October 7, 2014

MEMORANDUM

TO: Philip Joyce
Interim Dean, School of Public Policy

FROM: Elizabeth Beise
Associate Provost for Academic Planning and Programs

SUBJECT: Proposal to Establish a Post-Baccalaureate Certificate in Public Financial Management (PCC log no. 13045)


The program is effective immediately. Please ensure that the change is fully described in all relevant descriptive materials.

MDC/

Enclosure

cc: Gregory Miller, Chair, Senate PCC Committee
Reka Montfort, University Senate
Barbara Gill, Office of Student Financial Aid
Erin Taylor, Division of Information Technology
Pam Phillips, Institutional Research, Planning & Assessment
Anne Turkos, University Archives
Linda Yokoi, Office of the Registrar
Alex Chen, Graduate School
William Powers, School of Public Policy
November 4, 2014

Dr. Mary Ann Rankin
Provost and Senior Vice President
Academic Affairs
University of Maryland College Park
1119 Main Administration Bldg.
College Park, MD 20742-5031

Dear Dr. Rankin:

On September 8, 2014, I informed you that I approved the proposed Post-Baccalaureate Certificate in Public Financial Management. A review of the Academic Program Inventory has revealed that agency staff assigned an erroneous HEGIS code to this program.

For the purposes of providing enrollment and degree data to the Commission, please use the following HEGIS and CIP codes:

<table>
<thead>
<tr>
<th>Program Title</th>
<th>Award Level</th>
<th>HEGIS</th>
<th>CIP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Financial Management</td>
<td>P.B.C.</td>
<td>2102-01</td>
<td>44.0501</td>
</tr>
</tbody>
</table>

Should the University of Maryland College Park desire to make a substantial modification to the program in the future, review by the Commission will be necessary. I wish you continued success.

Sincerely,

Catherine M. Shultz, J.D.
Acting Secretary of Higher Education

CMS:SAB:mrw

Cc: Ms. Theresa Hollander, Associate Vice Chancellor for Academic Affairs, USM
   Mr. Mike Colson, Senior Coordinator for Academic Programs, UMCP
September 8, 2014

Dr. Mary Ann Rankin  
Provost and Senior Vice President  
Academic Affairs  
University of Maryland College Park  
1119 Main Administration Bldg.  
College Park, MD 20742-5031

Dear Dr. Rankin:

The Maryland Higher Education Commission has reviewed a request from the University of Maryland College Park to offer a new Post-Baccalaureate Certificate (P.B.C.) in Public Financial Management from its existing Master of Public Management.

I am pleased to inform you that the program proposal is approved for on-campus delivery. This decision is based on an analysis of the program proposal in conjunction with the law and regulations governing academic program approval, in particular Code of Maryland Regulations (COMAR) 13B.02.03. The program meets COMAR’s requirements and demonstrates potential for success, an essential factor in making this decision.

For the purposes of providing enrollment and degree data to the Commission, please use the following HEGIS and CIP codes:

<table>
<thead>
<tr>
<th>Program Title</th>
<th>Award Level</th>
<th>HEGIS</th>
<th>CIP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Financial Management</td>
<td>P.B.C.</td>
<td>2102-00</td>
<td>44.0501</td>
</tr>
</tbody>
</table>

Should the University of Maryland College Park desire to make a substantial modification to the program in the future, review by the Commission will be necessary. I wish you continued success.

Sincerely,

Catherine M. Shultz, J.D.  
Acting Secretary of Higher Education

CMS:SAB:mrw

C: Ms. Theresa Hollander, Associate Vice Chancellor for Academic Affairs, USM  
Mr. Mike Colson, Senior Coordinator for Academic Programs, UMCP
June 3, 2014

Dr. Wallace D. Loh  
President  
University of Maryland, College Park  
1101 Main Administration Building  
CAMPUS

Dear Wallace:

Thank you for forwarding the request of the University of Maryland, College Park, to offer the following new certificate programs:

- Post-Master’s Certificate in Curation and Management of Digital Assets
- Post-Baccalaureate Certificate (derived from an existing program) in Public Financial Management
- Post-Baccalaureate Certificate (derived from an existing program) in World Language Education

I am pleased to approve this recommendation. Please express my appreciation to departmental faculty for their careful work in making this decision.

