

BOARD OF HIGHER EDUCATION
REQUEST FOR BOARD ACTION

NO.: BHE 06-01
BOARD DATE: September 15, 2005

MOVED: The Board of Higher Education hereby approves the expedited application of the **University of Massachusetts Dartmouth** to award the **Master of Public Policy**.

One year after graduating the program's first class, the University shall submit to the Board a status report addressing its success in reaching program goals as stated in the application and in the areas of enrollment, curriculum, faculty, resources, and program effectiveness.

Authority: Massachusetts General Laws Chapter 15A, Section 9(b)
Contact: Aundrea Kelley, Associate Vice Chancellor for Academic Policy

BOARD OF HIGHER EDUCATION

September 2005

University of Massachusetts Dartmouth

Master of Public Policy

INTENT

The University of Massachusetts Dartmouth (UMD) has filed an expedited application to offer the Master of Public Policy. The program's primary purpose is to build public policy-making and problem-solving capacity in Southeastern Massachusetts and Cape Cod through a program that is differentiated from more management-oriented public administration programs. The University intends for students to enhance their development of applied research and policy analysis skills through participation in University of Massachusetts Dartmouth Center for Policy Analysis-funded research projects.

The target market for the proposed program includes recent graduates, particularly UMD alumni with degrees in the social sciences, and returning professionals in the South Coastal region of the Commonwealth, especially employees of state and municipal governments, non-profit organizations, and business, trade, or labor associations, who are interested in career advancement, professional development, or a career change.

The proposed Master of Public Policy was approved by the University's Board of Trustees on February 16, 2005, and builds on an existing undergraduate Minor in Policy Studies. A Letter of Intent was distributed on April 14, 2005. In response, Massachusetts Bay Community College submitted a letter of support for the proposed program.

MISSION, NEED AND DEMAND

Mission Fit

The proposed Master of Public Policy (MPP) matches well the mission of the University to offer and promote distinctive forms of public service: "The University of Massachusetts shall provide the state with policy research, programs, and leadership to address public needs...The University shall continue to promote the economic development of the state and its regions." The *University of Massachusetts Dartmouth Vision Statement* also emphasizes the importance of public service, such as improving the effectiveness of "municipalities through research and policy analysis, student internships, forums, training assistance, and community-based programs." The proposed MPP also advances the UMD College of Arts and Sciences *Strategic Plan: 2002* goal that identifies "public policy studies" as a priority area that will enhance faculty-community collaboration.

As part of its survey of need and demand for the proposed MPP, UMD conducted an analysis of public sector labor market conditions. UMD also surveyed municipal officials in Southeastern Massachusetts and Cape Cod, undergraduates at UMD, and UMD social science alumni residing in the region.

Labor Market Need for Program Graduates

In its proposal UMD provided national data from the Bureau of Labor Statistics projecting that overall employment of social scientists is expected to grow by 1.4% annually through 2010 and that social science “graduates with master’s degrees in applied specialties usually have better professional opportunities outside of colleges and universities” compared to bachelor’s degree holders. By contrast individuals with only a bachelors degree in the social sciences “have limited opportunities and in most social science occupations do not qualify for professional positions.”

To further illustrate career opportunities in local government, UMD analyzed job postings in the Massachusetts Municipal Association’s main personnel newsletter for persons seeking executive level employment in the state’s municipal governments, *The Beacon*. During the 62-month period January 1999 to February 2004, there were a total of 651 job listings. More than one-quarter (27%) of these job postings were for town administrators and assistant town administrators. Another one-sixth (16%) of the total job listings, were for town planners, economic development officers, and community development officers. Most of the position listings granted preference to holders of master’s degrees in public administration, public policy, or business administration.

As potential employers of MPP graduates, written opinions of public officials about the proposed program were also solicited. Twenty-three letters that viewed the public policy graduate program proposal favorably were received from an array of elected and appointed officials that included regional state legislators, U.S. Congressmen, mayors, town administrators, school superintendents, and workforce investment boards.

