**University of Colorado
Colorado Springs**

Graduate Executive Committee
December 14, 2014
Minutes

Attendees: Margaret Harris, Leslie Grant, Regina Winters, Al Schoffstall, Jenni Janssen, Katie Kaukinen, Chris Nelson, Karen Livesey, Cathy Claiborne, Jose Mora, Jose Mora, Sandy Berry-Lowe, Ron Koch, Sudhanshu Semwal, Kristen Walcott-Justice, Barbara Prinari, Emily Skop, Terry Boult, Eddie Portillos, Sherry Morreale, Robert Wonnett, Edie Greene, Christina Jimenez, Kerry Peterson, Kelli Klebe, KrisAnn McBroom

<u>Business</u>

- Changes to Engineering PhD, Computer Science track: Dr. Terry Boult presented the program changes. CS currently requires 75 credit hours. They would like to lower the total credit requirement (number of credits varies depending on if student has Bachelor's or Master's degree) and add a requirement for a significant publication prior to graduation.

  Action: The GEC unanimously voted to recommend the program changes to the CS track in the PhD Engineering degree.

- Changes to Engineering PhD, Security track: Dr. Terry Boult presented the program changes. Security currently requires 75 credit hours. They would like to lower the total credit requirement (number of credits varies depending on if student has a Bachelor's or Master's degree) and add a requirement for a significant publication prior to graduation.

  Action: The GEC unanimously voted to recommend the program changes to the Security track in the PhD Engineering degree.

- Changes to ME Software Engineering track: Presented by Dr. Kristen Walcott-Justice. The program would like to decrease core courses from 15 to 12 credits, increase electives from 15 to 18, and add a mandatory programming proficiency exam to newly admitted students.

  Action: The GEC unanimously voted to recommend the changes to Software Engineering track in the ME degree program.

- GE Certificate in Local Government Proposal: Presented by Regina Winters. 12 credit hour certificate on local government.

  Action: The GEC voted to recommend the GE certificate in Local Government

- GEC Certificate Grant Writing, Management, and Program Evaluation Proposal: Presented by Dr. Katie Kaukinen. 12 credit hour Gainful Employment certificate. Committee showed concern over name of certificate and recommended it specific that it be for public service grant writing rather than another discipline.

  Action: The GEC unanimously voted to recommend the GE certificate in Grant Writing.

- MS Nursing Education Program Changes Proposal: Presented by Dr. Kerry Peterson. The Nursing program requested to increase the total credit requirement from 38 to 41 by adding Nurse Educator Roles as a required course for that Nursing Education option within the MS degree.

Action: The GEC unanimously voted to recommend the program changes to the MS Nursing Education program.

- MS Nursing Education Certificate changes proposal: Presented by Dr. Kerry Peterson. The Nursing program requested to change the Nursing Education Certificate requirements from 17 credits down to 12 credits. This would make the certificate more consistent with other MSN Nursing Education certificates.

  Action: The GEC voted to recommend the program changes to the Nursing Education Certificate.

Announcements

Spring GEC Meetings (10:00-11:30) *NOTE ROOM CHANGES*
February 13 (UC Brooks 126), March 13 (UC 124), April 10 (UC 124), May 8 (UC 124)

Fall Graduation Ceremony December 19, 2:00, Broadmoor World Arena

Spring Graduate School Welcome Reception: Event for incoming graduate students **Wednesday January 21st from 4:30 to 6:00 pm** in the Library Apse

Reminder: Last semester it was voted that we would stop accepting applications one week prior to the start of a term to ensure that admissions and staff can get students enrolled in an appropriate timeframe. All Spring 2015 applications will be closed Sunday, January 11, 2015 at the latest.

<u>Proposal to the UCCS Graduate School for credit hour change for the PhD in Engineering/Computer Science program.</u>

Recently, the UCCS Graduate Executive Committee approved 60 credits (30 credit course work, 30 credits dissertation) for the PhD Program in line with CU Boulder requirements. Presently, Computer Science students need 24 credit hours of course work and 30 hours of dissertation after an earned relevant master's degree; 48 hours of course work and 30 hours of dissertation after an earned relevant bachelor degree. The Computer Science faculty discussed course requirements for the Ph.D. in Engineering/Computer Science and made the following recommendations:

1) The PhD in Engineering/Computer Science degree will require a <u>minimum </u>residency requirement of 6 credit hours of course work that must be taken at UCCS to include the new course CS 6000, Introduction to Computer Science Research.

2) The PhD in Engineering/Computer Science program director may allow <u>up to</u> 24 credit hours of course work from an earned relevant master's degree to be transferred to the PhD program.

3) Students with an earned bachelor degree will be required to complete 30 credit hours of graduate level course work. A student my request to transfer up to 9 credit hours of relevant graduate course work from another accredited institution.

4) In all cases, 30 credit hours of dissertation will be required.

5) All PhD students will be required to have at least one significant article published or accepted for publication in peer-reviewed sources, such as journals and recognized international conference proceedings prior to the dissertation defense.

The above proposal was discussed in the faculty meeting on August 26, 2014 and Sept 30, 2014 and unanimously approved by the faculty of the Computer Science Department.

Submitted by Terry Boult, Program Director, PhD in Engineering/Computer Science

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<u>Proposal to the UCCS Graduate School for credit hour change for the PhD in Engineering/Security program.</u>

    Recently, the UCCS Graduate Executive Committee approved 60 credits (30 credit course work, 30 credits dissertation) for the PhD Program in line with CU Boulder requirements. Presently, Security students need 24 credit hours of course work and 30 hours of dissertation after an earned relevant master's degree; 48 hours of course work and 30 hours of dissertation after an earned relevant bachelor degree. The Computer Science faculty discussed course requirements for the Ph.D. in Engineering/Security and made the following recommendations:

1) The PhD in Engineering/Security degree will require a <u>minimum </u>residency requirement of 6 credit hours of course work that must be taken at UCCS to include the new course CS 6000, Introduction to Computer Science Research.

2) The PhD in Engineering/Security program director may allow <u>up to</u> 24 credit hours of course work from an earned relevant master's degree to be transferred to the PhD program.

3) Students with an earned bachelor degree will be required to complete 30 credit hours of graduate level course work. A student my request to transfer up to 9 credit hours of relevant graduate course work from another accredited institution.

4) In all cases, 30 credit hours of dissertation will be required.

5) All PhD students will be required to have at least one significant article published or accepted for publication in peer-reviewed sources, such as journals and recognized international conference proceedings prior to the dissertation defense.

