SPECIAL REPORT

of the

ACADEMIC PRIORITIES, GRADUATE AND PROGRAM AND BUDGET COUNCILS

concerning a

CERTIFICATE IN BUSINESS LEADERSHIP

Presented at the
758th Regular Meeting of the Faculty Senate
April 28, 2016

COUNCIL MEMBERSHIP

ACADEMIC PRIORITIES COUNCIL

Faune Albert, Richard Bogartz (Chair), Nicholas Bromell, Elizabeth Chilton, Suzanne Daly, Kathleen Debevec, Jean DeMartinis, Piper Gaubatz, Bryan Harvey, Masoud Hashemi, Deborah Henson, Ayemisi Jimoh, Sangeeta Kamat, Stephen Magner, Ernest May, Katherine Newman, MJ Peterson, Monroe Rabin, James Rinderle, Peter Stern, Jack Wileden, Donna Zucker

GRADUATE COUNCIL


PROGRAM AND BUDGET COUNCIL

The Isenberg School of Management proposed to create a Certificate in Business Leadership. The proposed Certificate in Business Leadership will be offered by Isenberg School of Management Professional Programs at the University of Massachusetts Amherst. The Certificate in Business Leadership program will be administered both face-to-face and online (with hybrid courses consisting of both F2F and online learning modality) and requires the completion of nine (9) credit hours of designated graduate-level courses. The proposed Certificate in Business Leadership can be targeted toward anyone with an interest in developing their business/managerial leadership skills and knowledge. Students will acquire core knowledge/skills that will allow them to understand and address current trends/issues in business leadership. Specific knowledge and skills include (but are not limited to) understanding how leaders view/manage an organization’s structure/culture, manage human resources, and understand/leverage the attributes of effective leadership.

The Academic Priorities Council voted to recommend approval of the proposal at its meeting on March 24, 2016.

**GRADUATE COUNCIL**

The Academic Standards and Curriculum Committee (ASCC) of the Graduate Council met on February 3, 2016 and reviewed the proposal for a Certificate in Business Leadership. The ASCC recommended this proposal for approval.

On Wednesday, February 10, 2016, the Graduate Council unanimously approved the Certificate in Business Leadership, Proposal #2496 in the Course and Curriculum Management System.

**PROGRAM AND BUDGET COUNCIL**

The Program Subcommittee of the Program and Budget Council met on February 10, 2016, reviewed the Certificate in Business Leadership proposal and recommended it for approval.

At its meeting on February 17, 2016, the Program and Budget Council unanimously approved the Certificate in Business Leadership, Proposal #2496 in the Course and Curriculum Management System.

**MOTION:** That the Faculty Senate approve the Certificate in Business Leadership, as presented in Sen. Doc. No. 16-054.
**Briefly describe the Certificate.**

The proposed Certificate in Business Leadership will be offered by Isenberg School of Management Professional Programs at the University of Massachusetts Amherst. The Certificate in Business Leadership program will be administered both face-to-face and online (with hybrid courses being consisting of both F2F and online learning modality) and requires the completion of nine (9) credit hours of designated graduate-level courses.

**Provide a brief overview of the process for developing this Certificate.**

The Professional Programs office in the Isenberg School of Management met with the Dean, MBA core faculty, and department chairs to discuss the long-term viability for offering a Certificate in Business Leadership. A set of courses that are currently being offered were identified that would meet the core requirements for this certificate and that could be effectively sourced and delivered primarily by MBA core faculty. Before submitting the proposal for Faculty Senate approval, it was sent to Dean Mark Fuller for review.

Format: This certificate will be a cohort-based program with each course being offered every academic year (spanning both the fall and spring terms), resulting in a three-year certificate program. All courses will consist of both F2F and online learning modality. The Learning Management System (LMS) allows students to access their course content via a traditional web browser or via a mobile device (e.g., iPhone, iPad, Android, etc.). The F2F sessions will be offered at one of our satellite campus locations (i.e., Boston, Shrewsbury, or Springfield).

Fees: The Certificate in Business Leadership requires students to take a total of 9 credits. The fee per credit for these courses is $900. There is an additional non-refundable registration fee of $45 each term. The registration fee is paid only once each term, regardless of how many courses a student enrolls in. Total cost for the Certificate in Business Leadership is $8,235 (assuming $135 in registration fees across 3 course terms – excludes textbook costs and any applicable discounts).

**Describe the Certificate’s purpose and the particular knowledge and skills that will be acquired by participating students.**

The proposed Certificate in Business Leadership can be targeted toward anyone with an interest in developing their business/managerial leadership skills and knowledge. Students will acquire core knowledge/skills that will allow them to understand and address current trends/issues in business leadership. Specific knowledge and skills include (but are not limited to) understanding how leaders view/manage an organization’s structure/culture, manage human resources, and understand/leverage the attributes of effective leadership.

**If this proposal requires no additional resources, say so and briefly explain why. If this proposal requires additional resources, explain how they will be paid for. For proposals involving instruction, indicate how many new enrollments are expected and whether the courses have room to accommodate them.**

This proposal requires NO additional resources as all of the courses will be sourced on an additional compensation basis by existing faculty in the Isenberg School of Management or by affiliated experts who are either academically or professionally qualified. Expected enrollment is difficult to gauge. The Isenberg School of Management and the Isenberg MBA have a very strong reputation and we expect to see significant domestic as well as international interest in this certificate program—conservatively, we are expecting an initial enrollment of 30-40 students for fall 2016.
Please describe the curriculum for this Certificate, listing all required courses and possible electives, any prerequisites or GPA requirements, the recommended order or coursework and any other pertinent information. You may attach additional materials related to the curriculum at the end of this section.

