May 24, 2012

MEMORANDUM

TO: Donald Kettl  
Dean, School of Public Policy

Charles Caramello  
Associate Provost and Dean, Graduate School

FROM: Elizabeth Beise  
Associate Provost for Academic Planning and Programs

SUBJECT: Proposal to Establish a Master of Professional Studies in Public Administration  
(PCC log no. 11044)

On March 26, 2012, Chancellor Kirwan gave final approval to your proposal to offer a new iteration of the Master of Professional Studies in Public Administration.

This Master of Professional Studies program is effective Fall 2012. The School should ensure that the Master of Professional Studies program is fully described in the Graduate Catalog and in all relevant descriptive materials, and that all advisors are informed.

MDC/  
Enclosure

cc: David Salness, Chair, Senate PCC Committee  
Sarah Bauder, Office of Student Financial Aid  
Reka Montfort, University Senate  
Erin Howard, Office of Information Technology  
Donna Williams, Institutional Research & Planning  
Anne Turkos, University Archives  
Linda Yokoi, Office of the Registrar  
Arthur Popper, Graduate School  
William Powers, School of Public Policy
March 26, 2012

Dr. Wallace D. Loh
President
Main Administration Building
University of Maryland College Park
CAMPUS

Dear Wallace:

Thank you for forwarding the request from University of Maryland College Park for a new iteration of the existing Master of Professional Studies award Program focusing on Public Administration.

I am delighted to approve this request. Please express my appreciation to departmental faculty and administrative committees for their careful work.

Sincerely yours,

William E. Kirwan
Chancellor

cc: Irwin Goldstein, Sr. Vice Chancellor for Academic Affairs
    Theresa Hollander, Associate Vice Chancellor for Academic Affairs
    Ann Wylie, Sr. Vice President and Provost
    Charles Caramello, Assoc. and Dean, Graduate School
College/School:          School of Public Policy -- PUAF

Please also add College/School Unit Code-First 8 digits: 01203700

Department/Program:    School of Public Policy -- PUAF

Please also add 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:

We propose to add a new Master of Professional Studies degree program in Public Administration. The courses will total 36 credit hours. The program is expected to draw students from around the globe, with an initial emphasis on China. The curriculum will provide a targeted focus on the administrative aspects of the School of Public Policy’s current public management curriculum.

__________________________________________________________________________

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

1. Department Committee Chair

2. Department Chair

3. College/School PCC Chair  CHRISTOPHER H. FOREMAN  2/7/2012

4. Dean  DONALD F. KENNEDY  2/7/2012

5. Dean of the Graduate School (if required)  3/15/12

6. Chair, Senate PCC  3/2/12

7. University Senate Chair (if required)  5/24/12

8. Senior Vice President and Provost

__________________________________________________________________________
PROPOSAL FOR  
MASTER of PROFESSIONAL STUDIES in PUBLIC ADMINISTRATION  

School of Public Policy  
University of Maryland, College Park  

Proposed Initiation Date  
Spring 2013  

I. Overview and Rationale  

A. Briefly describe the nature of the proposed program and explain why the institution should offer it.  

The demand for excellence in the management of public resources has never been stronger. Governments face unprecedented pressure for improved accountability while striving to provide high levels of service at low cost. This is true in the United States and throughout the world. In reaction to this need to create governments that are more effective, efficient, innovative, and responsive, many countries are seeking to professionalize their civil services through public administration education. As more countries begin to emphasize the discipline, more individuals are becoming attracted to public service as a career choice.  

The School of Public Policy has been providing a Master of Public Management (MPM) degree since its inception. The School has become one of the most highly-ranked in the nation for various aspects of its public management curriculum. The School offers the MPM in a standard and an executive track for mid-career students from the United States and abroad. As described in detail below, the proposed new degree in public administration will allow the School to provide a targeted focus on the administrative aspects of its current public management curriculum.  