    The above proposal was discussed in the faculty meeting on August 26, 2014 and Sept 30, 2014 and unanimously approved by the faculty of the Computer Science Department.

    Submitted by Ching-Hua Chow, Program Director, PhD in Engineering/Security

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Proposal to the UCCS Graduate School for changes to the Master of Engineering in Software Engineering program.

The Program Director for the Master of Engineering in Software Engineering program suggested the following changes to the program which were presented to and approved by the Computer Science faculty:

1) Remove CS 5360 from the program requirements due to overlapping content with other required courses. This will reduce the number of required course credits from 15 to 12.

2) Increase the number of elective credits from 15 to 18 due to the decrease in required course credits.

3) Add a mandatory programming proficiency exam for newly admitted students. If the student does not pass the exam, they will be required to take up to 3 undergraduate programming courses prior to enrolling in CS 5320 and CS 5340.

4) Require a 15 min presentation for the portfolio option.

Submitted by Kristen Walcott-Justice, Program Director, Master of Engineering in Software Engineering

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In order for a certificate program to be reviewed, please fill out the form below and submit to the appropriate college and campus committees. Please plan on at least six months after submission before offering a certificate. Complete information in Part I for all requests. Part II needs to be completed by those seeking approval for Gainful Employment (GE) certificates with financial aid eligibility for non-degree seeking students. All appropriate signatures should be obtained.

PART I

1. **Name of Certificate:** Local Government Management Certificate

2. **Department(s):** Masters of Public Administration

3. **College(s):** School of Public Affairs

4. **Faculty Director/Advisor:** Donald Klinger

5. **Type of Certificate:**

   🍎 Gainful Employment

6. **Expected start date (semester and year):** Fall 2015

7. **Number of required credit hours:** 12

8. **Anticipated length of the program in semesters including summer (e.g., 2 years = 6 semesters):**

   8 months (2 semesters) – 24 months (6 semesters)

9. **Describe the certificate program. Include in your description the following information:**

   a. **How the certificate program fits the unit's role and mission.**

   The headlines are clear, while policy stalemates may continue in national government, local governments have become the seat of policy experimentation and public service delivery. The ability and skill to manage and innovate public programs are essential for public managers to continue to meet the challenges of not only providing traditional public services but also providing key services in human security, public service enterprise, and intergovernmental collaboration. The proposed UCCS Graduate Certificate in Local Government Management will provide participants and the School of Public Affairs with opportunities to improve the quality of local government systems in Colorado and beyond.

   The addition of a 12-credit hour Graduate Local Government Management Certificate will provide a stand-alone and program option in School of Public Affairs MPA program. The course content puts students in contact with public service professionals, emphasizes competence in specific policy products, and provides the School of Public Affairs with the opportunity to partner with local government agencies as a workforce development partner and technical assistance provider. Further, the Certificate is designed for people interested in or around a professional career in local government who may also become interested in completing the masters' education with the MPA program. MPA and SPA faculty believe that the local government certificate courses provide a challenging, master's level, "real world"-based educational opportunity in local government management and public policy. The courses engage faculty, practitioners, and graduate students in systematic research and study designed to improve the quality of local government management, policy making, and public service.
   - Participants are exposed to a full spectrum of local government issues, service delivery options, and management tools.
   - The analysis, design, and implementation of a local government case study and project is central to each certification experience.

- Service Learning and research opportunities are embedded in the two symposium courses
- Interaction with practitioners is key to symposium structure
- Leadership and communication skills will be embedded in PAD 5626 and PAD 5625.
- Case studies are used within the courses to emphasize: experiential learning, contact with local government practitioners, and connections between management & policy.
- Courses can be taught in a variety of formats in class, on-line, hybrid.
- Symposiums provide flexible content to meeting the research interest of participants program.

b. Courses and requirements (e.g., minimum grades) to complete the certificate.

The Local Government Certificate Program consists of four 3-credit hour graduate courses totaling twelve hours of graduate coursework. Certificate participants must receive a grade of B- or better in all certificate courses in order to earn their certificate. The four courses required for the certificate include

1. Local management
   a. PAD 5625 Local Government Management (No pre-requisite) Relates the systems, processes, and principles of public management to the local government environment. Public management concepts such as strategic planning, bureaucracy, formal and informal organizational structures, human resource planning, management control, systems theory, and administrative behavior are explored within the context of local government.

   OR

   b. PAD 5626 Local Government Politics and Policy (No pre-requisite) The perspective of politics and public policy making is essential to understanding local governance. This course focuses on local government political structures, policy analysis and formulation, political forces in administrative decision-making, and relationships between professional administrations and elected officials.

2. Budgeting
   a. PAD 5503 Governmental Budgeting (No pre-requisite) Introduces students to the theories, concepts, and practice of government budgeting and discusses the current issues and challenges in this field. Topics include budget cycles and formats, political considerations, costing and analytical tasks, and fiscal management issues. The role of budgets and budget processes in determining and implementing public policies is also considered.

3. Local Governance Executive Symposium I
   Pre-requisite (Students must have completed either PAD 5625 or PAD 5626 and PAD 5503)
   A course emphasizing the effects governance structure has on local policy implementation outcomes. Students will engage with public sector practitioners and faculty in service learning projects that allow them to apply foundational local government concepts and produce policy products like a citizen participation plan or a community needs assessment.
   - Special Case Study Topics and Projects in
     - Colorado State Government
     - Colorado Local Government
     - Intergovernmental Relationships
     - Community Governance
     - Collaboration Strategies
     - Citizen Engagement
     - Municipal Law Challenges and Opportunities

4. Advanced Topics in Local Governance Executive Symposium II
   Pre-requisite (Students must have completed either PAD 5625 or PAD 5626 and PAD 5503)
   A course emphasizing student competence and creative work on a timely substantive issue. Students will engage with public sector practitioners and faculty in community based case studies that focus on local government policy making. Students will demonstrate their ability to integrate multiple approaches to decision-making and organizational management with an extended knowledge base of local government issues like economic development or crisis management.
   - Special Case Study Topics and Projects in
     - Economic Development
     - Fundamentals of Emergency Crisis
     - Human Service Challenges
     - Housing

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- Roads / Water Services
- Planning and Development
- Environmental Services
- Transportation
- Recreation and Amenity Services
- Agriculture, Education, Health and Welfare Services

Local Government Certificate Program Goals, Objectives, and Outcomes – The Local Management and Budgeting courses will provide students with the concepts and methods on local government operations and management. The Executive Symposiums will specifically provide students with experiential learning experiences by using service learning project formats to build skills in the policy and technical aspects of executive management in local government.

