

Standard 5

Mapping Learning Objectives

Building on the appendix for standard 1, this appendix describes the work by the School faculty, students, and staff to (1) develop competencies and learning objectives for the Master of Public Policy (MPP) Program, (2) match learning objectives with competencies, and (3) match competencies and learning objectives with courses. This appendix includes learning objectives presented by competency and by course. Learning objectives listed by competency results are sorted by Bloom's Taxonomy and by course number (see blue tables). Learning objectives sorted by course (and by Bloom's Taxonomy) also are mapped back to competency. Many learning objectives are matched with more than one competency (see orange tables). Where syllabi from different sections of the same courses or different courses included essentially the same learning objective (e.g., demonstrate the ability to write clearly), duplicates have been eliminated from the table.

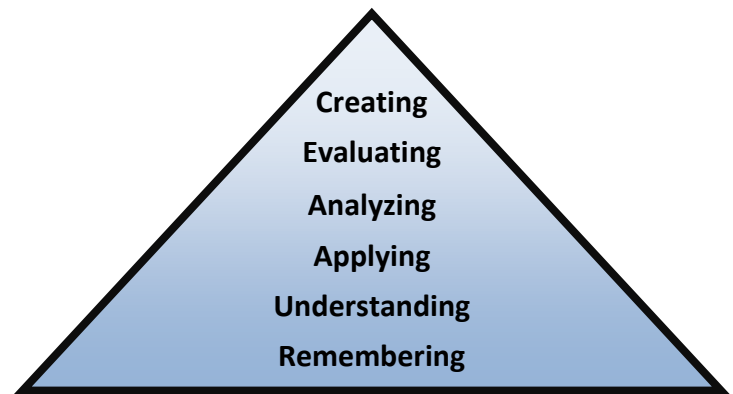
The learning objectives for this exercise were extracted from a sample of 30 MPP syllabi for courses delivering core competencies offered between 2008 and 2012. The syllabi then were analyzed in the summer of 2012 by a graduate research assistant. Methods of assessment used in courses also were extracted (e.g., exam, memo, research paper, etc.). Later, in 2013, similar learning objectives were combined and all competencies were rewritten in student-centered language.

In spring 2013, these learning objectives then were sorted by content and Bloom's Taxonomy, and then matched with competencies. The faculty and alumni board then suggested additional competencies and learning objectives. The Curriculum and Diversity Committees subsequently endorsed a list of seven competencies based on the five "universal competencies" required by NASPAA and COPRA for accreditation but expanded to include faculty and alumni suggestions and to reflect the Humphrey School's distinctive mission. In March 2013, the faculty approved seven competencies for the MPP program. Prior to the addition of the new competencies, a survey of adjunct and tenure-tenure track instructors asked the instructors of core MPP courses to identify which of NASPAA's original five competencies are *assessed* in their courses. The Competency Coverage Matrix summarizes all the information in the following tables. The last row identifies the instructors whose syllabi were examined for learning objectives.

Final MPP Competencies (DRAFT)

1. To lead and manage in governance across sectors, institutions, and diverse populations and cultures.
2. To participate in problem-solving, policy-making, and institutional and societal change in dynamic, uncertain environments.
3. To analyze, synthesize, think critically, solve complex problems, and make decisions (informed by quantitative, qualitative, economic, and other methods).
4. To articulate the essential role of public institutions in democratic societies and the importance of democratic values in delivery of public services.
5. To understand conceptions of the common good, acknowledge normative and ethical viewpoints, and promote social justice.
6. To communicate and interact productively with individuals in diverse and changing cultures and communities.
7. To understand global interdependencies and their implications for governance, policy-making, and implementation.

Draft competencies.



The revised, updated version of Bloom's Taxonomy which was used in this coding process. Adapted from Overbaugh and Schultz (n.d.), http://ww2.odu.edu/educ/roverbau/Bloom/blooms_taxonomy.htm.

Competency Coverage Matrix

No.	Competency	PA 5002	PA 5003	PA 5011	PA 5012	PA 5021	PA 5022	PA 5031	PA 5032	PA 5033	PA 5035	PA 5036	PA 5037	PA 5080	PA 8081
		Intro to Policy Analysis	Intro to Financial Analysis	Mgmt of Organizations	Politics of Public Affairs	Econ for Policy Analysis I	Econ for Policy Analysis II	Empirical Analysis	Intermediate Regression	Multivariate Techniques	Survey Research and Data Collection	Regional Economic Analysis	Regional Demographic Analysis	Capstone Preparation Workshop	Capstone Workshop
1	To lead and manage in governance across sectors, institutions, and diverse populations and cultures.		X	X										X	X
2	To participate in problem-solving, policy-making, and institutional and societal change in dynamic, uncertain environments.	X		X	X		X								X
3	To analyze, synthesize, think critically, solve complex problems, and make decisions (informed by quantitative, qualitative, economic, and other methods).	X	X	X	X	X	X	X	X	X	X	X	X		X
4	To articulate the essential role of public institutions in democratic societies and the importance of democratic values in delivery of public services.		X	X											
5	To understand conceptions of the common good, acknowledge normative and ethical viewpoints, and promote social justice.			X	X		X	X		X					X
6	To communicate and interact productively with individuals in diverse and changing cultures and communities.	X	X	X			X							X	X
7	To understand global interdependencies and their implications for governance, policy-making, and implementation.			X	X		X								X
		Kudrle, Lindsey, Myers, Wilson	Kiedrowski, Zhao	Bielefeld, Bryson, Quick, Sandfort, Stone (M)	Burns, Oxendine, Phinney, Soss	Hanratty, Le	Bielicki, Hanratty, Le, Rolnick, Temple, White	Bielicki, Cao, Le, Levison, Ritter	Kudrle	Kleiner	Daves	Assaad, Smela	Assaad, Gillaspay	Stone (M)	Allen, Benasutti, Bruininks, DeCramer, Fox, Gerdes, Gray, Greco, Hanratty, Kleiner, Lindsey, Motzenbacker, Munnich, Murphy (LB), Peacock, Rolnick, Schively-Slotterback, Stone (M), Westcott, Wilson

X Syllabus learning objectives

Faculty reported coverage from survey (Competencies 5 and 7 are not applicable as they were generated after the survey)

Competency 1:

“To lead and manage in governance across sectors, institutions, and diverse populations and cultures.”

Line No.	DRAFT Measurable Learning Objectives from Syllabi and Faculty Retreat (Edited for Consistency) "You will be able to...."	Bloom's Taxonomy	No.	Course Title	Sem.	Internal Tracking No.	Copies
1	Understand and explain how financial management is an integral part of nonprofit/public management.	Understanding	5003	Introduction to Financial Analysis and Mgmt	Fall 2011	13	
2	Understand and accurately use the language, terminology, and skills of nonprofit/public budgeting, accounting, and financial statements.	Understanding	5003	Introduction to Financial Analysis and Mgmt	Fall 2011	14	
3	Explain the potential and limitations of public and nonprofit management and leadership, given the complexities of democracy and legitimate public action.	Understanding	5011	Management of Organizations	Fall 2011	18	
4	Explain the elements of organizations and identify how elements of the larger environment shape what happens within them.	Understanding	5011	Management of Organizations	Fall 2011	19	
5	Identify the ways that organizations operate as systems within particular contexts that provide both opportunities and constraints.	Understanding	5011	Management of Organizations	Fall 2011	20	
6	Understand basic concepts and competencies; use the skills necessary to lead organizations involved in making and carrying out public policy.	Applying	5011	Management of Organizations	Fall 2011	12	
7	Analyze organizational problems from multiple perspectives.	Analyzing	5011	Management of Organizations	Fall 2011	17	
8	Identify and evaluate options for managerial intervention to strengthen the work of the organization.	Evaluating	5011	Management of Organizations	Fall 2011	10	
9	Develop recommendations for policy or institutional change which flow from an inter-disciplinary understanding of issues on which the workshop is focused.	Creating	8081	Capstone Workshop Projects in Public Affairs	Summer 2011	71	1
10	Use and practice the following professional and group skills: team management (skills in task and group maintenance and performance); project planning and management; effective client relations; and ethical research and protection of human subjects.	Applying	5080	Capstone Preparation Workshop	Spring 2013	105	
ADDITIONAL LEARNING OBJECTIVES FROM FACULTY AND ALUMNI							

11	Explain ethical basis for normative positions on initiatives, policies, programs, and managerial and analytic decisions	Understanding		Faculty		88	
12	Explain the theory of resilience and the importance of anticipating and responding adaptively to change, uncertainty, and complexity	Understanding		Faculty		93	
13	Explain the purpose, content, and importance of the Universal Declaration of Human Rights	Understanding		Faculty		95	
14	Describe the importance of beliefs, aspirations, values, and ethics in understanding and resolving conflicts and complex issues	Understanding		Faculty		97	
15	Explain roles of institutions, laws, social movements, and citizen mobilization and organizing in governance and policy-making	Understanding		Faculty		98	
16	Describe the complex, array of intersecting global issues that affect society such as trade and economy; migration; environment, energy, and climate change; health, and disparities and inequities	Understanding		Faculty		99	
17	Explain theories and strategies of multilevel governance, including federalism	Understanding		Faculty		100	
18	Explain procedural and political similarities and differences in legislative and policy-making processes at federal and state levels.	Understanding		Alumni Board		104	
19	Demonstrate ability to use evidence responsibly in support of recommended actions	Applying		Faculty		89	
20	Demonstrate intercultural competence, self-awareness, and ability to reflect on interpersonal interactions with people from diverse backgrounds and cultures	Applying		Faculty		92	
21	Demonstrate ability to undertake research and produce information necessary to inform policy decisions	Applying		Faculty		94	
22	Explain different ethical frameworks for decision-making and how they are operationalized in the public, nonprofit, and private, for-profit sectors	Applying		Faculty		96	
23	Demonstrate ability to negotiate and achieve agreement on proposed policies or programs	Evaluating		Faculty		86	
24	Demonstrate ability to advocate for initiatives, policies, or programs	Evaluating		Faculty		87	
25	Describe, analyze, and evaluate consequences of private and public actions on shared resources and future generations	Evaluating		Faculty		102	
26	Describe, evaluate, and integrate the multiple interests, values, and ways of knowing held by diverse participants in governance, policy-making, and administration	Creating		Faculty		101	

Competency 2:

“To participate in problem-solving, policy-making, and institutional and societal change in dynamic, uncertain environments.”

