



ANNUAL PROGRAM REPORT

College	CLASS
Department	PUAD
Program	MPA
Reporting for Academic Year	2018-19
Last 5-Year Review	2014-15
Next 5-Year Review	2020-2021
Department Chair	O. Jay Umeh
Date Submitted	October, 1, 2019

I. **SELF-STUDY**

A. The last five-year review was completed in 2014-15. The planning goals outlined in the five-year review included: curriculum revision, implementing new course delivery options, admission requirement revision, improved advising, increased assessment of student learning outcomes (SLOs), monitoring of the student evaluation process, and improved enrollment management, and faculty resources.

B. Progress Toward Five-Year Review Planning Goals

Curriculum: In regard to curriculum revision, PUAD completed a major revision in 2012-13, revising options and discontinuing one option as part of the results of program and enrollment assessment. PUAD significantly revised the Health Care Administration option and the Public Management and Policy Analysis options, respectively. The Human Resources and Organizational Change option was discontinued. The option revisions and the discontinuance were approved by the required CSUEB entities. In regard to advising, we continue to offer a student orientation in the Fall and Spring semesters (our admission semesters). We have developed new degree completion roadmaps and a new annual course listing, which was necessary due to the curriculum revision. In addition, on the semester schedule, we clearly indicate in which courses students should enroll, based on their admission semester.

New Course Delivery options: In regard to new course delivery options, PUAD is now offering the majority of its courses in a hybrid mode. Regarding accreditation, a number of UC and CSU MPA programs are not NASPAA-accredited and many are not even institutional members of NASPAA. The resources needed to re-establish NASPAA accreditation lead us to question whether the value of accreditation is sufficient to merit the necessary investments, which would include increasing the MPA faculty by three tenure-track faculty, increasing administrative support, and decreasing class sizes. It seems unlikely that this level of increase in programmatic cost will be possible in the foreseeable future.

Admission Requirement Revision: In regard to the admission requirements, we continue to follow the application evaluation process adopted in 2011-12, and update in every semester the specific instructions on the PUAD website regarding the content and format of letters of recommendation and the statements of purpose, as well as application deadlines.

Program Assessment/Improvement: In regard to assessment of student learning outcomes (SLOs), we are continuing to develop SLOs for each of the courses, are participating in the CLASS FACT with specific assessment targets. In 2012-13, the MPA Graduate Coordinator examined all of the syllabi from Fall 11

and later in order to capture the SLOs. These SLOs were reviewed at our Department retreat in Summer 13. The PLOs were specified and tied to the University's ILOs.

In regard to monitoring student evaluations, in Winter 13 and Spring 13 PUAD participated in the pilot study where all of the student evaluations were completed online. We will continue to be in the study for its duration.

Faculty Resources: During the 2014-15 AY, the MPA program was granted two tenure-track faculty lines. At the end of that search, we were able to hire one faculty member who joined the department in Fall 2015 as an Assistant Professor. Then, during the 2015-16 AY, the MPA program was granted one faculty line, and at the end of that search we were able to hire one faculty member who joined the department in Fall 2016 as Assistant Professor (However, during this Fall semester 2018, this particular faculty member unexpectedly passed away).

C. Program Changes and Needs

Overview: The primary changes in the MPA program were the result of the quarter-to-semester conversion, the addition of two faculty hires and constant maintenance of the lecture pool. For now, the primary program need is for increased administrative support of our two graduate programs. During the summer of Academic Year 2018-19, the outgoing Dean Rountree offered the department the opportunity to raise the administrative support staff time base from .75 to 1.0. As a result, we are currently in the recruiting phase of a 1.0 ASC1 for our two graduate programs.

Curriculum: As was discussed earlier, the MPA curriculum has been completely transformed, with new Program Learning Outcomes (PLOs). The curriculum now consists of 8 4-unit courses, for a total of 32 units.

Students: A previous approval to admit in the Fall semester only in the MPA program was also reversed by Dean Rountree, and beginning in Spring 19 the department can admit no more than one cohort each in both the Fall and Spring semesters, respectively. In Fall 17, we received 90 applications and admitted 62 applicants (68% admission). In Spring 18, we received 104 applications and admitted 77 applicants (74% admission).