- Goal 1 - Prepare students to engage in leadership in the executive management policy and project development in local government.
  - o Program Objectives – Student will learn how to research and use information to make decisions in public and not-for-profit organizations and developing, implementing and summarizing, reporting on and analyzing an organization's programs and the results of its operations.
    - Identify local government management and budget principles including the different types of local government management and leadership systems and operating structures.
    - Outline, create, and implement the major approaches to the decision-making process in the management of local government including democratic and ethical values in local government management.
    - Demonstrate critical thinking skills by developing strategies to select an appropriate course of action to create plans and solve problems in local government.
      - Define and understand organizational styles and working relationships.
      - Design and identify the major factors to consider for short term and long term decision-making in policy development and implementation.
      - Identify negotiating and conflict resolution processes and apply negotiating skills.
      - Identify current approach to local government decision- making.
      - Manage internal and external politics by identifying organizational factors that can affect public policy.
  - o Learning Outcome – Create an assessment guide to identify major principles that incorporate management and budget policies, processes and methods and other related concepts involved in local government operations.

- Goal 2 – Students will develop a range of leadership skills and abilities to effectively assess a program's operation, resolve conflicts, and motivate others.
  - o Program Objectives -
    - Interpret data to identify trends in the community.
    - Demonstrate communication skills and the ability to relate with others.
    - Demonstrate an understanding of group dynamics and effective teamwork.
    - Illustrate effective verbal and written communication skills.
    - Distinguish ways to adjust one's leadership style appropriate to the situation.
    - Display the critical thinking skills and ability to lead others toward common goals.
    - Identify and analyze the interrelation between various issues in the community.
    - Demonstrate a process to assess and forecast the impact of community trends on community issues.
    - Evaluate data analysis as a means of identifying community issues.
  - o Learning Outcome - Design, coordinate, and apply a standard methodology to conduct a citizen participation plan or a community needs assessment project.

- Goal 3 - Provide students with practical skills and methods to engage in effective local government management. Students will demonstrate and apply critical strategic thinking, communication, organizational and community leadership competencies by combining the knowledge and learning experiences from the core courses.

- Program Objectives - Increase student's awareness and competency in the leadership and technical concepts to apply the concepts and experience in the executive management of local government operations.
  - Define and understand government operations and management plan.
  - Apply and demonstrate knowledge and mastery of management principles in local government, budgeting, strategic planning, and planning to create a local government project.
  - Apply and demonstrate practical skills and methods to engage in effective local government management including application of critical strategic thinking, communication, organizational and community leadership competencies.
  - Define and execute each step in the project plan by initiating, planning, executing, monitoring, controlling and implementing a local government project.
- Learning Outcome –Apply and demonstrate knowledge and mastery of local government management concepts by planning and implementing a local government project.

c. Admission criteria (at a minimum must follow criteria delineated in policy but program may have higher standards)

Admission to the Local Government Certificate requires that a student holds Bachelor's degree from an accredited institution, and all courses for the certificate must be completed with a grade of B- or better in order to earn the certificate. Before enrolling for courses, new students must apply to the University for unclassified student status and pay the required $25 application fee. Current graduate degree-seeking students can pursue one or more of the certificates as part of their degree plan. In addition, all individuals wanting to pursue a graduate certificate must submit a one-page certificate application and official transcripts to the Office of Admissions and Records showing that an undergraduate degree has been conferred.

d. The exit process (include requirements for finishing, any forms that must be completed stating who completes these forms—student, faculty director, etc.; who will provide a list of completers to A&R so that a person's transcript may be changed).

Students are reminded in their course syllabi to contact Crista Hill, SPA Outreach/Student Services Specialist, upon completion of their final certificate course to obtain their certificate exit survey. The survey is used for program assessment. Ms. Hill then obtains the SPA Dean's signature on certificate completion paperwork and notifies Admissions & Records of the completion of the new certificate. At the present time, each semester, Ms. Hill runs an audit of program degree and non-degree students to ensure that all students who have completed the certificate have been reported to Admission and Records. Upon passage of the new graduate certificate guidelines, Ms. Hill will work with Admission & Records to create an automated system that will no longer require student notification.

e. Costs of offering the certificate program.

We believe that the Local Government Management Certificate leverages existing strengths in our graduate curriculum and will pose minimal changes in the School's resources. Faculty members within the School currently teach PAD 5625 Local Government Management, 5626 Local Government Politics & Policy, and Government Budgeting 5503. The Certificate should help increase enrollment in these current courses thus increasing the efficiency of those courses. Further, the unique modality of certificate courses as well as their course content will attract non-degree seeking career professionals who wish to take advantage of the skill development offered in these courses.

The creation of the two Symposium courses in Executive Local Governance will create a cost burden. The estimated cost of instruction for the new courses includes the remuneration of the cost of a lecturer, which is typically $3,500. This number does not reflect overload, on-budget or off-budget course scheduling or the specific rank of the person teaching the course. Instead, the number is provided in recognition that the department will incur a cost, whether that is shifting or adding resources.

The Local Government Management Certificate represents an opportunity for the School of Public Affairs to capitalize upon its strong commitment to leadership and innovation in local government systems. The Certificate provides a complimentary base of knowledge that would be useful to MPA and MCJ students as well as to non-degree seeking professionals who want to enhance their skills in public budgeting, public enterprise management, designing citizen participation, performance based management, human resource competence, and public communication.

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Staffing the proposed Certificate:

PAD 5625 Local Government Management
Regina Winters and former Colorado Springs City Manager Penelope Culbreth-Grath have taught this course annually.
Dr. Robert Wonnett has also expressed interest in teaching this course and has the experience and research background to help staff this course as the program moves forward.

PAD 5626 Local Government Politics and Policy
Regina Winters and former Colorado Springs Mayor Mary Lou Makepeace have taught this course annually.
Dr. Robert Wonnett has also expressed interest in teaching this course and has the experience and research background to help staff this course as the program moves forward.

PAD 5503/ CJ 6600 01 Governmental Budgeting
Ron Miller has taught this course annually.

PAD XXXX Local Governance Executive Symposium I
This is a new course that will be offered in the second year of the certificate.
Dr. Robert Wonnett and Regina Winters' teaching schedules were refocused to incorporate the new Symposium.

In addition, professionals within the field can teach this course. For example, local and county administrators and members of the Colorado City and County Management Association who have specific projects that lend themselves to the purpose of the symposium.

