

The University of Georgia
School of Public and International Affairs
Department of Public Administration and Policy

MPA Assessment Plan

Mission Statement: The MPA program at The University of Georgia strives to be a leader in educating and inspiring students for managerial and analytical careers in public service through teaching, research, and service to the community while emphasizing the professional values of ethics and accountability.

The mission is fulfilled by educating and inspiring students for careers in management, administration, and policy analysis in government and nonprofit organizations domestically and abroad. The program produces leaders with a wide range of analytic, communicative, and managerial abilities to meet the demands of contemporary public and nonprofit sectors. The MPA curriculum encourages within students the development of the intellectual capacities and professional skills necessary for the successful performance of critical public service jobs. The program accomplishes these goals by contributing to the advancement of the public administration and policy field through teaching, research, and public service. The program also creates an awareness of and sensitivity to ethical concerns and accountability issues within the public service arena.

The following is a schedule of the assessment metrics that will be utilized each year to determine students' mastery of the core and specialization competencies as well as program effectiveness:

Academic Year 2014/2015

Self-Study submission and consideration by COPRA

Assessment of Core Competency #2: To Participate in and Contribute to the Public Policy Process

Students in the Master of Public Administration program at The University of Georgia will understand the public policy process at the federal, state, and local levels, including formulating, implementing, and evaluating policy. They will develop the ability to interpret and persuasively communicate information regarding policy alternatives through memoranda and presentations. Additionally, students will analyze policy alternatives using quantitative and qualitative tools to evaluate decisions and explain potential ramifications for diverse constituencies. They will learn to manage financial resources and develop a comprehensive budget proposal to achieve organizational goals.

Direct Assessment Metrics

- PADP 6930: Public Financial Administration
 - Capital Improvement Projects with Memo
- PADP 6950: Economic Foundations of Policy Analysis
 - Policy Evaluation Paper

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Indirect Assessment Metrics

- Exit Survey
- Employer Survey
- Capstone Paper
- Course Evaluations

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Assessment of Core Competency #3: To Analyze, Synthesize, Think Critically, Solve Problems, and Make Decisions

Students in the Master of Public Administration program at The University of Georgia will utilize various methods and analytical tools to analyze and interpret data to provide effective reasoning for decision-making and policy creation. Students will learn to effectively and concisely inform the public and other stakeholders of decisions and initiatives through the presentation of data and research findings. Furthermore, they will produce policy papers involving the synthesis of information, evaluation, and analysis of critical questions or problems currently facing the field of public administration and policy.

Direct Assessment Metrics

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 - Research Design Paper
- PADP 7120: Data Applications in Public Administration
 - Embedded Final Exam Questions
- Integrative Memo Exercise

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Indirect Assessment Metrics

- Exit Survey
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Assessment of Specialization #1: Local Government Administration

Georgia MPA students specializing in Local Government will learn the theoretical foundations of local government management and administration. Students draw comparisons between academic research and practical applications of policy at the state and local levels, including an understanding of the various challenges and strategic issues commonly faced by public officials. Students have the opportunity to gain an understanding of state and local taxation as it applies to budget planning, revenue generation, capital budgeting, and debt management. Additionally, students may learn to analyze financial control strategies including the role of accounting, reporting, and auditing functions as they strive to remain transparent in their activities. The specialization hones further skills for effective and ethical management of human service organizations.

Assessment Metrics

- Capstone Paper
- Employer Survey
- Course Evaluations
- Selection of Term Papers

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Program Evaluation

- Faculty Performance

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Academic Year 2015/2016

Assessment of Core Competency #4: To Articulate and Apply a Public Service Perspective

Students in the Master of Public Administration program at The University of Georgia will understand and appreciate the intellectual history of American public administration, competing ideological frameworks, and major issues or controversies that have emerged over time. They will learn to apply the profession's code of ethics to decisions and value conflicts unique to the public sector, ensuring practices remain accountable and transparent. Moreover, students will demonstrate an appreciation of the complex legal/political/fiscal environment of public management.

Direct Assessment Metrics

- PADP 6910: Public Administration and Democracy
 - Final Policy Memo
- PADP 6920: Public Personnel Administration
 - Embedded Final Exam Questions
- Integrative Memo Exercise

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Assessment of Core Competency #5: To Communicate and Interact Productively with a Diverse and Changing Workforce and Citizenry

Students in the Master of Public Administration program at The University of Georgia will exhibit knowledge of principles and practices associated with effective public personnel management. Such skills will include the ability to recognize, consider, and respect differing points of view in administrative and policy decisions. Students will execute specific strategies to enhance equity within and representativeness of the public workforce to ensure all people within a government's jurisdiction are well served. Finally, students will demonstrate an appreciation for diversity and will be able to work productively in teams by displaying composure, professionalism, and effective communication skills.

Direct Assessment Metrics

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Assessment of Specialization #2: Nonprofit Administration

Students in the Nonprofit Administration specialization will learn about the history, development, and scope of the nonprofit sector and the economic, social, organizational, political and philanthropic theories that explain the existence of the sector. Through courses in the specialization, students will be able to explain the distinctive contributions nonprofit organizations make to our society and relationships between and among the nonprofit, public and business sectors. Students will be able to discuss the major contemporary issues facing the nonprofit sector. They will develop the skills necessary to contribute to the effective management of nonprofit organizations.