Faculty: As discussed earlier on, PUAD was recently awarded two tenure-track faculty lines - one hire in 2015-16 (Nicole Diggs) and the second in 2016-17 (Joyce Keyes Williams, who recently passed away during Fall Semester 2018). We have sufficient number of lecturers in our part-time lecturer pool to draw from when they are needed.

Staff: PUAD runs two full-time graduate programs (MS-HCA and MPA) with roughly 350 students and a number of part-time adjunct faculty. During the summer of Academic Year 2018-19, the outgoing Dean Rountree offered the department the opportunity to raise the administrative support staff time base from .75 to 1.0. As a result, we are currently in the recruiting phase of a 1.0 ASC1 for our two graduate programs.

Resources: It is fair to say that the department's primary need which is in the area of increased administrative support has been partially addressed. Given the department's two graduate programs which have a robust enrollment in terms of the number of students, one would think that two administrative staff positions would have been provided.

Assessment: We currently have the PLO Synthesis Examination which provides direct assessment. Also, the presentation of the assessment data is reported for each individual PLO.

II. SUMMARY OF ASSESSMENT

A. Program Learning Outcomes (PLO)

Within public administration education, there has been a movement towards competency-based education. The National Association of Schools of Public Affairs and Administration (NASPAA), which is the membership association of graduate programs in public administration, public policy, and public affairs, has identified five competency domains that graduates from public administration programs should be able to demonstrate. We have significantly revised the PLOs and adopted the five NASPAA-identified domains with modification for the MPA PLOs.

PLO 1. Students who graduate with a MPA will be able to lead and manage in public governance while demonstrating an understanding of the role of theory in public governance and the application of these theories toward administrative inquiry.

PLO 1 supports the CSUEB ILOs of “act responsibly and sustainably at local, national, and global levels” and “demonstrate expertise and integration of ideas, methods, theory and practice in a specialized discipline of study.”

PLO 2. Students who graduate with a MPA will be able to participate in and contribute to the policy process.

PLO 2 supports the CSUEB ILOs of “apply knowledge of diversity and multicultural competencies to promote equity and social justice in our communities” and “work collaboratively and respectfully as members and leaders of diverse teams and communities” and “demonstrate expertise and integration of ideas, methods, theory and practice in a specialized discipline of study.”

PLO 3. Students who graduate with a MPA will be able to analyze, synthesize, think critically, solve problems, and demonstrate an understanding of interpretive and quantitative research methodologies. PLO 3 supports the CSUEB ILOs of “think critically and creatively and apply analytical and quantitative reasoning to address complex challenges and everyday problems” and “demonstrate expertise and integration of ideas, methods, theory and practice in a specialized discipline of study.”

PLO 4. Students who graduate with a MPA will be able to articulate and apply a public service perspective.

PLO 4 supports the CSUEB ILOs of “communicate ideas, perspectives, and values clearly and persuasively while listening openly to others” and “act responsibly and sustainably at local, national, and global levels.”

PLO5. Students who graduate with a MPA will be able to communicate and interact productively with a diverse and changing workforce and citizenry.

PLO 5 supports the CSUEB ILOs of “communicate ideas, perspectives, and values clearly and persuasively while listening openly to others” and “work collaboratively and respectfully as members and leaders of diverse teams and communities.”

B. Program Learning Outcome(S) Assessed

We assess all five of the MPA's PLOs annually. We have used a variety of different methods to assess SLOs and PLOs, including pre-and post-test and student exit surveys, respectively. For the past several years, we have used the capstone experience (PA 692) to assess all five of the PLOs. PA 692 is offered twice a year, in the Fall and Spring semesters, respectively.

C. Summary of Assessment Process

Instrument(s): In 2017-18, we assessed the PLOs as part of PA 692 (Graduate Synthesis) which is the capstone course. It requires the completion of an essay exam that is designed to directly assess the students' level of competency. As part of the requirements for PA 692, the students responded to 5 essay questions. Each of the five questions was intended to assess one of the PLOs using a grading rubric/assessment rubric that had been developed by faculty. In all, each PLO section has its own grading rubric so data for each PLO is collected.

