



BOARD OF REGENTS

SUMMARY OF ITEM FOR ACTION,
INFORMATION, OR DISCUSSION

TOPIC: University of Baltimore: Master of Professional Studies in Justice Leadership and Management

COMMITTEE: Education Policy and Student Life

DATE OF COMMITTEE MEETING: June 3, 2014

SUMMARY: The proposed Master of Professional Studies in Justice Leadership and Management (MPS-JLM) will develop students' leadership and management knowledge and skills. The program will be a new specialized degree for our state and for the field of criminal justice. The degree will target professionals working in the field and allow them to compete for promotions and career opportunities in government and private-sector corporations in the areas of criminal justice and security leadership, management, and accountability.

The workforce demand for an increase in the number of hires and promotions in the criminal justice system surpasses the number of qualified workers. The U.S. Bureau of Labor Statistics show a steady 10 percent growth rate in the field of criminal justice in the areas of law enforcement, corrections, probation, parole and forensic science at the state, local, and federal government level through at least 2018. Interviews and surveys were conducted with organizational leaders throughout the region to determine the level of demand for a professional studies degree in justice leadership and management. The results indicate unanimous support and stress the need for a specialized program for professionals in the field and the need for leadership and management knowledge and skill, especially as the system experiences the effects of the large number of anticipated retirements.

The MPS-JLM program is a 30-credit curriculum with ten required core courses that will be offered as a 15-month cohort program and initially offered only at the Universities at Shady Grove. The location of the USG campus provides access to the professionals in the field employed at such agencies as the headquarters of Maryland State Police, County and City Police Departments in the surrounding area, as well as the Bureau of Federal Prisons, federal and state courts and a number of related correctional institutions and agencies.

ALTERNATIVE(S): The Regents may not approve the program or may request further information.

FISCAL IMPACT: No additional funding is necessary. The program will be supported through tuition.

CHANCELLOR'S RECOMMENDATION: That the Committee on Education Policy and Student Life recommend that the Board of Regents approve the proposal from the University of Baltimore to offer the Master of Professional Studies in Justice Leadership and Management.

COMMITTEE RECOMMENDATION:

DATE:

BOARD ACTION:

DATE:

SUBMITTED BY: Joann Boughman

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UNIVERSITY SYSTEM OF MARYLAND INSTITUTION PROPOSAL FOR

- New Instructional Program
- Substantial Expansion/Major Modification
- Cooperative Degree Program
- Within Existing Resources, or
- Requiring New Resources

University of Baltimore
Institution Submitting Proposal

M.P. S. in Justice Leadership & Management Program
Title of Proposed Program

**M.P.S. in Justice Leadership &
Management**

FALL 2014

Award to be Offered

Projected Implementation Date

210500

43.0103

Proposed HEGIS Code

Proposed CIP Code

**School of Criminal Justice
College of Public Affairs**

Debra L. Stanley, Ph.D.

Department in which program will be
located

Department Contact

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Contact Phone Number

Contact E-Mail Address



Signature of President or Designee

5-12-14

Date

Mission

The mission of the University of Baltimore assures that the “university’s emphasis on career-oriented education attracts students with clear professional objectives and provides them with a broad foundation of knowledge to meet the rapidly changing conditions of today’s work environment as well as with the latest skills and techniques for productive careers in the public and private sectors.” Additionally, the University of Baltimore endeavors to “advance the intellectual, professional, and economic life of the metropolitan areas, the state of Maryland, the mid-Atlantic region, and beyond.” The mission of the University of Baltimore is comprised of four elements: (1) making excellence available to students motivated by professional advancement and civic awareness; (2) establishing a foundation for lifelong learning, personal development and social responsibility; (3) combining theory and practice to create meaningful, real-world solutions to 21st-century urban challenges; (4) and being an integral partner in the culture, commerce and future of Baltimore and the region. Within this broader context, the College of Public Affairs and the Merrick School of Business seeks to prepare problem-solvers who will analyze policy and lead public, private, non-profit, health-care, and third sector organizations of the future.

