

## Graduate Certificate in Leadership Studies

- The Graduate Certificate program offers the same classes as the MA in Leadership Studies program.
- Serves as a stand-alone certificate for students not seeking the commitment of a full master's degree.
- We offer both **online** and **hybrid (face to face)** courses.
- Students can take their courses entirely online, or in class, or do a combination of both.
- Requires a total of **1518 credit hours (5-6 courses)** to complete the program.
- Students are required to take all **5-6** courses. No transfer credits are accepted.

## Degree Plan

Required credits: ~~45~~18

Code	Title	Hours
<b>Required Courses</b>		
<a href="#">MLS 5300</a>	Contemp Concepts of Leadership	3
<del>MLS 5326</del> <a href="#">MLS 5303</a>	<del>Leadership –Organizational Change</del> <a href="#">Applied Research Methods</a>	<del>3</del> 3
<a href="#">MLS 5315</a>	Org Theory and Behavior	3
<a href="#">MLS 5331</a>	Leadership Communications	3
<b>Electives</b>		
Choose <del>one</del> <u>two</u> course below:		<del>3</del> 6
<a href="#">MLS 5321</a>	Leadership in Complex Org.	
<del>MLS 5303</del> <a href="#">26</a>	<del>Leadership –Organizatnl Change</del> <a href="#">Applied Research Methods</a>	
<a href="#">MLS 5340</a>	Team Based Leadership	
<a href="#">MLS 5351</a>	Ethics & Leadership-Capstone	
<a href="#">MLS 5352</a>	<a href="#">Internship</a>	
<a href="#">MLS 5360</a>	<a href="#">Border Leadership</a>	

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**Code**                      **Title**    **Hours**

<u>MLS 5361</u>	<u>Leadership in Diverse Cultures</u>	
<u>MLS 5362</u>	<u>Sports Leadership</u>	
<u>MLS 5380</u>	<u>Special Topics in Leadership</u>	

**Total Hours**    **18**

Course List

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THE UNIVERSITY OF TEXAS AT EL PASO



Graduate Certificate in Leadership Studies

Fall 2020

The University of Texas at El Paso

College of Liberal Arts

Leadership Studies Program

**Graduate Certificate in  
Leadership Studies**

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## Request Form for a New Certificate

### Administrative Information

1. Institution: The University of Texas at El Paso
2. Certificate Name – Graduate Certificate in Leadership Studies
3. Proposed CIP Code: 30.9999.22
4. Number of Required Semester Credit Hours (SCHs): 18
5. Brief Program Description – The University of Texas at El Paso developed a Master of Arts in Leadership Studies in 2005 and it has been very successful. Recently we have become aware of the need for a graduate certificate based on input received from both industry and our students. This certificate is designed to meet those needs and to support the workforce in the border region.

Many students pursue a graduate certificate for personal growth and professional advancement. Working professionals who are seeking promotional opportunities into positions of leadership or management are the perfect fit for graduate certificates. The certificate can be taken fully online, completed in less time and is more manageable than a traditional master's degree.

6. Administrative Unit – Identify where the certificate would fit within the organizational structure of the university: Leadership Studies Program within the College of Liberal Arts
7. Proposed Implementation Date – Report the date that students would enter the certificate (MM/DD/YY): 1 September 2021
8. Contact Person – Provide contact information for the person who can answer specific questions about the certificate:

Name: Areli Chacon Silva, Ph.D.

Title: Director, Leadership Studies Program

E-mail: [achaconsilva@utep.edu](mailto:achaconsilva@utep.edu)

Phone: 915-747-6275

## Certificate Information

### I. Need

- A. Job Market Need – Provide short- and long-term evidence of the need for graduates in the job market.

Graduate Certificates are pursued by students desiring to improve skills in their current occupation by developing expertise in advanced topics, acquiring knowledge to pursue new careers and explore emerging fields. Many students also pursue a graduate certificate for personal growth and professional advancement. A review of Graduate Certificate education across the United States shows students achieved an increase in salary after completing certificate programs.<sup>1</sup> Students also reported feeling increasingly fulfilled in their careers after completing certificate programs. Working professionals who are seeking promotional opportunities into positions of leadership or management are the perfect fit for the Graduate Certificate in Leadership Studies as the certificate can be taken fully online and is more manageable than a traditional master's degree.

