

BOARD OF HIGHER EDUCATION
REQUEST FOR COMMITTEE AND BOARD ACTION

COMMITTEE: Academic Affairs

NO.: AAC 12-03

COMMITTEE DATE: October 11, 2011

BOARD DATE: October 18, 2011

APPLICATION OF UNIVERSITY OF MASSACHUSETTS AMHERST TO AWARD THE MASTER OF PUBLIC POLICY

MOVED: The Board of Higher Education hereby approves the application of **University of Massachusetts Amherst** to award 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.

Authority: Massachusetts General Laws Chapter 15A, Section 9(b)

Contact: Dr. Francesca Purcell, Associate Commissioner for Academic and P-16 Policy

BOARD OF HIGHER EDUCATION

October 2011

University of Massachusetts Amherst

Master of Public Policy

INTENT AND MISSION

The University of Massachusetts Amherst (UMA) filed an expedited application to offer the Master of Public Policy (MPP). The proposed MPP degree was developed utilizing a subset of courses from the University's currently-offered Master of Public Policy and Administration, a broad degree with a management focus. The proposed MPP will provide a narrower focus on public policy in a shorter period of time. Furthermore, the proposed MPP will allow the University to attract an emerging group of students (many of whom are out-of-state students) who seek a combined 5-year baccalaureate/Master's path.

The purpose of the proposed MPP program is to train effective and skilled public leaders and managers. Graduates will gain a solid foundation of analytical skills that will help them examine the political, social, and economic aspects of public policy issues in order to recommend effective solutions to improve people's lives in the Commonwealth and around the world. Completion of the required courses for the MPP degree will contribute to the growth of students' knowledge and skills in critical reading, data collection, quantitative analysis, problem solving, and collaboration with communication skills being a major focus across all core courses. Graduates will find employment in government and nonprofit organizations as well as in the private sector. Typical jobs will include policy or budget analysts in government agencies and private sector consulting firms, program officers in international organizations, town managers for local communities, and research analysts in private think tanks and nonprofit organizations.

In relevant part the University's mission seeks to provide education, research and public service that advances knowledge and improves the lives of people, locally and globally. The proposed degree is closely aligned with the mission and will contribute to the growth of students' knowledge and skills in critical reading, data collection, quantitative analysis, problem solving, and collaboration that will prepare them for careers in a variety of public service fields and in government.

The proposed program has been approved by the University's internal governance procedures and was approved by the University Board of Trustees on May 25, 2011. No responses were received to the circulated letter of intent.

NEED AND DEMAND

External data sources suggest the demand for public policy graduates will be very strong in the future. Although there will be significant opportunities in local, state and international government and in the non-profit sector, the federal government will likely be the largest source of new jobs for graduates of the proposed program. The

Partnership for Public Service, a nonprofit, nonpartisan organization, estimates that the federal government will add 270,000 employees in 2010-2012. Those jobs will not be just in Washington, D.C., but across the U.S. and the world. According to the Bureau of Labor Statistics, this expansion is related to the economic stimulus legislation, as well as a substantial number of expected retirements over the next decade.

Internal data is also promising. The market outlook for graduates of the proposed MPP should be similar to the current MPPA program. The University reports that MPPA graduates have excellent placement rates; nearly 100% MPPA graduates actively looking for work in the field have found a position within three months of graduation.

Although the proposed program will be marketed towards those who already hold a bachelor's degree, the primary student market for this program will be highly qualified undergraduate students from the Five Colleges (Amherst College, Hampshire College, Mount Holyoke College, Smith College and University of Massachusetts Amherst) who want to accelerate their progress and complete both a bachelor's degree and the MPP in five years. Directors of several undergraduate programs at UMA have indicated that their students are likely to be interested in a five-year degree option. Numerous conversations with faculty and administrators at Amherst, Hampshire, Mount Holyoke, Smith, and Five Colleges Inc. reveal strong interest in a five-year option.

ACADEMIC AND RELATED MATTERS

Regular Admission

Admission requirements to the MPP program are as follows:

- Completed application form
- Statement of purpose
- Transcripts for all undergraduate and graduate work
- Official Graduate Record Examination (GRE) scores
- Two letters of recommendation
- International students must submit an official TOEFL score report as well as the GRE
- Recommended preparatory courses include courses in economics, political science, statistics, computer science, accounting, writing and other communication skills, undergraduate internships, and related work experience.

Admission for 5th year Option Students

Requirements will be slightly different for those students who are applying in their junior year of college to complete their baccalaureate and the proposed MPP in five years. For those students, who will be enrolled as undergraduates either at UMA or at one of the area's other Five Colleges; the GRE will not be required. In those cases, applicants must have junior standing and a strong cumulative grade point average, and gain admission to the proposed MPP program contingent on maintaining a high GPA during their senior year. Applicants to the program will also be expected to have demonstrated a strong commitment to public service through internships, research, or employment or volunteer experience with policy-oriented organizations. For the 5th year option

students, the University will assess an applicant's GPA and letters of recommendation rather than GRE scores.