Sampling Procedure: All students in the program are required to complete PA 692.

Sample Characteristics: All students in the program are required to complete PA 692.

Data Collection: The PLO Essay and the PLO Self-Assessment and Narrative are graded using grading rubrics designed for each assignment.

D. Summary of Assessment Results

Main Findings:

Each PLO/ILO is assessed with the MPA Comprehensive Exam during the final weeks of PA 692 (Graduate Synthesis course) using grading/assessment rubrics that the program faculty developed for each PLO.

All 25 students' Comp Exams were submitted and assessed on Blackboard in Fall Semester, 2018. Overall student performance on the learning outcomes was very good. Average scores received on the essays ranged from a high of 90% on PLO 4 ("articulate and apply a public service perspective") to a low of 71% on PLO 5 ("communicate and interact productively with a diverse and changing workforce and citizenry"). The average total score was 82% correct. Despite the fact that students were informed that their lowest scoring essay out of the 5 essay questions in the Comp Exam would automatically be omitted from their final grade, 18 students achieved total scores in the 90-100% range, which means they performed well across the five areas. Scores reported above include all the essay scores prior to throwing out each student's lowest scoring essay. The average adjusted final score, with each student's lowest essay score thrown out, was 92% correct.

Recommendations for Program Improvement: Overall, we seem to be quite pleased with the current trend in the MPA students' performance in the capstone course. We plan to continue to offer the capstone course using the rubrics developed by faculty in the assessment of the PLOs.

Next Step (s) for Closing the Loop: We will continue to share the results of these assessments with all faculty in the MPA program.

Other Reflections: None

E. Assessment Plans for Next Year

In 2019-20, we will continue to assess all of the PLOs in PUAD 6901, the capstone experience. PA 692 will be offered in Fall 18 and Spring 19 semesters, respectively. Students will continue to complete a PLO Synthesis Examination that will directly assess each of the five PLOs separately. The PLO Self-Assessment and Narrative will be used as an indirect assessment of the PLOs.

DI. III. DISCUSSION OF PROGRAM DATA & RESOURCE REQUESTS

A. DISCUSSION OF TRENDS & REFLECTIONS

Notable Trends: The primary notable trend reflected in the CAPR data is the decrease in the number of MPA students in the program. In 2012, the headcount was 174; in 2016, the headcount was 153 – a decrease of 21 students; and in 2018 it was 120 students. That this is the case is not a surprise to the department. During the past three years, there has been a slight drop in the number of students in the program. To be clear, while there is great interest in the MPA program and we do receive a lot of inquiries, however, we have not done a good job of following up on these inquiries because of the absence of necessary resources. This has also resulted in a reduction in the number of courses/sections offered each semester in the program. We have brought this situation to the attention of Dean Wendy Ng in order to help us in reversing this trend. While the MPA program is not currently run in a strictly cohort model, we are much closer to transforming into the cohort model now that we are into the semester mode. As a result of this somewhat drop in enrollment in the MPA program, Dean Rountree had directed that enrollment in the MPA program be limited to the Fall Semester only until further notice. However, during the Summer of 2019, the outgoing Dean, Kathleen Rountree, approved a plan for the MPA to resume its usual admission of one cohort during the Spring and Fall semesters, respectively. Again, we currently offer about 8-9 courses/sections in the Fall and Spring semesters, with enrollment ranging between 25 to 30 students. Table 1 below shows the enrollment in the MPA program during the past five years.