Public management and public administration are quite similar, often used interchangeably, but with two important distinctions, (1) public administration provides a more technical approach that is more suited to early-career students than the School’s management degree, and (2) public administration is more widely recognized globally. For these reasons, the creation of this degree will allow the School to build on its current strengths while at the same time broaden its offerings to include courses that will work well internationally, a strategic goal of the School. As described below, the program will contain the core of the School’s current degree offerings – management, leadership, finance, ethics, quantitative and qualitative analysis – and will focus especially on human resources, budget implementation, and rules and regulations of public governance.  

This Master of Professional Studies in Public Administration program is designed to develop the skills and knowledge of civil servants that will yield improved performance and accountability in government.
B. How big is the program expected to be? From what other programs serving current students, or from what populations of potential students, onsite or offsite, are you expecting to draw?

Potential candidates for the program will be drawn from around the globe. Initially, emphasis will be placed on recruiting students from China. The School currently has a successful mid-career Executive Master of Public Management program for public officials from China that has drawn approximately 200 students over the past three years. The Master of Professional Studies in Public Administration program is expected to draw 20 students in its first year and up to 40 students each year thereafter.

Students will be nominated for admission by an Admissions Committee within the School of Public Policy. The final admissions decisions will be made by the Dean of the Graduate School at the University of Maryland, based on policies and procedures established by the University.

- Applications for the degree will be accepted from individuals who have already obtained a four-year baccalaureate or equivalent degree from an accredited institution;
- Students must provide evidence of fluency in English in order to be admitted. Adequate English proficiency will be determined solely by the University of Maryland;
- Applicants must pass an interview with the Admissions Committee.

II. **Curriculum**

A. Provide a full catalog description of the proposed program, including educational objectives and any areas of concentration.

1. **Degree Program Description**

The Master of Professional Studies in Public Administration is a 36-credit (12 course) program that provides education for students pursuing a career in public service. The program will introduce students to the financial, managerial, and ethical dimensions of leading government organizations. Students will learn various leadership and management approaches, in theory and in practice, and will develop analytic and critical thinking skills that will allow them to better serve the public while advancing their careers.

2. **Length and Location**

The program length will be two years on a full-time basis. Instruction for the program will be conducted during the Spring and Fall semesters of the first year and the Spring and Fall semesters of the second year. Students will take nine (9) credit hours each semester. With permission, students may be allowed to take up to twelve (12) credits per semester and thus complete the program in 1 ½ years. The courses are anticipated to be conducted on the College Park campus and potentially at offsite locations.
B. List the courses (number, title, semester credit hours) that would constitute the requirements and other components of the proposed program. Provide a catalog description for any courses that will be newly develop or substantially modified for the program.

All courses in the program will be conducted by permanent and adjunct faculty of the School of Public Policy. Following is the anticipated course line-up. Six courses are required and six courses will be chosen from among current School offerings and select newly-created classes. At the discretion of MSPP and the Graduate School, additional courses may be required for specific cohorts of students.

1. Courses

Required

Existing MSPP Courses (4)

PUAF 610  Quantitative Aspects of Policy Analysis  3 Credits
This course introduces the student to an applied, intermediate level of quantitative and econometric analysis. It is intended to be a very hands-on, experience-oriented class, helping the student to develop the skills necessary to carry out empirical analyses of policy issues that especially lend themselves to quantitative specification. The course starts with a review of simple data description, then moves to the simple regression model and the multiple regression model for continuous response data, and proceeds to regression models for binary data, and analysis of demographic data. The course also addresses problems unique to public policy, namely program evaluation.

PUAF 620  Political Institutions  3 Credits
Examination of politics as a process for allocating scarce resources among claimants for public benefits. Comparison of the allocative model of politics with other distributive processes, such as markets. Comparison of the model with behavior of different political institutions, such as Congress and the presidency. Study of politics as a process with distinctive concepts of rationality. The translation of voter and interest group preferences into public choices. The impact of political decisions on competing constituencies.