Student Demand for the Program

The UMD Policy Studies Faculty surveyed 384 University undergraduates and found that 44.9% of the students planned to attend graduate school, and 35.5% indicated they would consider enrolling in a Master of Public Policy Program at UMD if one became available. A random sample telephone survey of UMD alumni who graduated with bachelor’s degrees in Economics, Political Science, Psychology, and Sociology elicited 164 responses (13.5% of the 1,215 alumni in these fields who still reside in the designated market area). Data generated indicated that 2.4% of alumni were “definitely interested” in pursuing a master’s degree in Public Policy at UMD, while 1.2 percent were “probably interested,” and 12.8% were “possibly interested.”

Of 514 municipal officials surveyed, 85 responded with nearly three-fifths (58.3%) indicating that they planned to attend graduate school in the next five years, and nearly one-third (31.3%) indicating that they would consider enrolling in a Master of Public Policy Program at UMD if one became available. The survey also asked municipal department heads whether it was important for management, supervisory, and other professional-level employees in their organization to have a master’s degree in public policy or a comparable field. Nearly four-fifths of the respondents (79.8%) rated such a degree as either very important (28.6%) or somewhat important (51.2%) to professional employees. Nearly four-fifths of the respondents (79.8%) reported that they were very likely (34.5%) or somewhat likely (45.2%) to recommend the program to current employees as important to their career advancement.

In all three surveys, respondents were also asked how important various program features would be in their decision to enroll or not enroll in the MPP at UMD. The three features most frequently identified as “very important” to current undergraduates in their decision to enroll in a

MPP at UMD were the cost of attending the program, national accreditation for the program, and the ability to transfer classes from other colleges or universities. The municipal department heads identified as very important to their decisions many of the same items as UMD students: including cost of attending the program, national accreditation for the program, and location close to home. Returning professionals, however, placed a much higher premium on convenience and flexibility (i.e., part-time enrollment, evening and Saturday courses) and were much less concerned than recent graduates about early career opportunities (e.g., study abroad, internships, teaching assistantships, opportunity to work with faculty on research projects). Alumni identified as very important national accreditation of the program, location close to home, cost of attending the program, and the availability of paid teaching assistantships. As returning professionals, however, the alumni also placed a premium on convenience and flexibility (i.e., part-time enrollment, evening and Saturday courses).

Distinction from Existing Programs

The University identified directly comparable master's-level programs in public policy at Harvard University, University of Massachusetts Amherst, and Tufts University. The proposed UMD Master of Public Policy, however, intends to fill an underserved regional market niche. Other programs offered in Massachusetts were found to be more narrowly focused or to attract students mainly from other regions. Examples are Suffolk University's master's degrees in economic policy and public management, and more traditional master of public administration (M.P.A.) degrees at Northeastern University, American International College, Clark University, Framingham State College, UMass Boston, and Bridgewater State College. (UMD designed the MPP to be substantively distinct from the M.P.A. offered by Bridgewater State College (BSC) with the proposed MPP structured to focus on policymaking, policy analysis, program evaluation, and substantive policy issues (e.g., economic development), rather than the mechanics of public administration.) The proposed MPP also has the potential to serve as a regional feeder of students into the Ph.D. in Public Policy program at the University of Massachusetts Boston.

PROGRAM GOALS AND OBJECTIVES

In developing the proposed program Policy Studies Faculty identified several key goals and objectives to be achieved in the first five years of implementation and operation. Some include:

1. Reach enrollment targets of 21 new students in Year 1 with 63 total students enrolled by Year 3.
2. Reach a full complement of five full-time faculty as required by NASPAA accreditation guidelines with targeted hiring that will strengthen the Department's expertise in municipal management, (Year 1), public finance and applied microeconomics (Economics Department), (Year 1), marine and environmental policy (Year 2), and program evaluation (Year 3).
3. Affiliate with the National Association of Schools of Public Affairs and Administration beginning in Year 3.
4. Establish at least 4 paid teaching assistantships in collaboration with other undergraduate departments in the social sciences.

5. Establish at least 2 paid research assistantships in collaboration with the Center for Policy Analysis.
6. Fully execute a memorandum of agreement with Kassel University (Germany) to operate a student and faculty exchange.
7. Graduate at least 10 to 12 students per year by spring of Year 3.