Line No.	DRAFT Measurable Learning Objectives from Syllabi and Faculty Retreat (Edited for Consistency) "You will be able to...."	Bloom's Taxonomy	No.	Course Title	Sem.	Internal Tracking No.	Copies
1	Understand and accurately use the language, terminology, and skills of policy analysis.	Understanding	5002	Introduction to Policy Analysis	Fall 2011	36	
2	Explain the interactions and significance of the four key elements of politics: power, institutions, political discourse, and democratic citizenship.	Understanding	5012	Politics of Public Affairs	Spring 2012	41	
3	Understand and explain the role of policy analysis in the broader policy process.	Applying	5002	Introduction to Policy Analysis	Spring 2012	38	
4	Demonstrate ability to work productively in groups.	Applying	5002	Introduction to Policy Analysis	Fall 2011	39	
5	Use different analytical tools and understand and explain the role of policy analysis in the broader policy process.	Applying	5002	Introduction to Policy Analysis	Spring 2012	40	
6	Demonstrate ability to work productively in groups.	Applying	5011	Management of Organizations	Fall 2011	39	1
7	Use the knowledge and skills you have acquired at HHH while working as a member of a team on a community based research project with a partner.	Applying	8081	Engaging the Public in Policy and Planning	Fall 2011 - Spring 2012	67	2
8	Apply the skills that you have learned in the Humphrey Institute in a meaningful context.	Applying	8081	Capstone Project: Heading Home Hennepin	Spring 2012	68	
9	Understand and apply the theory and practice of economic and community development while fulfilling the client-based workshop requirements for Humphrey Institute MURP, MPP and MPA students.	Applying	8081	State and Local Economic Development Workshop	Spring 2012	69	
10	Use qualitative methods to improve and inform the evaluation.	Applying	8081	Capstone Project: Heading Home Hennepin	Spring 2012	77	
11	Explain the strengths and weaknesses of alternative approaches to policy analysis.	Analyzing	5002	Introduction to Policy Analysis	Fall 2011	33	

12	Analyze and recommend courses of action taking into consideration lack of information, ambiguity, uncertainty, and resource constraints	Evaluating	5002	Introduction to Policy Analysis	Fall 2011	34	
13	Work together with consulting team colleagues to respond appropriately to client and relevant stakeholder(s) needs and expectations during project implementation.	Evaluating	8081	Global Policy Area Capstone Workshop	Spring 2012	74	
14	Tailor policy communications to diverse audiences.	Creating	5002	Introduction to Policy Analysis	Fall 2011	31	
15	Demonstrate ability to write for - and communicate to - multiple, diverse audiences in a variety of forms, including memos, policy briefs, and research reports, and presentations.	Creating	5002	Introduction to Policy Analysis	Fall 2011	32	
16	Demonstrate competency in the following policy analytic skills: developing a problem context, problem structuring, developing alternative policy options monitoring, evaluation, forecasting, policy simulation, and recommendation.	Creating	5002	Introduction to Policy Analysis	Spring 2012	35	
17	Use game theory to analyze interdependent situations and explain the causes and consequences of them. Design effective frameworks for understanding and governing interdependent situations.	Creating	5022	Economics for Public Affairs and Planning II: Game Theory	Spring 2012	7	
18	Construct written and oral arguments for specific policy reforms	Creating	5022	Economics of Social Insurance Programs	Spring 2010	21	
19	Develop recommendations for policy or institutional change which flow from an interdisciplinary understanding of issues on which the workshop is focused.	Creating	8081	Capstone Workshop Projects in Public Affairs	Summer 2011	71	1
20	Present your findings to your client organization and to other professionals, including to audience(s) at the University of Minnesota, as well as residents or other stakeholders.	Creating	8081	Capstone in Non-Motorized Transportation	Spring 2012	64	2
21	Prepare professional planning or policy documents.	Creating	8081	Planning and Policy Making in Diverse Contexts	Spring 2012	65	
22	Use the theory and skills use have gained at the Humphrey School by applying some or all of the following: stakeholder analyses, program evaluation, political feasibility, policy entrepreneurship and advocacy, and the policy change cycle. Student groups will create a real product for a real client.	Creating	8081	Capstone Workshop Projects in Public Affairs	Summer 2011	66	1
23	Work with a client to develop a program evaluation plan that provides information to the client in a meaningful, timely, and useful way.	Creating	8081	Capstone Project: Heading Home Hennepin	Spring 2012	72	

24	Design and implement a quantitative assessment of the impacts of a program using program administrative data.	Creating	8081	Capstone Project: Heading Home Hennepin	Spring 2012	73	
ADDITIONAL LEARNING OBJECTIVES FROM FACULTY AND ALUMNI							
25	Explain ethical basis for normative positions on initiatives, policies, programs, and managerial and analytic decisions	Understanding		Faculty		88	
26	Explain the theory of resilience and the importance of anticipating and responding adaptively to change, uncertainty, and complexity	Understanding		Faculty		93	
27	Describe the importance of beliefs, aspirations, values, and ethics in understanding and resolving conflicts and complex issues	Understanding		Faculty		97	
28	Explain theories and strategies of multilevel governance, including federalism	Understanding		Faculty		100	
29	Explain procedural and political similarities and differences in legislative and policy-making processes at federal and state levels.	Understanding		Alumni Board		104	
30	Demonstrate ability to use evidence responsibly in support of recommended actions	Applying		Faculty		89	
31	Demonstrate ability to undertake research and produce information necessary to inform policy decisions	Applying		Faculty		94	
32	Explain different ethical frameworks for decision-making and how they are operationalized in the public, nonprofit, and private, for-profit sectors	Applying		Faculty		96	
33	Explain how global economic, political, social, and environmental processes and dynamics affect policy issues at local, state, national, and international levels	Applying		Faculty		90	
34	Use numeric or quantitative data to tell persuasive policy stories	Applying		Faculty		91	
35	Demonstrate ability to use qualitative methods, including interviews and focus groups, to inform policy analysis and management	Applying		Alumni Board		103	
36	Demonstrate ability to negotiate and achieve agreement on proposed policies or programs	Evaluating		Faculty		86	
37	Demonstrate ability to advocate for initiatives, policies, or programs	Evaluating		Faculty		87	
38	Describe, analyze, and evaluate consequences of private and public actions on shared resources and future generations	Evaluating		Faculty		102	
39	Describe, evaluate, and integrate the multiple interests, values, and ways of knowing held by diverse participants in governance, policy-making, and administration	Creating		Faculty		101	

Competency 3:

“To analyze, synthesize, think critically, solve complex problems, and make decisions (informed by quantitative, qualitative, economic, and other methods).”

Line No.	DRAFT Measurable Learning Objectives from Syllabi and Faculty Retreat (Edited for Consistency) "You will be able to...."	Bloom's Taxonomy	No.	Course Title	Sem.	Internal Tracking No.	Copies
1	Demonstrate understanding of microeconomic policy issues.	Understanding	5002	Introduction to Policy Analysis	Fall 2011	37	
2	Understand and explain how financial management is an integral part of nonprofit/public management.	Understanding	5003	Introduction to Financial Analysis and Mgmt	Fall 2011	13	
3	Explain the potential and limitations of public and nonprofit management and leadership, given the complexities of democracy and legitimate public action.	Understanding	5011	Management of Organizations	Fall 2011	18	
4	Explain the elements of organizations and identify how elements of the larger environment shape what happens within them.	Understanding	5011	Management of Organizations	Fall 2011	19	
5	Explain the interactions and significance of the four key elements of politics: power, institutions, political discourse, and democratic citizenship.	Understanding	5012	Politics of Public Affairs	Spring 2012	41	
6	Accurately use the language and data of macroeconomics.	Understanding	5022	Economics for Policy Analysis	Spring 2012	5	1
7	Understand trade-offs in the design of social insurance programs, between risk protection and promoting efficient efforts to avoid losses.	Understanding	5022	Economics of Social Insurance Programs	Spring 2010	25	
8	Demonstrate understanding of macroeconomic policy issues.	Understanding	5022	Economics for Policy Analysis	Spring 2012	50	
9	Demonstrate understanding of microeconomic policy issues.	Understanding	5031	Empirical Analysis I	Fall 2011	37	1
10	Understand and accurately use the language and methods of statistics.	Understanding	5031	Empirical Analysis I	Fall 2011	49	2
11	Explain the implicit assumptions about numbers that affect statistics and public policy decisions.	Understanding	5031	Empirical Analysis I	Fall 2011	52	1
12	Demonstrate a foundational level knowledge of multivariate techniques.	Understanding	5033	Multivariate Techniques	Spring 2012	29	

