MEMORANDUM

TO:        Don Kettl  
           Dean, School of Public Policy

FROM:      Elizabeth Beise  
           Interim Associate Provost for Academic Planning and Programs

SUBJECT:   New specialization in Federal Acquisitions (PCC log no. 09079)

Thank you for notifying us that you will offer a new specialization in Federal Acquisition within the Master of Public Policy (MPP) and the Master of Public Management (MPM).

The College should ensure that the changes are fully described in the Graduate Catalog and in all relevant descriptive materials, and that all advisors are informed.

EJB/

Enclosure

cc:        Alex Chen, Chair, Senate PCC Committee
           Sarah Bauder, Office of Student Financial Aid
           Reka Montfort, University Senate
           Erin Howard, Data Administration
           Donna Williams, Institutional Research & Planning
           Anne Turkos, Archives
           Linda Yokoi, Office of the Registrar
           Thomas Castonguay, Graduate School
           William Powers, Executive Dean for Faculty and Academic Affairs
College/School: School of Public Policy
College/School Unit Code-First 8 digits: 01203700
Unit Codes can be found at: https://hypprod.umd.edu/htmlReports/units.htm

Department/Program:
Department/Program Unit code-Last 7 digits: 1370101

Type of Action (choose one):
- Curriculum change (including informal specializations)
- New academic degree/award program
- Renaming of program or formal Area of Concentration
- New Professional Studies award iteration
- Addition/deletion of formal Area of Concentration
- New Minor
- Suspend/delete program
- Other

Italics indicate that the proposed program action must be presented to the full University Senate for consideration.

Summary of Proposed Action:

Creation of a new specialization in Federal Acquisition within the Master of Public Policy (MPP) and the Master of Public Management (MPM).

APPROVAL SIGNATURES - Please print name, sign, and date. Use additional lines for multi-unit programs.

1. Department Committee Chair
   Christopher Foreman

2. Department Chair
   Donald Keil

3. College/School PCC Chair
   Christopher Foreman

4. Dean
   Donald Keil

5. Dean of the Graduate School (if required)

6. Chair, Senate PCC

7. University Senate Chair (if required)

8. Vice President for Academic Affairs & Provost
   Elizabth Peace

PCC LOG NO. 09079
Legislation has recently been introduced by U.S. Senators Collins, McCaskill, and Bennett to authorize the “Acquisition Workforce Improvement Act of 2009” – an acquisition management fellows program that is intended to develop a new generation of federal acquisition leaders. The University of Maryland School of Public Policy (“the School”) has worked with Congressional staff on the design of the legislation and expects to be an offerer of the proposed fellows program when federal funding comes available, presumably later this year. The School has thus created a specialization of our existing degree programs, described below, and seeks permission to administer it starting in September 2010.

The Need
The demand for excellence in the management of public resources has never been stronger. Government faces unprecedented pressure for improved accountability while striving to provide high levels of service at low cost. The federal government acquires a much wider range of goods and services than it has in the past, from paper clips to sophisticated technology such as defense weapons systems, and it relies more heavily than ever before on contractors to carry out mission-critical functions.

Between fiscal years 2000 and 2008, acquisition spending by the federal government expanded from $205 billion to $539 billion. At the same time, there has been a significant reduction of the government’s acquisition workforce that oversees this spending. The current reduction is compounded by the eligibility of over 50% of the federal acquisition workforce to retire by 2018. Up to 20,000 new employees will need to be hired over that time. The federal government, and the School, see that action is needed to broaden existing efforts to maintain and improve the government talent supply, and to compete successfully with private industry to recruit a top-level acquisition workforce.

The Program
The proposed curriculum is designed to bring new entrants into the federal acquisition workforce. It is envisioned as a three-year program combining graduate-level education with federal agency internships. At the end of three years, fellows will receive Masters degrees in public policy or management and will have completed two internships in federal agencies. Year One of the program will consist of full-time graduate coursework and Years Two and Three will be split equally between coursework and agency internships. Agency assignments will conclude, and graduate degrees will be conferred, at the end of a fellow’s third year. An illustrative schedule of coursework and agency assignments is included as Appendix One.
The Degrees
The School offers a 16-course Master of Public Policy (MPP) degree to early-career fellows and its 12-course Master of Public Management (MPM) to mid-career fellows. In the Acquisitions specialization, students in either degree program will complete:

- six core courses in public policy and management,
- four specialization courses in acquisitions, and
- an acquisitions-related capstone project course.