PUAF 670  Public Financial Management  3 Credits
Combines the tools of finance, traditional public finance economics, and public financial management, with a special emphasis on public budgeting. Examines the analytical tools of finance including present value, future value, internal rate of return, amortization bond yields etc as well as the mechanics of preparation of operating and capital budgets. The fundamental distribution, allocation and stabilization questions of public finance will be addressed within specific geographic constraints. Instruments and investments will also be featured.
PUAF 711  Public Administration and Management  3 Credits
Introduces students to management principles and practices, with a focus on the administration of public agencies. The course begins with a discussion on the nature of public administration and moves to organization theory and the effect of structure on organizational behavior. The course is designed to go beyond a conceptual framework of public management by also helping students develop the knowledge, insights and skills necessary to manage and to lead government organizations—by examining the “people” side of organizations as well as management and leadership within organizations.

Required

New MSPP Courses to be Created (2)

PUAF 64_  Managerial Economics  3 Credits
This course addresses the application of economic theory and methodology to decision making by managers in organizations. The course provides students with an understanding of the economic theory and analytical tools that can be used in decision making in business firms, government agencies, and non-profit organizations. It provides a solid understanding of the managerial applications of economic concepts and tools and sharpens analytic skill through integrating knowledge of economic theory with decision making techniques. The course examines the response of economic agents to changes in incentives; market allocations in competitive and non-competitive environments; market failure and the appropriateness of government interventions to remedy failures; cost-benefit analysis; and decision making under risk and uncertainty.

PUAF 65_  Moral and Ethical Dimensions of Public Administration  3 Credits
This course explores the moral and ethical issues involved in public policy-making and the management of public organizations -- including the limits and usefulness of decision-making tools, as well as the problems of choosing, justifying and using criteria to judge a program’s success and suitability. The course will identify typical ethical problems of managers and analyze the effect of organizational culture on ethical systems. Readings and case studies will emphasize the dilemmas that managers face in making and communicating decisions.

Elective (Six to be Chosen)

Existing MSPP Courses

PUAF 692  Leadership Principles and Practices  3 Credits
Introduces leadership principles and practices to students by focusing on the theory of leadership, different leadership themes and skills, and discussions with practitioners. The philosophical basis of leadership is contrasted with the practical aspects in demonstrating both the techniques that leaders use as well as the cognitive basis for their use. The technique of shadowing is used to give students exposure to the methods used by individual leaders as they confront daily challenges. Readings and case studies are used to stimulate finding creative solutions to leadership problems.
PUAF 698T  **Networks: Leading and Managing Across Sectors**  3 Credits
Introduces students to the concept of cross-sector governance and provide both theoretical understanding and practical grounding in the design and management of contemporary governance systems that operate across boundaries of the government, business, nonprofit, and civic sectors. The course focuses on the roles and relationships of institutions in each of these sectors pursuing public purposes such as emergency management, economic development, environmental protection, transportation, education, and human investment. Practical examples will be discussed in each of these areas.

PUAF 689X  **Performance Management and Leading for Results**  3 Credits
This course offers frameworks, tools, and skills immediately applicable to improving program performance and to participating more broadly in the development and implementation of strategies to impact the results of programs. Performance accountability, along with other results-oriented frameworks, are analyzed and discussed. The course will also examine the growth of performance management systems in other countries, including New Zealand and China.

PUAF 734  **Foundations of Social Policy**  3 Credits
This course is designed to provide students with an understanding of: (1) key demographic and economic trends, with particular attention placed on the changing picture of the poor, the elderly and diverse populations; (2) the history and evolution of social policies in the United States as well as the structure of programs and responsibilities among levels of government and the private sector; and (3) a comparative examination of social policies in key areas. A substantial share of the course work is devoted to policy analysis and discussion of the programs that now support the key areas of social policy—income security, health care and human capital investment.

PUAF ___  **Challenges for Policy Making In The 21st Century**  3 Credits
This course provides an overview of the policy development process in the context of a number of key areas: defense policy, social policy, America’s role in the world, global governance, and environmental policy. The course focuses on how managers must lead within larger policy context and how knowledge of broader agency issues impacts management.