PAD XXXX Advanced Topics in Local Governance Executive Symposium II
This is a new course that will be offered in the second year of the certificate.
Dr. Robert Wonnett and Regina Winters' teaching schedules were refocused to incorporate the new Symposium.

In addition, professionals within the field can teach this course. For example, local and county administrators and members of the Colorado City and County Management Association who have specific projects that lend themselves to the purpose of the symposium.

The cost of the program for students is a follows:

	Per Semester Expenses / Costs	**Annual Expenses / Costs**
Tuition and Fees	Resident: $1892.55 per 3 credit hours Non-Resident: $3374.55 per 3 credit hours	Resident: $7,570 for full 12 credit hours Non-Resident: $13,498.20 for full 12 credit hours
Books	$100.00 per course	$400.00 for full certificate
Technology Costs	$100 per online course	$100 per online course
Room and Board	N/A	N/A
Additional Explanation	The cost per three credit hour course is $1892.55 for Colorado residents and $3374.55 for non-residents. There are three semesters per year. To finish in one year, the student would need to take two courses during one of the terms, which is possible to do. The cost per semester above is the total cost averaged over three semesters. The average book cost per class is $100. If a course is taken online, there is a $100 technology fee, which is not reflected in the numbers above. Program costs vary depending on each student's particular situation. For the 2014 – 2015 year, Colorado residents who complete all coursework on campus pay around $7,570.20 for their certificate, while on-campus nonresident students pay around $13,498.20. Distance	

	and/or local students who complete all degree requirements online will pay around $7,970.
	Students can estimate specific tuition costs by using the tuition calculator on the Student Financial Services website http://www.uccs.edu/bursar/bill_estimate_2014_2015.html

f. Expected benefits, income, return on investment.

The certificate will further the School's mission to provide students with knowledge and research skills that will advance their educational and career goals within public service. The certificate will also serve in advancing students within professional public service via partnerships with agencies through service learning projects. It is also expected that the certificate program will generate additional MCJ and MPA graduate students. In the past, graduate certificate participants have moved on to earn their MPA or MCJ. Since Spring 2012, among our MPA and MCJ graduates, many entered degree programs via a certificate pathway: 21% Criminal Justice, 17% Homeland Defense, 22% Nonprofit Fund Development, 8% Nonprofit Management, 6% Public Management, and 8% Security Intelligence.

g. If applicable, describe any fees (e.g., program, course, application) that you will charge. (Note: You will need to follow campus procedures for fees.)

The only fee is that set by the graduate student office regarding unclassified student applications ($25.00).

h. If you are proposing a non-notated certificate, please explain why this is the best type of certificate and why you are not using a CoS or PD certificate. Please submit a plan for how you will inform students that the certificate will not be notated on official university transcripts.

_____   Not Applicable

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Required Signatures

Additional names and signature lines may be added as necessary (e.g., center directors)

Requested by: _Regina Winters_   Robert Winnett

Regina Winters   _Regina Winters_   12/4/14
Faculty: Name   **Signature**   **Date** 12/4/14

Approvals: _Ronald E Klinger_ DON KLINGNER 12/4/14

T Schwartz   _Terry Schwartz_   12/4/14
Department Chair: Name   **Signature**   **Date**

T Schwartz   _Terry Schwartz_   12/4/14
College Dean: Name   **Signature**   **Date**

_____   _____   _____
Campus Committee Chair: Name   **Signature**   **Date**
Graduate School Dean or Vice Provost of Academic Affairs

_____   _____   _____
Campus Certificate Implementation   **Signature**   **Date**
Committee Chair : Name

_____   _____   _____
Provost: Name   **Signature**   **Date**

To be completed by the Campus Certificate Implementation Committee:

CIP Code: _____   Plan Code: _____

Career Code: _____   Subplan Code: _____

Program Code: _____   Effective Date: _____

Date Assigned: _____

Meets all federal Gainful Employment Certificate Requirements?: Yes   No
If no, what requirements are missing?

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Certificate Approval Form

Graduate Certificate in Grant Writing, Management, and Program Evaluation
School of Public Affairs
Criminal Justice (MCJ) and Public Administration (MPA)

In order for a certificate program to be reviewed, please fill out the form below and submit to the appropriate college and campus committees. Please plan on at least six months after submission before offering a certificate. Complete information in Part I for all requests. Part II needs to be completed by those seeking approval for Gainful Employment (GE) certificates with financial aid eligibility for non-degree seeking students. All appropriate signatures should be obtained.

PART I

1. Name of Certificate: **Grant Writing, Management, and Program Evaluation**

2. Department(s): **School of Public Affairs (Criminal Justice (MCJ) and Public Administration (MPA)**

3. College(s): **School of Public Affairs**

4. Faculty Director/Advisor: **Dr. Catherine Kaukinen**

5. Type of Certificate:

    Gainful Employment

6. Expected start date (semester and year): **Fall 2015**

7. Number of required credit hours: **12 Credit Hours (Four 3-credit courses including three core classes and one elective)**

8. Anticipated length of the program in semesters including summer (e.g., 2 years = 6 semesters):

    8 months (2 semesters) – 24 months (6 semesters)

9. Describe the certificate program. Include in your description the following information:

    a. How the certificate program fits the unit's role and mission.

    As academic and professional fields of study, the MCJ and MPA programs are dedicated to preparing students to administer within public service sectors, as they presently exist, but also to evaluate, to analyze and to change - to become pioneers in accelerating the shaping of a rational and responsive public service sector.

    The School of Public Affairs is proposing a 12–credit hour Graduate Certificate in Grant Writing, Management, and Program Evaluation as stand alone certificate, in addition to being an option in the Masters of Criminal Justice and Masters of Public Administration programs. The certificate adds to our students' educational "toolkit' as well as professional and industry demand for critical competency development in education programs geared toward working professionals employed at agencies that require participation in grant writing, management, and program evaluation. Skilled grant writers are high demand professionals in non-profit, education, and governmental settings. Grant writers work as independent contractors, full- or part-time development officers, and freelancers.

The addition of a Graduate Certificate in Grant Writing, Management, and Program Evaluation will aid the MCJ and MPA programs' ability to provide students with opportunities to improve the quality of non-profit and local government systems within Colorado. We believe that the certificate courses provide a challenging, master's level, "real world"-based educational opportunities in local non-profit and government fund development and grant/contract management. The courses engage faculty, practitioners, and graduate students in systematic fund development and evaluation research designed to improve the quality of local government management, policymaking, and public service.