PROGRAM ASSESSMENT

UMD will establish outcomes and assessment goals for the MPP program through a combination of internal and external controls that accompany several contractual obligations, university policies, and the NASPAA accreditation process. Each of these is designed to ensure consistent student learning, faculty performance, and program quality.

The MPP will institute its own internal control for monitoring the quality and content of student learning through an internship/capstone experience in the student's last semester of enrollment. Students will begin building toward the capstone experience starting with their matriculation into the MPP, when each student will be required to start constructing a professional portfolio.

The University of Massachusetts Board of Trustees requires all academic programs in the system to undergo an Academic Quality Assessment and Development (AQAD) review every seven years unless the program is undergoing regular reviews for other purposes, such as national accreditation.

The UMD Department of Policy Studies will apply to NASPAA for accreditation at the earliest possible opportunity (i.e., four years after the program is initiated). The NASPAA accreditation process imposes assessment standards that complement and in some ways exceed those of the AQAD review. The accreditation review also requires a survey of alumni satisfaction and the compilation of detailed placement data to measure the percent of graduates who are successfully placed in public policy and public management positions related to their general training and area of expertise.

ADMISSION AND ENROLLMENT

Admission

Minimum admission standards for the proposed MPP are an earned baccalaureate degree, a copy of official college transcripts, a completed UMD graduate school application, 3 letters of recommendation, a statement of purpose (essay) explaining the applicant's interest in the program and purpose for applying to the program, résumé or a curriculum vita, Graduate Record Examination (GRE), Graduate Management Admissions Test (GMAT), or Law School Admissions Test (LSAT) scores, and Test of English as a Foreign Language (TOEFL) or International English Test System (IELTS). A minimum TOEFL score of 250 is required on the computer-based test, and a minimum score of 600 is required for the paper version of the test.

Enrollment

UMD intends to assign a faculty advisor to each student enrolled in the proposed program. The MPP intends to offer 6 paid assistantships. The table below summarizes total projected program enrollment.

| Projected Enrollment for UMD Master of Public Policy Degree | | | |
|--|-----------------------|-----------------------|-----------------------|
| | Enrollments Year 1 | Enrollments Year 2 | Enrollments Year 3 |
| Total | 21 | 46 | 63 |
| Note: Year 2 and Year 3 enrollments are cumulative and incorporate students enrolled in the previous year that have not completed the degree program. | | | |

ACADEMIC AND RELATED MATTERS

Curriculum (Attachment A)

In developing the proposed Master of Public Policy program, UMD examined best practices for established MPP degrees nationally with the intention of designing a curriculum that would meet NASPAA accreditation standards, as well as the stated needs of alumni, UMD students, public policy practitioners, and public managers in Southeastern Massachusetts and Cape Cod. The proposed MPP will be a two-year professional degree, although part-time students may take 4 to 6 years to complete the degree. All students will normally be required to complete 39 credits of coursework (13 courses). The program will offer the following areas of concentration: Policy Analysis and Program Evaluation, Economic Development, Social Policy, and Criminal Justice Policy.

Administration and Governance

Concurrent with the approval of the MPP, the existing Policy Studies Program will become a Department of Policy Studies. The Department will continue to deliver the campus undergraduate policy studies minor, as well as the new MPP. The department's faculty will nominate a chairperson who will be appointed to a four-year term by the Dean of the College of Arts and Sciences. Within the department a curriculum committee will review new course proposals and proposals for cross-listings with the department at the both the undergraduate and graduate levels and a faculty evaluation committee will review the performance of department faculty before forwarding the reviews to the department chair. An Internship Director will teach the Internship course and monitor off-campus internships.

The MPP will also have a seven-member advisory committee comprising three members of the policy studies graduate faculty who are not members of the Department of Policy Studies and four individuals who are public managers or non-profit managers in Southeastern Massachusetts. This committee will serve as a sub-committee of the Center for Policy Analysis external advisory board.