Sincerely yours,

William E. Kirwan  
Chancellor

cc: Joann Boughman, Sr. Vice Chancellor for Academic Affairs  
Theresa Hollander, Assoc Vice Chancellor for Academic Affairs  
Mary Ann Rankin, Senior Vice President and Provost  
Donna Wiseman, Dean, College of Education
<table>
<thead>
<tr>
<th>Date:</th>
<th>May 9, 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>To:</td>
<td>Wallace D. Loh</td>
</tr>
<tr>
<td>From:</td>
<td>Donald Webster</td>
</tr>
<tr>
<td></td>
<td>Chair, University Senate</td>
</tr>
<tr>
<td>Subject:</td>
<td>PCC Proposal to Establish a Post-Baccalaureate Certificate in Public Financial Management</td>
</tr>
<tr>
<td>Senate Document #:</td>
<td>13-14-33</td>
</tr>
</tbody>
</table>

I am pleased to forward for your consideration the attached legislation entitled, “PCC Proposal to Establish a Post-Baccalaureate Certificate in Public Financial Management.” Marilee Lindemann, Chair of the Programs, Curricula, and Courses (PCC) Committee, presented the proposal. The University Senate approved the proposal at its May 7, 2014 meeting.

We request that you inform the Senate Office of your decision as well as any subsequent action related to your conclusion.

Enclosure: PCC Proposal to Establish a Post-Baccalaureate Certificate in Public Financial Management
Senate Document # 13-14-33

DW/rm

Cc: Mary Ann Rankin, Senior Vice President for Academic Affairs & Provost
Reka Montfort, Executive Secretary and Director, University Senate
Juan Uriagereka, Associate Provost for Faculty Affairs
Terry Roach, Executive Assistant to the President
Janet Turnbull, President’s Legal Office
Elizabeth Beise, Associate Provost for Academic Planning & Programs
Sylvia B. Andrews, Academic Affairs
Donald F. Kettl, Dean, School of Public Policy
William Powers, Executive Dean, School of Public Policy
Tom Kennedy, Director of Executive Programs, School of Public Policy

Approved: Wallace D. Loh
President

Date: 05-13-2014
The School of Public Policy proposes to create a new graduate certificate program in Public Financial Management. The certificate program will be a four-course (twelve-credit) program of study. The program is expected to draw students from federal, state and local government agencies and private companies that provide financial management services to government. The curriculum will provide a targeted focus on the financial management aspects of the School of Public Policy’s current Master of Public Management curriculum.
I. Mission

In an attempt to broaden existing offerings at the Maryland School of Public Policy ("MSPP" or "the School") to more effectively address current public sector needs, the School proposes to create a graduate certificate program in Public Financial Management, derived in part from the existing Master of Public Management degree program.

II. Characteristics of the Proposed Program

1. Educational Objective

The objective of the graduate certificate program in Public Financial Management is to develop students' proficiency in a uniform set of core conceptual financial competencies and skills that most managers of public resources should possess.

2. Brief Catalog Description

This growing challenge for government to improve accountability while providing high levels of service at low cost requires a keen understanding of complex financial mechanisms and sound management theories and practices, which the Public Financial Management Certificate will begin to provide. The proposed four-course (twelve-credit) graduate certificate program addresses the financial management responsibilities of professionals ranging from comptrollers and chief financial officers, through auditors, accountants, budget officers, and others. Students who complete the certificate program gain a set of core conceptual and technical competencies relevant to their financial management, budgeting and accounting work in, or for, federal and state agencies.

3. General Requirements for the Certificate

The proposed graduate certificate program will consist of four, three-credit courses (12 graduate academic credits). The program is intended to be offered both on an individual and cohort basis. There is no thesis option for the program. The courses will all be offered by MSPP and the certificate will not rely on any courses provided through any other academic units.