13	Understand the concepts behind demographic data analysis and projection techniques.	Understanding	5037	Regional Demographic Analysis	Spring 2012	44	
14	Understand the principles of community based research.	Understanding	8081	Engaging the Public in Policy and Planning	Fall 2011 - Spring 2012	78	
15	Explain the unique characteristics of the Cedar Riverside neighborhood.	Understanding	8081	Engaging the Public in Policy and Planning	Fall 2011 - Spring 2012	79	
16	Explain the evolving role that race and immigration have played in planning and policy making in the U.S. over time.	Understanding	8081	Planning and Policy Making in Diverse Contexts	Spring 2012	81	
17	Discuss effective and ineffective ways that urban planners and policy makers have engaged immigrants and racial minorities at the local level.	Understanding	8081	Planning and Policy Making in Diverse Contexts	Spring 2012	82	
18	Identify the myriads of ways that public goals, objectives, policies, programs, projects, and initiatives interrelate across sectors of society and academic disciplines or professions.	Understanding	8081	Engaging the Public in Policy and Planning	Fall 2011 - Spring 2012	84	2
19	Explain how University research can contribute to commercialization and business development as well as the role of higher education institutions in addressing the current and future jobs/skills mismatch in these industries.	Understanding	8081	State and Local Economic Development Workshop	Spring 2012	85	
20	Use different analytical tools and understand and explain the role of policy analysis in the broader policy process.	Applying	5002	Introduction to Policy Analysis	Spring 2012	40	
21	Perform basic budget and financial analysis of nonprofit/public organizations.	Applying	5003	Introduction to Financial Analysis and Mgmt	Fall 2011	11	
22	Apply microeconomic reasoning to public issues, policies and programs.	Applying	5021	Microeconomics for Public Affairs and Planning I	Fall 2009	22	1
23	Apply microeconomic reasoning to public issues, policies and programs.	Applying	5021	Microeconomics for Public Affairs and Planning I	Fall 2008	22	
24	Use basic statistical techniques to conduct research and policy analysis.	Applying	5031	Empirical Analysis I	Fall 2011	46	1
25	Understand basic principles of statistics and apply them in research, policy analysis, or future	Applying	5031	Empirical Analysis I	Fall	51	2

	study.				2010		
26	Competently use analytical skills.	Applying	5033	Multivariate Techniques	Spring 2012	28	
27	Explain the impact of the analyst's judgment in drawing inferences from the data, the weaknesses of the "scientific" enterprise, and how these approaches can be used by advocates of particular public policies.	Applying	5033	Multivariate Techniques	Spring 2012	30	
28	Apply the reports that vendors supply.	Applying	5035	Survey Research and Data Collection	Spring 2012	56	
29	Understand and use a variety of techniques for analyzing the structure of regional and local economies.	Applying	5036	Regional Economic Analysis	Spring 2012	42	1
30	Understand and use a variety of demographic data analysis and projection techniques.	Applying	5037	Regional Demographic Analysis	Spring 2012	43	
31	Use the knowledge and skills you have acquired at HHH while working as a member of a team on a community based research project with a partner.	Applying	8081	Engaging the Public in Policy and Planning	Fall 2011 - Spring 2012	67	2
32	Apply the skills that you have learned in the Humphrey Institute in a meaningful context.	Applying	8081	Capstone Project: Evaluation of Heading Home Hennepin	Spring 2012	68	
33	Understand and apply the theory and practice of economic and community development while fulfilling the client-based workshop requirements for Humphrey Institute MURP, MPP and MPA students.	Applying	8081	State and Local Economic Development Workshop	Spring 2012	69	
34	Use qualitative methods to improve and inform the evaluation.	Applying	8081	Capstone Project: Evaluation of Heading Home Hennepin	Spring 2012	77	
35	Demonstrate and use appropriate community engagement strategies and techniques.	Applying	8081	Engaging the Public in Policy and Planning	Fall 2011 - Spring 2012	58	
36	Conduct research and complete the tasks outlined in your scope of work.	Applying	8081	Capstone in Non-Motorized Transportation	Spring 2012	70	1
37	Use a literature scan to identify sources of information that may be useful to your PA 8081 team.	Applying	8081	Engaging the Public in Policy and	Fall 2011 -	80	

				Planning	Spring 2012		
38	Analyze organizational problems from multiple perspectives.	Analyzing	5011	Management of Organizations	Fall 2011	17	
39	Use macroeconomic data to describe a country's economy and use analytical tools to explain how policy and external events alter the path of that economy.	Analyzing	5022	Economics for Policy Analysis	Spring 2012	1	1
40	Conduct macroeconomic analysis using analytical tools.	Analyzing	5022	Economics for Policy Analysis	Spring 2012	2	1
41	Understand and critique the main economic rationales for current social insurance programs.	Analyzing	5022	Economics of Social Insurance Programs	Spring 2010	24	
42	Critique current empirical research on the impacts of social insurance programs.	Analyzing	5022	Economics of Social Insurance Programs	Spring 2010	26	
43	Interpret statistical results.	Analyzing	5031	Empirical Analysis I	Fall 2011	47	1
44	Understand and critique empirical evidence in the media and scientific articles.	Analyzing	5031	Empirical Analysis I	Fall 2010	48	
45	Choose appropriate research techniques to meet research objectives.	Analyzing	5035	Survey Research and Data Collection	Spring 2012	57	
46	Practice using methodologies to analyze and understand neighborhood populations, organizations, and conditions such as prevalence of crime.	Analyzing	8081	Engaging the Public in Policy and Planning	Fall 2011 - Spring 2012	76	
47	Analyze and recommend courses of action taking into consideration lack of information, ambiguity, uncertainty, and resource constraints	Evaluating	5002	Introduction to Policy Analysis	Fall 2011	34	
48	Identify and evaluate options for managerial intervention to strengthen the work of the organization.	Evaluating	5011	Management of Organizations	Fall 2011	10	
49	Use quantitative skills to assess the magnitude of predicted changes in government policies.	Evaluating	5021	Microeconomics for Public Affairs and Planning I	Fall 2009	23	1
50	Read, understand, interpret, use and evaluate quantitative empirical work in social science using regression.	Evaluating	5032	Intermediate Regression Analysis	Spring 2012	45	

51	Read, understand, interpret, use and evaluate empirical work used in the social sciences and by policy analysts.	Evaluating	5033	Multivariate Techniques	Spring 2012	27	
52	Understand how to choose research vendors and evaluate their work.	Evaluating	5035	Survey Research and Data Collection	Spring 2012	55	
53	Work together with consulting team colleagues to respond appropriately to client and relevant stakeholder(s) needs and expectations during project implementation.	Evaluating	8081	Global Policy Area Capstone Workshop	Spring 2012	74	
54	Reflect on your own performance as well as the performance of your peers and team-mates.	Evaluating	8081	Capstone in Non-Motorized Transportation	Spring 2012	83	1
55	Demonstrate ability to write for - and communicate to - multiple, diverse audiences in a variety of forms, including memos, policy briefs, and research reports, and presentations.	Creating	5002	Introduction to Policy Analysis	Fall 2011	32	
56	Demonstrate competency in the following policy analytic skills: developing a problem context, problem structuring, developing alternative policy options monitoring, evaluation, forecasting, policy simulation, and recommendation.	Creating	5002	Introduction to Policy Analysis	Spring 2012	35	
57	Use game theory to analyze interdependent situations and explain the causes and consequences of them. Design effective frameworks for understanding and governing interdependent situations.	Creating	5022	Game Theory and Interdependent Actions	Spring 2012	7	
58	Construct written and oral arguments for specific policy reforms	Creating	5022	Economics of Social Insurance Programs	Spring 2010	21	
59	Develop financial models using the techniques and perspectives taught in the course.	Creating	5022	Financial Modeling for Complex Policy Issues	Spring 2012	3	
60	Develop responses to real-world challenges that arise in the completion of financial modeling projects.	Creating	5022	Financial Modeling for Complex Policy Issues	Spring 2012	4	
61	Set research objectives based on quantitative and qualitative research methods.	Creating	5035	Survey Research and Data Collection	Spring 2012	53	
62	Design and conduct surveys.	Creating	5035	Survey Research and Data Collection	Spring 2012	54	
63	Develop recommendations for policy or institutional change which flow from an interdisciplinary understanding of issues on which the workshop is focused.	Creating	8081	Capstone Workshop Projects in Public Affairs	Summer 2011	71	1
64	Present your findings to your client organization and to other professionals, including to audience(s) at the University of Minnesota, as well as residents or other stakeholders.	Creating	8081	Capstone in Non-Motorized Transportation	Spring 2012	64	2