RESOURCES AND BUDGET (Attachment B)

Fiscal Resources

The Provost and the Dean of the College of Arts & Sciences have committed incremental resources to the new program, based on its enrollment projections and other criteria, of approximately \$25,000 in the first year of operation and \$143,000 annually at full ramp-up. These expenses are associated mainly with the hiring of two additional full-time tenure-track

faculty (salaries, computers, telephones, mail, office supplies), payment of the annual NASPAA membership fee, the additional library allocation necessary to support a graduate program, and the cost of part-time visiting lecturers (practitioners) to teach in the MPP. New teaching assistantships (\$26,400) will be funded by reallocating expenditures for part-time visiting lecturers in the social sciences with the provision that teaching assistants in Policy Studies will be available to teach classes in other departments in their undergraduate degree field. The Center for Policy Analysis will cover the cost of 2 research assistantships with externally-funded applied research projects.

Faculty and Staff

In its first year, the new Department of Policy Studies will comprise three tenured faculty who are currently assigned full-time to the undergraduate Policy Studies Program with the expectation that the new department will grow to five full-time faculty by the fall of Year 3. The new department will also continue interdisciplinary cooperation in policy studies, as required by student demand, or to cross-list policy-related courses that are being taught in other departments. Eight affiliated faculty are drawn from the Departments of Economics (1), Sociology (2), Nursing (1), English (2), and History (2).

Other Resources.

The Center for Policy Analysis will serve as a significant resource for library holdings for the proposed MPP program. The Center subscribes to 21 periodicals, including scholarly journals, trade magazines, and government reports that will provide more specialized support to the Policy Studies Program; and the Center for Policy Analysis regularly collects “unpublished” consultant reports written for state and local governments in Massachusetts, which are not normally found in academic library collections. UMD’s Chase Road facility contains ample space to house two additional faculty, and no major capital expenditures are necessary for start-up costs.

MPP students and faculty will also benefit by enhanced opportunities for research, community-based educational programming, and graduate-level policy internships at the Center. Since 1993, the Center for Policy Analysis has completed more than 120 applied policy research projects. These projects are funded mainly by state and municipal governments, school departments, non-profit organizations, and private businesses and have generated more than \$555,000 in external grants and contracts in the last three years.

A formal collaborative agreement between Kassel University (Germany) and UMD that builds on the University of Massachusetts’ state-to-state summer abroad partnership with German higher education institutions in Hesse will allow the proposed UMD MPP program and Kassel’s Master in Global Political Economy program to share courses and maintain regular student and faculty exchanges. It is expected that 1 to 3 students from each university will participate in the exchange each year and that 1 faculty member from each university will also be exchanged on an annual basis.

EXTERNAL REVIEW AND INSTITUTIONAL RESPONSE

Review

Dr. Thomas A. Birkland, Director of the Center for Policy Research and Professor in the Department of Policy and Administration, at SUNY Albany; and Mr. James Smith, City Administrator for the City of Fall River, conducted a site visit at the Dartmouth campus December 15, 2004, and submitted a report to UMD on December 16, 2004. In response to the request of the Board of Higher Education for additional review of the proposed program, UMD later engaged Dr. Timothy Brennan, Graduate Program Director, University of Maryland at Baltimore County; and Dr. Marvin Mandell, Chairperson, Department of Public Policy, University of Maryland at Baltimore County to review the proposal. Their review report was forwarded to the Board in June, 2005.

Overall, reviewers supported the creation and implementation of the proposed Master of Public Policy program. Reviewers agreed with and stressed the importance of seeking NASPAA accreditation as quickly as possible. Reviewers also made a number of recommendations, including several regarding curriculum modifications, internship requirements, availability of key journals and specialized library holdings, matching of faculty expertise to policy areas, and focus of planned program emphases and concentrations areas to regional market needs.

Response

In its response UMD acknowledged the reviewers' recommendations for modifying the program and stated their plans for adopting suggested modifications immediately, especially in the areas of curriculum, personnel, and key library holdings. The University expressed its belief that adopting these and other recommendations will further increase the probability that the program can secure accreditation at the earliest possible date.