To earn their certificate, students would:

Complete the following two three-credit courses:

1. Finance - PUAF670
2. Leadership and Management for Public Financial Managers – PUAF699
And would complete two of the following three-credit electives:

1. Financial Systems and Control - PUAF699
2. Analysis of Fiscal Conditions - PUAF712
3. Financial, Managerial, and Government Accounting - PUAF715
4. State and Local Government Budgeting - PUAF716
5. Federal Budgeting - PUAF717
6. New financial management courses that may be developed and approved by MSPP faculty

When offered on an individual basis, students would be able to select electives that best address their individual learning objectives. When cohort-driven, the two electives would be determined cohort-wide rather than individually.

4. Course Titles, Numbers, and Descriptions

The two required courses in the certificate program would be:

- **Finance - PUAF 670**
  Introduction to principles of resource allocation over time, role of debt in context of changing sources of governmental revenues, long- and short-term debt instruments, analysis of mixed public-private economic development projects, leasing, and the impact of borrowing devices.

- **Leadership and Management for Public Financial Managers - PUAF 699**
  Focuses on management and leadership concepts and skills that are essential to performing successfully and responsibly in public organizations. It begins with discussion on the nature of public administration and moves to an examination of organizational structure issues, public sector innovation strategies and decision-making mechanisms. It also examines the "people" side of government, as well as management and leadership roles within organizations.

The two required elective courses would be chosen from the list below.

- **Financial Systems and Control - PUAF 699E**
  Focuses on the management control and financial aspects of public sector decision making. Familiarizes students with key concepts of governmental accounting and financial management, and how to use financial information and systems to assist in planning, controlling operations and analyzing the results of operations.

- **Analysis of Fiscal Conditions- PUAF 712**
  The financial operations of U.S. government at various levels, with emphasis on local governments. Practical problems in revenue management, including revenue forecasting and cash flow analysis; debt management operations, such as borrowing; intergovernmental financial operations, such as grants management and reporting requirements, and personnel management issues that have a direct bearing on governmental finances.
• **Financial, Managerial, and Government Accounting – PUAF 715**
Basic accounting practices of governmental and non-profit organizations. Emphasis on presentation of data in assessing an organization's financial health, financial data by organizations, structuring of accounting information to achieve management control, way in which evolving national standards influence kinds of information organizations have to apply in the future.

• **State and Local Government Budgeting – PUAF 716**
State and local government practices as a laboratory for studying public sector financial management.

• **Federal Budgeting – PUAF 717**
Budgeting as a political and administrative instrument of government. Development of budgeting, the multiple uses of the budget, including role in fiscal policy and resource allocation, the roles and relationships of major participants, and effects of resource scarcity on budgeting behavior. Emphasis on the federal level.

5. **Expected Student Learning Outcomes**

* **Learning Outcome 1:**
  - Students will understand the principles and practices of public financial management.

* **Learning Outcome 2:**
  - Students will understand how the principles and practices of public financial management relate to the overall management of public organizations and public programs.

* **Learning Outcome 3:**
  - Students will be able to apply the tools and techniques related to finance, budgeting, and accounting to address specific financial issues.

These learning outcomes will be assessed by examining particular elements of student tests, papers, etc. throughout the four courses of the certificate.

6. **Faculty Who Will Teach in the Program**

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, depending on whether the students are in traditional classes or part of an entrepreneurial cohort. All faculty will be members of the Graduate Faculty and approved by the Dean of the Graduate School to teach.

Professor Philip Joyce, a nationally prominent scholar in public finance, will oversee the certificate program as one of the offerings of the School’s management, finance, and leadership program. The logistics of offering the program to cohorts on an entrepreneurial basis will be handled by the School’s Executive Programs office. An advisory committee will be established consisting of:
members of the School’s permanent faculty including Professor of the Practice Kenneth Apfel and Senior Lecturer Dr. Elizabeth Duke; members of School staff including Executive Dean William Powers and Thomas Kennedy, Director of Executive Programs; and the Executive Director of the Association of Government Accountants, currently Relmond Van Daniker.