Rational:

Many non-profit, government, and educational organizations qualify for grant funds. The Foundation Center[1] estimates that there are over 86,000 foundations within the United States, with $715 billion in assets, providing more than $52 billion in awards and giving. Data from the Urban Institute[2] have estimated government contracts and grants to human service nonprofit organizations to be close to $81 billion in 2012. Grants[3] are an ever-important source of funding for both public and non-profit agencies. Grant funding provides the opportunity for innovative program development while filling key service gaps that allow agencies to extend their reach to traditionally underserved populations. Research from the Urban Institute[4] notes that on average, nonprofits have six contracts and/or grants per organization. For many human services organizations, government funding accounted for over 65 percent of their revenues and is the largest funding source for 60 percent of organizations.

The Urban Institute report[5] also noted that governments' administration of contracts and grants was problematic for many nonprofits. In particular, most (75 percent) note that the complexity and time required for applying and reporting on contracts and grants was a problem. The certificate in Grant Writing, Management, and Program Evaluation will provide a competitive edge to students within the MCJ and MPA programs by having the skills and knowledge in grant development and management. The certificate program, taught by both academics researchers, and instructors working within government and non-profit professions, is designed to provide students with the strategic tools to become effective in the competitive world of grant funding.

The proposed SPA graduate certificate was designed to address the growing need for skills within grant writing, grant management, and advanced program evaluation for Public Administration and Criminology researchers and practitioners working in diverse pubic service sectors. The certificate in Grant Writing, Management, and Program Evaluation will provide a competitive edge to students within the MCJ and MPA programs by having the skills and knowledge in grant development and management. The certificate program, taught by both academics researchers, and instructors working within government and non-profit professions, is designed to provide students with the strategic tools to become effective in the competitive world of grant funding.

There are numerous employment opportunities for those with skills in grant writing, grant management, and program evaluation. This includes jobs within a variety of public service settings, such non-profit

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[1] Foundation Center. 2014. Aggregate Fiscal Data of Foundations in the U.S., 2012. http://data.foundationcenter.org/#/foundations/all/nationwide/total/list/2012
[2] Pettijohn, Sarah, Elizabeth Boris, Carol DeVita, and Saunji Fyffe. 2013.Nonprofit-Government Contracts and Grants: Findings from the 2013 National Survey. The Urban Institute; page 2.
[3] http://opgs.dc.gov/service/when-you-need-grant-writer
[4] Pettijohn, Sarah, Elizabeth Boris, Carol DeVita, and Saunji Fyffe. 2013.Nonprofit-Government Contracts and Grants: Findings from the 2013 National Survey. The Urban Institute; page 2.
[5] Pettijohn, Sarah, Elizabeth Boris, Carol DeVita, and Saunji Fyffe. 2013.Nonprofit-Government Contracts and Grants: Findings from the 2013 National Survey. The Urban Institute; page 2.

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organizations, local and national government offices, schools, school districts, and universities, criminal justice agencies, and private businesses. The skillset offered by the graduate certificate includes program evaluation, grant writing, and grant management are highly transferable to a wide and diverse job market.

Demand:

The state of Colorado is home to nearly 19,000 non-profit agencies and organizations that employ more than 142,000 nonprofit professionals, representing 8 percent of the total Colorado workforce. The non-profit sector in the Pikes Peak Region is also sizable and has a wide impact on the economy. Nearly thirteen hundred 501(c) organizations are based in El Paso and Teller Counties. Non-profit organizations based in the Pikes Peak region employ an estimated 18,000 workers and had total expenditures of $2.58 billion during the 2010-2011 period.[6]

Colorado Springs is home to the Center for Nonprofit Excellence, a 501(c) that works to strengthen Southern Colorado's nonprofit sector through leadership and resource development, advocacy and collaboration. The Center provides training and education services, technical assistance, and ongoing networking and partnering opportunities that connect nonprofits with the region's funding and business communities. CNE Members have access to resources and educational services at reduced or no cost. The proposed graduate certificate will provide an additional and much needed resource for the Colorado Springs and Southern Colorado Region.

The certificate program will receive demand from new grant writers, community-based professionals in nonprofit organizations, state, county, and local governments and agencies, chambers of commerce, criminal justice agencies, K-12 settings, higher education (private and public), public health, social work, as well as independent consultants. The certificate will provide comprehensive coverage of grant writing and management, and research and program evaluation, while demonstrating the importance of securing funding for programs, initiatives, and other organizational needs.

The format for the certificate program is designed to attract aspiring and in-career students including researchers, local government managers, assistant directors, department heads, budget and policy analysts, engineers, and planners, as well as other professionals from operating departments of local governments and non-profits. Further, Colorado City and County Management Association, the leading local government professional institution in the state of Colorado is open to additional partnerships with Colorado based higher education institutions. The Grant Writing, Management, and Program Evaluation certificate is a way to help make space within the program for that growing relationship. The certificate curriculum is ideal for individuals who want to become grant development specialists, and for college graduates who want to enhance their resumes and maximize their chances of employment.

We have explored the salaries of those positions within grant writing / grant management careers. As noted below, the U.S. Bureau of Labor Statistics (BLS) does not collect data specific to this occupation. But, there is a growing number of sources that have documented the earnings associated with careers involved in grant writing and grant management.

"Much of the employment and wage information about grant writers is anecdotal, because the U.S. Bureau of Labor Statistics (BLS) does not collect data specific to this occupation. BLS counts many grant writers among other types of writers and authors. But a worker —who does more than write grants—may be counted in other occupations, including social and community service managers and postsecondary teachers. Many grant writers are self-employed and these self-employed grant writers usually charge a flat fee or an hourly rate for their services. Anecdotal information suggests that self-employed grant writers charge fees of

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[6] http://www.cnecoloradosprings.org/library/documents/2014/2014_Nonprofit_Web.pdf

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between hundreds and thousands of dollars per project, while hourly rates range from $20 to $100, depending on experience and other factors."[7]

The annual salary for someone with the job title Grants/Proposal Writer may vary depending on a number of factors including industry, company size, location, years of experience and level of education. Our team of Certified Compensation Professionals has analyzed survey data collected from thousands of HR departments at companies of all sizes and industries to present this range of annual salaries for people with the job title Grants/Proposal Writer in the United States. For example the median expected annual pay for a typical Grants/Proposal Writer in the United States is $62,373 so 50% of the people who perform the job of Grants/Proposal Writer in the United Sates are expected to make less than $62,373.
Reference: http://www1.salary.com/Grants-Proposal-Writer-Salary.html

According to Indeed.com, the average national salary for grant writers was $51,000 annually as of October 2014. Pay is highly dependent on experience, education and location. For example, grant writers in the Southeast earned $52,333 per year, while grant writers in the Northeast made $59,333 annually. Grant writers in the Pacific Northwest averaged $45,000 yearly, and writers in the Midwest earned just under the national average with $51,333 annually.
Reference: http://www.indeed.com/salary/Grant-Writer.html

Certificate Outline:

The Grant Writing, Management, and Program Evaluation certificate courses were designed to provide a challenging, master's level, "real world"-based educational opportunity in grant writing and management and program evaluation. The courses engage faculty, practitioners, and graduate students in systematic research and study designed to improve the quality of grant writing and program evaluation within local governments, non-profits, educational settings and criminal justice and public service agencies.