The University of Baltimore, College of Public Affairs, excels in the preparation and the delivery of education that has practical application (“Knowledge that works”). The goal has largely been to prepare students for opportunities at the local, regional and national levels. The School of Criminal Justice is uniquely situated to provide education to students who seek careers in leadership and management in the criminal justice system. The proposed degree program is a 21st century reflection of the university’s mission to impart knowledge that works and to provide students an opportunity to be agents of positive change.

Characteristics of the Proposed Program

Program Description: The new proposed Master of Professional Studies in Justice Leadership & Management (MPS-JLM) degree program will build on and support each of the institutional goals set forth by the University of Baltimore and the College of Public Affairs, while also contributing to the university’s projected enrollment growth goals. The MPS-JLM program will develop students’ leadership and management knowledge and skills. The program will be a new specialized degree for our state and for the field of criminal justice. The degree will target professionals working in the field who have not completed a graduate degree.

The MPS-JLM program is a 30 credit curriculum with ten required core courses that will be offered as a 15 month cohort program.

Five of the ten courses currently exist in UB’s School of Criminal Justice graduate curriculum. Four new criminal justice courses and one new forensic science course will be developed and added to the curriculum specifically designed for the MPS-JLM program.

Program Requirements:

Total number of credits: 30 Credits (10 courses)

The MPS in Justice Leadership & Management degree program requires the successful completion of 10 core courses.

A table outlining the proposed curriculum is provided below.

Proposed Courses:

	Course #	Course Title	Credits
1	CRJU 626	Professional Communications in Criminal Justice	3
2	CRJU 636	Information and Technology in Criminal Justice	3
3	CJRU 708	Leadership Development in Criminal Justice	3
4	CJRU 710	Administration of Justice	3
5	CRJU 606, 611, 642, or 704	Contemporary Issues in Criminal Justice	3
6	CRJU 601	Crime and Policy Development in Criminal Justice	3
7	FSCS 685	Issues in Forensic Investigations	3
8	CRJU 666	Politics, Legislation and the media in Criminal Justice	3
9	CRJU 676	Systems and Applications in Criminal Justice	3
10	CRJU 777	Capstone in Criminal Justice	3

Thesis/ Non-Thesis Option: The final integrative component of the degree program is a core required Capstone Course. No thesis is required.

Admissions Standards: The admissions standards will be consistent with other UB graduate programs requiring a minimum undergraduate GPA of 3.0. However, our experience is that many who enter criminal justice work do so without a college degree or after completing a degree without any plans for graduate work. For many individuals working in the field, an application requirement that requires a GPA of 3.0 or better is difficult to achieve. This program will incorporate elements to assist this type of criminal justice professional to pursue graduate work. One possibility among those admission criteria may be a probationary admission that includes the completion of undergraduate coursework that is necessary to be successful in the graduate program.

Adequacy of Curriculum Design and Delivery to Related Learning Outcomes

The MPS-JLM program will develop students' leadership and management knowledge and skills. The program is designed to offer professionals working in the field to develop their leadership and management knowledge and skills that will allow them to compete for promotions and career opportunities in government and private-sector corporations in the areas of criminal justice and security leadership, management, and accountability.

Educational Objectives and Learning Outcomes:

The learning goals and objectives of the MPS-JLM program will include the following –

Goal #1 – Demonstrate effective leadership skills that facilitate and support organizational innovation and overall success.

Learning Objectives include:

1. Understand theories, concepts and different leadership styles and application of leadership skills in shaping change in organizations.
2. Understand the role of the leader in creating and sustaining vision, leading change, and allocating organizational resources.
3. Develop effective problem solving and leadership skills to resolve conflict and crisis as a manager and leader in an unpredictable and changing organizational environment.
4. Identify and critically evaluate crime issues and problems as they relate to effective leadership and management of criminal justice organizations
5. Recognize own leadership style and ability to foster effective leadership qualities in others.
6. Learn to balance leadership style with the demands, functions, and purpose of a criminal justice organization.

Goal #2 – Demonstrate the ability to understand and put into practice, management techniques that will improve the performance and lead a criminal justice organization through effective change.

Learning Objectives include:

1. Understand organizational climate and cultures and how these cultures affect the process and direction of the organization.
2. Develop interpersonal and organizational communication skills to maximize organizational success and to minimize and manage conflict in the workplace.
3. Recognize critical thinking skills and strategies necessary for the success of managing an organization.
4. Understand principles of criminal justice organizational structure and management.
5. Develop expertise and knowledge in data management and analytical techniques for developing data informed decisions.
6. Understand and recognize the influence of public policymaking on organizational change and accountability.

