June 14, 2006

MEMORANDUM

TO: Steve Fetter
    Dean, School of Public Policy

FROM: Phyllis Peres
    Associate Provost for Academic Planning and Programs

SUBJECT: Proposal to Add a Post-Baccalaureate Certificate in Public Sector Finance and Acquisition (PCC Log No. 05021)

Following approval by the University Senate, President Mote gave final approval to the proposal to add a Post-Baccalaureate Certificate in Public Sector Finance and Acquisition on March 28, 2006. Chancellor Kirwan acknowledged establishment of the program on May 30. A copy of the approved proposal is enclosed.

The Graduate School should ensure that this program is appropriately reflected in all University documentation.

CWR/
Enclosure
cc: James Baeder, Chair, Senate PCC
    Sarah Bauder, Office of Student Financial Aid
    Mary Giles, University Senate
    Barbara Hope, Data Administration
    Anne Turkos, Archives
    Glenn Kirksey, Office of the Registrar
    Gay Gullickson, Graduate School
May 30, 2006

Dr. C.D. Mote, Jr.
1101 Main Administration Building
University of Maryland, College Park
College Park, MD 20742

Dear Dan:

Thank you for forwarding the request from University of Maryland, College Park to offer a Post Baccalaureate Certificate in Public Sector Finance and Acquisitions. I am pleased to approve this request.

Sincerely,

William E. Kirwan
Chancellor

cc: Dr. Irwin Goldstein
    Ms. Theresa Hollander
    Dr. William Destler
    Dr. Phyllis Peres
June 14, 2006

Calvin W. Burnett, Secretary
Maryland Higher Education Commission
839 Bestgate Road, Suite 400
Annapolis, MD 21401

Re: Establishment of a Post-Baccalaureate Certificate in Public Sector Finance and Acquisition

Dear Dr. Burnett:

I am writing to notify you that on March 28, 2006, President Mote gave final approval to the proposal to establish a Post-Baccalaureate Certificate in Public Sector Finance and Acquisition, derived from the existing Master of Public Management (CIP 440501). Chancellor Kirwan acknowledged the establishment of the certificate on May 30.

I would like to request that you modify the Academic Program Inventory accordingly. Thank you for your consideration of this matter.

Sincerely,

Phyllis A. Peres
Associate Provost for Academic Planning and Programs

Phyllis A. Peres
Associate Provost for Academic Planning and Programs

CWR/

cc: Theresa Hollander, University System of Maryland
    Regina Lightfoot, MHEC
THE UNIVERSITY OF MARYLAND, COLLEGE PARK
PROGRAM/CURRICULUM PROPOSAL

DIRECTIONS:
- Provide one form with original approval signatures in lines 1 - 4 for each proposed action. Keep this form to one page in length.
- Early consultation with the Office of the Associate Provost for Academic Planning & Programs is strongly recommended if there are questions or concerns, particularly with new programs.
- Please submit the signed form to Claudia Rector, Office of the Associate Provost for Academic Planning and Programs, 1119 Main Administration Building, Campus.
- Please email the rest of the proposal as an MSWord attachment to pcc-submissions@umd.edu.

DATE SUBMITTED: 12/12/05

COLLEGE/SCHOOL: School of Public Policy

DEPARTMENT/PROGRAM:

PROPOSED ACTION (A separate form for each) ADD ______ X ______ DELETE ______ CHANGE ______

DESCRIPTION (Provide a succinct account of the proposed action. Details should be provided in an attachment. Provide old and new sample programs for curriculum changes.)

Creating a new certificate program in Finance and Acquisition.

JUSTIFICATION/REASONS/RESOURCES (Briefly explain the reason for the proposed action. Identify the source of new resources that may be required. Details should be provided in an attachment.)

No new resources required.