With courses taught in a variety of formats including in-class, on-line, hybrid and core and elective courses providing flexible content to meeting the research interests and educational learning goals of the participants in the certificate program, students/participants will:

- Develop and use the "language" of grants and become familiar with proposal development techniques.
- Access, comprehend and edit the massive amount of online funding information.
- Identify and understand funding sources and processes: federal, state, local and private.
- Design and write creative proposal letters as well as critique others' proposals.
- Create budgets that reflect and support the needs of your project.
- Develop effective evaluation tools to assess the success of your project and be accountable to the funding agency. This will also help with future funding.
- Understand fiscal management functions and regulations that apply to grant administration once you are funded.

The SPA considers on-time certificate completion rates to be within 2 years of applying and being accepted into the certificate program. The SPA has instituted a survey assessment to capture student employment information upon certificate completion to report on-time completion rates as well as job placement rates. Similar to other School of Public Affairs certificates, information regarding completion rate, job placement rate and median loan information will be posted on each certificate webpage.

b. Courses and requirements (e.g., minimum grades) to complete the certificate.

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[7] http://www.bls.gov/careeroutlook/2014/youre-a-what/grant-writer.htm

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Certificate Proposal:

The Grant Writing, Management, and Program Evaluation Certificate Program will consist of four 3-credit hour graduate courses totaling twelve hours of graduate coursework.

- Certificate courses can be used to fulfill requirements for the Masters in Public Administration and the Masters of Criminal Justice.
- The graduate-level certificate program is designed for people interested in or around a professional career in research, education, non-profit management, and local government.
- Participants will complete the following courses:
- Participants will complete one course in program evaluation, grant writing, grant management, and one elective course that emphasizes the students learning goals around advanced program and intervention evaluation, statistics, non-profit / local government issues, or budgeting and management tools.

Three required courses:

(1) CJ 5350 / PAD 5350 - Program Evaluation
Describes the theory and methodology for the design of social research and demonstration projects and the application of analytic and statistical methods for evaluating public programs. Focus is on the application of evaluation methods and techniques of data interpretation. Report preparation is emphasized.

(2) CJ 6115 / PAD 6115 - Grant Writing
Designed to provide students with the knowledge and skills to perform one of the most critical functions for any public or nonprofit sector agency today: gaining funds through proposals. Students learn how to find a funding source among various public and private sources and how to plan and write a proposal.

(3) CJ 6125/ PAD 6125 - Grant Management – New course proposal
Designed for grant management for public and nonprofit agencies. Provides students with knowledge regarding the procedures required for proposal processing within organizations and the processes and policies entailed in managing grant awards. Addresses programmatic and financial aspects from project development including proposal and budget development, partnership/relationship building, implementation, accepting and managing grant and contract awards, grants-management system(s), reporting, record keeping, and accountability, audit requirements, ethics in the grants environment, audits and monitoring, through closeout procedures, and program evaluation. Course content also includes federal OMB circulars, basic human resource issues, and project management strategies reporting obligations.

One elective from the list below:

CJ / PAD 6135 – Advanced Program Evaluation – New course proposal
Students design and carry out an evaluation of a program that incorporates current evaluation methods and principles derived from research, theory, practice wisdom, and their own experience. These occur within a field placement agency or their own workplace agency. Topics include purposes and types of evaluations at the program and direct practice levels, instrument design, data analysis, ethical issues, and organizational, political, social and cultural factors affecting evaluation in diverse human contexts. Evaluation methods covered include single-system designs; client-focused evaluations; practitioner-focused evaluations; program (group-level) evaluations, including input, process, outcome evaluations; standardized and self-constructed instruments, data analysis and reporting.

CJ 5009 - Crime and Violence Prevention and Intervention – New course proposal
The course will draw on criminological, social and behavioral science, and public health theories and methods, to examine prevention and intervention development, evaluation paradigms, and methods of process and outcome evaluations. Drawing on major theories and research pertinent to crime and violence, including

characteristics of violence and relevant risk factors, reporting and treatment protocols, and current/potential intervention efforts and prevention initiatives; emphasis is on interdisciplinary contributions to violence prevention and control. Students will be exposed to randomized designs, such as community trials, and evaluation of non-randomized interventions, such as policies and legislation. Special attention is given to the implications of process evaluation in modifying criminal justice policy-making and decision-making.

CJ 5004 - Statistics
This course covers principles of descriptive and inferential statistics and provides tools for understanding research findings. Topics include: hypothesis testing and point estimation; bivariate and multivariate measures of association; inferential statistics; ordinary least square regressions, and logical regression analyses.

PAD 5140 - Nonprofit Financial Management
Financial management is one of the core competencies of effective nonprofit managers. Every nonprofit organization needs money to sustain or advance its mission. This course provides a grounding in financial management for the "Non-accountant" by focusing on an array of knowledge and management skill areas necessary for allocating and controlling resources, and for analyzing, reporting and protecting the fiscal health of the organization. Topics include key accounting principles, understanding and using financial statements, the budget development process, cash flow analysis, banking relationships, using the audit report, maximizing investment policy and strategy, and understanding the boundaries of tax exemption.

PAD 5110 - Seminar in Nonprofit Management
This course provides students with an overview of the principles and concepts that are unique to nonprofit management. Topics include funding diversity, human resource management, program planning and evaluation, marketing, volunteer management, and ethics. Students are also given an introduction to the history and the importance of the nonprofit sector.

PAD 5150 - Understanding and Achieving Funding Diversity
This class is designed to provide a comprehensive overview of the range of funding sources available to nonprofit organizations (e.g. foundation and governmental grants, individual and corporate donations, entrepreneurial sources of revenue, events, etc.), as well as detailed information on how to secure support of the various sources presented. Additionally, students are expected to gain both theoretical and practical knowledge relevant to fundraising and why it is important to diversify an organization's revenue streams.

