December 17, 2012

MEMORANDUM

TO:      Donna Wiseman
         Dean, College of Education

FROM:    Elizabeth Beise
         Associate Provost for Academic Planning and Programs

SUBJECT: Proposal to Modify the Minor in Leadership Studies (PCC log no. 12020)

The proposal to modify the minor in Leadership Studies has been administratively
approved. A copy of the approved proposal is attached.

The change is effective Spring 2013. Please ensure that the change is fully described in
the Undergraduate Catalog and in all relevant descriptive materials, and that all advisors are
informed.

MDC/
Enclosure

cc:      William Idsardi, Chair, Senate PCC Committee
         Sarah Bauder, Office of Student Financial Aid
         Reka Montfort, University Senate
         Erin Howard, Division of Information Technology
         Donna Williams, Institutional Research, Planning & Assessment
         Anne Turkos, University Archives
         Linda Yokoi, Office of the Registrar
         Robert Gaines, Office of Undergraduate Studies
         Maggie McLaughlin, College of Education
         Dennis Kivlighan, Department of Counseling, Higher Education, and Special Education
The Minor in Leadership Studies is proposing changes to the application and admission procedures into the Minor.

Minor in Leadership Studies, PCC Proposal
Proposed Minor in Leadership Studies Changes

Background:

The EDCP Minor in Leadership Studies was approved in May of 2007 and began accepting students during the fall of that year. The Minor promotes college student leadership development by educating undergraduate students for and about leadership in a complex world. The goal of the minor is to prepare students to serve effectively in formal and informal leadership roles in campus, local, national, and global contexts. Faculty and students in the minor are dedicated to advancing the field of leadership studies by building upon and critically evaluating existing theoretical, research-based, and practical knowledge. Core courses in the minor are sequenced to meet increasingly complex sets of learning outcomes across cognitive, personal development, and group/organizational domains. Students in the minor are exposed to diverse theories and perspectives on leadership and are encouraged to apply analytical skills to develop their own working philosophy of leadership that will serve them in organizational and career contexts. Civic engagement and multicultural competence are viewed as necessary requirements for leadership.

More information on the Minor in Leadership Studies can be found at: [http://education.umd.edu/edcp/leadership](http://education.umd.edu/edcp/leadership)

Abstract of Request:

The number of students applying to the Minor in Leadership Studies has continued to rise over the past five years. The number of applications for fall 2011 and spring 2012 demonstrated continued interest in the Minor. The following provides the number of applicants each semester since the Minor started during fall 2007.

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2007</td>
<td>3</td>
</tr>
<tr>
<td>Spring 2008</td>
<td>6</td>
</tr>
<tr>
<td>Fall 2008</td>
<td>11</td>
</tr>
<tr>
<td>Spring 2009</td>
<td>21</td>
</tr>
<tr>
<td>Fall 2009</td>
<td>17</td>
</tr>
<tr>
<td>Spring 2010</td>
<td>21</td>
</tr>
<tr>
<td>Fall 2010</td>
<td>20</td>
</tr>
<tr>
<td>Spring 2011</td>
<td>34</td>
</tr>
<tr>
<td>Fall 2011</td>
<td>33</td>
</tr>
<tr>
<td>Spring 2012</td>
<td>38</td>
</tr>
</tbody>
</table>

The current application process of admitting the first 20 eligible students in a first come, first serve basis no longer meets the needs of the Minor. The Minor has a strong vision of preparing students to serve effectively in formal and informal leadership roles in campus, local, national, and global contexts. Therefore, given increased interest and desires to maintain the vision of the Minor, the following presents proposed changes to the current application procedures and review process. This proposal is not proposing a change in enrollment; the Minor will maintain an enrollment of 20 students per semester.

The changes to the application procedures focus on collecting additional information from students’ based on their interests, involvements, and knowledge of leadership. This type of information necessitates a more formal, intentional, and selective application review process. Thus, the changes to the review process add selection criteria to replace the first come, first serve process.

