediation
Journal of International Business Studies
Journal of Occupational Health Psychology
Journal of Policy Analysis and Management
Journal of Service Management
Journal of Strategic Information Systems
Leadership
Nonprofit and Voluntary Sector Quarterly
Nonprofit Management and Leadership
Nonprofit Policy Forum
Personnel Psychology
Policy and Society
Policy Studies Journal
Public Administration Review
Stanford Social Innovation Review

*Note: *Journal Citation Reports* is a tool for evaluating scholarly journals. It computes these evaluations from the relative number of citations compiled in the *Science Citation Index* and *Social Sciences Citation Index* database tools.

Databases

The Libraries' *Database Finder* (<http://www.lib.umd.edu/dbfinder>) resource offers online access to databases that provide indexing and access to scholarly journal articles and other information sources. Many of these databases would be useful for Public Leadership and Management.

APA PsycInfo
America. History & Life Full Text
Business Source Complete
Communication and Mass Media Complete
Congressional Publications
EconLit
Education Source
Factiva
International Political Science Abstracts
Military and Government Collection
PAIS

Psychology and Behavioral Sciences Collection
Regional Business News
SocINDEX
Web of Science Core Collection
Worldwide Political Science Abstracts

The following general/multidisciplinary databases are also good sources of articles relevant to this topic: *Academic Search Ultimate, MasterFILE Premier, JSTOR, and ProjectMUSE* .

In many-and likely in most--cases, these databases offer full text copies of the relevant journal articles. In those instances, in which the journal articles are not available or available only in print format, the Libraries can make copies available through the Libraries' Interlibrary Loan service (<https://www.lib.umd.edu/access/ill-article-request>). (Note: see below.)

Monographs

The Libraries regularly acquire scholarly monographs in Public Leadership and Management and allied subject disciplines. Monographs not already part of the collection can usually be added upon request.

Fortunately, more and more monographs are available as e-books. Even in instances when the books are only available in print, students will be able to request specific chapters for online delivery through the Interlibrary Loan program (<https://www.lib.umd.edu/access/ill-article-request>). (Note: see below).

A search of the University of Maryland Libraries' WorldCat UMD catalog was conducted, using a variety of relevant subject terms. This investigation yielded sizable lists of citations of books that we own in print and ebook and published in the last 10 years:

Corporate Governance = 659 (can add: business & economics; international; finance...)
Economic Policy = 27,336 (can add: United States; specific countries; decision making...)
Finance, Public = 2043
Leadership = 3030
Management = 20,834 (can add: business & economics; industrial; educational; organizational behavior...)
Nonprofit Organizations = 296 (can add management; finance; marketing; case studies...)
Organizational Behavior = 3839
Political Science Public Policy Economic Policy = 816
Public Administration = 2593

A further search revealed that the Libraries' membership in the Big Ten Academic Alliance (BTAA) dramatically increases these holdings and citations.

As with our own materials, students can request that chapters be copied from these BTAA books if the books are not available electronically.

Please note that one limitation of these services that might create some challenges for the online student is that the Libraries are not allowed to make online copies of entire books. The only way that a student can get access to a print copy of an entire book is to physically come to the Libraries and check out that book.

Interlibrary Loan Services

Interlibrary Loan services (<https://www.lib.umd.edu/access/ill>) provide online delivery of bibliographic materials that otherwise would not be available online. As a result, remote users who take online courses may find these services to be helpful. Interlibrary Loan services are available free of charge.

The article/chapter request service scans and delivers journal articles and book chapters within three business days of the request--provided that the items are available in print on the UM Libraries' shelves or in microform. In the event that the requested article or chapter is not available on campus, the request will be automatically forwarded to the Interlibrary Loan service (ILL). Interlibrary Loan is a service that enables borrowers to obtain online articles and book chapters from materials not held in the University System of Maryland.

Additional Materials and Resources

In addition to journals, monographs and databases available through the University Libraries, students in the proposed program will have access to media, datasets, software, and technology.

Media in a variety of formats that can be utilized both on-site and via ELMS course media is available at McKeldin Library.

GIS Datasets are available through the GIS Data Repository (<http://www.lib.umd.edu/gis/dataset>).

Statistical consulting, workshops and additional research support is available through the Research Commons (<http://www.lib.umd.edu/rc>).

Technology support and services are available through the Terrapin Learning Commons (<http://www.lib.umd.edu/tlc>).

Research Data Services (Data Archiving, Data Management Plans, Managing Data, Open Data) lib-research-data@umd.edu.

The subject specialist librarian for Public Policy, Judy Markowitz, judym@umd.edu, also serves as an important resource to programs such as the one proposed. Subject librarians for Business, Economics and Psychology can be called upon to help as needed. Through departmental partnerships, subject specialists actively develop innovative services and materials that support the University's evolving academic programs and changing research interests. Subject specialists provide one-on-one research assistance online, in-person, or via the phone. They also provide information literacy instruction and can provide answers to questions regarding publishing, copyright and preserving digital works.

Other Research Collections

Because of the University's unique physical location near Washington D.C., Baltimore and Annapolis, University of Maryland students and faculty have access to some of the finest libraries, archives and research centers in the country vitally important for researchers in Public Leadership and Management. These include the Library of Congress and the National Archives.

Conclusion

With our journals holdings, monographs and databases, as well as additional support services and resources, at this point in time, our assessment is that the University of Maryland Libraries are able to meet the curricular and research needs of the proposed Post-Baccalaureate Certificate in Public Leadership and Management.

Every year we are faced with resource inflation costs and a finite budget allocation. The Libraries cannot guarantee that we will continue to have access to these resources in the near future. Although journal articles, books and book chapters can be requested and received via Interlibrary Loan (ILL), access to databases cannot be fulfilled this way.