STAFF ANALYSIS AND RECOMMENDATION

Board staff has thoroughly reviewed all documentation submitted. The comments of one potential employer, capture the essence of the proposal's strengths. New Bedford Public Schools' Superintendent Longo stated:

"I am writing to support the University of Massachusetts Dartmouth's application to begin offering a new Master of Public Policy degree. The South Coast area is in dire need of individuals who are trained to work in the public sector, particularly in local government, who have a substantial background in public management, public economics, and policy analysis. The proposed program would be a tremendous asset to the region's cities, where elected decision makers and public managers are increasingly required to have a complex grasp of public policy issues and to make information-based decisions with far-reaching effects on our institutions and constituencies."

BHE staff concurs. Recommendation is for approval of the request of the University of Massachusetts Dartmouth to offer the Master of Public Policy. Upon graduating the first class for this program, the University shall submit to the Board a status report addressing its success in reaching program goals as stated in the application and in the areas of enrollment, curriculum, faculty resources, and program effectiveness.

Attachment A

UMD Proposed Master of Public Policy Curriculum Outline

Recommended Two-Year Schedule

Semester 1

| | |
|---|----------------|
| PST 500 Public Institutions & the Policy Process | 3 credit hours |
| PST 580 Statistical Analysis (Charlton College of Business) | 3 credit hours |
| Free Elective (may be used to fulfill prerequisite for other courses) | 3 credit hours |

Semester 2

| | |
|---|----------------|
| PST 510 Public Management | 3 credit hours |
| PST 540 Microeconomics of Public Policy | 3 credit hours |
| Concentration Area Course | 3 credit hours |

Semester 3

| | |
|--|----------------|
| PST 541 State & Local Public Finance | 3 credit hours |
| PST 585 Applied Policy Research Laboratory | 3 credit hours |
| Concentration Area Course | 3 credit hours |

Semester 4

| | |
|--|----------------|
| PST 530 Policy Analysis and Program Evaluation | 3 credit hours |
| Concentration Area Course | 3 credit hours |
| PST 599 Internship (2 credits waived with at least 2 years substantial and relevant work experience) or may take during summer | 3 credit hours |
| PST 699 Policy Research Seminar | 3 credit hours |

39 credit hours

Concentration Areas

The MPP will require students to declare a policy area concentration by the beginning of their second semester. The policy area concentration will be fulfilled by taking three or more courses on a related topic(s) in the areas of Policy Analysis and Program Evaluation, Economic Development, Social Policy, or Criminal Justice Policy. The following is a preliminary list of concentration modules based primarily on existing courses in the UMD catalogue and other courses under development by the Policy Studies Faculty.

Policy Analysis and Program Evaluation (any 3 of the following courses):

PST 501 Theories of Policy Formation
PST 539 Public Policy in Massachusetts (new course)
PST 538 Public Policy in America (new course)
PST 503 Public Policy Problems: Process & Practitioners
MGT 651 Operations Analysis

Economic Development (PST 545 Regional Economic Development Policy and PST 546 Political Economy of Massachusetts required plus any one of the following other courses):

ECO 417 Economics and Population Analysis
ECO 461 Urban Economics
PST 545 Regional Economic Development Policy (new course)
PST 546 Political Economy of Massachusetts (new course)

PST 548 Regional Conservation Planning (new course)
PST 640 Introduction to Globalization (Kassel University)
PST 644 The Impact of Globalization on National and Local Economies (Kassel University)
PST 640 Introduction to Globalization (Kassel University or UMD)
PST 641 International Economics (Kassel University or UMD)
PST 642 Governance of the World Market (Kassel University)
PST 643 Theories of International Political Economy (Kassel University or UMD)

Social Policy (any 3 of the following courses):

SOC 335 Social Policy (required for concentration)
SOC 336 Women and Social Policy
NUR XXX Health Policy (new course)
NUR 520 Health Systems
HST XXX The City in American History

Crime and Justice Policy (any 3 of the following courses):

CRJ XXX Female Crime and Deviance (new course)
CRJ XXX Crime, Justice, and Policy (new course)
CRJ XXX Contemporary Topics in Crime & Justice (new course)

The Internship Requirement

The Master of Public Policy will require an Internship (3 credits) for students with less than 2 years of substantial and relevant public policy or public management experience. The field work component of the Internship (2 credits) will be waived if an individual has at least 2 years substantial and relevant work experience in a policy making or public management position, although all students must enroll in the academic course component (1 credit) of the Internship to graduate. All students will be required to participate in the 1- credit academic component of the Internship for purposes of reviewing the students' portfolios.