65	Prepare professional planning or policy documents.	Creating	8081	Planning and Policy Making in Diverse Contexts	Spring 2012	65	
66	Use the theory and skills use have gained at the Humphrey School by applying some or all of the following: stakeholder analyses, program evaluation, political feasibility, policy entrepreneurship and advocacy, and the policy change cycle. Student groups will create a real product for a real client.	Creating	8081	Capstone Workshop Projects in Public Affairs	Summer 2011	66	1
67	Work with a client to develop a program evaluation plan that provides information to the client in a meaningful, timely, and useful way.	Creating	8081	Capstone Project: Evaluation of Heading Home Hennepin	Spring 2012	72	
68	Design and implement a quantitative assessment of the impacts of a program using program administrative data.	Creating	8081	Capstone Project: Evaluation of Heading Home Hennepin	Spring 2012	73	
69	Review problem statement, Negotiate with your client, and prepare a scope of work and memorandum of understanding.	Creating	8081	Engaging the Public in Policy and Planning	Fall 2011 - Spring 2012	60	2
70	Prepare a strategy report consisting of: 1) a diagnosis of opportunities and risks, 2) a vision for the future, and 3) an action plan in accord with that vision.	Creating	8081	State and Local Economic Development Workshop	Spring 2012	62	
71	Prepare draft and final professional report(s) or written product (written deliverable product) and perhaps a poster summary of your research or analysis.	Creating	8081	Capstone in Non-Motorized Transportation	Spring 2012	63	3
72	Evaluate and suggest responses to current policy and planning challenges affecting diverse neighborhoods and cities in the U.S.	Creating	8081	Planning and Policy Making in Diverse Contexts	Spring 2012	75	
ADDITIONAL LEARNING OBJECTIVES FROM FACULTY AND ALUMNI							
73	Explain ethical basis for normative positions on initiatives, policies, programs, and managerial and analytic decisions	Understanding		Faculty		88	
74	Explain the theory of resilience and the importance of anticipating and responding adaptively to change, uncertainty, and complexity	Understanding		Faculty		93	
75	Describe the importance of beliefs, aspirations, values, and ethics in understanding and resolving conflicts and complex issues	Understanding		Faculty		97	
76	Explain theories and strategies of multilevel governance, including federalism	Understanding		Faculty		100	

77	Explain procedural and political similarities and differences in legislative and policy-making processes at federal and state levels.	Understanding		Alumni Board		104	
78	Explain the purpose, content, and importance of the Universal Declaration of Human Rights	Understanding		Faculty		95	
79	Explain roles of institutions, laws, social movements, and citizen mobilization and organizing in governance and policy-making	Understanding		Faculty		98	
80	Describe the complex, array of intersecting global issues that affect society such as trade and economy; migration; environment, energy, and climate change; health, and disparities and inequities	Understanding		Faculty		99	
81	Demonstrate ability to use evidence responsibly in support of recommended actions	Applying		Faculty		89	
82	Demonstrate ability to undertake research and produce information necessary to inform policy decisions	Applying		Faculty		94	
83	Explain different ethical frameworks for decision-making and how they are operationalized in the public, nonprofit, and private, for-profit sectors	Applying		Faculty		96	
84	Demonstrate intercultural competence, self-awareness, and ability to reflect on interpersonal interactions with people from diverse backgrounds and cultures	Applying		Faculty		92	
85	Explain how global economic, political, social, and environmental processes and dynamics affect policy issues at local, state, national, and international levels	Applying		Faculty		90	
86	Use numeric or quantitative data to tell persuasive policy stories	Applying		Faculty		91	
87	Demonstrate ability to use qualitative methods, including interviews and focus groups, to inform policy analysis and management	Applying		Alumni Board		103	
88	Demonstrate ability to negotiate and achieve agreement on proposed policies or programs	Evaluating		Faculty		86	
89	Demonstrate ability to advocate for initiatives, policies, or programs	Evaluating		Faculty		87	
90	Describe, analyze, and evaluate consequences of private and public actions on shared resources and future generations	Evaluating		Faculty		102	
91	Describe, evaluate, and integrate the multiple interests, values, and ways of knowing held by diverse participants in governance, policy-making, and administration	Creating		Faculty		101	

Competency 4:

“To articulate the essential role of public institutions in democratic societies and the importance of democratic values in delivery of public services.”

Line No.	DRAFT Measurable Learning Objectives from Syllabi and Faculty Retreat (Edited for Consistency) "You will be able to...."	Bloom's Taxonomy	No.	Course Title	Sem.	Internal Tracking No.	Copies
1	Understand and explain how financial management is an integral part of nonprofit/public management.	Understanding	5003	Introduction to Financial Analysis and Mgmt	Fall 2011	13	
2	Understand and accurately use the language, terminology, and skills of nonprofit/public budgeting, accounting, and financial statements.	Understanding	5003	Introduction to Financial Analysis and Mgmt	Fall 2011	14	
3	Explain the potential and limitations of public and nonprofit management and leadership, given the complexities of democracy and legitimate public action.	Understanding	5011	Management of Organizations	Fall 2011	18	
4	Perform basic budget and financial analysis of nonprofit/public organizations.	Applying	5003	Introduction to Financial Analysis and Mgmt	Fall 2011	11	
5	Demonstrate knowledge of management skills, including professional presentations, team development and management, project management, stakeholder analysis, and policy field analysis.	Applying	5011	Management of Organizations	Fall 2011	9	
ADDITIONAL LEARNING OBJECTIVES FROM FACULTY AND ALUMNI							
6	Describe the importance of beliefs, aspirations, values, and ethics in understanding and resolving conflicts and complex issues	Understanding		Faculty		97	
7	Explain theories and strategies of multilevel governance, including federalism	Understanding		Faculty		100	
8	Explain roles of institutions, laws, social movements, and citizen mobilization and organizing in governance and policy-making	Understanding		Faculty		98	
9	Explain different ethical frameworks for decision-making and how they are operationalized in the public, nonprofit, and private, for-profit sectors	Applying		Faculty		96	
10	Demonstrate ability to negotiate and achieve agreement on proposed policies or programs	Evaluating		Faculty		86	
11	Demonstrate ability to advocate for initiatives, policies, or programs	Evaluating		Faculty		87	

Competency 5:

“To understand conceptions of the common good, acknowledge normative and ethical viewpoints, and promote social justice.”

Line No.	DRAFT Measurable Learning Objectives from Syllabi and Faculty Retreat (Edited for Consistency) "You will be able to...."	Bloom's Taxonomy	No.	Course Title	Sem.	Internal Tracking No.	Copies
1	Explain the potential and limitations of public and nonprofit management and leadership, given the complexities of democracy and legitimate public action.	Understanding	5011	Management of Organizations	Fall 2011	18	
2	Identify the ways that organizations operate as systems within particular contexts that provide both opportunities and constraints.	Understanding	5011	Management of Organizations	Fall 2011	20	
3	Explain the interactions and significance of the four key elements of politics: power, institutions, political discourse, and democratic citizenship.	Understanding	5012	Politics of Public Affairs	Spring 2012	41	
4	Understand trade-offs in the design of social insurance programs, between risk protection and promoting efficient efforts to avoid losses.	Understanding	5022	Economics of Social Insurance Programs	Spring 2010	25	
5	Explain the implicit assumptions about numbers that affect statistics and public policy decisions.	Understanding	5031	Empirical Analysis I	Fall 2011	52	1
6	Explain the evolving role that race and immigration have played in planning and policy making in the U.S. over time.	Understanding	8081	Planning and Policy Making in Diverse Contexts	Spring 2012	81	
7	Discuss effective and ineffective ways that urban planners and policy makers have engaged immigrants and racial minorities at the local level.	Understanding	8081	Planning and Policy Making in Diverse Contexts	Spring 2012	82	
8	Identify the myriads of ways that public goals, objectives, policies, programs, projects, and initiatives interrelate across sectors of society and academic disciplines or professions.	Understanding	8081	Engaging the Public in Policy and Planning	Fall 2011 - Spring 2012	84	2
9	Explain the impact of the analyst's judgment in drawing inferences from the data, the weaknesses of the "scientific" enterprise, and how these approaches can be used by advocates of particular public policies.	Applying	5033	Multivariate Techniques	Spring 2012	30	
10	Analyze organizational problems from multiple perspectives.	Analyzing	5011	Management of Organizations	Fall 2011	17	

11	Understand and critique the main economic rationales for current social insurance programs.	Analyzing	5022	Economics of Social Insurance Programs	Spring 2010	24	
12	Practice using methodologies to analyze and understand neighborhood populations, organizations, and conditions such as prevalence of crime.	Analyzing	8081	Engaging the Public in Policy and Planning	Fall 2011 - Spring 2012	76	
13	Use the theory and skills use have gained at the Humphrey School by applying some or all of the following: stakeholder analyses, program evaluation, political feasibility, policy entrepreneurship and advocacy, and the policy change cycle. Student groups will create a real product for a real client.	Creating	8081	Capstone Workshop Projects in Public Affairs	Summer 2011	66	1
14	Prepare a strategy report consisting of: 1) a diagnosis of opportunities and risks, 2) a vision for the future, and 3) an action plan in accord with that vision.	Creating	8081	State and Local Economic Development Workshop	Spring 2012	62	
15	Evaluate and suggest responses to current policy and planning challenges affecting diverse neighborhoods and cities in the U.S.	Creating	8081	Planning and Policy Making in Diverse Contexts	Spring 2012	75	
ADDITIONAL LEARNING OBJECTIVES FROM FACULTY AND ALUMNI							
16	Describe the importance of beliefs, aspirations, values, and ethics in understanding and resolving conflicts and complex issues	Understanding		Faculty		97	
17	Explain theories and strategies of multilevel governance, including federalism	Understanding		Faculty		100	
18	Explain roles of institutions, laws, social movements, and citizen mobilization and organizing in governance and policy-making	Understanding		Faculty		98	
19	Explain ethical basis for normative positions on initiatives, policies, programs, and managerial and analytic decisions	Understanding		Faculty		88	
20	Explain the theory of resilience and the importance of anticipating and responding adaptively to change, uncertainty, and complexity	Understanding		Faculty		93	
21	Explain the purpose, content, and importance of the Universal Declaration of Human Rights	Understanding		Faculty		95	
22	Describe the complex, array of intersecting global issues that affect society such as trade and economy; migration; environment, energy, and climate change; health, and disparities and inequities	Understanding		Faculty		99	
23	Explain different ethical frameworks for decision-making and how they are operationalized in the public, nonprofit, and private, for-profit sectors	Applying		Faculty		96	
24	Demonstrate ability to use evidence responsibly in support of recommended actions	Applying		Faculty		89	
25	Demonstrate intercultural competence, self-awareness, and ability to reflect on interpersonal interactions with people from diverse backgrounds and cultures	Applying		Faculty		92	