MSPP faculty who will likely teach courses in the certificate program include:

- Kenneth Apfel, Professor of the Practice
- Dr. Elizabeth Duke, Senior Lecturer;
- Dr. Phillip Joyce, Professor; and
- Dr. Travis St. Clair, Assistant Professor.

Adjunct faculty who may teach courses in the certificate include:

- Marita Brown – Former Secretary of the Maryland Department of Budget and Management
- Joseph Kull -- former Deputy Controller for federal financial management at OMB
- Anthony McCann -- Former Secretary, Maryland Department of Health and Mental Hygiene
- Relmond Van Daniker -- Executive Director of the Association of Government Accountants

7. New or updated facilities and equipment required

No new or updated facilities and equipment are required.

8. Student Audience

Through outreach to federal and state agencies and contractor companies that provide accounting and financial services to government, the proposed certificate program in Public Financial Management will likely attract 20 or more students per year. The School has already been approached by the Association for Government Accountants (AGA) to provide such a certificate program to its membership and AGA is prepared to promote the certificate program to its corporate partners. The students in the certificate program will have to meet the standards of admission to the University. When organizations sponsor a cohort they would be invited to recommend participants to the certificate program, but the University will control all admissions decisions.

9. Means for Offering the Program

The certificate program may be conducted on-campus, at an off-campus site, or a combination of the two. Actual off-campus sites have not yet been determined. Standard University protocols for approval of off-campus sites will be followed should the occasion arise. The courses of the certificate program may also be delivered online. The certificate program will not be offered in cooperation with another institution. A non-traditional schedule (weekend and/or intensive course offerings) may be considered.
III. Finance

The tables below briefly describe the resources and expenditures for the proposed certificate program, assuming an on-campus, cohort-based entrepreneurial cohort. (Any qualified traditional students from degree programs outside the School who wish to pursue the certificate program through existing traditional sections will be allowed to do so on a space-available basis, and thus the School would accrue neither revenue nor expenses from their participation.) The Office of Executive Programs (“OEP”), an entrepreneurial self-support unit within the School, will market and administer the program when provided on a cohort-basis.

Students are likely to be a mix of resident and non-resident. It is proposed that tuition for all students participating in an entrepreneurial cohort be set at the School’s master’s non-resident tuition level. Student fellowships may be granted. The campus will receive the mandatory fees and the standard 15% of gross revenue. All other tuition revenue earned will accrue to the School of Public Policy. The figures below presume the School’s proposed FY13-14 tuition of $1,525 per credit will be charged, and revenue and expenses will increase 3% per year.