PAD 5503 - Governmental Budgeting
Introduces students to the theories, concepts, and practice of government budgeting and discusses the current issues and challenges in this field. Topics include budget cycles and formats, political considerations, costing and analytical tasks, and fiscal management issues. The role of budgets and budget processes in determining and implementing public policies is also considered. Prer., Graduate students only.

Learning Goals, Objectives, and Outcomes

Goal 1: Students will gain a strong foundation in the fundamentals of grant writing
- Objective 1: Learn how to identify appropriate funding sources within the public and private sector
- Objective 2: Students will identify the main components of a grant proposal
- Objective 3: Students will synthesize a body of work to create a problem statement
- Objective 4: Evaluate grant applications in relation to organizational needs and goals
- Objective 4: Understand the review process and identify strengths and weaknesses in applications
Learning outcome: Students will develop and submit a grant proposal

Goal 2: Students will be able to develop a project budget

- Objective 1: Students will detail the basic components of a grant budget
- Objective 2: Students will review sound budgeting practices and apply these principles
- Objective 3: Students will develop and enhance their technical skills to develop a grant budget

Learning outcome: Students will create a full budget for their project

Goal 3: Students will be able to manage funded projects
- Objective 1: Students will examine the critical features of effective project/grant managements
- Objective 2: Students will compare project management across diverse agencies

Learning Outcome: Students will apply and create their own project management plan

Goal 4: Students will be prepared to evaluate their projects
- Objective 1: Students will describe the different aspects of program evaluation
- Objective 2: Students will analyze the best approach for various grant funded projects
- Objective 3: Students will explain data analysis and basic statistical concepts

Learning outcome: Students will develop an evaluation plan for their project

c. **Admission criteria (at a minimum must follow criteria delineated in policy but program may have higher standards)**

Admission to the Graduate Certificate in Grant Writing, Management, and Program Evaluation requires a student holds a Bachelor's degree from an accredited institution, and all courses for the certificate must be completed with a grade of B- or better in order to earn the certificate. Before enrolling for courses, new students must apply to the University for unclassified student status and pay the required $25 application fee for unclassified student status. Current graduate degree-seeking students can pursue one or more of the certificates as part of their degree plan. In addition, all individuals wanting to pursue a graduate certificate must submit a one-page certificate application and official transcripts to the Office of Admissions and Records showing that an undergraduate degree has been conferred.

d. **The exit process (include requirements for finishing, any forms that must be completed stating who completes these forms—student, faculty director, etc.; who will provide a list of completers to A&R so that a person's transcript may be changed).**

Students are reminded in their course syllabi to contact Ms. Crista Hill, SPA Outreach/Student Services Specialist, upon completion of their final certificate course to obtain their certificate exit survey. The survey is used for program assessment. At this time Ms. Hill obtains the SPA Dean's signature on certificate completion paperwork and notifies Admissions & Records of the completion of the new certificate. Upon, passage of the new graduate certificate guidelines, Ms. Hill will be working with Admission & Records to create an automated system that will no longer require student notification. At the present time, each semester, Ms. Hill runs a audit of program degree and non-degree students to ensure that all students who have completed the certificate have been reported to Admission and Records.

e. **Costs of offering the certificate program.**

Changes in the School's resources to provide the certificate program are minimal. Two of the required courses, CJ 5350 / PAD 5350 - Program Evaluation and CJ 6115 / PAD 6115 - Grant Writing, are currently being taught by the faculty within the School. Among the proposed electives, CJ 5004, CJ 5110, CJ 5003, PAD 5110, PAD 5140, PAD 5150, PAD 5503 are currently taught within the School. We believe the certificate may increase the number of students who will take advantage of these existing education resources.

Further, although there will be two new classes including a core class (CJ 6125/ PAD 6125 - Grant Management) and elective (CJ / PAD 6135 – Advanced Program Evaluation) and these are new courses that

will require faculty preparation, the content of these courses are likely to be highly attractive to students within the Grant Writing and Program Evaluation Certificate but also within our Non-Profit Management Certificate. The cost burden of these two new courses is likely to be at least $3,500 (typical lecture remuneration) for the elective to be taught. This number does not reflect overload, on-budget or off-budget course scheduling or the specific rank of the person teaching the course. Instead, the number is provided recognition that the department will incur a cost, whether that is shifting or resources or adding resources, in the current design of the certificate.

The Graduate Certificate in Grant Writing, Management, and Program Evaluation will complement some of the other academic initiatives in the School of Public Affairs, including the Graduate Certificates in Nonprofit Fund Development and Nonprofit Management. MPA and MCJ students will be able to obtain the proposed certificate in addition to one of these nonprofit certificates (given the complementary and partially overlapping curriculum). Together these educational experiences will provide present and future grant and fund development professionals with the knowledge and skills for successful grant and contract writing, in addition to fundraising in both the profit and nonprofit sectors. The three certificates through their complementary course requirements provide a number of major knowledge areas: current and prospective donor research, relationship building, securing grants, contracts, and gifts, grant writing and management and accountability.

Staffing the Proposed Certificate

CJ 5350 / PAD 5350 - Program Evaluation
- Dr. Terry Schwartz and Matthew Caywood have taught this course annually.
- Drs. Katie Kaukinen and Stephanie Ryon have interest, experience and research background for staffing this course moving forward.
- A variety of local government, nonprofit, and corporate agencies, including DHS, corrections, and related criminal justice and public service agencies have program evaluation professionals that we may use as primary instructors and guest speakers.

CJ 6115 / PAD 6115 - Grant Writing
- Dr. Terry Schwartz, Rose Johnson, and Deborah Sagen have taught this course annually.
- Drs. Katie Kaukinen and Stephanie Ryon have interest, experience, and research background for staffing this course moving forward.
- A variety of local government, nonprofit, and corporate agencies, including DHS, corrections, and related criminal justice and public service agencies have grant specialists that we may use as primary instructors and guest speakers.

CJ 6125/ PAD 6125 - Grant Management (3) – New course proposal
- This is a new course that will begin in the second year of the certificate
- Drs. Kaukinen and Ryon have both indicated an interest in teaching this course. Both have research experience managing multi-million research portfolios.
- This course could also be taught by professionals within the field. For example, DHS, corrections, and other profit and non-profit agencies have grant specialists that we may use as primary instructors and guest speakers.