In addition, MPP students will take five elective courses and MPM students will take one elective course. Please see Appendix Two for descriptions of the courses listed below.

Core Courses
The challenges posed to the government acquisition workforce require keen understanding of complex financial mechanisms, sound management and leadership theories and practices, and the foundations and practice of principled policy-making. The program will thus provide students an in-depth grounding in:

1. Public Management and Leadership
2. Quantitative Aspects of Public Policy
3. Political Analysis
4. Microeconomics and Policy Analysis
5. Moral Dimensions of Public Policy
6. Finance

Acquisitions Management Courses
Students in this specialization will complete four acquisitions-specific courses plus a Capstone Project Course. These courses foster the ability of students to identify, develop, and implement innovative techniques and leading practices to improve public sector acquisition outcomes. The courses will give the fellows the knowledge, tools and processes they need to successfully plan, negotiate, and manage outcome-oriented acquisitions to better perform the missions of government. The courses are:

1. Federal Government Contracting
2. Program Management (and Life Cycle Sustainment)
3. Organizational Behavior and Human Resources
4. Pricing and Financial Management

Capstone Project Course
Utilizing the research and instructional resources of the School’s Center for Public Policy and Private Enterprise, Dr. Jacques Gansler (former Under Secretary of Defense for Acquisitions, Technology, and Logistics) will oversee a Capstone Project Course for all students. The Capstone Project Course will allow students to work at government agencies or private firms analyzing problems of interest to both the student and the sponsor. The course will emphasize problem definition and analysis, organization of information, and oral and written presentation of results.
Elective Courses

Students will be allowed to choose elective courses from among the School’s areas of special expertise: Environmental Policy, International Security and Economic Policy, International Development, Social Policy, Public Sector Financial Management, and Management and Leadership. A list of courses and their descriptions can be found at: http://www.publicpolicy.umd.edu/current/courses.html.

Agency Internships

The program is envisioned as having two internship postings, the first to be full-time in the first summer and then continuing part-time during the second academic year, and the second to be full-time in the second summer of the program and continuing part-time during the third academic year.

Post Program Employment

Upon graduation from the University and successful completion of the overall program, students will be guaranteed initial employment, most likely in one of the agencies in which they interned. Early-career fellows will begin at the GS-11 level at minimum; mid-career interns will be placed in positions at the GS-13 level or above. Students will be expected to sign a service commitment contract pledging to work in the government for three years post graduation.

Fellows

Early-career fellows will typically possess fewer than five years of professional experience, while mid-career fellows will have a minimum of five years of professional experience. The School proposes a ratio of roughly two-thirds early-career and one-third mid-career students. Some candidates will have had prior government and/or professional procurement experience, most likely will not.

Student Integration

To provide students with a wide range of perspectives, the students in this program will be integrated into the School’s regular student body to take the six core courses and the elective courses of the degree. Students will be allowed to focus their assignments in these courses on acquisition-related work wherever a faculty member deems feasible.

The students will complete the five courses of the Acquisitions Specialization (four courses plus the Capstone Project Course) as a cohort.

Faculty

A minimum of half the courses will be taught by the School’s core faculty. Many of the acquisition-specific courses will be taught by the experienced and well-qualified instructors of the School’s primary partner in this area, Acquisitions Solutions, Inc. The remaining courses will be led by one of the School’s gifted adjunct scholar-practitioners.

Program Advisory Group

The School will form a Program Advisory Group, including individuals from within the School, Acquisition Solutions, Inc., and other practitioners and faculty who represent a cross-section of skills and experience needed in the program and will provide overall steering support to the
program. An illustrative list of advisory group members includes: Jack Gansler (former Under Secretary of Defense for Acquisitions, Technology and Logistics), David Chu (former Under Secretary of Defense for Personnel and Readiness), William Greenwalt (former Deputy Undersecretary of Defense for Industrial Policy), Kenneth Apfel (former Commissioner of the Social Security Administration), Susan Schwab (former U.S. Trade Representative), Anne Reed (President and CEO of Acquisitions Solutions, Inc.), and Steven Gluckman (Vice President of Acquisitions Solutions, Inc.).

Admissions
The School will work with the government on managing the admissions process and will only admit those students who meet the School’s and University’s standards when applying normal graduate school admission criteria.

