

**BOARD OF HIGHER EDUCATION**  
**REQUEST FOR COMMITTEE AND BOARD ACTION**

**COMMITTEE:** Academic Affairs

**NO.:** AAC 14-09

**COMMITTEE DATE:** October 22, 2013

**BOARD DATE:** October 29, 2013

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**APPLICATION OF UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL TO  
AWARD THE MASTER OF PUBLIC ADMINISTRATION**

**MOVED:** The Board hereby approves the Certificates of Organization of the **University of North Carolina at Chapel Hill** to offer the **Master of Public Administration**.

**Authority:** Massachusetts General Laws Chapter 69, Section 30 et seq.

**Contact:** Dr. Shelley Tinkham, Assistant Commissioner for Academic, P-16 and Veterans Policy

## **BOARD OF HIGHER EDUCATION**

**October 2013**

### **University of North Carolina at Chapel Hill Master of Public Administration**

#### **INTENT**

The mission of the University of North Carolina (UNC) includes the extension of knowledge-based services and other resources to enhance the quality of life for all people. The Master of Public Administration is designed for individuals seeking to become or advance as public service leaders. The program focus is on local government and faculty are engaged in working with public officials.

The University has found that relocation to Chapel Hill is a limiting factor for prospective students and as such, the program will mostly be delivered online with a required externship taking place in Massachusetts. The online delivery of the program seeks to respond to the need to create more flexible options for working professionals and furthers the institution's mission of preparing public service leader. The proposed program is designed to reflect the same level of quality provided in existing residential Master of Public Administration.

The Institution's Board of Trustees approved the online version of the Master of Public Administration on June 12, 2012.

#### **INSTITUTIONAL OVERVIEW**

The University of North Carolina, located in Chapel Hill, was established in 1915 and its mission includes the extension of "knowledge-based services and other resources . . . to the citizens of North Carolina and their institutions to enhance the quality of life for all people in the state." UNC is a research university with a mission that includes and rewards public service and engagement. With the advent of online education, the institution is expanding its mission to those outside of the state.

The housed in the School of Government (SOG), established by the University in 2001. Creation of the SOG enhanced the standing of the faculty by building upon the UNC reputation as a public service institution focused on the concerns of state and local government. It is a unique professional school within UNC. SOG faculty are promoted and reappointed on the basis of excellence in engaged scholarship; thereby, reinforcing UNC's commitment to the original mission of public service.

UNC is accredited by the Southern Association of Colleges and Schools. The UNC MPA program is accredited by the National Association of Schools of Public Affairs and Administration (NASPAA). The NASPAA process specifically cites the creation of an online format as a change that would be evaluated as part of the next evaluation cycle.

## ACADEMIC AND RELATED MATTERS

### Admission Requirements

The admissions standards for the proposed online program in Massachusetts will be the same as for the existing residential program standards. All admissions decisions will be based on applications submitted online. Applications will be reviewed with attention to previous public administration experience and interest in public service leadership evidenced in a personal goal statement. TOEFL scores will be required for international students.

Requirements for admission are:

- Bachelor's degree
- At least a B average in the undergraduate major and a generally strong academic record
- Minimum of three semester hours credit in American government and politics
- Excellent verbal and quantitative scores on the Graduate Record Examination

Each applicant must submit

- standardized test scores (typically GRE scores, GMAT or LSAT scores as appropriate)
- transcripts from all institutions of higher education the applicant has attended
- a personal statement of career goals and how the MPA Program relates to them
- three letters of reference
- the Graduate School application form

In addition, each applicant has an interview with members of the admissions committee.

### Projected Massachusetts Enrollment

	<b># of Students Year 1</b>	<b># of Students Year 2</b>	<b># of Students Year 3</b>	<b># of Students Year 4</b>
New Full Time	0	0	0	0
Continuing Full Time	0	0	0	0
New Part Time	2	5	6	8
Continuing Part Time	0	1	2	4
<b>Totals</b>	<b>2</b>	<b>6</b>	<b>8</b>	<b>12</b>

### Curriculum (Appendix A)

The proposed programs entails a 44-credit requirement, a professional work experience, a portfolio and an oral defense. The 44-credit reprogram consists of 29 credits of core courses and 15 credits of electives. The 29 credits of core courses were identified to ensure coverage of public service values and required competencies that support the proposed program's mission of preparing public service leaders. The 15 credits of electives provide students the opportunity to focus on specific areas of public service such as local government management.