PUAF 790  **Capstone Research Project**  3 Credits
Allows students to analyze and recommend responses to a current management issue where he/she works. The course will have a significant research component and will set student to analyzing problem of interest at the cutting edge. The course emphasizes problem definition, organization of information, and oral and written presentation of results. Finally, this course will challenge students to distill and apply the learning introduced and developed in prior courses.
New MSPP Courses to be Created

New electives, such as those listed below, may be added as the program develops.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>PUAF</td>
<td>Public Sector Human Resources Management</td>
<td>3</td>
</tr>
<tr>
<td>PUAF</td>
<td>Government Budgeting</td>
<td>3</td>
</tr>
<tr>
<td>PUAF</td>
<td>Foreign Policy and International Trade</td>
<td>3</td>
</tr>
<tr>
<td>PUAF</td>
<td>Administrative Law</td>
<td>3</td>
</tr>
</tbody>
</table>

2. Teaching

The course work, assignments, and projects for this degree program will all be conducted via face-to-face instruction delivered in standard semester format. Certain courses may be distance-learning enhanced, but distance learning will supplement not replace classroom instruction. All teaching will be conducted in English.

C. Describe any selective admissions policy or special criteria for students selecting this field of study.

1. Admissions and Graduation

Final admissions decisions will be made by the Dean of the Graduate School based on policies and criteria established by the University. Because the Master of Professional Studies in Public Administration will be awarded by the University of Maryland, the students admitted to the program are, in every respect, University of Maryland students, subject to all the same academic and administrative rules and standards as all other graduate students enrolled and attending classes at the College Park campus. All graduate students must adhere to the Code of Academic Integrity. Courses must be completed with a grade of B- or better to count toward the degree. The Dean of the Graduate School will determine when students have satisfactorily completed all requirements and are eligible to graduate. Decisions about graduation will be made solely by the University of Maryland.

III. Faculty and Organization

A. Who will provide academic direction and oversight for the program?

The degree will be housed in the Graduate School. Continuing academic and program direction will be provided by the School of Public Policy. The degree will be administered through the Management, Finance, and Leadership (MFL) specialization of the School. The Director of the MFL specialization, Kenneth Apfel, and the Executive Dean of the School, William Powers, will provide oversight.
Graduate School Representative

Dean of the Graduate School, Charles Caramello
or
Associate Dean of the Graduate School, Cynthia Hale

School of Public Policy Representative

Executive Dean, William Powers

B. If the program is not to be housed and administered within a single academic unit, provide details of its administrative structure.

The degree will be housed in the Graduate School. Continuing academic and program direction will be provided by the School of Public Policy. Faculty selection and appointments will be made by the School of Public Policy. All faculty will be members of the Graduate Faculty and approved by the Dean of the Graduate School to teach.

IV. Student Learning Outcomes

Learning Outcome 1:
- Students will be able to demonstrate intellectual competence in understanding and applying the principles and practices of public administration.

Learning Outcome 2:
- Students will understand the concepts of managerial ethics and administrative law in managing a public organization.

Learning Outcome 3:
- Students will be able to use the tools and concepts related to finance, budgeting, economics and statistical analysis to address issues related to the administration of public organizations.

Learning Outcome 4:
- Students will demonstrate how public administration concepts will complement their post-graduate studies and professional work.

The assessment of these learning outcomes will be in the form of a Capstone Project Course.

V. Resources

1. Student Services

Students on campus will pay appropriate fees to access relevant services. All students will have access to the university’s electronic library and its holdings, inter-library loan and campus borrowing privileges. Accounts for email and library access will be provided by the University.
2. Finances

The two tables below briefly describe the sources and uses of funds for the proposed program. It is proposed that tuition be set at the University’s standard non-resident charge. The budget below presumes a rate of $1,000 per credit hour will be charged. Students will individually pay their own mandatory fees. Twenty students are presumed to enter each year for a two-year program, so steady-state will have 80 students in the program annually. The School of Public Policy will receive all tuition and be responsible for all expenses; the campus will receive 15% of gross tuition revenue.