Location
So that the proposed program can provide its participants with all the resources and environment of a top-notch graduate education, to integrate the fellows most fully into the student body of the School, and to increase interaction with others who do or will work in the federal government, the program is envisioned as being conducted on the School’s main College Park campus.

Staffing
The School will have a dedicated staff member who will serve as Program Manager and who will be a central point of contact for the program.

Program Marketing
The School and Acquisitions Solutions, Inc. have a wide network by which they can promote the program to potential candidates. The School would also expect marketing and promotion assistance from Office of Personnel Management, the Chief Acquisitions Officers Council (CAOC), the Federal Acquisition Institute (FAI), and the Federal Acquisition Regulatory (FAR) Council.

Scope of the Program
The legislation authorizes $48 million annually to serve up to 200 entering students each year. The School understands that the program will include two or perhaps three universities. The School is positioned to accept up to 25 students in the program’s first year and up to 100 entering students each year thereafter.

Tuition
The program is proposed to have a tuition rate of $843 per credit hour, the same as the Master of Engineering and Public Policy degree. The total tuition cost, therefore, is $30,348 for the MPM degree program and $40,464 for the MPP degree program. University fees would total another $5,152 per student.
Table One: Master of Public Policy and Master of Public Management -- Acquisitions
Three Year DRAFT Budget

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<th>Per Student</th>
<th>25 Students</th>
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<td>20 MPP - 5 MPM</td>
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**REVENUE**

**Tuition**
- MPP Students: $40,464, $809,280
- MPM Students: $30,348, $151,740

**Fees**
- MPP Students: $5,152, $103,040
- MPM Students: $5,152, $25,760

**TOTAL**
- $1,089,820

**EXPENSES**

- Core MSPP Faculty: $275,000
- Adjunct Faculty: $37,500
- Program Director: $101,250
- Administrative Staff: $73,125
- Internship Placement Staff: $73,125
- Graduate Assistants: $81,000
- University Fees: $128,800

**Subtotal EXPENSES**
- $769,800

- University Share of Tuition: $163,473

**TOTAL EXPENSES**
- $933,273

**NET REVENUE**
- $156,547

**Timeframe**

The first cohort is anticipated to start in September 2010.

**The School Experience**

The School has not only recognized the need for trained government acquisitions personnel, but has put in place both research and educational opportunities to help fill the gap between supply and demand. The School:
- Is one of the nation's leading graduate schools in public policy, management, and international affairs. UMSPP ranks eighth among public policy programs from over 259 schools nationally and has four programs ranked in the Top 15 by *U.S. News*.
- Is a prime talent pipeline for the federal government, with nearly half of its graduates going into federal service.
- Has a unique array of scholar-practitioner faculty, who bring distinguished research and teaching careers blended with high-level government service and practical experience, including Kenneth Apfel (former commissioner of Social Security) Jacques Gansler (former Under Secretary of Defense Defense for Acquisition, Technology and Logistics), Dean Donald Kettl (author, White House advisor, sought-after expert on reshaping government). Others include a Nobel laureate in Economics, a former U.S. Trade Representative.
- Is home to the Center for Public Policy and Private Enterprise, led by the Honorable Jacques Gansler, the former Under Secretary of Defense for Acquisition, Technology and Logistics. The Center is currently authoring studies and conducting research on such topics as Identifying Government Sourcing and Acquisition Best Practices.
- Houses a robust Office of Executive Programs (OEP) which has offered the six-course, 18-credit Certificate in Public Sector Finance and Acquisitions, for the past three years to federal employees; including at the National Reconnaissance Office. OEP also runs the Executive Master of Public Management degree program for the School, which has a combined open-enrollment, federal-agency, and international cohort enrollment of over 100 students per year.
- Has entered into partnership with Acquisitions Solutions, Inc. (ASI) to provide credentialed adjunct instructors who will be vetted by the University to teach courses. ASI is a national leader in federal acquisitions research, consultation, training and education with partnerships with the National Contract Management Association, the Defense Acquisition University, and others.
# Appendix One – Illustrative Course Schedule

Master of Public Policy with a Specialization in Acquisition Management

Sample Course Schedule

## YEAR ONE

### FALL
1. Quantitative Aspects of Public Policy
2. Political Analysis
3. Moral Dimensions of Public Policy
4. Public Management and Leadership