Students who come and study a graduate certificate may have the added benefit of additional job security by expanding their professional knowledge and allowing them to keep their skills relevant and updated.

More and more often, in several industries, employers are seeking to hire prospective employees with some level of advanced and continually up to date education. We see the trend of students choosing graduate certificates because of the fast-paced and affordable component. Due to the ever-changing environment within corporate America, employers expect that new graduate certificate holders will come into the company with an up to date perspective on industry trends.

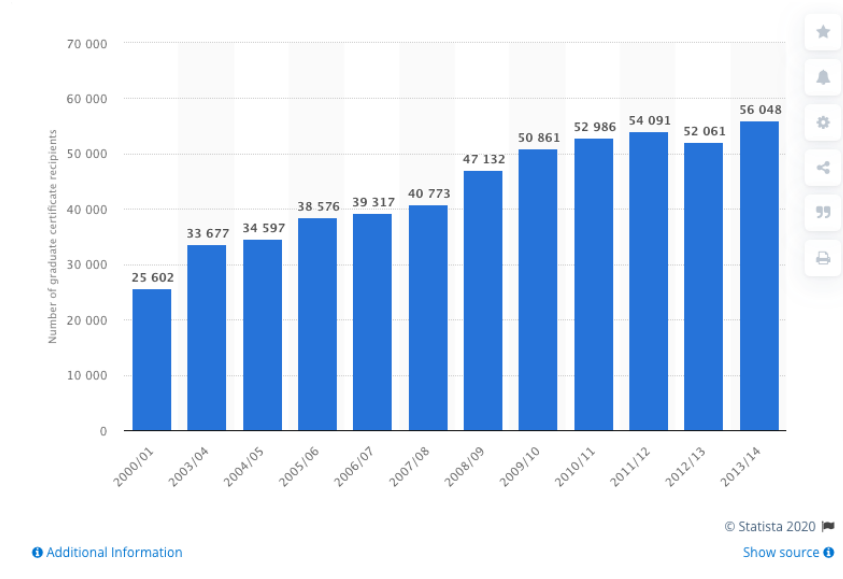
According to an article in The Washington Post, approximately 4 million workers, or 3% of the workforce, hold certificates.<sup>2</sup> According to a study by Statista, the number of graduate certificate recipients in the United States, doubled from 25,602 in 2000/1 to 56,048 by 2013/14 (See chart below). This indicates that universities within the United States should continue to contribute significant time and resources to create and sustain graduate certificates.

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<sup>1</sup> Shayna Joubert, "Is Earning a Graduate Certificate Worth It?", Northeastern University, April 11, 2019, <https://www.northeastern.edu/graduate/blog/graduate-certificate-value/>

<sup>2</sup> "The Value of a Graduate Certificate", Michigan State University, July 15, 2019, <https://www.michiganstateuniversityonline.com/resources/msu-online-information/the-value-of-a-graduate-certificate/>

## Number of graduate certificate recipients in the United States from 2000/01 to 2013/14



Finally, the two defining advantages for many students in their decision to pursue a graduate certificate is the ability to complete most certificates in less time and do so at a cost that is significantly less than a master's degree.

### B. Student Demand – Provide short- and long-term evidence of demand for the certificate.

The 21<sup>st</sup> century graduate enters one of the most challenging job markets in the last 50 years. The additional skills provided by a graduate certificate can only enhance their marketability to prospective employers. Students who are faced with the uncertainty of financial hardships and time constraints are continually seeking to expand their professional skills keeping in mind the above challenges. Universities should seek to provide students with access to complete their educational goals.