The professional work experience provides an opportunity for students to apply the theories learned in class. Students work on real local government and nonprofit scenarios that apply methods of budgeting and finance, program evaluation, administrative writing, and government and nonprofit accounting. Students who have current or recent full-time employment in a public service leadership role may elect to use that experience to fulfill the requirement.

A portfolio would also be required for each student to demonstrate selected competencies. During their final semester, students would be required to write a comprehensive paper that integrates those products and synthesizes competencies within the framework of public service leadership. The portfolio would be reviewed and approved by a three-person committee, which also would conduct the oral defense.

### Delivery Method

The program is delivered online, except for the professional work experience that students will complete at sites in Massachusetts. Online courses will include original, broadcast-quality video segments, self-paced lectures, interactive case studies and collaborative activities designed to foster teamwork. In live class sessions, a professor and a cohort of 10 to 15 students will collaborate in an online classroom at prearranged dates and times. These sessions are scheduled to accommodate students in multiple time zones, and use live, streaming video to allow students and professors to see and hear each other as they analyze and discuss course topics in real time. The technology also enables live office hours with professors and student-led study groups, all of which will be recorded so students can revisit them, even after they complete the courses. In addition, faculty and students will interact through the learning management system, which functions similarly to a social network. This allows students to communicate in real-time with their professors and peers, through discussion boards, meeting rooms, groups, and live collaboration.

Online students would use a video conferencing platform for exams and for part of their classes. Faculty advising would similarly be available through a videoconferencing platform and also email, discussion boards, and phone as appropriate. Instructors of the portfolio class will make significant use of peer evaluation to encourage a broader network of support for the students.

## **RESOURCES AND BUDGET**

### Faculty and Staff

The program is housed in the School of Government. As of January 2013, 20 current, lead full-time faculty to teach in the online version of the MPA. Thirteen of these faculty members are

tenured. As the program grows, additional part-time and full-time faculty will be hired to teach the synchronous portion of additional sections of the program. The SOG is committed to hiring faculty with terminal degrees and/or with sufficient experience to have expertise in the relevant course area. In anticipation of the growth of the online program, the School of Government is already in the process of hiring two additional tenure-track positions. The institution is planning four more tenure-track faculty in the next two years.

There are three full-time support staff providing admissions support, student advising, student placement, and administrative support. A dedicated staff position will support the placement of students in professional work experience as well as providing support and guidance for career placement after completing the degree.

### Facilities, Library and Information Technologies

The UNC-Chapel Hill library system collections include more than five million volumes. The library's collection and research services provide access to materials on topics related to public law, public administration, management and government. The collection contains 22,628 bound volumes, approximately 755 periodical subscriptions, and 5,231 pamphlets and other material related to these subjects. All of the library resources are currently available and will be made accessible in order to support students.

The library also provides a wide array of resources and services specifically designed for the distance education student. Online students will be able to work with staff from the Joseph Palmer Knapp Library at the SOG. The library staff is all available by email or phone throughout the year to assist students, faculty and staff.

### Budget (Appendix B)

Expenditures will be adjusted based on the size of the program, so the attached budget reflects both tuition revenue and program expenditures based on the projected enrollment sizes. Both revenue and expenditures would increase or decrease based on the demand for the program.

The SOG has approved using discretionary funds from their \$14 million endowment to cover the initial investment needed in the first few years of the program with repayment beginning during the third fiscal year of the program.

### **INTERNAL REVIEW**

The institution's proposal was internally reviewed. The UNC's residential MPA program is professionally accredited by the National Association of Schools of Public Affairs and Administration (NASPAA). The NASPAA process specifically cites the creation of an online format as a change that would be evaluated as part of the next evaluation cycle. Based upon the institution's professional accreditation of the residential MPA program and review of the institution's resources, Department staff have determined that the online version of the program meets or exceeds the standards contained in the 610 CMR 2.07 in the Degree Granting Regulations for Independent Institutions of Higher Education.