CJ 6135 / PAD 6135 – Advanced Program Evaluation **–** New course proposal
- This is a new course that will begin in the second year of the certificate
- Drs. Kaukinen and Ryon have both indicated an interest in teaching this course. Both have research experience managing multi-million research portfolios.

- This course could also be taught by professionals within the field. For example, DHS, corrections, and other profit and non-profit agencies have program evaluation staff that we may use as primary instructors and guest speakers.

CJ 5009 - Crime and Violence Prevention and Intervention – New course proposal
- This course modification and a new core requirement for the MDJ curriculum.
- The focus of the tenure track Criminology and Criminal Justice faculty is violence prevention, intervention, and evaluation. This course reflects the research and programmatic goals of the MCJ curriculum.
- Initially Drs. Kaukinen and Ryon will teach this course. Drs. Weir and Kosloski will also teach this course as their research in this area develops.

The remaining proposed elective courses (PAD 5110, 5140, 5150, and 5503) are all currently taught regularly by both full-time SPA faculty and professionals from within the community.

The cost of the program for students is a follows:

	Per Semester Expenses / Costs	Annual Expenses / Costs
Tuition and Fees	Resident: $1892.55 per 3 credit hours Non-Resident: $3374.55 per 3 credit hours	Resident: $7,570 for full 12 credit hours Non-Resident: $13,498.20 for full 12 credit hours
Books	$100.00 per course	$400.00 for full certificate
Technology Costs	$100 per online course	$100 per online course
Room and Board	N/A	N/A
Additional Explanation	The cost per three credit hour course is $1892.55 for Colorado Residents and $3374.55 for non-residents. There are three semesters per year. To finish in one year, the student would need to take two courses during one of the terms, which is possible to do. The number per semester above is the total cost averaged over three semesters. The average book cost per class is $100. If a course is taken online, there is a $100 technology fee, which is not reflected in the numbers above. Program costs vary depending on each student's particular situation. For the 2014 – 2015 year, Colorado residents who complete all coursework on campus pay around $7,570.20 for their certificate, while on-campus nonresident students pay around $13498.20. Distance and/or local students who complete all degree requirements online will pay around $7,970. Students can estimate specific tuition costs by using the tuition calculator on the Student Financial Services website http://www.uccs.edu/bursar/bill_estimate_2014_2015.html	

f. Expected benefits, income, return on investment.

The certificate will further the School's mission to provide students with knowledge and research skills that will advance their educational and career goals within public service. The certificate will also serve in advancing students within professional public service via partnerships with agencies via service learning projects. The certificate program also expects gradate certificate participation to generate additional MCJ and MPA graduate students. In the past, graduate certificate participants have moved on to earn their MPA or MCJ. Among our MCJ and MPA graduates many started as certificate holders (or certificate students). Since Spring 2012, among our MPA and MCJ graduate (who were also certificate holders) the following entered as certificate students: 21% Criminal Justice, 17% Homeland Defense, 22% Nonprofit Fund Development, 8% Nonprofit Management, 6% Public Management, and 8% Security Intelligence.

g. **If applicable, describe any fees (e.g., program, course, application) that you will charge. (Note: You will need to follow campus procedures for fees.)**

The only fee is that set by the graduate student office for processing applications ($25.00).

h. **If you are proposing a non-notated certificate, please explain why this is the best type of certificate and why you are not using a CoS or PD certificate. Please submit a plan for how you will inform students that the certificate will not be notated on official university transcripts.**

Not Applicable.

Required Signatures

Requested by:

_____   _____ _____
Faculty: Dr. Catherine Kaukinen   Signature   Date

Approvals:

_____   _____ _____
MCJ Director: Dr. Catherine Kaukinen   Signature   Date

_____   _____ _____
MPA Director: Dr. Donald Klingner   Signature   Date

_____   _____ _____
College Dean: Dr. Terry Schwartz   Signature   Date

_____   _____ _____
Campus Committee Chair: Dr. Kelli Klebe   Signature   Date
Graduate School Dean or
Vice Provost of Academic Affairs

_____   _____ _____
Campus Certificate Implementation   Signature   Date
Committee Chair: Name

_____   _____ _____
Provost: Dr. Mary Coussons-Read   Signature   Date

To be completed by the Campus Certificate Implementation Committee:

CIP Code: _____   Plan Code: _____

Career Code: _____   Subplan Code: _____

Program Code: _____   Effective Date: _____

Date Assigned: _____

Meets all federal Gainful Employment Certificate Requirements?:   Yes   No
If no, what requirements are missing?

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**Proposed Change for Masters of Science in Nursing (MSN)-
Nursing Education Option**

- Total credits required for MSN in Nursing Education increased from 38 to 41

- Add a 3 credit Nurse Educator Roles course to degree plan as a required course
- Rationale
  - Competencies in the role of the nurse educator is part of the NLN Core Competencies of Nurse Educators that is not being adequately addressed with the current curriculum
  - 41 credits is consistent with other model MSN Nursing Education programs examined across the country (with credit ranges from 35 to 46)
- Proposed change was approved by the Graduate Nursing Admissions and Progressions committee on 11/10/14
- Resources needed to accommodate this change
  - Faculty member to develop and teach the new Nurse Educator Roles course

Proposed Revised Curriculum

Full Time Option:

Summer	Fall	Spring
	N6100 (3) Phil & Theory N6120 (3) Adv Research NXXXX (3) Nursing Ed Roles	N6730 (3) Adv Assess N6740 (3) Adv Pathophys N6210 (3) Transformational Teaching Strategies
N6110 (3) Policy & APN N6280 (3) Adv Pharm N7720 (1-3)* Education Practicum	N6180 OL (3) Technology for Teaching N6200 (3) Curriculum Development N7720 (1-3)* Education Practicum	N7020 (3) Clinical Research N6190 (3) Measurement & Evaluation N7720 (1-3)* Education Practicum Comprehensive Exam

TOTAL CREDITS = 41
*Total of 5 credits practicum / 1 credit = 45 hours (225 practicum hours total)

Certificate Option:

- Total credits required for Nursing Education Certificate decreased from 17 to 12
  - 12 credits is consistent with most other model MSN Nursing Education certificates examined
  - Technology course and practicum are optional based off students prior experiences and future career plans

Minimum of 12 credits will be required:

NXXXX (3) Nursing Ed Roles
N6210 (3) Transformational Teaching Strategies
N6200 (3) Curriculum Development
N6190 (3) Measurement & Evaluation

Optional courses with certificate: N6180 Technology for Teaching & N7720 Education Practicum