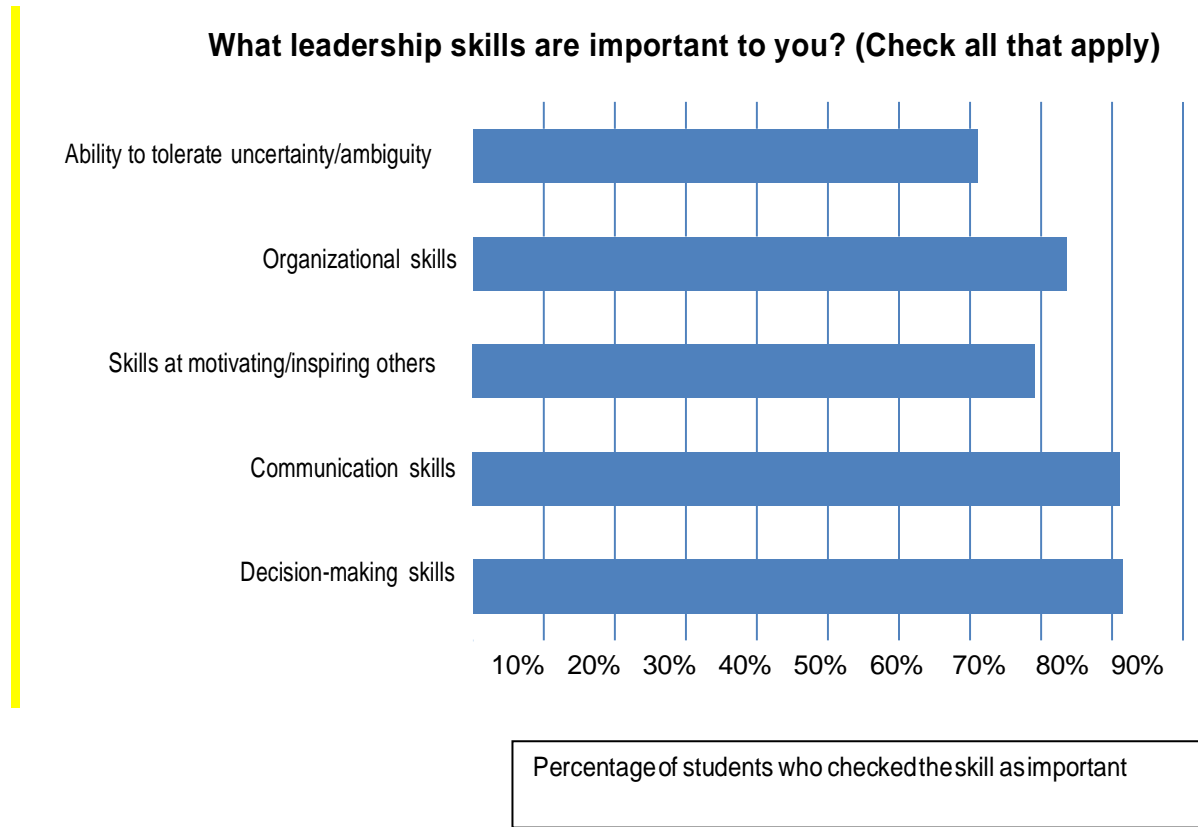
One of the skills that is growing in demand with employers is leadership, which cuts across almost every field. Students recognize the value and need for these skills. During the Septennial Graduate Program Review conducted in AY 2018, a survey of more than 600 undergraduate students was conducted to gauge their knowledge and interest in the field of Leadership with the following results.

Searching for evidence of student demand in leadership, undergraduate UTEP students participated in a survey focused on understanding their career goals, what leadership skills were important, and if they would consider the idea of obtaining a degree in



leadership studies. During the Spring of 2016, 12 classes in the College of Liberal Arts were visited and 660 students completed the survey.

When asked what leadership skills are important, the results were:



As previously discussed, the students have a strong desire to increase their knowledge of leadership skills. Equipped with this knowledge students find themselves more prepared to undertake positions of leadership and management within corporate America and the workforce at large.

- C. Enrollment Projections – Use this table to show the estimated cumulative headcount and full-time student equivalent (FTSE) enrollment for the first five years of the certificate. (Include majors only and consider attrition and graduation.)