Table 1

<u>Pgm Major Desc</u>	<u>Student Level</u>	<u>Term</u>	<u>% of Total Number of Records</u>	<u>Number of Records</u>
Public Administration	Graduate	Fall 2014	100%	186
Public Administration	Graduate	Fall 2015	100%	182
Public Administration	Graduate	Fall 2016	100%	153
Public Administration	Graduate	Fall 2017	100%	128
Public Administration	Graduate	Fall 2018	100%	120

The data have continued to show a slight increase in the percentage of black/African American students in the program from 2014, but over the five years there have been an average of 23.58% black/African American students in the program and 65.4% female students in the program. There is not a lot of deviation from those averages. The percentage of students who are part-time, the average units enrolled, and the average age of students only show very minor differences across the five years. The faculty and course data provided is at the department-level, not program-level. It is, thus, difficult to use these data to discuss any MPA program-specific trends or trends.

Reflections on Trends and Program Statistics:

Other than the decrease in the number of students in the MPA program, there has continued to be very little changes in the student body. As discussed, the decrease in the number of students is not due to a decrease in demand. The decrease is due to the constraints on the number of courses that the program can offer in any given semester. We currently admit one cohort in the Fall Semester and one cohort in the Spring of each semester. This amounts to 8-9 courses/sections during each of the Fall and Spring semesters, respectively, so our admissions are limited to the number where 8-9 courses/sections are deemed to be sufficient to meet each admission cohort's enrollment requirements. It is difficult to comment on the faculty and course data as it is at the departmental level. Since there are two programs within the department, these data would only be informative if it were reported on a program basis.

Assistant Professor Diggs has taken a leave of absence for Fall 19 and it is highly unlikely that she plans to return to CSUEB. Assuming that she does not return, PUAD will only have two 50% FERPers (Professors Umeh and Fogarty) and Associate Professor Michael Moon in the tenure-faculty numbers.

REQUEST FOR RESOURCES

PUAD Proposals for TT Searches in 2019-2020

- a. Title of position: Assistant Professor of Public Administration (health care administration emphasis)
- b. Brief Position Description:

The successful candidate for this position is expected to teach graduate courses in both the MS-HCA and MPA degree programs, contribute to curriculum and program development, assist in student recruitment, advise and mentor MS-HCA students and MPA students with the Health Care Administration concentration, be involved in developing community partnership with Bay Area health care employers, and participate in program assessment. Candidates should have broad-based expertise in core curricular areas in health care administration and management. A major goal of the position is to fill the position of MS-HCA Graduate Coordinator. The role of MS-HCA Graduate Coordinator is being temporarily filled by Professor Fogarty, who had stepped down from the position in Fall 18 and was replaced by Professor Keyes-Williams. Professor Fogarty resumed the position after the tragic death of Professor Keyes-Williams.

- c. The position is not tied to GI 2025 since that initiative is focused on undergraduate students.
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- a. Title of position: Assistant Professor of Public Administration (General Public Administration)
- b. Brief Position Description:

With the recent and unexpected death of Professor Keyes Williams and the expected retirement of the two senior faculty members, the need for additional faculty in the MPA program and PUAD has become very critical. One senior PUAD faculty member retired at the end of Spring 19 and the other will retire at the end of Spring 20. While one faculty entered the FERP program in Fall 19, the other faculty will also begin to FERP during Fall 20.

PUAD is requesting two (2) tenure-track line in the MPA program at the rank of Assistant Professor. These faculty will teach core coursework that is required in order to complete the MPA curriculum. Classes include (but not limited to) Public Policy process, Finance and Budgeting, PA Theory, and Organizational Theory. In addition to teaching, this faculty will have advising responsibilities, assist the department with administrative and/or committee work, and is expected to assume campus-wide committee responsibilities, advise, and mentor students from diverse educational and cultural backgrounds. We are thus requesting two (2) tenure-track hire for faculty who will help in filling the vacancy to be created by the current chair's retirement, including Professor Diggs who may not return from her Leave thereby creating a troubling in MPA program.

- c. The position is not tied to GI 2025 since that initiative is focused on undergraduate students.

1. Request for Other Resources

After several years of requesting additional administrative assistance, PUAD's one ASC I position was increased from a .75 position to a 1.00 position, effective the end of Spring 19. Although the one ASC I position is shared between the MS-HCA and MPA programs, which have over 150 students each and whose admissions applications are processed by the department office, we are not requesting other resources at this time.