26	Explain how global economic, political, social, and environmental processes and dynamics affect policy issues at local, state, national, and international levels	Applying	Faculty	90
27	Demonstrate ability to negotiate and achieve agreement on proposed policies or programs	Evaluating	Faculty	86
28	Demonstrate ability to advocate for initiatives, policies, or programs	Evaluating	Faculty	87
29	Describe, analyze, and evaluate consequences of private and public actions on shared resources and future generations	Evaluating	Faculty	102
30	Describe, evaluate, and integrate the multiple interests, values, and ways of knowing held by diverse participants in governance, policy-making, and administration	Creating	Faculty	101

Competency 6:

“To communicate and interact productively with individuals in diverse and changing cultures and communities.”

Line No.	DRAFT Measurable Learning Objectives from Syllabi and Faculty Retreat (Edited for Consistency) "You will be able to...."	Bloom's Taxonomy	No.	Course Title	Sem.	Internal Tracking No.	Copies
1	Explain how University research can contribute to commercialization and business development as well as the role of higher education institutions in addressing the current and future jobs/skills mismatch in these industries.	Understanding	8081	State and Local Economic Development Workshop	Spring 2012	85	
2	Use different analytical tools and understand and explain the role of policy analysis in the broader policy process.	Applying	5002	Introduction to Policy Analysis	Spring 2012	40	
3	Demonstrate ability to work productively in groups.	Applying	5002	Introduction to Policy Analysis	Fall 2011	39	
4	Effectively write and communicate about financial matters.	Applying	5003	Introduction to Financial Analysis and Mgmt	Fall 2011	8	
5	Demonstrate ability to work productively in groups.	Applying	5011	Management of Organizations	Fall 2011	39	
6	Use the knowledge and skills you have acquired at HHH while working as a member of a team on a community based research project with a partner.	Applying	8081	Engaging the Public in Policy and Planning	Fall 2011 - Spring 2012	67	2
7	Apply the skills that you have learned in the Humphrey Institute in a meaningful context.	Applying	8081	Evaluation of Heading Home Hennepin	Spring 2012	68	
8	Understand and apply the theory and practice of economic and community development while fulfilling the client-based workshop requirements for Humphrey Institute MURP, MPP and MPA students.	Applying	8081	State and Local Economic Development Workshop	Spring 2012	69	
9	Use qualitative methods to improve and inform the evaluation.	Applying	8081	Evaluation of Heading Home Hennepin	Spring 2012	77	

10	Demonstrate and use appropriate community engagement strategies and techniques.	Applying	8081	Engaging the Public in Policy and Planning	Fall 2011 - Spring 2012	58	
11	Demonstrate ability to work productively in groups.	Applying	8081	Evaluation of Heading Home Hennepin	Spring 2012	39	
12	Write short technical memoranda.	Applying	8081	Engaging the Public in Policy and Planning	Fall 2011 - Spring 2012	59	
13	Work together with consulting team colleagues to respond appropriately to client and relevant stakeholder(s) needs and expectations during project implementation.	Evaluating	8081	Global Policy Area Capstone Workshop	Spring 2012	74	
14	Reflect on your own performance as well as the performance of your peers and team-mates.	Evaluating	8081	Capstone in Non-Motorized Transportation	Spring 2012	83	1
15	Demonstrate ability to write for - and communicate to - multiple, diverse audiences in a variety of forms, including memos, policy briefs, and research reports, and presentations.	Creating	5002	Introduction to Policy Analysis	Fall 2011	32	
16	Tailor policy communications to diverse audiences.	Creating	5002	Introduction to Policy Analysis	Fall 2011	31	
17	Construct written and oral arguments for specific policy reforms	Creating	5022	Economics of Social Insurance Programs	Spring 2010	21	
18	Use the theory and skills use have gained at the Humphrey School by applying some or all of the following: stakeholder analyses, program evaluation, political feasibility, policy entrepreneurship and advocacy, and the policy change cycle. Student groups will create a real product for a real client.	Creating	8081	Capstone Workshop Projects in Public Affairs	Summer 2011	66	1
19	Prepare a strategy report consisting of: 1) a diagnosis of opportunities and risks, 2) a vision for the future, and 3) an action plan in accord with that vision.	Creating	8081	State and Local Economic Development Workshop	Spring 2012	62	
20	Develop recommendations for policy or institutional change which flow from an interdisciplinary understanding of issues on which the workshop is focused.	Creating	8081	Capstone Workshop Projects in Public Affairs	Summer 2011	71	1
21	Present your findings to your client organization and to other professionals, including to audience(s) at the University of Minnesota, as well as residents or other stakeholders.	Creating	8081	Capstone in Non-Motorized Transportation	Spring 2012	64	2

22	Prepare professional planning or policy documents.	Creating	8081	Planning and Policy Making in Diverse Contexts	Spring 2012	65	
23	Work with a client to develop a program evaluation plan that provides information to the client in a meaningful, timely, and useful way.	Creating	8081	Evaluation of Heading Home Hennepin	Spring 2012	72	
24	Design and implement a quantitative assessment of the impacts of a program using program administrative data.	Creating	8081	Evaluation of Heading Home Hennepin	Spring 2012	73	
25	Review problem statement, Negotiate with your client, and prepare a scope of work and memorandum of understanding.	Creating	8081	Engaging the Public in Policy and Planning	Fall 2011 - Spring 2012	60	2
26	Prepare draft and final professional report(s) or written product (written deliverable product) and perhaps a poster summary of your research or analysis.	Creating	8081	Capstone in Non-Motorized Transportation	Spring 2012	63	3
27	Write and present a clear, effective, and concise summaries of results.	Creating	8081	Evaluation of Heading Home Hennepin	Spring 2012	61	
28	Use and practice the following professional and group skills: team management (skills in task and group maintenance and performance); project planning and management; effective client relations; and ethical research and protection of human subjects.	Applying	5080	Capstone Preparation Workshop	Spring 2013	105	
ADDITIONAL LEARNING OBJECTIVES FROM FACULTY AND ALUMNI							
29	Describe the importance of beliefs, aspirations, values, and ethics in understanding and resolving conflicts and complex issues	Understanding		Faculty		97	
30	Explain ethical basis for normative positions on initiatives, policies, programs, and managerial and analytic decisions	Understanding		Faculty		88	
31	Explain the purpose, content, and importance of the Universal Declaration of Human Rights	Understanding		Faculty		95	
32	Describe the complex, array of intersecting global issues that affect society such as trade and economy; migration; environment, energy, and climate change; health, and disparities and inequities	Understanding		Faculty		99	
33	Explain different ethical frameworks for decision-making and how they are operationalized in the public, nonprofit, and private, for-profit sectors	Applying		Faculty		96	
34	Demonstrate intercultural competence, self-awareness, and ability to reflect on interpersonal interactions with people from diverse backgrounds and cultures	Applying		Faculty		92	
35	Explain how global economic, political, social, and environmental processes and dynamics affect policy issues at local, state, national, and international levels	Applying		Faculty		90	

36	Demonstrate ability to undertake research and produce information necessary to inform policy decisions	Applying	Faculty	94
37	Demonstrate ability to use qualitative methods, including interviews and focus groups, to inform policy analysis and management	Applying	Alumni Board	103
38	Demonstrate ability to negotiate and achieve agreement on proposed policies or programs	Evaluating	Faculty	86
39	Demonstrate ability to advocate for initiatives, policies, or programs	Evaluating	Faculty	87
40	Describe, analyze, and evaluate consequences of private and public actions on shared resources and future generations	Evaluating	Faculty	102
41	Describe, evaluate, and integrate the multiple interests, values, and ways of knowing held by diverse participants in governance, policy-making, and administration	Creating	Faculty	101

Competency 7:

“To understand global interdependencies and their implications for governance, policy-making, and implementation.”

