Action Plan: Public Management and Policy

Our 2004 action plan called for advancing high quality undergraduate and graduate programs, expanding and strengthening our faculty, and increasing teaching excellence. As detailed in the APR, we made good progress on all three goals. The doctoral program has grown and generated many excellent placements; we have transformed the MSUPS into the MPP; and we have strengthened the BSPP and concentrations in the MPA. We have recruited excellent junior faculty, as evidenced by the number hired away by aspirational institutions, and we have hired top senior faculty in nonprofit studies, urban policy, and public finance, though we have been less successful in generating external research funding or training grants. We have implemented most proposals related to teaching excellence.

Our current APR recommends the following, all of which the external reviewers endorse:

1. Develop an online MCJA program.
2. Revise the MPP degree to make it more interdisciplinary and clarify the difference between the MPP and MPA.
3. Develop a joint MPA degree with UIBE in Beijing, China.
5. Increase the size of doctoral programs without sacrificing quality, speed completion of degree, and increase publication records of doctoral students.
6. Enhance the quality of the MPA program.
7. Enhance the quality of the BSPP program. The external reviewers recommend considering two undergraduate degrees: one in public service and one in public policy with restricted enrollment by academic achievement.
8. Enhance our world-class faculty.

The APRC supports PMAP's goals, which it characterized as viable and consistent with the GSU strategic plan. It also recommends that we:

9. Recruit freshmen into the BSPP by developing a Perspectives course.
10. Enhance student learning outcomes and use the results of their assessment to improve the curricula.

1. New Master of Criminal Justice Administration (MCJA)
   - PMAP and CJ faculty have approved the program idea and tentative curriculum.
   - The MCJA study committee will try to develop the program as a concentration in the new Master of Interdisciplinary Studies before converting it to a free-standing degree. If that is possible, it will speed the process and require fewer levels of approval.
   - As necessary, the committee will conduct a market study in spring and summer 2016 of likely enrollments and develop a prospectus, following USG guidelines, during early fall 2016.
   - PMAP, CJ, and AYSPS will approve the proposal for submission to the GSU Faculty Senate during 2016.
   - Once the Georgia State Faculty Senate and the Board of Regents have approved moving forward, the MCJA study committee will complete a final proposal in a timely manner.
• Once we have obtained approval from the Board of Regents, PMAP and CJ will launch the program with an optimistic target of the first class starting in fall 2018.
• The dean will provide seed money to enable the startup. Assuming the MCJA generates the expected enrollments, the departments each plan to hire an additional tenure-track faculty member to cover the additional teaching load out of the additional tuition generated by the program.
• PMAP and CJ will measure success by a) the number of students who apply, b) the number who graduate, and c) a survey of student satisfaction.

2. Interdisciplinary Master of Public Policy
• The master’s program director has reviewed the curricula of other MPP programs in schools that also have MPAs and other GSU departments that offer options for new concentrations.
• A PMAP faculty committee is reviewing the new information and plans to submit revisions to the MPP by February 2016. Once PMAP faculty approve the general plan, the committee will consult with departments whose courses will be incorporated into the new concentrations.
• PMAP and AYSPS faculty will approve the final proposal during fall 2016.
• PMAP will launch the revised program in fall 2017.
• The master’s program director will measure success by a) the number of students who graduate and b) a survey of student satisfaction.

3. UIBE MPA partnership: Based on difficulties in coordinating with UIBE, PMAP has dropped this proposal from our action plan.

4. Executive Masters in Public Administration: DCAA has decided not to pursue developing an Executive Masters in Public Administration for its staff of professional auditors with any university.

5. PhD programs:
• AYSPS has changed the application deadline from February 1 to January 15.
• The doctoral program director and committee will more aggressively recruit high quality applicants through additional calls and earlier offers of financial support.
• The doctoral committee will review and update the core and field curricula by the end of AY 2017.
• The doctoral committee will review the structure of the field exams during spring 2016. It will consider alternative formats that might help facilitate the transition to the development of dissertation proposals. The program director has collected information about comprehensive exams at peer and aspirational programs, and she may propose changing the field comp to a major area paper, which should provide a broad foundation for the dissertation proposal.
• The doctoral program director will measure success by a) the numbers and quality of new enrollees, b) average time from admission to graduation, and c) numbers of publications by doctoral students.

6. Bachelor of Science in Public Policy:
• A committee of PMAP faculty is reviewing BSPP requirements relative to aspirational programs at Duke and Indiana University, faculty capacity, and the career preparation of our graduates, with a target completion date of spring 2016.
• The committee will consider the feasibility and wisdom of renaming the degree as a B.S. in Public Service and developing a more selective degree in public policy with restricted enrollment by academic achievement.

• The committee has developed an initial plan to infuse Critical Thinking through Writing throughout the curriculum, but is also reviewing course materials to standardize and increase the emphasis on writing skills in core courses.

• The committee is considering ways to ensure that students develop necessary career skills – including memo-writing, spreadsheet analysis, and portfolio development – through a combination of core competency and advanced classes.

• The undergraduate director will measure success by comparisons of grades and student satisfaction before and after the changes.

7. **Master of Public Administration**

• The department chair will appoint a faculty committee in fall 2016 to review the curriculum for gaps and to examine curricular innovations in leading MPA programs for possible incorporation into our program. Initial examination of the core has led to development of a detailed practicum policy. It has also identified possible excessive overlap between our core methods courses and the elective program evaluation, as well as among three management-oriented core courses.

• PMAP faculty will vote on changes in the MPA curriculum during spring 2017.

• PMAP will measure success by a) a qualitative analysis of eventual curriculum changes and b) a pre-post survey of student satisfaction with the program.

8. **Enhancing a world-class faculty:**

• PMAP will continue the strategies of recruitment, mentoring, and rewards that have built the quality of the current PMAP faculty.

• PMAP will use new resources generated from the MCJA and a successful NextGen proposal to hire more high quality tenure-track faculty and fund additional rewards for all faculty.

• The department chair will measure success by scholarly metrics (e.g., numbers of publications, quality of journals, citations, and grant funding).

• During spring 2016, the PMAP executive committee will develop a plan to increase external funding for research and doctoral students. The department chair will monitor success through numbers of grants submitted and funded, as well as dollars obtained.

9. **Perspectives courses**

• Three faculty currently teach Perspectives course (up from 0 three years ago) – on World Transportation, Social Innovation and Enterprise for Global Problems, and Families in Contemporary Society. Two faculty are developing new courses on Child Policy and Practice and on Global Philanthropy. The department chair will monitor enrollments and numbers from those courses who declare BSPP majors.

10. **Student Learning Outcomes**

• The committees examining the BSPP, MPA, and MPP curricula will look at student learning outcomes to develop more active means of assessment and to improve incorporation of assessments into curricular improvements.
Signatures:

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Date: 12-4-15

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Date: 12-4-2015

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Provost and Senior Vice President for Academic Affairs
Date: 12/18/2015