Table I-1: PAUS Goals and Objectives

Department of Public Administration and Urban Studies

VISION

By Fall 2009, PAUS will offer: (1) a highly competitive BS in Public Policy that has at least 100 majors and is recognized for its excellence throughout the Atlanta region; (2) a large, nationally competitive, MPA program with national and international preeminence in the areas of Public Management, Budget and Finance, and Non-Profit Management and Policy; (3) a regionally competitive Master in Urban Policy Studies* with a rigorous analysis-focused core curriculum and superior offerings in several policy area specializations that are highly relevant to the needs of the Atlanta region, build on existing Department and School strengths, and are highly synergistic with the School’s research centers; a (4) a highly competitive Ph.D. in Public Policy that is nationally recognized for its quality as measured by the academic and agency placements of its graduates. The faculties teaching in these programs will be nationally recognized for their research scholarship, applied research, and professional service contributions to the public and nonprofit sectors. Graduate and undergraduate students will be excellent, and will enjoy the financial and other supports needed to sustain superior performance in all Department programs. In summary, PAUS will be nationally recognized for the high quality of all of its degree programs, its faculty, its undergraduate and graduate students, its basic and applied research products, and its contributions to School and University missions.

*This degree should be structured along the multi-specialization lines typical of MS in Public Policy at many other institutions.

Goal: Advance High Quality Graduate and Undergraduate Degree Programs Central to the University, School, and Departmental Missions

Objective: Move existing and new faculty resources toward academic program and research centers in order to advance goals of instructional and research excellence on the graduate and undergraduate levels.

- Move the MPA program to a position of national preeminence in three targeted areas of instruction, research, and service that reinforce and advance departmental, research center, and school goals:
  - Public Management
  - Budget and Finance
  - Non-Profit Management and Policy

  Focus on new faculty lines and hires that substantially advance departmental strength and capacity these three areas of instruction, research, and service
• Focus on new faculty hires that promote department-research center synergies and collaborations

• Move the Ph.D. in Public Policy program to the next level of excellence.
  o Substantially increase funding available for GRA/GTA and scholarships for doctoral students, including pre-existing action plan commitments
  o Secure funding for administrative support for the doctoral program
  o Broaden PAUS/ECON faculty participation in the doctoral program
  o Focus on new faculty hires that support this goal in addition to others
  o Focus on prestige placements of graduates—research universities and other research institutions and agencies

• Move the MS in Urban Policy Studies to the next level of excellence by making it a high quality umbrella degree for research, instruction, and service in a set of policy areas where GSU enjoys a comparative advantage by virtue of its location and other resources: Health, Education, Environmental, Economic Development and other policy areas of direct relevance to the Atlanta region
  o Establish this degree as the platform on which the school can build a nationally recognized expertise in policy issues and problems associated with urban and metropolitan areas such as Atlanta: infrastructure, economic development, environment, transportation, aviation, public health, governance, etc.
  o Build critical research faculty mass in the selected policy areas, co-locate and link these clusters with research centers of the School
  o Establish strong funded research and service linkages with the school’s centers and other university activities related to Atlanta regional area policy issues
  o Develop cooperative graduate degree programs with other colleges within the university that prepare graduates for important policy leadership roles in urban setting, particularly the Atlanta Metropolitan Area

• Complete phase-out of BS HRPD and MS HRPD programs and redirect remaining faculty workload toward an enhanced Human Resource Management and Development specialization in the MPA program and other functions supportive of departmental goals and objectives.

• Implement a BS in Public Policy
  o Move existing and new resources to support this initiative as it comes on line
  o Eliminate the BS UPS

• Determine the future of the Aviation Specialization of the BS UPS
  o Options
    ▪ Move the Aviation Specialization to the BS Human Resource Policy and Development if it is continued
    ▪ Establish a new Aviation Policy and Management Major
◊ Add tenure track research faculty resources necessary to advance Aviation Specialization/Major to next level of excellence
◊ Build research capacity and productivity of Aviation faculty
◊ Obtain external funding for aviation-related research and program endowments
  ▪ Phase out the Aviation Program and Redirect Resources

Goal: Maintain, Build and Advance Our Nationally Recognized Research Faculty

Objective: Attract, retain, and support established highly productive research scholars.

- Systematically recruit junior faculty with high potential for instructional excellence, research productivity, service, and working relationships with research centers of the school
- Recruit nationally recognized senior scholars in targeted fields such as public management, health policy, nonprofit policy, and education policy
  - Complete successful searches for Cancer Scholar and Ramsey Chair
- Encourage and support faculty efforts to attract external funding of all kinds
  - Support Creation of Public Management and Nonprofit Research Centers or similar entities within the School to advance funded research in these areas
    ▪ Link these centers with a larger School RFP proposal for an Institute for Public and Nonprofit Policy Studies
  - Use discretionary departmental resources to support major research and publication efforts of senior faculty
    ▪ Support Efforts to Obtain funding for Research from External Sources
    ▪ Support Efforts to Obtain funding for Research from Internal Sources

Objective: Support the development of junior faculty to become widely published research scholars

- Stress research scholarship and refereed publication in all recruitment efforts
- Sustain effective mentoring by senior faculty and departmental mentoring committees
- Provide summer course releases and other support for junior faculty with strong research and publication agendas
- Support professional travel to national and regional conferences
• Minimize distractions for junior faculty from achieving the excellent teaching and research scholarship records needed to meet promotion and tenure criteria of the Department and the School

• Effective use of annual evaluations and third-year reviews

Objective: Through Program Review, Redirection RFPs, and other means, establish a strong case for new full time, tenure track, positions that further strengthen degree programs and centers of instructional and research excellence that support core mission degree programs, research centers, and other service missions of the Department and the School.

• Establish the centrality of the Department’s degree programs, research, service, and instruction to the core missions of the School and the University

• Demonstrate the national stature of the core degree programs, research activities and research products of the Department

• Complete 2nd Cycle Program Review of all degree programs and produce an outstanding self-study that identifies areas of strength, progress to date, and resources needed to take our research, instruction, service, and student quality/achievement to the next levels of excellence

• Complete an Action Plan that is fully funded

Goal: Sustained Teaching Excellence

Objective: Faculty excellence based on a portfolio of instructional measures

• Underscore the importance of teaching excellence in all recruitment efforts

• Provide departmental support and mentoring of tenure track, NTT, and PTI instructional staff

• Identify University resources for teaching advancement and encourage their utilization by all faculty and PTIs
  o Identify and take advantage of university resources to support instruction and improve the teaching skills of junior faculty
  o Provide positive material support for junior faculty seeking to improve their teaching skills and performance

• Encourage shared course development and delivery through WebCT and other cooperative partnerships between senior and junior faculty

• Provide clear and useful feedback and evaluation measures for instructors
• Implement learning objectives assessments and related indicators of instructional performance across degree programs and specializations

• Identify and seek to obtain University and external funding for purposes of instructional and technologically related developments
  o Support faculty initiatives in areas like web-based courses, innovative applications of technology, etc.