YEAR	1	2	3	4	5
Headcount	5	5	10	10	10
FTSE	10	10	20	20	20

## II. Quality

- A. Degree Requirements – Use this table to show the degree requirements of the certificate. (*Modify the table as needed; if necessary, replicate the table for more than one option.*)

Category	Semester Credit Hours	Clock Hours
Required Courses	12	
Prescribed Electives	6	
Free Electives		
Other ( <i>Specify, e.g., internships, clinical work</i> )	(if not included above)	
TOTAL	18	

- B. Curriculum – Use these tables to identify the required courses and prescribed electives of the certificate. Note with an asterisk (\*) courses that would be added if the certificate is approved. (*Add and delete rows as needed. If applicable, replicate the tables for different tracks/options.*)

### Required Courses (Student must complete all required courses)

Prefix and Number	Course Title	SCH (12)
MLS 5300	Contemporary Concepts of Leadership	3
MLS 5315	Organizational Theory and Behavior	3
MLS 5326	Leadership of Organizational Change	3
MLS 5331	Leadership Communications	3

### Prescribed Elective Courses (Student will choose two)

Prefix and Number	Course Title	SCH (6)
MLS 5303	Applied Research Methods	
MLS 5321	Leadership of Complex Organizations	
MLS 5340	Team Based Leadership	
MLS 5351	Ethics and Leadership Capstone	
MLS 5352	Internship in Leadership	
MLS 5360	Border Leadership	
MLS 5361	Leadership in Diverse Cultures	
MLS 5362	Sports, Leadership, and Community Engagement	
MLS 5380	Special Topics in Leadership	

- C. Faculty – Use these tables to provide information about Core and Support faculty. Add an asterisk (\*) before the name of the individual who will have direct administrative responsibilities for the certificate program. (*Add and delete rows as needed.*)

<b>Name of <u>Core</u> Faculty and Faculty Rank</b>	<b>Highest Degree and Awarding Institution</b>	<b>Courses Assigned in Program</b>	<b>% Time Assigned To Program</b>
e.g.: Robertson, David Asst. Professor	Ph.D. in Molecular Genetics Univ. of Texas at Dallas	MG200, MG285 MG824 (Lab Only)	50%
*Chacon Silva, Areli Program Chair	Ph.D. in Economics University of La Havana	MLS 5300, MLS 5340, MLS 5351	100%
Noopila, Mari Assistant Professor of Instruction	Ph.D. in Higher Education Leadership and Administration New Mexico State University	MLS 5303, MLS 5321, MLS 5326, MLS 5351	100%
Aguirre, Arthur Assistant Professor of Instruction	Ph.D. in Communication University of New Mexico	MLS 5331, MLS 5360, MLS 5362	100%

- D. Students – Describe general recruitment efforts and admission requirements. In accordance with the institution’s Uniform Recruitment and Retention Strategy, describe plans to recruit, retain, and graduate students from underrepresented groups for the certificate program.

The Leadership Studies Program does extensive outreach on Campus and in the community by staffing tables at events, recruitments fairs, graduate fairs, throughout the year. Currently around 80 percent of UTEP students are Hispanic, while the less than five percent of the campus is African American, and 1 percent Asian American, which is a clear reflection of the ethnic and racial composition of our surrounding area. The Program will focus on promoting a diverse student population.

Additionally, advising plays a key role to student success. Therefore, a strong emphasis will be placed in providing accurate and relevant information to all advisors in the University. At the College level we will do it through the Advising Council which meets once a month.

- E. Library – Provide the library director’s assessment of library resources necessary for the program. Describe plans to build the library holdings to support the certificate program.

### **1. Library materials expenditures and allocations in support of Leadership Studies**

The Library allocates funds annually for books, periodicals, and databases to support all the disciplines offered at UTEP. While Leadership Studies is interdisciplinary, a selection of budget figures for FY 2015-2017 is given below to indicate allocations in some key fields. The book allocation was decreased between FY 2014 and 2015 due to the suspension of the Library’s Approval Plan, whereby books are received automatically based on a detailed profile lodged with our main book vendor. The Approval Plan was reinstated in FY 2016. In FY 2017, the book budget is reduced due to increased spending on serials and electronic books, coupled with a flat budget.