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Academic Year 2016/2017

Assessment of Core Competency #1: To Lead and Manage in Public Governance

Students in the Master of Public Administration program at The University of Georgia will learn the implications of the unique political and legal environment in the public sector and its human management implications. They will be able to understand the importance and dynamics of working in groups or teams to make collaborative decisions, incorporate diverse viewpoints, and create a cohesive and professional product. Furthermore, students will be equipped to identify leadership and management demands across sectors, particularly in the public and nonprofit sectors, including their similarities and differences as well as unique intergovernmental and inter-organizational challenges.

Direct Assessment Metrics

- PADP 6920: Public Personnel Administration
 - Embedded Final Exam Questions

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- PADP 6960: Organizational Theory
 - Pre-Test/Post-Test Case Study
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Assessment of Core Competency #2: To Participate in and Contribute to the Public Policy Process

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Assessment of Specialization #3: Public Budgeting and Finance Administration

Through this specialization, students are exposed to the major topics in public finance at the federal, state, and local levels. Courses approach the material from theoretical and applied perspectives, equipping students with a general framework for public budgeting and finance in democratic governance. Students are exposed to the rationale, tools, and issues of the field, particularly in policy, taxation, expenditure, and budgeting. Areas and skills that students develop include the federal budget process, economic development, budget planning and execution, debt management, funds management and investment, accounting, reporting, and auditing. Courses in this specialization build on the foundations provided in the Public Management Core that all students are required to take, especially Public Financial Administration.

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Academic Year 2017/2018

Assessment of Core Competency #3: To Analyze, Synthesize, Think Critically, Solve Problems, and Make Decisions

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Assessment of Core Competency #4: To Articulate and Apply a Public Service Perspective

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remain accountable and transparent. Moreover, students will demonstrate an appreciation of the complex legal/political/fiscal environment of public management.

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Assessment of Specialization #4: Public Management/Organizational Theory

The primary goal of this specialization is to expose students to the challenges and requisite skills needed to effectively manage and administer organizations in the public and non-profit sectors. Students will master such topics as organizational structure and design, formal and informal structure, organizational goals and missions, leadership and management, strategy and decision-making, and other related topics. The public management specialization also focuses on the human element of organizations, since those with skilled and motivated staff, competent and ethical leaders, a strong culture, and a salient mission perform well. Therefore, students explore the behavioral aspects of personnel management, such as motivation, performance, satisfaction, commitment, leadership, power, and conflict to prepare them to lead in the public sector. A case-based approach to learning is utilized to develop solutions from theoretical concepts and to produce practical solutions.

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Academic Year 2018/2019

Assessment of Core Competency #5: To Communicate and Interact Productively with a Diverse and Changing Workforce and Citizenry

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Assessment of Core Competency #1: To Lead and Manage in Public Governance

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Assessment of Specialization #5: Public Policy

The Public Policy specialization exposes students to the entire policy process, with courses navigating policy from concept to reality. Students apply their understandings to the federal, state, and local levels of

policy development and are taught to recognize particular administrative and political contexts. Students will develop and analyze policy, applying such criteria as equity, security, liberty, efficiency, social justice, and democracy, as well as technical, financial, and political feasibility to provide evaluations on social and economic policies. Furthermore, students will gain an understanding of how policy alternatives are identified and evaluated, including the methods of forecasting, cost-benefit, cost-effectiveness, risk, and sensitivity analysis. Students will also learn the rulemaking and adjudication processes that are inherent in the implementation of policy, providing a complete understanding of the policy process and its application by bureaucratic organizations.

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Academic Year 2019/2020

Assessment of Core Competency #2: To Participate in and Contribute to the Public Policy Process

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Assessment of Core Competency #3: To Analyze, Synthesize, Think Critically, Solve Problems, and Make Decisions

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Assessment of Specialization #6: Higher Education Administration

The Higher Education Administration specialization enables students to apply organizational theory, personnel management, policy analysis, and financial administration to the unique demands of the higher education sector. Students will learn about the evolution of organizational structures, cultures, and decision-making processes in higher education, and explore the various forms of governance in contemporary public and private universities. In this specialization, students will study the interactions between the government and higher education, including the financial and managerial constraints faced by public institutions. Classes will help students become familiar with significant emerging issues in higher education and teach them to effectively lead in a university setting or interact with university leadership in a non-profit or government setting.

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- MPA Advisory Board

Academic Year 2020/2021

Self-Study Year

Assessment of Core Competency #4: To Articulate and Apply a Public Service Perspective

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Assessment of Core Competency #5: To Communicate and Interact Productively with a Diverse and Changing Workforce and Citizenry

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Direct Assessment Metrics

- PADP 6910: Public Administration and Democracy
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- PADP 6920: Public Personnel Administration
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Assessment of Specialization #7: Health Policy and Administration

Students specializing in Health Policy and Administration will learn and apply the core principles, theories, methods, and tools of management specifically within the context of public health and health care organizations. They will explore the role of government in improving public health and providing access to health care. Additionally, students will evaluate the intended and unintended effects of health care policies from various perspectives. They will examine the roles and influences of key actors/stakeholders in the healthcare environment and gain an understanding of the theoretical and practical basis for developing policies to improve health in a variety of settings. This specialization will illuminate contemporary issues and challenges in public health at all levels of government and teach students to present administrative and policy memoranda that will influence the decision-making process.

Assessment Metrics

- Capstone Paper
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Academic Year 2021 -2022

Self-Study submission and consideration by COPRA

Assessment of Core Competency #5: To Communicate and Interact Productively with a Diverse and Changing Workforce and Citizenry

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Assessment of Core Competency #1: To Lead and Manage in Public Governance

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Assessment of Specialization #1: Local Government Administration

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Assessment Metrics

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