<table>
<thead>
<tr>
<th>APPROVAL SIGNATURES</th>
<th>DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Department Committee Chair</td>
<td></td>
</tr>
<tr>
<td>2. Department Chair</td>
<td></td>
</tr>
<tr>
<td>3. College/School PCC Chair</td>
<td>12/15/05</td>
</tr>
<tr>
<td>4. Dean</td>
<td>12/15/05</td>
</tr>
<tr>
<td>5. Dean of the Graduate School (if required)</td>
<td>3/17/06</td>
</tr>
<tr>
<td>6. Chair, Senate PCC</td>
<td>2/17/06</td>
</tr>
<tr>
<td>7. Chair of Senate</td>
<td>3/13/06</td>
</tr>
<tr>
<td>8. Vice President for Academic Affairs &amp; Provost</td>
<td>6/13/06</td>
</tr>
</tbody>
</table>
A. Mission

In its Mission Statement (November 2000), the University of Maryland College Park recommitted itself to “achieving excellence as the State’s primary center of research and graduate education” and dedicated itself to further growth and development in the social science and public policy areas. It also pledged to continue to address issues of increasing importance to government agencies and to seek greater engagement with and outreach to federal, state, and local government, and organizations that support the public sector. The Maryland School of Public Policy (MSPP) proposes to create a graduate certificate program, derived from the Master of Public Management degree, in Public Sector Finance and Acquisitions in an attempt to broaden existing offerings at MSPP to more effectively address current public sector needs.

B. Characteristics of the Proposed Program

1. Educational Objective

The objective of the graduate certificate program in Public Sector Finance and Acquisitions is to develop students’ proficiency in a uniform set of core conceptual competencies and skills that all those involved in the management of public resources, as well as additional conceptual competencies important to those servicing the federal acquisitions and procurement system, should possess.

2. Curriculum Design

a) Factors considered in developing the proposed curriculum

MSPP believes that the public demand for excellence in the management of public resources has never been stronger. Virtually every level of government faces unprecedented pressure for improved accountability while striving to provide high levels of service at low cost. In addition, the federal government acquires a much wider range of goods and services than it has in the past, procuring anything from paper clips to sophisticated technology such as defense weapon systems. The growing challenge to satisfy an agency’s specific procurement requirements and to execute resource management processes requires a keen understanding of complex financial mechanisms and sound management theories and practices.

The proposed graduate certificate program, derived from the Master of Public Management, will allow the School of Public Policy to more effectively address the technical procurement responsibilities of contractors and acquisitions specialists, in addition to providing “traditional” financial management training, including courses in accounting and budgeting. In developing the proposed certificate, MSPP considered that those involved in financial management and acquisitions should possess a well-thought-out, set of core competencies. The proposed certificate program will begin to provide these skills.

Currently there are few educational programs specifically designed for contractors and acquisitions
specialists that combine training in financial management with procurement processes that focus on public sector problems and applications. Mainly university programs that combine such topics are part of a traditional Master of Business Administration curriculum, and therefore, not entirely effective for those serving federal or state agencies. The certificate program’s learning goals, therefore, are two-fold. First, the public servants who pass through this program will gain a set of core conceptual and technical competencies relevant to their financial management, acquisitions, and procurement work in federal and state agencies. These competencies will improve each student’s capacity to perform in his or her current professional position. Furthermore, the certificate program will aim to build greater organizational capacity in the regulation and management of public resources.

b) Overview of program characteristics
The proposed graduate certificate program will consist of six, three-credit courses (18 graduate academic credits in total). To complete their certificate, students must:

Choose no fewer than three courses from among:

- PUAF 610 Quantitative Analysis for Leaders
- PUAF 620 Political Institutions and Strategies
- PUAF 640 Managerial Economics
- PUAF 692 Seminar in Leadership and Innovation
- PUAF 650 Moral Dimensions of Leadership
- PUAF 711 Management and Strategic Planning

And choose no fewer than three courses from among:

- PUAF 670 Finance and Budgeting
- PUAF 715 Financial, Managerial, & Government Accounting
- PUAF 699 Financial Control in Government Organizations
- PUAF 699C Results and Performance Accountability: Measuring Performance
- PUAF 698B Acquisitions in National Security
- Other courses that deal specifically with public finance, acquisitions, and contracting.