Line No.	DRAFT Measurable Learning Objectives from Syllabi and Faculty Retreat (Edited for Consistency) "You will be able to...."	Bloom's Taxonomy	No.	Course Title	Sem.	Internal Tracking No.	Copies
1	Explain the elements of organizations and identify how elements of the larger environment shape what happens within them.	Understanding	5011	Management of Organizations	Fall 2011	19	
2	Explain the methods and tools used by government to implement public policy.	Understanding	5011	Management of Organizations	Fall 2011	15	
3	Explain the interactions and significance of the four key elements of politics: power, institutions, political discourse, and democratic citizenship.	Understanding	5012	Politics of Public Affairs	Spring 2012	41	
4	Explain the evolving role that race and immigration have played in planning and policy making in the U.S. over time.	Understanding	8081	Planning and Policy Making in Diverse Contexts	Spring 2012	81	
5	Discuss effective and ineffective ways that urban planners and policy makers have engaged immigrants and racial minorities at the local level.	Understanding	8081	Planning and Policy Making in Diverse Contexts	Spring 2012	82	
6	Identify the myriads of ways that public goals, objectives, policies, programs, projects, and initiatives interrelate across sectors of society and academic disciplines or professions.	Understanding	8081	Engaging the Public in Policy and Planning	Fall 2011 - Spring 2012	84	2
7	Explain the unique characteristics of the Cedar Riverside neighborhood.	Understanding	8081	Engaging the Public in Policy and Planning	Fall 2011 - Spring 2012	79	
8	Use macroeconomic data to describe a country's economy and use analytical tools to explain how policy and external events alter the path of that economy.	Analyzing	5022	Economics for Policy Analysis	Spring 2012	1	1
9	Use game theory to analyze interdependent situations and explain the causes and consequences of them. Design effective frameworks for understanding and governing interdependent situations.	Creating	5022	Game Theory and Interdependent Actions	Spring 2012	7	

10	Develop responses to real-world challenges that arise in the completion of financial modeling projects.	Creating	5022	Financial Modeling for Complex Policy Issues	Spring 2012	4	
11	Develop recommendations for policy or institutional change which flow from an interdisciplinary understanding of issues on which the workshop is focused.	Creating	8081	Capstone Workshop Projects in Public Affairs	Summer 2011	71	1
ADDITIONAL LEARNING OBJECTIVES FROM FACULTY AND ALUMNI							
12	Describe the importance of beliefs, aspirations, values, and ethics in understanding and resolving conflicts and complex issues	Understanding		Faculty		97	
13	Explain the purpose, content, and importance of the Universal Declaration of Human Rights	Understanding		Faculty		95	
14	Describe the complex, array of intersecting global issues that affect society such as trade and economy; migration; environment, energy, and climate change; health, and disparities and inequities	Understanding		Faculty		99	
15	Explain roles of institutions, laws, social movements, and citizen mobilization and organizing in governance and policy-making	Understanding		Faculty		98	
16	Explain different ethical frameworks for decision-making and how they are operationalized in the public, nonprofit, and private, for-profit sectors	Applying		Faculty		96	
17	Demonstrate intercultural competence, self-awareness, and ability to reflect on interpersonal interactions with people from diverse backgrounds and cultures	Applying		Faculty		92	
18	Explain how global economic, political, social, and environmental processes and dynamics affect policy issues at local, state, national, and international levels	Applying		Faculty		90	
19	Describe, analyze, and evaluate consequences of private and public actions on shared resources and future generations	Evaluating		Faculty		102	
20	Describe, evaluate, and integrate the multiple interests, values, and ways of knowing held by diverse participants in governance, policy-making, and administration	Creating		Faculty		101	

Unallocated Learning Objectives (From Alumni Board and Faculty)

Competencies Assessed in Course (Faculty Survey): Not Applicable

Competencies Covered: 1,2,3,4,5,6,7

A). Curriculum Committee recommends to add:

Line No.	DRAFT Measurable Learning Objectives from Syllabi and Faculty Retreat (Edited for Consistency) "You will be able to...."	Bloom's Taxonomy	Competencies							Internal Reference No.
			C1: Lead	C2: Make Policy	C3: Analyze	C4: Pub. Inst.	C5: Comm. Good	C6: Diverse	C7: Global	
1	Explain ethical basis for normative positions on initiatives, policies, programs, and managerial and analytic decisions	Understanding	X	X	X		X	X		88
2	Demonstrate ability to use qualitative methods, including interviews and focus groups, to inform policy analysis and management	Applying		X	X			X		103

B). No clear guidance from Curriculum Committee:

Line No.	DRAFT Measurable Learning Objectives from Syllabi and Faculty Retreat (Edited for Consistency) "You will be able to...."	Bloom's Taxonomy	Competencies							Internal Reference No.
			C1: Lead	C2: Make Policy	C3: Analyze	C4: Pub. Inst.	C5: Comm. Good	C6: Diverse	C7: Global	
1	Explain procedural and political similarities and differences in legislative and policy-making processes at federal and state levels.	Understanding	X	X	X					104
2	Describe the importance of beliefs, aspirations, values, and ethics in understanding and resolving conflicts and complex issues	Understanding	X	X	X	X	X	X	X	97
3	Describe the complex, array of intersecting global issues that affect society such as trade and economy; migration; environment, energy, and climate change; health, and disparities and inequities	Understanding	X		X		X	X	X	99
4	Explain roles of institutions, laws, social movements, and citizen mobilization and organizing in governance and policy-making	Understanding	X		X	X	X		X	98

5	Explain theories and strategies of multilevel governance, including federalism	Understanding	X	X	X	X	X			100
6	Explain the theory of resilience and the importance of anticipating and responding adaptively to change, uncertainty, and complexity	Understanding	X	X	X		X			93
7	Explain different ethical frameworks for decision-making and how they are operationalized in the public, nonprofit, and private, for-profit sectors	Applying	X	X	X	X	X	X	X	96
8	Demonstrate intercultural competence, self-awareness, and ability to reflect on interpersonal interactions with people from diverse backgrounds and cultures	Applying	X		X		X	X	X	92
9	Explain how global economic, political, social, and environmental processes and dynamics affect policy issues at local, state, national, and international levels	Applying		X	X		X	X	X	90
10	Demonstrate ability to undertake research and produce information necessary to inform policy decisions	Applying	X	X	X			X		94
11	Demonstrate ability to use evidence responsibly in support of recommended actions	Applying	X	X	X		X			89
12	Use numeric or quantitative data to tell persuasive policy stories	Applying		X	X					91
13	Describe, analyze, and evaluate consequences of private and public actions on shared resources and future generations	Evaluating	X	X	X		X	X	X	102
14	Demonstrate ability to negotiate and achieve agreement on proposed policies or programs	Evaluating	X	X	X	X	X	X		86
15	Demonstrate ability to advocate for initiatives, policies, or programs	Evaluating	X	X	X	X	X	X		87
16	Describe, evaluate, and integrate the multiple interests, values, and ways of knowing held by diverse participants in governance, policy-making, and administration	Creating	X	X	X		X	X	X	101

C). Curriculum Committee does not recommend to add:

Line No.	DRAFT Measurable Learning Objectives from Syllabi and Faculty Retreat (Edited for Consistency) "You will be able to...."	Bloom's Taxonomy	C1: Lead	C2: Make Policy	C3: Analyze	C4: Pub. Inst.	C5: Comm. Good	C6: Diverse	C7: Global	Internal Reference No.
1	Explain the purpose, content, and importance of the Universal Declaration of Human Rights	Understanding	X		X		X	X	X	95

PA 5002 Introduction to Policy Analysis

Competencies Assessed in Course (Faculty Survey): 1,2,3,4,6 (5,7 N/A)

Competencies Covered (Syllabi Review): 2,3,6

Line No.	DRAFT Measurable Learning Objectives from Syllabi and Faculty Retreat (Edited for Consistency) "You will be able to...."	Source	Bloom's Taxonomy	C1: Lead	C2: Make Policy	C3: Analyze	C4: Pub. Inst.	C5: Comn. Good	C6: Diverse	C7: Global	Internal Tracking No.
1	Demonstrate understanding of microeconomic policy issues.	Syllabi	Understanding			X					37
2	Understand and accurately use the language, terminology, and skills of policy analysis.	Syllabi	Understanding		X						36
3	Demonstrate ability to work productively in groups.	Faculty and Syllabi	Applying		X				X		39
4	Use different analytical tools and understand and explain the role of policy analysis in the broader policy process.	Syllabi	Applying		X	X			X		40
5	Understand and explain the role of policy analysis in the broader policy process.	Syllabi	Applying		X						38
6	Explain the strengths and weaknesses of alternative approaches to policy analysis.	Syllabi	Analyzing		X						33
7	Analyze and recommend courses of action taking into consideration lack of information, ambiguity, uncertainty, and resource constraints	Faculty, Alumni, and Syllabus Combination	Evaluating		X	X					34
8	Demonstrate ability to write for - and communicate to - multiple, diverse audiences in a variety of forms, including memos, policy briefs, and research reports, and presentations.	Faculty, Alumni, and Syllabus Combination	Creating		X	X			X		32
9	Tailor policy communications to diverse audiences.	Syllabi	Creating		X				X		31
10	Demonstrate competency in the following policy analytic skills: developing a problem context, problem structuring, developing alternative policy options monitoring, evaluation, forecasting, policy simulation, and recommendation.	Syllabi	Creating		X	X					35

PA 5003 Introduction to Financial Analysis

Competencies Assessed in Course (Faculty Survey): 1,2,3,6 (5,7 N/A)

Competencies Covered (Syllabi Review): 1,3,4,6

Line No.	DRAFT Measurable Learning Objectives from Syllabi and Faculty Retreat (Edited for Consistency) "You will be able to...."	Source	Bloom's Taxonomy	C1: Lead	C2: Make Policy	C3: Analyze	C4: Pub. Inst.	C5: Comn. Good	C6: Diverse	C7: Global	Internal Tracking No.
1	Understand and explain how financial management is an integral part of nonprofit/public management.	Syllabi	Understanding	X		X	X				13
2	Understand and accurately use the language, terminology, and skills of nonprofit/public budgeting, accounting, and financial statements.	Syllabi	Understanding	X			X				14
3	Effectively write and communicate about financial matters.	Syllabi	Applying						X		8
4	Perform basic budget and financial analysis of nonprofit/public organizations.	Syllabi	Applying			X	X				11