Enrollment

The University anticipates a modest increase in enrollment in the proposed program, as illustrated in the table below.

	# of Students Year 1	# of Students Year 2	# of Students Year 3	# of Students Year 4*
New Full Time	0	0	0	0
Continuing Full Time	0	5	10	12
New Part Time	5	10	12	15
Continuing Part Time	0	0	0	0
Totals	5	15	22	27

Curriculum (Attachment A)

The proposed 36 credit MPP will draw heavily on the public policy courses that are currently part of the MPPA program. Its curriculum will be interdisciplinary including political science, economics, anthropology, sociology, and statistics courses. The only new course is the "Policy Seminar," which will bring MPP students together to apply interdisciplinary tools to analyze possible solutions to a broad contemporary challenge in public policy, such as climate change. Students in the MPP program will be required to complete a three-credit summer internship. The internship will be integrated into the current curriculum and will be guided and supervised by a faculty member. As in the MPPA program, the University expects that internships will be completed in organizations in Massachusetts, throughout the United States, and internationally.

RESOURCES AND BUDGET

Faculty and Administration

The proposed MPP program will be housed in the Center for Public Policy and Administration (CPPA), as part of the College of Social and Behavioral Sciences. The Director of CPPA is responsible for direct administration of the current MPPA Program and will be responsible for the proposed program. A faculty member will serve as MPP program director for the proposed program, advising prospective and current students and overseeing all start-up phases of the proposed program. The Dean of the College of Social and Behavioral Science has ultimate authority over the proposed MPP degree and CPPA.

Because the proposed MPP is a subset of the MPPA, the curriculum, faculty and staff are already in place. The University anticipates no new faculty or staffing needs with the new program, or additional investments.

Library, Facilities and Equipment

The proposed MPP program will be housed in Gordon Hall, the current home of the MPPA program. The MPP program will require the purchase of approximately 5 additional computers given the current ratio of students to computers in the MPPA program. MPP students will use the existing library resources at UMass Amherst, which include the staff member who is the existing library liaison to the MPPA program.

Fiscal (Appendix B)

The University also submitted a four year projected budget for the proposed program outlining its assumptions. The core budgeting assumption is that the increase in expenses will be minimal since the proposed MPP will take advantage of economies of scale to use existing resources more efficiently. The fixed costs related to faculty, library resources, and facilities, have enough capacity to accommodate the relatively small influx of 15-20 students per year.

PROGRAM EFFECTIVENESS

The University developed the following program goals and objective.

Goal	Measurable Objective	Strategy for Achievement	Timetable
(1) Attracting and admitting highly qualified students	Enroll 15-20 new students per year	<ul style="list-style-type: none"> • Development of closer ties with faculty in Five Colleges to assist with identification of highly qualified students. • Attendance at graduate school recruiting fairs in Five Colleges • Presentations in feeder courses • Development of marketing materials 	<i>See enrollment table.</i>
(2) Successful completion of an internship by each student	Students obtain a position with meaningful responsibilities that will expand the student's knowledge and application of policy analytical skills	<ul style="list-style-type: none"> • Develop closer ties with local organizations that CPPA works with • Use Springfield Initiative to create new opportunities • Use alumni network to place MPP students and identify 	Will review annually to assess each student's progress; Evaluate with surveys of students and supervisors each

		new opportunities <ul style="list-style-type: none"> • Tap into existing Five College internship offices and staff for ideas and contacts for students. • Development of an online course to monitor and enhance the learning from the internship. • Development of contracts and evaluations by students and supervisors 	year
(3) Graduates will receive offers of professional positions upon graduation with the MPP	Equal placement rate of MPPA students	<ul style="list-style-type: none"> • Offer professional development opportunities to MPP students • Expansion of alumni network as the number of alumni increase • Tapping into Five College alumni networks for professional policy connections 	Review annually

EXTERNAL REVIEW AND INSTITUTIONAL RESPONSE

The proposed program proposal was reviewed by Timothy M. Smeeding, Ph.D., University of Wisconsin – Madison; and Gregory B. Lewis, Professor, Georgia State University. Both reviewers confirmed the value of the proposed program, noting that it creates a strong curricular offering that will be in demand from prospective students and highly valued by their future employers. However, they observed that as admissions and placement grow more resources than what is currently available will be needed to support the program. The evaluators encourage the University to devote greater resources to the program as it develops. More course offerings in the area of nonprofit policy and management would also attract a greater range of students and aid to their employability.

The University responded by stating that there is a plan in place to return revenue to individual programs, including the proposed program. This additional revenue will make it possible to add courses in non-profit management, for example, and to increase capacity if the program grows more rapidly than expected.