Core Courses:

SCH-MGMT 680: Leadership and Organizational Behavior (3 Credits)
SCH-MGMT 770: Human Resource Management (3 Credits)
SCH-MGMT 697PP: Perspectives on Leadership (3 Credits)

9 Total Credit Hours

Explain how these courses represent a coherent course of study.

These courses will be delivered in a structured sequence with a common theme of leadership integrated across all three courses. The two core courses (leadership/organizational behavior and human resource management) have a common focus on how effective leadership skills can facilitate an organization’s operation. The final course builds on these two courses to provide a more strategic view of leadership.

Describe how there is a clear educational objective that can be achieved in an efficient and well-defined manner.

All three courses have been previously offered as part of the Isenberg Online and Part-time MBA, thus launching these courses will be an efficient process. Given that this is a cohort-based program with a well-defined course sequence, the vast majority of students will complete the certificate in 3 years (extensions will be granted special circumstances (e.g., health issues)).

Note: These courses will be offered in a lockstep format with one course being offered over each academic year (i.e., fall and spring terms), resulting in a 3-year completion window. The rationale for the more distributed delivery is that these are students who are starting their first job out of college and a slower pace seems appropriate to give them the opportunity to balance their job responsibilities with their course work.

Explain how the course sequence offers a clear objective at the appropriate educational level.

The leadership/organizational behavior course will provide foundational knowledge in how organizations are structured and how different structures/cultures require specific leadership skills and knowledge. The human resource management course builds on the prior course by focusing on how different leadership styles/skills impact the effective management of an organization’s human resources. The final course is capstone in its orientation and frames the prior content to provide students with a strategic perspective for how different leadership styles can be effectively leveraged in an organization.

Describe the perceived need for this Certificate.

The Isenberg MBA program is seeing an increasing number of applications where the prospective student has less than 3 years of professional work experience – and in a lot of cases, these are UMass Amherst alumni. The goal of the certificate program is to provide students with some early exposure to concepts and topics that will prove beneficial at this stage in their careers (i.e., leadership). Further, the 3-year timeframe allows students the opportunity to start their graduate studies while earning the necessary professional work experience to be considered for the Isenberg MBA program.

If the courses that comprise the Certificate have been or currently are being offered, describe their schedule of availability. If the Certificate is comprised of new courses, describe their planned availability.

The three courses that comprise the certificate are currently being offered as part of the Isenberg MBA curriculum. Two of the courses (leadership/organizational behavior and human resources) are part of the core MBA curriculum while the leadership course is an elective that is offered less frequently (typically every other
These courses will be offered in hybrid format (combination of face-to-face and online) and will be administered by the same faculty who teach these courses in the Isenberg MBA program. Given that this is a cohort-based program, each course will be offered annually with enrollment limited to members of the cohort.

If the certificate requires or includes courses from outside the sponsoring department, provide evidence of agreement(s) with the unit(s) offering those courses. You may attach any memoranda of understanding below.

N/A

If the requirements for this Certificate overlap with those of another certificate or a degree or a degree program, describe that overlap.

(Note that if a student who has completed a certificate seeks clearance for a degree program that overlaps with that certificate program, the Registrar will note on the transcript that the certificate has been superseded by the degree.)

The required 9 credits for this certificate overlap with requirements for the MBA Degree. If a student completes the certificate and then gets admitted to the MBA program, the program will accept these credits as part of the MBA degree.

What type of student is allowed to participate in this certificate program? (e.g., matriculated UMass students, non-matriculated CPE students, Five College students, graduate students, students in a specific degree program, etc.)

Initially the certificate will be available to Isenberg and UMass Amherst Undergraduate Alumni and by application only. In the future, the certificate may be made available to graduates of other colleges, including the five college area schools.

What role will this Certificate play in relation to other departments or degree programs on campus? Certificates vary widely across campus and may represent a subset of an existing degree program, a multidisciplinary program, or an entirely free-standing area of focus.

This is a stand-alone graduate certificate program, but can also serve as a transitional certificate for the Isenberg MBA program (see next question for more detail related to the transitional aspect of this certificate).

Is this a transitional certificate program?

(Transitional certificate programs are comprised of core courses from specific degree programs and may act as stepping stones into those programs. If a student who has completed a transitional certificate matriculates to the University and completes the degree program associated with that certificate, the transcript will note that the certificate has been superseded by the degree.)

Yes

Comments: The MBA Program at the Isenberg School of Management. Two of the courses (leadership/organizational behavior and human resource management) are part of the core MBA curriculum and the leadership course would serve as elective credit. Thus, if a student transitions from the certificate program to the Isenberg MBA, 9 credits would count toward the degree. It is important to note that acceptance and completion of the graduate certificate does not guarantee acceptance to the Isenberg MBA program as this is a separate admissions process.

If applicable, please attach any additional material relating to the certificate (such as requirement check sheets for students, etc.) below.

(For further information regarding this Certificate, please refer to Proposal #2496 in the Course and Curriculum Management System.)