## **PUBLIC HEARING**

The required public hearing was held on October 21, 2013 at the Department of Higher Education, located at One Ashburton Place in Boston, Massachusetts. No objections to the petition were presented.

## **STAFF ANALYSIS AND RECOMMENDATION**

After a thorough evaluation of all documentation submitted, staff is satisfied that the proposal of the **University of North Carolina at Chapel Hill** to award the **Master of Public Administration** meets the requirements set forth in 610 CMR 2.07 in the Degree Granting Regulations for Independent Institutions of Higher Education. This program will be delivered online with the exception of the professional work experience which will be conducted in Massachusetts. Recommendation is for approval.

## Appendix A

### Curriculum Outline

<b>Required (Core) Courses in the Major (Total # courses required = 11)</b>		
Course Number	Course Title	Credit Hours
PUBA 709	Public Administration Institutions and Values	3
PUBA 710	Organization Theory	3
PUBA 711	Public Service Leadership	3
PUBA 719	Public Administration Analysis and Evaluation I	3
PUBA 720	Public Administration Analysis and Evaluation II	3
PUBA 721	Professional Communications	3
PUBA 723	Human Resource Management	3
PUBA 731	Public Financial Management	3
PUBA 745	Professional Work Experience	1
PUBA 746	MPA Portfolio	1
PUBA 760	Law for Public Administration	3
	<b>Sub Total Required Credits</b>	29
<b>Elective Courses (Total # courses required =5 ) (attach list of choices if needed)</b>		
PUBA 730	Government and Nonprofit Accounting and Reporting	3
PUBA 732	Strategic Information Technology Management	3
PUBA 740	Decision Analysis	3
PUBA 751	City and County Management	3
PUBA 752	Productivity in Local Government	3
PUBA 756	Nonprofit Management	3
	<b>Sub Total Elective Credits</b>	15
<b>General Education Courses (Total # courses required = 0 )</b>		
<b>Indicate Distribution of General Education Requirements Below</b> <a href="#">Attach or Insert Link to List of General Education Offerings (Course Numbers, Titles, and Credits)</a>		# of Gen Ed Credits
Arts and Humanities, including Literature and Foreign Languages		0
Mathematics and the Natural and Physical Sciences		0

Social Sciences	0
<b><i>Sub Total General Education Credits</i></b>	0
<b><i>Curriculum Summary</i></b>	
Total number of courses required for the degree	14
Total credit hours required for degree	44
<b><i>Prerequisite, Concentration or Other Requirements:</i></b>	



**Appendix B – Budget**

<b>INCOME</b>	<b>Year 1</b>		<b>Year 2</b>		<b>Year 3</b>	
	<b>Dollar Amt</b>	<b>% Total Inc</b>	<b>Dollar Amt</b>	<b>% Total Inc</b>	<b>Dollar Amt</b>	<b>% Total Inc</b>
Student Tuition	792,330	51%	5,538,794	98%	11,647,769	100%
Other	750,000	49%	100,000	2%	-	0%
<b>INCOME TOTAL</b>	<b>1,542,330</b>		<b>5,638,794</b>		<b>11,647,769</b>	
<b>EXPENDITURES</b>	<b>Dollar Amt</b>	<b>% Total Exp</b>	<b>Dollar Amt</b>	<b>% Total Exp</b>	<b>Dollar Amt</b>	<b>% Total Exp</b>
Scholarships	105,000	7%	290,004	5%	515,386	5%
Support Services	412,398	27%	3,149,274	56%	6,679,430	61%
University Services	48,336	3%	70,129	1%	70,004	1%
Staff/Administration	351,137	23%	526,873	9%	828,227	8%
Faculty	382,488	25%	1,147,801	20%	2,349,165	21%
Facilities	72,000	5%	120,000	2%	96,000	1%
Other	159,528	10%	334,397	6%	469,531	4%
<b>EXPENDITURE TOTAL</b>	<b>1,530,887</b>		<b>5,638,478</b>		<b>11,007,743</b>	