Impact of Changes:

Minor in Leadership Studies, PCC Proposal
The proposed changes will not impact any current students enrolled in the Minor. The proposed changes only influence future Minor applicants. Using an online form, the major proposed changes to the application procedures require future applicants to answer three short-essay questions, list their involvements (on and off-campus), and identify demographic information. These major changes will be based on the following proposed selection criteria:

- Demonstrates a commitment or experience in leadership, either in studying or practicing leadership
- Increases the diversity of students in the Minor
- Illustrates capacity to utilize leadership theories and skills
- Exhibits a commitment to intrapersonal and interpersonal growth and development through the study of leadership

The decision to include selection criteria is to create a diverse pool of enrolled students; which translates into a diversity of involvements, academic interests, life experiences, and future aspirations. Using a rubric, each application will be reviewed by two members of the Minor in Leadership Studies administrative team. In the event of opposing ratings, a third reviewer will be employed, who is also a member of the Minor in Leadership Studies administrative team.

<table>
<thead>
<tr>
<th>Current Application Procedures</th>
<th>Proposed Changes to Application Procedures</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Meets eligibility requirements:</td>
<td>• Meets eligibility requirements - same</td>
</tr>
<tr>
<td>- Completed at least 30 hours prior to application to the program</td>
<td>• Complete Application form:</td>
</tr>
<tr>
<td>- Be in good academic standing</td>
<td>- Name</td>
</tr>
<tr>
<td>- Completed EDCP 317 with a C- or better</td>
<td>- UID</td>
</tr>
<tr>
<td>- Admitted into the Minor prior to the completion of the final 9 credits of Minor coursework</td>
<td>- Local Address (ADD)</td>
</tr>
<tr>
<td>- No later than one full academic year before expected date of graduate</td>
<td>- Permanent Address</td>
</tr>
<tr>
<td>• Complete Application form:</td>
<td>- College/Majors(s)</td>
</tr>
<tr>
<td>- Name</td>
<td>- Other Minor(s)</td>
</tr>
<tr>
<td>- UID</td>
<td>- Email</td>
</tr>
<tr>
<td>- Permanent Address</td>
<td>- Phone</td>
</tr>
<tr>
<td>- College/Majors(s)</td>
<td>- Credits earned</td>
</tr>
<tr>
<td>- Other Minor(s)</td>
<td>- Credits taking in current semester</td>
</tr>
<tr>
<td>- Email</td>
<td>- Cumulative GPA (must have 2.0 or higher)</td>
</tr>
<tr>
<td>- Phone</td>
<td>- Anticipated graduation semester/year</td>
</tr>
<tr>
<td>- Credits earned</td>
<td>- List of any community and organizational involvements (ADD)</td>
</tr>
<tr>
<td>- Credits taking in current semester</td>
<td>- List of courses for the Minor</td>
</tr>
<tr>
<td>- Cumulative GPA (must have 2.0 or higher)</td>
<td>- Indicate semester/year and grade in EDCP 217</td>
</tr>
<tr>
<td>- Anticipated graduation semester/year</td>
<td>- List any additional courses for the Minor</td>
</tr>
<tr>
<td>- List of courses for the Minor</td>
<td></td>
</tr>
</tbody>
</table>
• Deliver application materials to Department of Counseling, Higher Education, and Special Education office in Benjamin Building on the following dates:
  - Fall semester, 8:30 a.m. Oct. 1st
  - Spring semester, 8:30 a.m. March 1st
  - If the first falls on a weekend of holiday or another day when the University is closed, then applications will be accepted the next business day.

• If student is unable to be present the day applications are due, then a proxy form is made available for the student. The proxy is responsible for turning in the applicant’s application forms, on the listed dates.

  - Attach a resume
  - Attach an unofficial copy of transcript – same
  - Deliver application materials to Department of Counseling, Higher Education, and Special Education office in Benjamin Building (DELETE)

• Applications will be made available as an online form, during the following times each semester, for a period of two to three weeks: (ADD)
  - Fall semester 20XX, starting Monday, September XXth 8:00 a.m. and ending Monday, October Xst at 11:59 p.m.
  - Spring semester 20XX, starting Friday, February XXth at 8:00 a.m. and ending Friday, March Xst at 11:59 p.m.