Table 7. Library Materials

	Books (spent) FY 2015	Books (spent) FY 2016	Books (alloc.) FY 2017	Serials (spent) FY 2015	Serials (spent) FY 2016	Serials (alloc.) FY 2017
Communication	\$1, 221	\$3,951	\$3,100	\$27,255	\$28,566	\$29,138
Management & Marketing	\$1,225	\$10,244	\$9,500	\$23,970	\$20,133	\$20,536
Psychology	\$5,532	\$13,955	\$11,900	\$37,206	\$41,596	\$42,428
Sociology	\$1,893	\$5,462	\$4,690	\$34,196	\$37,725	\$38,480
Total	\$9,871	\$33,612	\$29,190	\$122,627	\$128,020	\$130,582

## 2. Library holdings relevant to a Graduate Certificate in Leadership Studies

The UTEP Library has extensive collections to support all disciplines in which degrees are offered at UTEP. A selection of holdings relevant to Leadership Studies is given below and should be considered indicative of the collections held in many additional disciplines. Note: Monographs include books, films, and government documents.

Subject	Monographs	Serials	Total
Decision making: Cognition (Psychology)	52	4	56
Conflict management (Psychology)	27	0	27
Leadership (Psychology)	56	1	57
Industrial mgmt (includes leadership, conflict mgmt, organizational change, etc.)	7,157	812	7,969
Social psychology (includes conflict mgmt, interpersonal relations, etc.)	1,189	49	1,238
Power, authority, leadership, followership (Communications)	90	3	93
Organizational sociology; organization theory	39	4	43
Leadership (Political science)	34	0	34
Decision making (Public administration)	19	0	19
Organizational change (Public administration)	27	0	27
Decision theory (Mathematics)	163	6	169
Other	95	0	95
<b>Totals</b>	<b>8,993</b>	<b>881</b>	<b>9,874</b>

The UTEP Library subscribes to about 400 databases which include general ones such as *Academic Search Complete* and *Gale Virtual Reference Library* and subject specific databases such as *Business and Management Practices*, *Business Source Complete*, *PsycArticles*, *Sociological Abstracts*, and *Sage Communications Collection*. While most of the databases provide full text journals or books, there are some that provide streaming audio and video materials, such as *Films on Demand* or *Insight Media*, or specialized data, such as *Demographics Now* or *Standards and Engineering Digital Library*.

In addition to books, e-books, government documents, and streaming video, the Library also has a Demand Driven Acquisitions program (DDA) in which records for electronic books are loaded into our online catalog and are charged only when read by a Library user. This currently provides access to approximately 50,000 titles in all disciplines. The budget for DDA is \$118,000 in FY 2017.

The UTEP Library is a Federal Government Depository Library, so government documents relevant to many disciplines are available to the UTEP community and the general public.

### **3. Cooperative library arrangements**

Interlibrary Loan (ILL) service is available to all students and faculty anytime resources are not available in the Library. ILL provides photocopies of journal articles unavailable locally and also access to books. The Library's membership in OCLC provides access to over 20,000 libraries around the world, providing convenient access to resources needed by faculty and students. ILL is provided at no charge to faculty and graduate students; there is a minimal fee for undergraduates.

The Library membership in AMIGOS Bibliographic Council joins us with 140-plus member libraries in the Southwest who share resources. The New Mexico State University Library extends borrowing privileges to UTEP students and the NMSU campus is only a 40 minute drive from UTEP. UTEP faculty and students also have borrowing privileges in all 55 public universities in Texas through a cooperative network, TexShare.

The UTEP Library belongs to TexShare and the University of Texas System library consortium, as well as Amigos, all of which negotiate reduced pricing for databases used by the members.

### **4. Library director's assessment of library resources necessary for the proposed program.**

The UTEP Library can support students seeking a Graduate Certificate in Leadership Studies without adding further materials, since our collections are more than adequate for a graduate program in this discipline.