The proposed certificate program is intended to be offered both on an individual and cohort basis. When offered on an individual basis, students will be able to select courses to address their own individual learning and professional objectives. Since many of the above courses are already offered at the School as either core or electives courses in both the Master of Public Policy and Master of Public Management degree programs, students will have great flexibility in selecting the most appropriate courses from within those offered by this rigorous academic certificate program. When cohort-driven, courses will be determined cohort-wide rather than allowing each student to choose his or her own electives. There is no thesis option for the program.

The proposed certificate will be administered through the School of Public Policy’s management,
finance, and leadership specialization. The Director of this specialization, G. Edward DeSeve, will provide oversight of the certificate. A program advisory committee will be established consisting of the School’s permanent faculty members, including Dr. Jacques Gansler and Dr. Allen Schick, as well as Mr. Thomas Kennedy, Director of the School’s Office of Executive Programs.

3. Faculty
The program will utilize MSPP’s nationally renowned, resident practitioner-scholars as well as adjunct faculty who are preeminent in the field. Permanent faculty members may teach these courses either as part of their regular teaching load or on an overload basis. This will be decided on a case-by-case basis. To ensure that the finances work (see below) the budget assumes the more expensive on-load option.

It is the School’s expectation that the existing core and adjunct faculty who teach courses in the management, finance, and leadership specialization will also be able to teach additional courses for a cohort-driven certificate program.

MSPP faculty likely to teach courses in the certificate program include:

- Dr. Jacques Gansler, Vice President for Research, Professor, and Roger C. Lipitz Chair in the Center for Public Policy and Private Enterprise;
- G. Edward DeSeve, Director, Management, Finance, and Leadership specialization, and Professor of the Practice;
- Dr. Allen Schick, Professor; and
- Dr. Carol Pearson, Director of the James MacGregor Burns Academy of Leadership and Professor of the Practice.

Adjunct faculty likely to teach in the certificate program include persons such as:

- Richard Keevey, Adjunct Lecturer and former Chief Financial Officer at the U.S. Department of Housing and Urban Development and the Defense Finance and Accounting Service;
- Marita Brown, Senior Resident Scholar and former Secretary of the Maryland State Department of Budget and Management.

4. Student Audience
It is anticipated that through marketing and outreach to federal agencies, the proposed certificate program in Public Sector Finance and Acquisitions can attract up to 40 students per year. The School has already been approached by the National Reconnaissance Office to provide such a certificate and is prepared to send an initial cohort of twenty students. The School has also received interest in the
proposed certificate from the National Geospatial-Intelligence Agency, the Central Intelligence Agency, and other components of the Intelligence Community and its contractors.

As already noted, the proposed certificate will be offered both on a cohort-basis for government agencies and to current MSPP students. The students in the certificate must meet the standards of admission to the University. When cohort-driven, the client may make suggestion as to whom they would like to have participate in the certificate, but the University will control all admissions decisions.

5. **Technology**
Technology plays a central role in financial management and acquisitions and, thus, will be covered to some degree in all courses. As indicated above, we will also offer an engineering elective for those cohorts requiring a more sophisticated understanding of the technological underpinnings of financial management and acquisitions. More generally, students' familiarity with basic productivity software, such as word processing programs and spreadsheets, will be enhanced through work assignments.

6. **Library Resources**
All students will have access to the university’s electronic library and its holdings, inter-library loan and campus borrowing privileges. Accounts for email and library access will be provided by the University. Any documents or other materials required by the program that are not readily available to individual students through university and public sources will be directly provided by the certificate program as part of the enhanced services made possible by the non-standard tuition charge.

7. **Facilities**
The certificate program may be conducted on-campus, at an off-campus site, or a combination of the two. The budget below assumes the off-site alternative.

**C. Finance**
The two tables below briefly describe the sources and uses of funds for the proposed certificate program. The Office of Executive Programs, an entrepreneurial, self-support unit within the School will administer the program when provided to a client agency on a cohort-basis. The staff of OEP will do the marketing and outreach to agencies and the general public to secure the student tuition to support the program.