<table>
<thead>
<tr>
<th>Current Application Review Process</th>
<th>Proposed Changes to Review of Applications</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Check applications to ensure applicants meet eligibility requirements</td>
<td>• Check applications to ensure applicants meet eligibility requirements - same</td>
</tr>
<tr>
<td>• Accept applications on first come, first serve basis (as long as all eligibility requirements and application procedures are met)</td>
<td>• Review proposed application form according to the following selection criteria: (ADD)</td>
</tr>
</tbody>
</table>
  - Demonstrates a commitment or experience in leadership, either in studying or practicing leadership
  - Demonstrates a commitment to diversity Illustrates capacity to utilize leadership theories and skills
  - Exhibits a commitment to intrapersonal and interpersonal growth and development through the study of leadership
ADDENDUM A:  
2011-2012 Course Catalogue Listing & Curriculum

Leadership Studies

Counseling & Personnel Services (EDCP)  
3214 Benjamin Building, 301-405-2838  
http://www.education.umd.edu/edcp/leadership

The EDCP Minor in Leadership Studies promotes college student leadership development by educating undergraduate students for and about leadership in a complex world. The goal of the minor is to prepare students to serve effectively in formal and informal leadership roles in campus, local, national, and global contexts. Faculty and students in the minor are dedicated to advancing the field of leadership studies by building upon and critically evaluating existing theoretical, research-based, and practical knowledge. Core courses in the minor are sequenced to meet increasingly complex sets of learning outcomes across cognitive, personal development, and group/organizational domains. Students in the minor are exposed to diverse theories and perspectives on leadership and are encouraged to apply analytical skills to develop their own working philosophy of leadership that will serve them in organizational and career contexts. Civic engagement and multicultural competence are viewed as necessary requirements for leadership.

Eligibility

The first 20 qualified applicants will be accepted on a first-come, first-serve basis each semester. In order to apply for the minor in Leadership Studies, students must have:

1. Completed at least 30 credit hours prior to application to the program.
2. Be in good academic standing.
3. Completed EDCP 217 with a C or better.
4. Been admitted into the Minor prior to the completion of the final 9 credits of Minor coursework and no later than one full academic year before the expected date of graduation.

The EDCP Minor in Leadership Studies consists of 18 credit hours. No more than six credits can also be applied to a student's major, and no more than six credits may be taken at an institution other than the University of Maryland College Park. No course with an earned grade below C may count towards the minor.

Required Courses:

- EDCP 217 - Introduction to Leadership
- EDCP 315 - Leadership in Groups and Organizations
- EDCP 318 - Applied Contextual Leadership
  OR
- EDCP 418 - Leadership and Identity
- EDCP 417 - Advanced Leadership Seminar

Elective Courses:
Students must choose two 3-credit courses, at least one of the courses must be at the 300 level or higher, from an approved list of electives. For the list of approved courses and additional details regarding the EDCP Minor in Leadership Studies, please visit www.education.umd.edu/edcp/leadership.

Minor in Leadership Studies, PCC Proposal
ADDENDUM B:
Proposed Course Catalogue Listing

Leadership Studies

Counseling & Personnel Services (EDCP)
3214 Benjamin Building, 301-405-2858
http://www.education.umd.edu/edcp/leadership

The EDCP Minor in Leadership Studies promotes college student leadership development by educating undergraduate students for and about leadership in a complex world. The goal of the minor is to prepare students to serve effectively in formal and informal leadership roles in campus, local, national, and global contexts. Faculty and students in the minor are dedicated to advancing the field of leadership studies by building upon and critically evaluating existing theoretical, research-based, and practical knowledge. Core courses in the minor are sequenced to meet increasingly complex sets of learning outcomes across cognitive, personal development, and group/organizational domains. Students in the minor are exposed to diverse theories and perspectives on leadership and are encouraged to apply analytical skills to develop their own working philosophy of leadership that will serve them in organizational and career contexts. Civic engagement and multicultural competence are viewed as necessary requirements for leadership.