### SPRING
5. Finance
6. Microeconomics and Policy Analysis
7. Acquisitions Specialization Course #1
8. Public Policy and Management Elective Course #1

## YEAR TWO

### SUMMER
First Agency Internship Begins (FULL TIME)

### FALL
9. Acquisitions Specialization Course #2
10. Public Policy and Management Elective #2

First Agency Internship Continues (HALF TIME)

### SPRING
11. Acquisitions Specialization Course #3
12. Public Policy and Management Elective #3

First Agency Internship Concludes (HALF TIME)

## YEAR THREE

### SUMMER
Second Agency Internship Begins (FULL TIME)

### FALL
13. Acquisitions Specialization Course #4
14. Public Policy and Management Elective #4

Second Agency Internship Continues (HALF TIME)

### SPRING
15. Public Policy and Management Elective #5
16. Project Course in Acquisitions

Second Agency Internship Concludes (HALF TIME)
# Master of Public Management with a Specialization in Acquisition Management

## Sample Course Schedule

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<tr>
<th>YEAR ONE</th>
<th>FALL</th>
<th>SPRING</th>
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<tr>
<td></td>
<td>1. Quantitative Aspects of Public Policy</td>
<td>5. Finance</td>
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<td>3. Moral Dimensions of Public Policy</td>
<td>7. Acquisitions Specialization Course #1</td>
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<td></td>
<td>4. Public Management and Leadership</td>
<td>8. Acquisitions Specialization Course #2</td>
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<th>YEAR TWO</th>
<th>SUMMER</th>
<th>FALL</th>
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<tr>
<td></td>
<td><strong>First Agency Internship Begins (FULL TIME)</strong></td>
<td>9. Acquisitions Specialization Course #3</td>
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<td><strong>First Agency Internship Continues (3/4 TIME)</strong></td>
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<td><strong>First Agency Internship Concludes (3/4 TIME)</strong></td>
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| SPRING | 10. Public Policy and Management Elective |                                                |
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<th>YEAR THREE</th>
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<tr>
<td></td>
<td><strong>Second Agency Internship Begins (FULL TIME)</strong></td>
<td>11. Acquisitions Specialization Course #4</td>
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<td><strong>Second Agency Internship Continues (3/4 TIME)</strong></td>
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<td><strong>Second Agency Internship Concludes (3/4 TIME)</strong></td>
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| SPRING | 12. Project Course in Acquisitions |                                                |
Appendix Two  - Course Descriptions

Core Courses

1. **Public Management and Leadership** Reviews the managerial, political, and ethical problems faced by public sector managers and leaders, including setting an organization's goals, obtaining and protecting a program mandate, designing a service delivery system and implementing a new program.

2. **Quantitative Aspects of Public Policy** Develops analytical skills and the ability to apply theory to complex, real-world problems. Introduces statistical methods needed for evaluating and choosing among policy options. Topics include probability; decision-making under uncertainty; the organization, interpretation, and visual display of complex data; prediction and inferences about causality; and hypothesis testing.

3. **Political Analysis** Examines politics as a collective process for distributing public and private goods: What is distinctively rational about politics and alternative modes of rationality; how major national institutions and rules affect political decisions; and the political process and the distribution of social costs and benefits.

4. **Microeconomics and Policy Analysis** Applies intermediate microeconomic theory to public policy issues: resource allocation by firms and consumers; the response of economic agents to changes in incentives; market allocations in competitive and non-competitive environments; and market failures and government remedies. Uses extended case studies of particular issues in such areas as the environment, international trade, industry regulation, and the provision of public goods.

5. **Moral Dimensions of Public Policy** Explores the moral issues involved in public policy questions: the limits and usefulness of decision-making tools; problems of choosing, justifying and using criteria to judge a program's success and suitability; ethical issues involving the welfare state and income distribution; and possible obligations beyond one's political community and generation.

6. **Finance** Introduces the key aspects of capital investment, including valuation over time and under uncertainty; net present value analysis; return on investment and earned value management systems; internal rate of return; risk analysis; changing financial markets; debt issuance; and valuation of securities, leasing, and cash management.

Acquisition Specialization Courses

1. **Federal Government Contracting** This course teaches all aspects of federal government contracting, subcontracting and related challenges, from the development of the solicitation to final close-out. Students will develop professional skills for making sound business decisions and for advising other acquisition team members to successfully meet customer needs. In addition, specific attention is paid to the performance-based acquisition processes.
The material is covered in-depth from a buyer’s viewpoint and is current with all federal laws and regulations, including the Federal Acquisition Regulation (FAR).