Students in the cohort are likely to be a mix of resident and non-resident. It is proposed that tuition be set at the School of Public Policy’s standard non-resident charge at the time the client agrees to fund the cohort. MSPP understanding of the market leads the School to believe that client agencies will be willing to pay one standard rate regardless of residency if the rate includes tuition, fees, books, academic oversight, and ancillary activities if any. The University of Maryland will receive
7.5% of gross revenue and all other tuition earned from students pursuing the certificate program, either as an individual or through a cohort, will be given to the School of Public Policy.

The figures below presume the School’s proposed FY05-06 tuition of $1,025 per credit will be charged. The figures below assume a class of 20 students. Should enrollment be higher and any “net revenues” are realized, they may be used to fund on-campus courses to enable campus degree students to earn the certificate as a supplement to their degree program.

### TABLE 1: RESOURCES

<table>
<thead>
<tr>
<th>Categories</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Reallocated Funds</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>2. Tuition Revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Number of Students</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>b. Tuition and Fee Rate</td>
<td>$18,450</td>
<td>$18,450</td>
<td>$18,450</td>
<td>$18,450</td>
<td>$18,450</td>
</tr>
<tr>
<td>c. Annual Revenue</td>
<td>$369,000</td>
<td>$369,000</td>
<td>$369,000</td>
<td>$369,000</td>
<td>$369,000</td>
</tr>
<tr>
<td>3. Grants, Contracts, and Other Sources</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>4. Other Sources</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$369,000</td>
<td>$369,000</td>
<td>$369,000</td>
<td>$369,000</td>
<td>$369,000</td>
</tr>
</tbody>
</table>
### TABLE 2: EXPENDITURES

<table>
<thead>
<tr>
<th>Expenditure Categories</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Total Faculty Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. # FTE</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
</tr>
<tr>
<td>b. Total Salary</td>
<td>$168,000</td>
<td>$168,000</td>
<td>$168,000</td>
<td>$168,000</td>
<td>$168,000</td>
</tr>
<tr>
<td>c. Total Benefits</td>
<td>$42,000</td>
<td>$42,000</td>
<td>$42,000</td>
<td>$42,000</td>
<td>$42,000</td>
</tr>
<tr>
<td>2. Total Staff Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. # FTE</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>b. Total Salary</td>
<td>$60,000</td>
<td>$60,000</td>
<td>$60,000</td>
<td>$60,000</td>
<td>$60,000</td>
</tr>
<tr>
<td>c. Total Benefits</td>
<td>$15,000</td>
<td>$15,000</td>
<td>$15,000</td>
<td>$15,000</td>
<td>$15,000</td>
</tr>
<tr>
<td>3. Textbooks</td>
<td>$18,000</td>
<td>$18,000</td>
<td>$18,000</td>
<td>$18,000</td>
<td>$18,000</td>
</tr>
<tr>
<td>4. New or Renovated Space</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>5. Facilities</td>
<td>$15,000</td>
<td>$15,000</td>
<td>$15,000</td>
<td>$15,000</td>
<td>$15,000</td>
</tr>
<tr>
<td>6. University IDC at 7.5%</td>
<td>$23,850</td>
<td>$23,850</td>
<td>$23,850</td>
<td>$23,850</td>
<td>$23,850</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$341,850</td>
<td>$341,850</td>
<td>$341,850</td>
<td>$341,850</td>
<td>$341,850</td>
</tr>
</tbody>
</table>

1. Faculty expenses assume an average cost for on-load MSPP faculty plus benefits for six courses.
2. Staff expenses assume ¼ FTE salary plus benefits for Mr. Thomas Kennedy; ½ FTE salary plus benefits for Ms. Alaine Gherardi, Assistant Director in the School’s Office of Executive Programs; and the equivalent of ¼ FTE salary plus benefits for the School’s existing administrative staff. No new staff will need to be hired.
3. Textbooks at approximately $150 per course.
4. Facilities based on current rates charged by the Council for Excellence in Government for its classroom space.