Students will select an Internship venue from a pre-approved list of local, state, and federal agencies, non-profit organizations, and private sector businesses. The Internship's objective is to expose students to a policy-related setting that allows them to integrate public policy theory (in their academic course) and with the real world of policy making and program evaluation in their area of substantive interest. In addition to the field experience, the Internship includes a 1-credit seminar during the same semester, where Interns share workplace experiences, analyze these experiences within the framework of public policy and public management theory, and share the contents of their portfolio.

Attachment B
 UMD Proposed Master of Public Policy Three-Year Budget

| UMASS DARTMOUTH DEPARTMENT OF POLICY STUDIES: BUDGET, FY 2006 TO 2008 | | | | | | |
|--|--------------------------------|--|---|------------------|------------------|------------------|
| ONE-TIME COSTS | ITEM | DESCRIPTION | NUMBER | FY 2006 | FY 2007 | FY 2008 |
| | FACULTY | Full-time faculty, compensation to Business College for statistics course, teaching assistantships, part-time visiting lecturers (practitioners) | 3 full-time faculty will increase to 4 in FY 2007 and 5 in FY 2008. 2 PTVLs per year. 4 teachings assistants. | \$263,498 | \$331,634 | \$405,664 |
| | STAFF | Clerical assistant | One-half time | \$13,500 | \$13,500 | \$13,500 |
| | INSTRUCTIONAL MATERIALS | Telephone, mail, print shop, photocopier supplies, MPP flyers/posters, NASPAA membership fee, instructional reference materials | | \$9,000 | \$11,000 | \$13,000 |
| | TOTAL | | | \$285,998 | \$356,134 | \$432,164 |
| | Net Marginal Cost | | | \$25,062 | \$80,000 | \$143,028 |

The Policy Studies Program also has a separate library allocation of \$2,000 per year for the purchase of books and periodicals in the field of policy studies.

The MPP is projected to enroll 21 students in its first year of operation, 42 students in its second year, and 63 students at full ramp-up in its third year of operations with approximately one-third of students enrolled full-time. The projected enrollment level will generate 252 credits per year in each of the first three academic years, not including summer session and inter-session courses. At these levels the MPP will generate approximately \$78,000 in net tuition and curriculum and support fees in its first year of operation and \$242,000 annually at full ramp-up even if all students pay in-state resident tuition and fees. Consequently, UMD expects that enrollments in the MPP will more than cover the net marginal costs incurred by the Department of Policy Studies in offering the degree and that the MPP will actually "subsidize" the costs of the undergraduate program.

| Department of Policy Studies: MPP Revenues, AY 2006 to AY 2008 | | | |
|---|-----------------|------------------|------------------|
| | AY 2006 | AY 2007 | AY 2008 |
| Credits | 252 | 504 | 756 |
| Tuition | \$86 | \$86 | \$86 |
| Curriculum Support Fee | \$264 | \$264 | \$264 |
| Gross Tuition & Fee Revenue | \$88,240 | \$176,481 | \$264,721 |
| Exemptions for Kassel* | \$6,303 | \$12,606 | \$18,909 |
| Tuition Waivers** | \$1,812 | \$3,624 | \$5,436 |
| Partial Fee Waivers*** | \$4,000 | \$4,000 | \$4,000 |
| Net Tuition & Fee Revenue | \$77,937 | \$159,875 | \$241,812 |
| Notes: *1 student in AY 2006, 2 in AY 2007, and 3 in AY 2008. **Applies to 7 students in AY 2006, 14 in AY 2007, and 21 in AY 2008. ***Applies to 2 students annually. | | | |