Eligibility:

In order to apply for the minor in Leadership Studies, students must have:

1. Completed at least 30 credit hours prior to application to the program.
2. Be in good academic standing.
3. Completed EDCP 217 with a C or better.
4. Been admitted into the Minor prior to the completion of the final 9 credits of Minor coursework and no later than one full academic year before the expected date of graduation.
5. Completed an application form and met the Minor in Leadership selection criteria.

Selection Criteria:

- Demonstrates a commitment or experience in leadership, either in studying or practicing leadership
- Increases the diversity of students in the Minor
- Illustrates capacity to utilize leadership theories and skills
- Exhibits a commitment to intrapersonal and interpersonal growth and development through the study of leadership

The EDCP Minor in Leadership Studies consists of 18 credit hours. No more than six credits can also be applied to a student's major, and no more than six credits may be taken at an institution other than the University of Maryland College Park. No course with an earned grade below C may count towards the minor.

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- EDCP 217 - Introduction to Leadership
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  OR
- EDCP 418 - Leadership and Identity
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Minor in Leadership Studies, PCC Proposal
Addendum C: Current Application
EDCP Minor in Leadership Studies
Program Application

Applications will be accepted beginning on March 01, 2011 at 8:30 am
Return to the Counseling and Personnel Services Main Office
(3214 Benjamin)

Please attach an unofficial copy of your transcript to this application.

Name ___________________________ UID ________________________

Permanent Address _________________________________________

College/Major(s) ____________________________

Other Minor(s) ____________________________________________

Email ___________________________ Phone ______________________

Credits earned ________ Credits taking in current semester ________

Cumulative GPA ________ 1 Anticipated Graduation Semester/Year ________

Courses for the Minor in Leadership Studies

<table>
<thead>
<tr>
<th>Required 2</th>
<th>Semester/Year</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>EDCP 217 or 317</td>
<td>(circle one)</td>
<td></td>
</tr>
</tbody>
</table>

Other Courses (Please list any other courses that you have taken that you plan to count towards the Minor in Leadership Studies)

<table>
<thead>
<tr>
<th>Department</th>
<th>Course #</th>
<th>Title</th>
<th>Semester/Year</th>
<th>Grade 3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

For office use only

Date received: ___________ Time received: ___________ By: ___________

Accepted into Minor program? Yes  No

1 Students must have a GPA of 2.0 or higher in order to be eligible for the Minor
2 Students must have completed EDCP 217 or 317 with a grade of C- or better
3 Grade must be C or better in each course; all elective courses are subject to approval

Minor in Leadership Studies, PCC Proposal 7
ADDENDUM D: Proposed Application

Minor in Leadership Studies Application Form
(to be put into an online format)

Please complete the following questions and attach both an unofficial copy of your transcript and a copy of your resume with this application. Applications will be accepted starting Monday, September 17th at 8:00 a.m. and ending Monday, October 1st at 11:59 p.m.

Name: ___________________________ UID: ___________________________

Permanent Address ____________________________________________________________
Local Address: _________________________________________________________________
College/Major(s) ______________________________________________________________
Other Minor(s) ________________________________________________________________
Email ___________________________ Phone _____________________________
GPA: ___________________________

List any involvement(s) (e.g. student organizations, fraternity or sorority affiliations, or internships): ________________________________________________________________

Eligibility
In order to be eligible to apply, each of the following must be true (please check each to confirm):

☐ I have completed at least 30 credit hours of college credit.
☐ I am in good academic standing.
☐ I completed EDCP 217 with a C- or better.
☐ I have completed no more than 9 credits of Minor coursework
☐ I have more than one full academic year before I graduate

Please respond to the following 3 questions in no more than 500 words per question:

1. How will learning about leadership relate to your future aspirations? (will include text box)
2. Why is it important to study leadership? (will include text box)
3. How will you contribute to the Minor in Leadership Studies (e.g. personal identities, involvements, academic interests, life experiences, and/or career aspirations)? (will include text box)