- F. Facilities and Equipment – Describe the availability and adequacy of facilities and equipment to support the certificate program. Describe plans for facility and equipment improvements/additions. **N/A**
- G. Accreditation – If the discipline has a national accrediting body, describe plans to obtain accreditation or provide a rationale for not pursuing accreditation. **N/A**
- H. Evaluation – Describe the evaluation process that will be used to assess the quality and effectiveness of the new certificate program. **N/A**

### III. Costs and Funding

Five-Year Costs and Funding Sources: The Leadership Studies Program does not anticipate any additional costs associated with this Graduate Certificate.

Five-Year Costs		Five-Year Funding	
Personnel <sup>1</sup>	\$0	Reallocated Funds	\$0
Facilities and Equipment	\$0	Anticipated New Formula Funding <sup>3</sup>	\$0
Library, Supplies, and Materials	\$0	Special Item Funding	\$0
Other <sup>2</sup>	\$0	Other <sup>4</sup>	\$0
<b>Total Costs</b>	<b>\$0</b>	<b>Total Funding</b>	<b>\$0</b>

1. Report costs for new faculty hires, graduate assistants, and technical support personnel. For new faculty, prorate individual salaries as a percentage of the time assigned to the program. If existing faculty will contribute to program, include costs necessary to maintain existing programs (e.g., cost of adjunct to cover courses previously taught by faculty who would teach in new program).
2. Specify other costs here (e.g., administrative costs, travel).
3. Indicate formula funding for students new to the institution because of the program; formula funding should be included only for years three through five of the program and should reflect enrollment projections for years three through five.
4. Report other sources of funding here. In-hand grants, "likely" future grants, and designated tuition and fees can be included.

**Signature Page**

1. Adequacy of Funding – The chief executive officer shall sign the following statement:

*I certify that the institution has adequate funds to complete the administrative change and to support any new or reorganized academic unit(s). Furthermore, the change will not reduce the effectiveness or quality of existing programs, departments, schools, or colleges.*

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Chief Executive Officer

Date

2. Board of Regents Approval – A member of the Board of Regents or designee shall sign the following statement:

*On behalf of the Board of Regents, I certify that the Board of Regents has approved the administrative unit.*

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Board of Regents (or Designee)

Date



**Texas Higher Education Coordinating Board**  
**Texas Public Institutions of Higher Education**  
**New Certificate Program**  
**Certification Form**

**Directions:** Texas public universities and health-related institutions complete this form to add a new upper-division undergraduate or graduate certificate program, if the following criteria for streamlined approval in Texas Administrative Code, Coordinating Board rule, Chapter 5, Subchapter C, Section 5.44 (b) (1) are met: (A) the certificate program has institutional and board of regents approval, (B) the institution certifies that adequate funds are available to cover the costs of the new certificate program, and (C) the certificate program meets all other criteria in Section 5.48 of Coordinating Board rule (relating to Criteria for Certificate Programs at Universities and Health-Related Institutions).

**Information:** Contact the Division of Academic Quality and Workforce at 512/427-6200

**Administrative Information**

1. Institution: **The University of Texas at El Paso**
2. Program Name: **Graduate Certificate in Leadership Studies**  
Show how the certificate program would appear on the Coordinating Board's Program Inventory (*e.g., Upper-Division Certificate in Management; Graduate Certificate in Human Resources; Undergraduate or Post-Baccalaureate EC-6 Generalist Bilingual Certificate*).
3. Proposed CIP Code: **30.9999.22**  
List of CIP Codes may be accessed online at [www.txhighereddata.org](http://www.txhighereddata.org)
4. Semester Credit Hours Required: **18**  
Approval is only required for undergraduate, upper-division certificates of 21 to 36 SCH and graduate certificates of 16 to 29 SCH.
5. Administrative Unit: **Leadership Studies Program within the College of Liberal Arts**  
Identify where the certificate program would fit within the organizational structure of the university (*e.g., The Department of Electrical Engineering within the College of Engineering*).
6. Proposed Implementation Date: **1 September 2021**  
Provide the date that students would enter the proposed program (MM/DD/YYYY).
7. Contact Person:  
Name and Title: **Dr. Areli Chacon Silva, Program Director**  
E-mail and Phone: [achaconsilva@utep.edu](mailto:achaconsilva@utep.edu), 915-747-6275  
Provide contact information for the person(s) who can answer specific questions about the proposed certificate program.