Faculty expenses assume an average cost to buy out an on-load MSPP faculty member plus benefits for three courses in the first year and six in subsequent years, plus adjunct faculty for three courses in the first year and six in subsequent years.

Staff expenses assume an FTE salary plus benefits for the School’s existing administrative staff. No new staff will need to be hired.
### TABLE 1: RESOURCES

<table>
<thead>
<tr>
<th>Resource Categories</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Reallocated Funds</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>2. Tuition Revenue (a x b)</td>
<td>$387,720</td>
<td>$1,163,160</td>
<td>$1,550,880</td>
</tr>
<tr>
<td>a. Number of Students</td>
<td>20</td>
<td>60</td>
<td>80</td>
</tr>
<tr>
<td>cohort 1</td>
<td>20</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>cohort 2</td>
<td>40</td>
<td>40</td>
<td></td>
</tr>
<tr>
<td>cohort 3</td>
<td></td>
<td></td>
<td>40</td>
</tr>
<tr>
<td>b. Tuition Rate (FT 9 credits)</td>
<td>$19,386</td>
<td>$19,386</td>
<td>$19,386</td>
</tr>
<tr>
<td>3. Mandatory Fee Revenue (a x c)</td>
<td>$27,014</td>
<td>$81,041</td>
<td>$108,054</td>
</tr>
<tr>
<td>c. Fee Rate/stud./yr</td>
<td>$1,351</td>
<td>$1,351</td>
<td>$1,351</td>
</tr>
<tr>
<td>4. Application Fee (cohort x 75)</td>
<td>$1,500</td>
<td>$3,000</td>
<td>$3,000</td>
</tr>
<tr>
<td>5. Other Sources</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$416,234</td>
<td>$1,247,201</td>
<td>$1,661,934</td>
</tr>
</tbody>
</table>

### TABLE 2: EXPENDITURES

<table>
<thead>
<tr>
<th>Expenditure Categories</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Total Faculty Expenses</td>
<td>$131,250</td>
<td>$262,500</td>
<td>$262,500</td>
</tr>
<tr>
<td>a. Total Salary</td>
<td>$105,000</td>
<td>$210,000</td>
<td>$210,000</td>
</tr>
<tr>
<td>b. Total Benefits</td>
<td>$26,250</td>
<td>$52,500</td>
<td>$52,500</td>
</tr>
<tr>
<td>2. Total Staff Expenses</td>
<td>$75,000</td>
<td>$150,000</td>
<td>$150,000</td>
</tr>
<tr>
<td>a. # FTE</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>b. Total Salary</td>
<td>$60,000</td>
<td>$120,000</td>
<td>$120,000</td>
</tr>
<tr>
<td>c. Total Benefits</td>
<td>$15,000</td>
<td>$30,000</td>
<td>$30,000</td>
</tr>
<tr>
<td>3. Materials</td>
<td>$10,000</td>
<td>$30,000</td>
<td>$40,000</td>
</tr>
<tr>
<td>4. Marketing</td>
<td>$20,000</td>
<td>$40,000</td>
<td>$40,000</td>
</tr>
<tr>
<td>3. Textbooks</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>4. Mandatory Fees (passthrough)</td>
<td>$27,014</td>
<td>$81,041</td>
<td>$108,054</td>
</tr>
<tr>
<td>5. Application Fee (passthrough)</td>
<td>$1,500</td>
<td>$3,000</td>
<td>$3,000</td>
</tr>
<tr>
<td>6. Graduate School administrative fee</td>
<td>$2,400</td>
<td>$7,200</td>
<td>$9,600</td>
</tr>
<tr>
<td>($60/student/term)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Scholarships</td>
<td>$40,000</td>
<td>$120,000</td>
<td>$160,000</td>
</tr>
<tr>
<td>8. University revenue share at 15%</td>
<td>$62,210</td>
<td>$186,630</td>
<td>$248,840</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$369,374</td>
<td>$880,371</td>
<td>$1,021,995</td>
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