STAFF ANALYSIS AND RECOMMENDATION

Board staff thoroughly reviewed all documentation submitted by UMA and external reviewers. Staff recommendation is for approval of 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: CURRICULUM OUTLINE

Major Required (Core) Courses (Total courses required = 7)		
<i>Course Number</i>	<i>Course Title</i>	<i>Credit Hours</i>
PubP&A (New Course 613)	Policy Seminar	3
PubP&A 601	Politics of the Policy Process	3
PubP&A 603	Public Policy Analysis	3
PubP&A 605	Economics and Public Policy	3
PubP&A 607	Policy Methods	3
PubP&A 608	Intro. To Statistical Methods for Public Policy	3
Pub P&A (New Course 597)	Summer Internship	3
	SubTotal # Core Credits Required	21
Concentration Course Choices (Total courses required = 3) (attach list as needed)		
PubP&A 622	Ethics and Public Policy	3
PubP&A 697K	Comparative Public Policy	3
PubP&A 697N	Globalization	3
PubP&A 606	Applied Public Economics	3
PubP&A697V	Qualitative Policy Research	3
PubP&A 602	Public Management	3
PubP&A 697NP	Nonprofit Management: Programs	3
PubP&A 697 NG	Nonprofit Management: Governance	3
PubP&A 631	Information Technology in the Public and Nonprofit Sectors	3
PubP&A 697B	Geographic Information Systems	3
	SubTotal # Concentration Credits Required	9
Other/Elective Course Choices (Total courses required = minimum of 2) (attach list as needed)		
PubP&A 697FF	MPPA Professional Development	1
PubP&A 697AA	Statistics Lab	1
PubP&A 697C	GIS Lab	1
PubP&A 697Z	Social Inequalities, Technology & Public Policy	3
PubP&A 697G	Gender, Care and Public Policy	3
	SubTotal # Elective Credits Required	6
Curriculum Summary		
Total number of courses required for the degree		12

Total credit hours required for degree	36
<i>Prerequisite or Other Additional Requirements:</i> To bring their total number of credits to 36, students choose elective courses from CPPA elective or program electives including one-credit options such as professional development and/or the statistics lab.	

ATTACHMENT B: PROGRAM BUDGET

NEW ACADEMIC PROGRAM BUDGET

One Time/ Start Up Costs	Cost Categories	Annual Expenses			
		Year 1	Year 2	Year 3	Year 4
\$14,000	Full Time Faculty (Salary & Fringe)	11,000	11,000	11,000	11,000
	Part Time/Adjunct Faculty (Salary & Fringe)				
\$20,000	Staff	0	0	0	0
	General Administrative Costs	0	0	0	0
	Instructional Materials, Library Acquisitions	0	0	0	0
	Facilities/Space/Equipment	4,000	4,000	2,000	0
	Field & Clinical Resources				
	Marketing	2,000	0	0	0
	Other (Specify)				
\$34,000	TOTALS	17,000	15,000	13,000	11,000

One Time/Start-Up Support	Revenue Sources	Annual Income			
		Year 1	Year 2	Year 3	Year 4
\$34,000	Grants (campus stimulus funds)				
	Tuition				
	Fees	8,000	8,000	8,000	8,000
	Departmental				
	Reallocated Funds				
	Other (specify): Online course revenue	4,000	4,000	4,000	4,000
\$34,000	TOTALS	12,000	12,000	12,000	12,000

Budget Narrative

Expenses:

1. Administrative and faculty expenses: A faculty member will be released from teaching one course per year to administer the MPP program, including advising and recruiting students. The cost of replacing that faculty member's course will be approximately \$7,000 per year. The Department also received funds from the campus for a part-time graduate assistant (1.5 FTE) to work on the start-up phase of program. UMA will also pay a faculty member approximately \$4,000 to teach an online course related to the summer internships.
2. Equipment: Over the four year ramp-up period, CPPA expects to purchase 5 computers to accommodate the increased demand by students. The cost of each computer and software will be approximately \$2,000 for a total expense of \$10,000 over 4 years.
3. Student program costs: Some minimal costs of orientation and social events will increase as a result of having more students. Those costs will be no more than \$200/student each year they are enrolled in the graduate program, and \$100/year that they are taking courses as undergraduates.
4. Marketing materials: Professional and marketing materials for the program, including brochures and other materials for use at recruiting fairs will be prepared. These materials will be prepared at the beginning of the four year start-up period and are not likely to need to be updated at approximately \$2000 to design and print.

Income:

- a. The Amherst campus has announced its intention to share revenue earned from new graduate programs. Since the formula depends on the number of students and the proportion who are out-of-state students, as well campus revenue sharing policies, it is difficult to predict exactly how much revenue will be returned to the college that houses the MPP program. However, the College of Social and Behavioral Sciences is committed to returning at least 80% of the revenue returned to the college with CPPA. Given that our main pool of recruits will come from the Five Colleges, a pool of mostly out-of-state students, the revenues shared could be substantial. The break-even amount of shared revenue that would be sufficient to cover our costs is the equivalent of about \$8,000 per year for the first four years. Even a small number of out-of-state students, such as 4 per year generating \$2,000 each in returned revenue, would be sufficient to fund the program. Given that the amount per student could be substantially more than \$2,000 per year, CPPA should be able to fund the necessary expenditures outlined above (excluding teaching of the online course).
- b. In addition, there will be some revenue from the online course that will accompany the summer internship. (Some revenue will go to pay the faculty instructor for the course.)