**Signature Page**

I hereby certify that all of the following criteria have been met in accordance with the procedures outlined in Coordinating Board Rules, Chapter 5, Subchapter C, Section 5.44 (b) (1):

- (A) The certificate program has institutional approval.
- (B) The institution certifies that adequate funds are available to cover the costs of the new certificate program.
- (C) The certificate program meets all other criteria in Section 5.48 of this title (relating to Criteria for Certificate Programs at Universities and Health-Related Institutions).

*Certificate programs for which academic credit is granted at universities and health-related institutions must meet the following criteria:*

- (1) They must meet identified workforce needs or provide the student with marketable skills and/or knowledge that shall be useful for their lives or careers.
- (2) They must be consistent with the standards of the Southern Association of Colleges and Schools Commission on Colleges.
- (3) They must meet the standards of all relevant state agencies or licensing bodies which have oversight over the certificate program or graduate.
- (4) Adequate financing must be available to cover all new costs to the institution five years after the implementation of the program.

*Certificate programs do not require Board approval, if they meet the following criteria:*

- (1) certificate programs for which no collegiate academic credit is given,
- (2) certificate programs in areas and at levels authorized by Program Inventory of the institution with curricula of the following length:
  - (A) at the undergraduate level of 20 semester credit hours or less,
  - (B) at the graduate and professional level of 15 semester credit hours or less.

*Certificate programs require Board notification and are approved through a streamlined process, if the following conditions are met:*

- (1) upper-level undergraduate certificates of 21 to 36 hours in disciplinary areas where the institution already offers an undergraduate degree program.
- (2) graduate-level and professional certificates of 16 to 29 hours in disciplinary areas where the institution already offers a graduate program at the same level as the certificate.

I certify that my institution has notified all public institutions within 50 miles of the teaching site of our intention to offer the program at least 30 days prior to submitting this request. I also certify that if any objections were received, those objections were resolved prior to the submission of this request.

\_\_\_\_\_  
Chief Executive Officer

\_\_\_\_\_  
Date

## GRADUATE CURRICULUM CHANGE MEMO

Date: November 18, 2020

From: Dr. Areli Chacón Silva, Leadership Studies Program

Through:

Through: Dr. Denis O'Hearn, Dean of the College of Liberal Arts

To: Crystal Herman, Chair, College of Liberal Arts Curriculum Committee  
Cc: Estela Estrada, Dean's Office

Proposal Title: Graduate Certificate in Leadership Studies

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There is a Graduate Certificate in Leadership Studies already in UTEP's graduate catalog. It was created as a 15 SCH certificate, therefore it was approved internally and not approved by the UT System and the THECB.

The current proposal reflects two main changes in the degree plan:

- 1) Required credits change from 15 to 18
- 2) Students enrolled in the Graduate Certificate must choose two electives instead of one.

Finally, in the spirit of aligning with UTEP's mission, the Leadership Studies program strive to provide access and excellence through an 18 hour graduate certificate so students can be eligible for financial aid.

# CURRICULUM PROPOSAL

## APPROVAL PAGE

Proposal Title: Graduate Certificate in Leadership Studies

College: College of Liberal Arts

Department: Leadership Studies Program

**DEPARTMENT CHAIR- Dr. Areli Chacon Silva**

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I have read the enclosed proposal and approve this proposal on behalf of the department.

11/20/2020

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**COLLEGE CURRICULUM COMMITTEE CHAIR –**

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I have read the enclosed documents and approve the proposal on behalf of the college curriculum committee.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**COLLEGE DEAN –**

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I have read the enclosed documents and approve the proposal on behalf of the college. I certify that the necessary funds will be allocated by the college in support of this proposal.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date