<table>
<thead>
<tr>
<th>Resource 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 (a x b)</td>
<td>$366,000</td>
<td>$376,980</td>
<td>$388,289</td>
<td>$399,938</td>
<td>$411,936</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 Rate (12 credits)</td>
<td>$18,300</td>
<td>$18,849</td>
<td>$19,414</td>
<td>$19,997</td>
<td>$20,597</td>
</tr>
<tr>
<td>3. Mandatory Fee Revenue (a x c)</td>
<td>$16,560</td>
<td>$17,057</td>
<td>$17,569</td>
<td>$18,096</td>
<td>$18,638</td>
</tr>
<tr>
<td>c. Fee Rate/Student/Year</td>
<td>$828</td>
<td>$853</td>
<td>$878</td>
<td>$905</td>
<td>$932</td>
</tr>
<tr>
<td>4. Application Fee (a x 75)</td>
<td>$1,500</td>
<td>$1,545</td>
<td>$1,591</td>
<td>$1,639</td>
<td>$1,688</td>
</tr>
<tr>
<td>5. Other Sources</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$384,060</td>
<td>$395,582</td>
<td>$407,449</td>
<td>$419,673</td>
<td>$432,263</td>
</tr>
</tbody>
</table>
## 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>$81,250</td>
<td>$83,688</td>
<td>$86,198</td>
<td>$88,784</td>
<td>$91,448</td>
</tr>
<tr>
<td>a. Total Salary</td>
<td>$70,000</td>
<td>$72,100</td>
<td>$74,263</td>
<td>$76,491</td>
<td>$78,786</td>
</tr>
<tr>
<td>b. Total Benefits</td>
<td>$13,750</td>
<td>$14,163</td>
<td>$14,587</td>
<td>$15,025</td>
<td>$15,476</td>
</tr>
<tr>
<td>2. Total Staff Expenses</td>
<td>$37,500</td>
<td>$38,625</td>
<td>$39,784</td>
<td>$40,977</td>
<td>$42,207</td>
</tr>
<tr>
<td>a. # FTE</td>
<td>0.5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Total Salary</td>
<td>$30,000</td>
<td>$30,900</td>
<td>$31,827</td>
<td>$32,782</td>
<td>$33,765</td>
</tr>
<tr>
<td>c. Total Benefits</td>
<td>$7,500</td>
<td>$7,725</td>
<td>$7,957</td>
<td>$8,195</td>
<td>$8,441</td>
</tr>
<tr>
<td>3. Materials</td>
<td>$5,000</td>
<td>$5,150</td>
<td>$5,305</td>
<td>$5,464</td>
<td>$5,628</td>
</tr>
<tr>
<td>4. Marketing</td>
<td>5000</td>
<td>$5,150</td>
<td>$5,305</td>
<td>$5,464</td>
<td>$5,628</td>
</tr>
<tr>
<td>5. Textbooks</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>6. Mandatory Fees (pass through)</td>
<td>$16,560</td>
<td>$17,057</td>
<td>$17,569</td>
<td>$18,096</td>
<td>$18,638</td>
</tr>
<tr>
<td>7. Application Fee (pass through)</td>
<td>$1,500</td>
<td>$1,545</td>
<td>$1,591</td>
<td>$1,639</td>
<td>$1,688</td>
</tr>
<tr>
<td>8. Scholarships</td>
<td>$140,000</td>
<td>$144,200</td>
<td>$148,526</td>
<td>$152,982</td>
<td>$157,571</td>
</tr>
<tr>
<td>9. University IDC at 15%</td>
<td>$54,900</td>
<td>$56,547</td>
<td>$58,243</td>
<td>$59,991</td>
<td>$61,790</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$334,210</strong></td>
<td><strong>$344,236</strong></td>
<td><strong>$354,563</strong></td>
<td><strong>$365,200</strong></td>
<td><strong>$376,156</strong></td>
</tr>
</tbody>
</table>

1. Faculty expenses assume an average cost for faculty salary ($27,500 x 2 = $55,000) plus benefits ($6,875 x 2 = $13,750) for two courses, plus adjunct faculty salary ($7,500 x 2 = $15,000) for two courses. No state-supported faculty will teach in the program as part of their regular workload.

2. Staff expenses assume 0.5 FTE salary plus benefits for the School’s existing administrative staff. No new staff will need to be hired.

3. Scholarships of up to $7,000 per student MAY be offered if doing so is financially feasible.
Mike,

688B is now the number for “Leadership and Management for Public Financial Managers”. 699E remains the number for “Financial Systems and Control”. I hope that clarifies matters.

Bill

Bill,

Sorry, I think I may have confused things. Financial Systems and Control is numbered 699E in the proposal. The Leadership and Management for Public Financial Managers is listed as PUAF699. Is that the course that will be 688B or does that one also need a new course number?

-Mike

---

Mike Colson
Senior Coordinator for Academic Programs
Office of the Associate Provost for Academic Planning and Programs
1122 Main Administration Building
University of Maryland
College Park, MD 20742
Phone: 301-405-5626; Fax: 301-405-8195
mcolson@umd.edu
www.provost.umd.edu/academic_planning

Hello Mike,

It seems we are out of 699 suffixes. So the course number will be PUAF688B.