PA 5011 Management of Organizations

Competencies Assessed in Course (Faculty Survey): 1,2,3,4,6 (5,7 N/A)

Competencies Covered (Syllabi Review): 1,2,3,4,5,6,7

Line No.	DRAFT Measurable Learning Objectives from Syllabi and Faculty Retreat (Edited for Consistency) "You will be able to...."	Source	Bloom's Taxonomy	C1: Lead	C2: Make Policy	C3: Analyze	C4: Pub. Inst.	C5: Comn. Good	C6: Diverse	C7: Global	Internal Tracking No.
1	Explain the methods and tools used by government to implement public policy.	Syllabi	Understanding							X	15
2	Explain the potential and limitations of public and nonprofit management and leadership, given the complexities of democracy and legitimate public action.	Syllabi	Understanding	X		X	X	X			18
3	Explain the elements of organizations and identify how elements of the larger environment shape what happens within them.	Syllabi	Understanding	X		X				X	19
4	Identify the ways that organizations operate as systems within particular contexts that provide both opportunities and constraints.	Syllabi	Understanding	X				X			20
5	Demonstrate knowledge of management skills, including professional presentations, team development and management, project management, stakeholder analysis, and policy field analysis.	Syllabi	Applying				X				9
6	Demonstrate ability to work productively in groups.	Faculty and Syllabi	Applying		X				X		39
7	Understand basic concepts and competencies; use the skills necessary to lead organizations involved in making and carrying out public policy.	Syllabi	Applying	X							12
8	Analyze organizational problems from multiple perspectives.	Syllabi	Analyzing	X		X		X			17
9	Identify and evaluate options for managerial intervention to strengthen the work of the organization.	Syllabi	Evaluating	X		X					10

PA 5012 Politics of Public Affairs

Competencies Assessed in Course (Faculty Survey): 1,2,3,4,6 (5,7 N/A)

Competencies Covered (Syllabi Review): 2,3,5,7

Line No.	DRAFT Measurable Learning Objectives from Syllabi and Faculty Retreat (Edited for Consistency) "You will be able to...."	Source	Bloom's Taxonomy	C1: Lead	C2: Make Policy	C3: Analyze	C4: Pub. Inst.	C5: Comm. Good	C6: Diverse	C7: Global	Internal Tracking No.
1	Explain the interactions and significance of the four key elements of politics: power, institutions, political discourse, and democratic citizenship.	Syllabi	Understanding		X	X		X		X	41

PA 5021 Economics for Policy Analysis and Planning I

Competencies Assessed in Course (Faculty Survey): 1,2,3,4 (5,7 N/A)

Competencies Covered (Syllabi Review): 3

Line No.	DRAFT Measurable Learning Objectives from Syllabi and Faculty Retreat (Edited for Consistency) "You will be able to...."	Source	Bloom's Taxonomy	C1: Lead	C2: Make Policy	C3: Analyze	C4: Pub. Inst.	C5: Comn. Good	C6: Diverse	C7: Global	Internal Tracking No.
1	Apply microeconomic reasoning to public issues, policies and programs.	Syllabi	Applying			X					22
2	Use quantitative skills to assess the magnitude of predicted changes in government policies.	Syllabi	Evaluating			X					23

PA 5022 Economics for Policy Analysis and Planning II

Competencies Assessed in Course (Faculty Survey): 1,2,3,4,6 (5,7 N/A)

Competencies Covered (Syllabi Review): 2,3,5,6,7

Line No.	DRAFT Measurable Learning Objectives from Syllabi and Faculty Retreat (Edited for Consistency) "You will be able to...."	Source	Bloom's Taxonomy	C1: Lead	C2: Make Policy	C3: Analyze	C4: Pub. Inst.	C5: Comm. Good	C6: Diverse	C7: Global	Internal Tracking No.
1	Understand trade-offs in the design of social insurance programs, between risk protection and promoting efficient efforts to avoid losses.	Syllabi	Understanding			X		X			25
2	Demonstrate understanding of macroeconomic policy issues.	Syllabi	Understanding			X					50
3	Accurately use the language and data of macroeconomics.	Syllabi	Understanding			X					5
4	Demonstrate understanding of macroeconomic policy issues.	Syllabi	Understanding			X					6
5	Understand and critique the main economic rationales for current social insurance programs.	Syllabi	Analyzing			X		X			24
6	Critique current empirical research on the impacts of social insurance programs.	Syllabi	Analyzing			X					26
7	Use macroeconomic data to describe a country's economy and use analytical tools to explain how policy and external events alter the path of that economy.	Syllabi	Analyzing			X				X	1
8	Conduct macroeconomic analysis using analytical tools.	Syllabi	Analyzing			X					2
9	Use game theory to analyze interdependent situations and explain the causes and consequences of them. Design effective frameworks for understanding and governing interdependent situations.	Syllabi	Creating		X	X				X	7
10	Construct written and oral arguments for specific policy reforms	Syllabi	Creating		X	X			X		21
11	Develop responses to real-world challenges that arise in the completion of financial modeling projects.	Syllabi	Creating			X				X	4
12	Develop financial models using the techniques and perspectives taught in the course.	Syllabi	Creating			X					3

PA 5031 Empirical Analysis

Competencies Assessed in Course (Faculty Survey): 1,2,3,6 (5,7 N/A)

Competencies Covered (Syllabi Review): 3,5

Line No.	DRAFT Measurable Learning Objectives from Syllabi and Faculty Retreat (Edited for Consistency) "You will be able to...."	Source	Bloom's Taxonomy	Competencies							Internal Tracking No.
				C1: Lead	C2: Make Policy	C3: Analyze	C4: Pub. Inst.	C5: Comn. Good	C6: Diverse	C7: Global	
1	Explain the implicit assumptions about numbers that affect statistics and public policy decisions.	Syllabi	Understanding			X		X			52
2	Demonstrate understanding of microeconomic policy issues.	Syllabi	Understanding			X					37
3	Understand and accurately use the language and methods of statistics.	Syllabi	Understanding			X					49
4	Understand basic principles of statistics and apply them in research, policy analysis, or future study.	Syllabi	Applying			X					51
5	Use basic statistical techniques to conduct research and policy analysis.	Syllabi	Applying			X					46
6	Understand and critique empirical evidence in the media and scientific articles.	Syllabi	Analyzing			X					48
7	Interpret statistical results.	Syllabi	Analyzing			X					47

PA 5032 Intermediate Regression

Competencies Assessed in Course (Faculty Survey): 2,3,4 (5,7 N/A)

Competencies Covered (Syllabi Review): 3

Line No.	DRAFT Measurable Learning Objectives from Syllabi and Faculty Retreat (Edited for Consistency) "You will be able to...."	Source	Bloom's Taxonomy	C1: Lead	C2: Make Policy	C3: Analyze	C4: Pub. Inst.	C5: Comm. Good	C6: Diverse	C7: Global	Internal Tracking No.
1	Read, understand, interpret, use and evaluate quantitative empirical work in social science using regression.	Syllabi	Evaluating			X					45

PA 5033 Multivariate Techniques

Competencies Assessed in Course (Faculty Survey): 1,2,3,4,6 (5,7 N/A)

Competencies Covered (Syllabi Review): 3,5

Line No.	DRAFT Measurable Learning Objectives from Syllabi and Faculty Retreat (Edited for Consistency) "You will be able to...."	Source	Bloom's Taxonomy	C1: Lead	C2: Make Policy	C3: Analyze	C4: Pub. Inst.	C5: Comn. Good	C6: Diverse	C7: Global	Internal Tracking No.
1	Demonstrate a foundational level knowledge of multivariate techniques.	Syllabi	Understanding			X					29
2	Explain the impact of the analyst's judgment in drawing inferences from the data, the weaknesses of the "scientific" enterprise, and how these approaches can be used by advocates of particular public policies.	Syllabi	Applying			X		X			30
3	Competently use analytical skills.	Syllabi	Applying			X					28
4	Read, understand, interpret, use and evaluate empirical work used in the social sciences and by policy analysts.	Syllabi	Evaluating			X					27

PA 5035 Survey Research and Data Collection

Competencies Assessed in Course (Faculty Survey): 1,2,3,4,6, (5,7 N/A)

Competencies Covered (Syllabi Review): 3

Line No.	DRAFT Measurable Learning Objectives from Syllabi and Faculty Retreat (Edited for Consistency) "You will be able to...."	Source	Bloom's Taxonomy	C1: Lead	C2: Make Policy	C3: Analyze	C4: Pub. Inst.	C5: Comm. Good	C6: Diverse	C7: Global	Internal Tracking No.
1	Apply the reports that vendors supply.	Syllabi	Applying			X					56
2	Choose appropriate research techniques to meet research objectives.	Syllabi	Analyzing			X					57
3	Understand how to choose research vendors and evaluate their work.	Syllabi	Evaluating			X					55
4	Set research objectives based on quantitative and qualitative research methods.	Syllabi	Creating			X					53
5	Design and conduct surveys.	Syllabi	Creating			X					54

PA 5036 Regional Economic Analysis

Competencies Assessed in Course (Faculty Survey): 2,3 (5,7 N/A)