2. **Managing Projects** The true success of the overall acquisition process is measured by how well a solution is deployed and how the overall mission of an organization is accomplished. Performance-based management represents a significant departure from how agencies currently manage contract performance. The Managing Projects course focuses on the transition from process-based contract award to performance-based management, which requires additional skills and disciplined procedures for success. It addresses the many differences between performance-based management and traditional compliance-based management.

3. **Organizational Behavior and Human Resources** This course focuses on understanding and managing the behavior of individuals and groups in the context of the federal acquisition workforce. These individuals are the human resources through which acquisitions are planned, solicited, evaluated, awarded, and managed. It will provide valuable insight into critical interpersonal skills, working in teams and team dynamics. Students will develop an understanding of and the importance of organizational behavior.

4. **Pricing and Financial Management** The course will provide a comprehensive, practical approach to establishing and evaluating prices for government contracts. Tools and techniques for evaluating costs/prices will be covered to ensure Attendees understand how to determine whether proposed costs/prices are fair and reasonable, as well as realistic.

**Elective Courses**

Students will have access to the School’s extensive array of elective courses in Environmental Policy, International Security and Economic Policy, International Development, Social Policy, Public Sector Financial Management, and Management and Leadership. A list of courses and their descriptions can be found at: [http://www.publicpolicy.umd.edu/current/courses.html](http://www.publicpolicy.umd.edu/current/courses.html).
Appendix Three – Illustrative School of Public Policy Participating Faculty

**Kenneth S. Apfel** is a Professor and Director of the Management, Finance and Leadership Program University of Maryland School of Public Policy. He is also a Fellow of the National Academy. Apfel served as Commissioner of the Social Security Administration from 1997-2001. Previously, he served as Associate Director for Human Resources at the Office of Management and Budget, and as Assistant Secretary for Management and Budget at the U.S. Department of Health and Human Services. Before he joined the Clinton Administration, Apfel worked for two decades in the area of social policy, as legislative director to Senator Bill Bradley, as the Senator's chief staff person for federal social and budget policy, as staff for the U.S. Senate Budget Committee, and as a Presidential Management Intern at the U.S. Department of Labor.

**Jacques Gansler** is the former Under Secretary of Defense for Acquisition, Technology and Logistics, and is the first holder of the Roger C. Lipitz Chair in Public Policy and Private Enterprise at the University of Maryland School of Public Policy. As the third ranking civilian at the Pentagon from 1997 to 2001, Gansler was responsible for all research and development, acquisition reform, logistics, advanced technology, environmental security, defense industry, and other programs. He is the author of *Defense Conversion: Transforming the Arsenal of Democracy*, MIT Press, 1995; *Affording Defense*, MIT Press, 1989, and *The Defense Industry*, MIT Press, 1980. A frequent Congressional witness on acquisition, he has published numerous articles in *Foreign Affairs*, *Harvard Business Review*, *International Security*, *Public Affairs*, and other journals and newspapers.

**Donald F. Kettl** is incoming Dean of the School of Public Policy at the University of Maryland. He is also a Fellow of the National Academy and a nonresident senior fellow at the Brookings Institution. Kettl is the author or editor of more than a dozen books, including: *The Next Government of the United States: Why Our Institutions Fail Us and How to Fix Them*; *On Risk and Disaster: Lessons from Hurricane Katrina*; *The Global Public Management Revolution*; and *Leadership at the Fed*. Kettl has consulted for a wide range of government organizations. His work focuses on the enduring puzzle of improving government performance and making it more accountable to citizens.

**Allen Schick** is a Distinguished University Professor at the University of Maryland School of Public Policy. Formerly he was senior specialist at the Congressional Research Service. His professional history includes research positions at the Urban Institute and the Brookings Institution and teaching positions at Tufts and Syracuse University. Schick's extensive list of publications includes *Congress and Money: Spending, Taxing, and Budgeting, Making Economic Policy in Congress, The Capacity to Budget*, and *The Federal Budget: Politics, Policy, Process*. He is founding editor of the professional journal *Public Budgeting and Finance*. Among Schick's awards are the Guggenheim Fellowship and the American Society for Public Administration Waldo Prize.