Adequacy of Provisions for Evaluation of Program (as outlined in COMAR 13B.02.03.15)

Procedures for conducting program and individual course evaluations will be outlined in a program assessment plan to be developed for the MPS-JLM program prior to the implementation of the program. The plan will identify overall program learning objectives and measurable course level objectives for each of the required courses for the program. The plan will also outline a process for setting student learning goals and objectives. Annual assessments will be conducted, and the outcomes will be used to identify the strengths and weaknesses of the program to guide faculty in making improvements to the program and student learning outcomes. In addition to the internal program and course review process, an external program review will be conducted every seven years.

Student course evaluations, course syllabi, course materials, exams, assignment criteria, and classroom peer observation will be used to evaluate faculty. Student success in their employment will be a measure used to determine success of the program.

Consistency with the State's minority student achievement goals and in the State Plan for Postsecondary Education

The MPS-JLM program is committed to minority student achievement and overall success. UB has proactively sought to identify multiple recruitment channels and communication strategies to ensure that there is outreach to a diverse population. UB also has a number of programs in place that will help the program's diverse student body persist until graduation. The University continuously assesses the success of these programs and has developed an achievement gap plan to further increase minority graduation rates of students.

Quantifiable & Reliable Evidence and Documentation of Market Supply & Demand in the Region and State

Students/Constituencies to be served

The 30 credit program is designed to serve non-traditional working professionals by offering its courses in the evenings and/or Saturdays, and online. The Universities at Shady Grove (USG) campus is ideally situated to offer the MPS in Justice Leadership & Management program, as the metropolitan Washington-Baltimore areas house the headquarters of the Maryland State Police, the Montgomery County Police Department, the Rockville City Police Department, the Frederick County Police Departments, Howard County Police Department, the Department of Juvenile Services, the State Division of Parole and Probation, the State Division of Corrections, victim service agencies, numerous federal agencies to include the Department of Justice, Bureau of Justice Assistance, Bureau of Federal Prisons and the Office for Victims of Crime, federal and state courts and a number of related correctional institutions and agencies.

As noted above, there are no existing programs offering this degree program. The workforce demand for an increase in the number of hires and promotions in the criminal justice system surpasses the current capacity of qualified workers. The U.S. Bureau of Labor Statistics show steady 10 percent growth rate in the field of criminal justice in the areas of law enforcement, corrections, probation, parole and forensic science with state, local, and federal governments,

through at least 2018, with especially high demand in major cities (US Dept. of Labor). Interviews and surveys were conducted with organizational leaders throughout the region to determine the level of demand for a professional studies degree in justice leadership and management. The results indicate unanimous support and stress the need for a specialized program for professionals in the criminal justice system in need of career progression. Upper level supervisors and managers described the gap in current higher education opportunities for working professionals. They stressed a need for leadership and management knowledge and skill, especially as the system experiences the effects of the large number of “baby boomers” moving out of high level management and into retirement. They also emphasized a need for knowledge and skills in data analytics and information technology at all levels throughout the system. Data driven decision-making is a primary tool used in criminal justice management.

The new program is intended for mid-level and upper level leaders and management within criminal justice organizations and agencies. Individuals from federal and state governmental criminal justice related agencies, and nonprofit organizations who desire to advance their competencies in leadership and management are the targeted population for this new program. It will qualify students for leadership positions in law enforcement, correctional organizations, courts, and victim services at the federal, state, and local levels, private and corporate security, and other public sector agencies.

Currently UMCP offers the B.A. in Criminal Justice and Criminology at the USG. The proposed MPS in Justice Leadership & Management will provide a graduate level option for graduates of this program who would like to continue study in the discipline at the USG campus.

Reasonableness of Program Duplication

The program will be a new specialized degree program for our state and for the field of criminal justice. There is no other program offered anywhere throughout the state or mid-Atlantic region similar to this program.