Please attach the following as a PDF:

☐ Resume
☐ Unofficial transcript

Minor in Leadership Studies, PCC Proposal
Addendum E: Proposed Rubric

Selection Criteria Rubric*

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Exceeds Expectations</th>
<th>Meets Expectations</th>
<th>Does Not Meet Expectations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demonstrates a commitment or experience in leadership, either in studying or practicing leadership</td>
<td>Demonstrates a clear commitment to leadership; identifies prior or future leadership experiences; and provides information on how the study or practice of leadership will inform future aspirations.</td>
<td>Provides a developing commitment to leadership; references some prior or future leadership experiences; and offers some information on how the study or practice of leadership will inform future aspirations.</td>
<td>Does not demonstrate a commitment to leadership; no references to prior or future leadership experiences; and offers no information on how the study or practice of leadership will inform future aspirations.</td>
</tr>
<tr>
<td>Demonstrates a commitment to diversity</td>
<td>Thoroughly connects personal identities, involvements, academic interests, or life experiences with anticipated enrollment and participation in Minor coursework and activities; uses examples.</td>
<td>Attempts to make connections between personal identities, involvements, academic interests, or life experiences with anticipated enrollment and participation in Minor coursework and activities.</td>
<td>Does not make connections between personal identities, involvements, academic interests, or life experiences with anticipated enrollment and participation in Minor coursework and activities.</td>
</tr>
<tr>
<td>Illustrates capacity to utilize leadership theories and skills</td>
<td>Clearly articulates the importance of studying and practicing leadership; identifies and describes at least two leadership theories; and provides examples for how leadership is used in practice or personal experiences.</td>
<td>Provides some information on the importance of studying and practicing leadership and identifies at least one leadership theory.</td>
<td>Provides no information on the importance of studying and practicing leadership; references no leadership theories or examples of how leadership is used in practice or personal experiences.</td>
</tr>
<tr>
<td>Exhibits a commitment to intrapersonal and interpersonal growth and development through the study of leadership</td>
<td>Clearly articulates how leadership promotes self-awareness and an understanding of others; uses language to suggest the study and practice of leadership will continue to inform self-awareness and a commitment toward understanding others.</td>
<td>Attempts to articulate how leadership promotes self-awareness and an understanding of others; uses some language to suggest the study or practice of leadership will continue to inform self-awareness and a commitment toward understanding others.</td>
<td>Unable to articulate how leadership promotes self-awareness and an understanding of others; no mention of how the study or practice of leadership will continue to inform self-awareness and a commitment toward understanding others.</td>
</tr>
</tbody>
</table>

*Developed using Association for American Colleges and Universities (AACU) Valid Assessment of Learning in Undergraduate Education Rubrics (http://www.aacu.org/value/)

Addendum F: Plan for students that were not selected

Minor in Leadership Studies, PCC Proposal
The initial rejection letter to a student would not give specific criteria for why that student was not selected. The letter would be broader, but list the criteria we were considering and that it was a very competitive applicant pool and we had to make challenging decisions among a very qualified group of applicants.

We will close with language along the lines of “if you would like to discuss your application or have additional questions about the process, we would be glad to meet with you.”

If a meeting is requested:

We certainly would not give the student information about other applicants. However, we would steer the conversation as follows:

- Thank the student and appreciate their interest in the program
- Walk them through the criteria we used to review candidates (and restate that there were many qualified candidates, more than we could accommodate). Also show them the rubric we used and that we had several people review the candidates.
- Let them know if there are actual ways to improve their application (this may not always be the case, but if they wrote poor essays, it may be).
- If there are no other tangible ways to improve we will say: “You did well, but we identified other students who more closely matched our criteria.”
- We would also encourage them to apply again (if eligible) and encourage participation in other leadership programs/courses.

We will be clear in all of materials and the Website that we do not accept everyone who “meets the criteria.” We consider everyone who meets the criteria and then make decisions based on that pool of students to create a cohort for the minor that reflects our needs (as listed in our proposal).