Competencies Covered (Syllabi Review): 3

Line No.	DRAFT Measurable Learning Objectives from Syllabi and Faculty Retreat (Edited for Consistency) "You will be able to...."	Source	Bloom's Taxonomy	C1: Lead	C2: Make Policy	C3: Analyze	C4: Pub. Inst.	C5: Comm. Good	C6: Diverse	C7: Global	Internal Tracking No.
1	Understand and use a variety of techniques for analyzing the structure of regional and local economies.	Syllabi	Applying			X					42

PA 5037 Regional Demographic Analysis

Competencies Assessed in Course (Faculty Survey): 1,2,3,4,6 (5,7 N/A)

Competencies Covered (Syllabi Review): 3

Line No.	DRAFT Measurable Learning Objectives from Syllabi and Faculty Retreat (Edited for Consistency) "You will be able to...."	Source	Bloom's Taxonomy	C1: Lead	C2: Make Policy	C3: Analyze	C4: Pub. Inst.	C5: Comm. Good	C6: Diverse	C7: Global	Internal Tracking No.
1	Understand the concepts behind demographic data analysis and projection techniques.	Syllabi	Understanding			X					44
2	Understand and use a variety of demographic data analysis and projection techniques.	Syllabi	Applying			X					43

PA 5080 Capstone Preparation Workshop

Competencies Assessed in Course (Faculty Survey): 1,3,4,6 (5,7 N/A)

Competencies Covered (Syllabi Review): 1, 6

Line No.	DRAFT Measurable Learning Objectives from Syllabi and Faculty Retreat (Edited for Consistency) "You will be able to...."	Source	Bloom's Taxonomy	C1: Lead	C2: Make Policy	C3: Analyze	C4: Pub. Inst.	C5: Comm. Good	C6: Diverse	C7: Global	Internal Tracking No.
1	Use and practice the following professional and group skills: team management (skills in task and group maintenance and performance); project planning and management; effective client relations; and ethical research and protection of human subjects.	Syllabi	Applying	X					X		105

PA 8081 Capstone Workshop

Competencies Assessed in Course (Faculty Survey): 1,2,3,4,6 (5,7 N/A)

Competencies Covered (Syllabi Review): 1,2,3,5,6,7

A). Methodological or General Learning Objectives

Line No.	DRAFT Measurable Learning Objectives from Syllabi and Faculty Retreat (Edited for Consistency) "You will be able to...."	Source	Bloom's Taxonomy	C1: Lead	C2: Make Policy	C3: Analyze	C4: Pub. Inst.	C5: Conn. Good	C6: Diverse	C7: Global	Internal Tracking No.
1	Identify the myriads of ways that public goals, objectives, policies, programs, projects, and initiatives interrelate across sectors of society and academic disciplines or professions.	Syllabi	Understanding			X		X		X	84
2	Conduct research and complete the tasks outlined in your scope of work.	Syllabi	Applying			X					70
3	Apply the skills that you have learned in the Humphrey Institute in a meaningful context.	Syllabi	Applying		X	X			X		68
4	Use qualitative methods to improve and inform the evaluation.	Syllabi	Applying		X	X			X		77
5	Demonstrate ability to work productively in groups.	Faculty and Syllabi	Applying		X				X		39
6	Demonstrate and use appropriate community engagement strategies and techniques.	Syllabi	Applying			X			X		58
7	Write short technical memoranda.	Syllabi	Applying						X		59
8	Use a literature scan to identify sources of information that may be useful to your PA 8081 team.	Syllabi	Applying			X					80
9	Work together with consulting team colleagues to respond appropriately to client and relevant stakeholder(s) needs and expectations during project implementation.	Syllabi	Evaluating		X	X			X		74
10	Reflect on your own performance as well as the performance of your peers and team-mates.	Syllabi	Evaluating			X			X		83
11	Present your findings to your client organization and to other professionals, including to audience(s) at the University of Minnesota, as well as residents or other stakeholders.	Syllabi	Creating		X	X			X		64
12	Prepare professional planning or policy documents.	Syllabi	Creating		X	X			X		65

13	Review problem statement, Negotiate with your client, and prepare a scope of work and memorandum of understanding.	Syllabi	Creating			X			X		60
14	Prepare draft and final professional report(s) or written product (written deliverable product) and perhaps a poster summary of your research or analysis.	Syllabi	Creating			X			X		63
15	Work with a client to develop a program evaluation plan that provides information to the client in a meaningful, timely, and useful way.	Syllabi	Creating		X	X			X		72
16	Design and implement a quantitative assessment of the impacts of a program using program administrative data.	Syllabi	Creating		X	X			X		73
17	Write and present a clear, effective, and concise summaries of results.	Syllabi	Creating						X		61
18	Prepare a strategy report consisting of: 1) a diagnosis of opportunities and risks, 2) a vision for the future, and 3) an action plan in accord with that vision.	Syllabi	Creating			X		X	X		62
19	Develop recommendations for policy or institutional change which flow from an inter-disciplinary understanding of issues on which the workshop is focused.	Syllabi	Creating	X	X	X			X	X	71
20	Use the theory and skills use have gained at the Humphrey School by applying some or all of the following: stakeholder analyses, program evaluation, political feasibility, policy entrepreneurship and advocacy, and the policy change cycle. Student groups will create a real product for a real client.	Syllabi	Creating		X	X		X	X		66

B). Substantive or Topical Learning Objectives

Line No.	DRAFT Measurable Learning Objectives from Syllabi and Faculty Retreat (Edited for Consistency) "You will be able to...."	Source	Bloom's Taxonomy	C1: Lead	C2: Make Policy	C3: Analyze	C4: Pub. Inst.	C5: Cornn. Good	C6: Diverse	C7: Global	Internal Tracking No.
1	Explain the evolving role that race and immigration have played in planning and policy making in the U.S. over time.	Syllabi	Understanding			X		X		X	81
2	Discuss effective and ineffective ways that urban planners and policy makers have engaged immigrants and racial minorities at the local level.	Syllabi	Understanding			X		X		X	82
3	Explain the unique characteristics of the Cedar Riverside neighborhood.	Syllabi	Understanding			X				X	79

4	Explain how University research can contribute to commercialization and business development as well as the role of higher education institutions in addressing the current and future jobs/skills mismatch in these industries.	Syllabi	Understanding			X			X		85
5	Understand and apply the theory and practice of economic and community development while fulfilling the client-based workshop requirements for Humphrey Institute MURP, MPP and MPA students.	Syllabi	Applying		X	X			X		69
6	Practice using methodologies to analyze and understand neighborhood populations, organizations, and conditions such as prevalence of crime.	Syllabi	Analyzing			X		X			76
7	Evaluate and suggest responses to current policy and planning challenges affecting diverse neighborhoods and cities in the U.S.	Syllabi	Creating			X		X			75
8	Understand the principles of community based research.	Syllabi	Understanding			X					78
9	Use the knowledge and skills you have acquired at HHH while working as a member of a team on a community based research project with a partner.	Syllabi	Applying		X	X			X		67

Program Logic Model

Standard 5: Program Logic Model

Humphrey School of Public Affairs
University of Minnesota

“The mission of the Master of Public Policy Program is to prepare professionals with specialized skills and knowledge to advance the common good in a range of public policy issues and in the management of organizations in a diverse world.”

OVERVIEW

The Humphrey School has mapped its curriculum by:

- Examining learning objectives and assessment methods from a multi-year sample of syllabi from courses delivering core competencies
- Committee feedback
- Faculty feedback and additions
- Instructor surveys

CORE COMPETENCIES

1. To lead and manage in governance across sectors, institutions, and diverse populations and cultures.
2. To participate in problem-solving, policy-making, and institutional and societal change in dynamic, uncertain environments.
3. To analyze, synthesize, think critically, solve complex problems, and make decisions (informed by quantitative, qualitative, economic, and other methods).
4. To articulate the essential role of public institutions in democratic societies and the importance of democratic values in delivery of public services.
5. To understand conceptions of the common good, acknowledge normative and ethical viewpoints, and promote social justice.
6. To communicate and interact productively with individuals in diverse and changing cultures and communities.
7. To understand global interdependencies and their implications for governance, policy-making, and implementation.

ASSESSMENT & REVIEW

- Student feedback
- Student government focus groups
- Curriculum Committee oversight
- Associate Dean has authority to lead formal review processes
- Faculty-led program and curricular changes
- Review of capstone projects by panel of MPP alumni

COMPETENCY COVERAGE MATRIX

#	Competency	PA 5002	PA 5003	PA 5011	PA 5012	PA 5021	PA 5022	PA 5031	PA 5032	PA 5033	PA 5035	PA 5036	PA 5037	PA 5080	PA 8081
1	To lead and manage in governance across sectors, institutions, and diverse populations and cultures.		X	X										X	X
2	To participate in problem-solving, policy-making, and institutional and societal change in dynamic, uncertain environments.	X		X	X		X								X
3	To analyze, synthesize, think critically, solve complex problems, and make decisions (informed by quantitative, qualitative, economic, and other methods).	X	X	X	X	X	X	X	X	X	X	X	X		X
4	To articulate the essential role of public institutions in democratic societies and the importance of democratic values in delivery of public services.		X	X											
5	To understand conceptions of the common good, acknowledge normative and ethical viewpoints, and promote social justice.			X	X		X	X		X					X
6	To communicate and interact productively with individuals in diverse and changing cultures and communities.	X	X	X			X							X	X
7	To understand global interdependencies and their implications for governance, policy-making, and implementation.			X	X		X								X

X Syllabus learning objectives

Faculty reported coverage from survey (Competencies 5 and 7 are not applicable as they were generated after the survey)