Relevance to Historically Black Institutions (HBIs)

The proposed program does not duplicate or compete with the implementation or maintenance of high-demand programs at HBI’s. It does not have any potential impact on the uniqueness and institutional identities and missions of HBIs.

Quality of Program Faculty

The MPS-JLM will be taught by the full-time faculty in the School of Criminal Justice, University of Baltimore and by select professionals in the field.

Off-Campus Delivery of Program

The new program will initially be offered at the Universities at Shady Grove (USG). Courses will be taught in traditional classrooms with a strong emphasis on interactive learning. No additional resources will be required.

Adequacy of Library Resources

The materials students need is largely available through open source databases, governmental archives, or online through organizations like the Department of Justice, Police Research Foundation, Westlaw, or a variety of professional organizations and businesses. Peer reviewed material in journals is easily accessible through Langsdale Library's existing library subscriptions.

Adequacy of physical facilities, infrastructure and instructional equipment

Traditional classroom space and one IVN compatible classroom is needed for the courses in this program.

Adequacy of Financial Resources and Expenditures

Data in Tables 1 and 2 shows anticipated resources and expenditures for the new program.

M.P.S. in Justice Leadership and Management

TABLE 1: RESOURCES

Resources Categories	Year 1	Year 2	Year 3	Year 4	Year 5
1. Reallocated Funds¹					
2. Tuition/Fee Revenue (80% of (c+g) below)	\$180,000	\$270,000	\$270,000	\$270,000	\$270,000
a. #F.T. Students					
b. Annual Tuition/Fee Rate					
c. Annual Full Time Revenue (a x b)					
d. #Part Time Students	20	30	30	30	30
e. Credit Hour Rate	\$750	\$750	\$750	\$750	\$750
f. Annual Credit Hours	15	15	15	15	15
g. Total Part Time Revenue (d x e x f)	\$225,000	\$337,500	\$337,500	\$337,500	\$337,500
3. Grants, Contracts, & Other External Sources					
4. Other Sources					
TOTAL (Add 2-4)	\$225,000	\$337,500	\$337,500	\$337,500	\$337,500

¹ Revenue data is based on the assumption that the program will admit a specific number of students (10 students in the first year and 20 students each succeeding year---as shown above); and these students will take 15 credit hours per year and that most students will complete the program in two years.

TABLE 2: EXPENDITURES					
Expenditure Categories	Year 1	Year 2	Year 3	Year 4	Year 5
1. Total Faculty Expenses (b+c below)	\$89,253	\$133,800	\$133,880	\$133,880	\$133,880
a. #FTE (Based on 382 Credit Hours per FTE)	1.0	1.5	1.5	1.5	1.5
b. Total Salary (based on 1 FTE faculty member \$70,000 ave.)	\$70,000	\$105,000	\$105,000	\$105,000	\$105,000
c. Total Benefits	\$19,253	\$28,880	\$28,880	\$28,880	\$28,880
2. Total Administrative Staff Expenses (b+c below)	\$10,288	\$10,288	\$10,288	\$20,576	\$20,576
a. #FTE	0.1	0.1	0.1	0.2	0.2
b. Total Salary (1 FTE=\$68,000 ave.)	\$6,800	\$6,800	\$6,800	\$13,600	\$13,600
c. Total Benefits	3,488	3,488	3,488	6,976	6,976
3. Total Support Staff Expenses (b+c below)	\$5,767	\$5,767	\$5,767	\$11,534	\$11,534
a. #FTE	0.1	0.1	0.1	0.2	0.2
b. Total Salary (1 FTE=\$40,000 ave.)	\$4,000	\$4,000	\$4,000	\$8,000	\$8,000
c. Total Benefits	\$1,767	\$1,767	\$1,767	\$3,534	\$3,534
4. Equipment					
5. Library					
6. New or Renovated Space					
7. Other expenses (based on one trip at \$1,500, standard computer package, supplies, communications)	\$2,720	\$1,360	\$1,360	\$1,360	\$2,720
TOTAL (Add 1-7)	\$108,028	\$151,215	\$151,215	\$151,215	\$151,215

**Expenditures are based on the fact that existing UB faculty will teach 6 courses per semester and will be supplemented by adjunct professors for 4 courses during the second and subsequent years. Current plans are not to hire additional faculty for this program but to rely on existing resources.*