Northeastern University
College of Social Sciences and Humanities

Appendix 3
Self Study Report 2016

Master of Public Administration Program
School of Public Policy and Urban Affairs
College of Social Sciences and Humanities
Northeastern University
Boston, Massachusetts

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NASPAA ACCREDITED
The Commission on Peer Review & Accreditation

Policies on Faculty Qualifications and Performance

Northeastern University
College of Social Sciences and Humanities

**Master of Public Administration Program
School of Public Policy and Urban Affairs
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Northeastern University**

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2016

Boston, Massachusetts

CONTENTS

I. Overview of the Policies

A. Overview, Goals, and Rationale

The *Policies on Faculty Qualifications and Performance*[1] documents the set of policies and guidelines related to qualifications and performance expectations for the Faculty Nucleus and other faculty members of the MPA Program. The *Policies* are expressly designed to comply with the professional accreditation standards put forth by the Network of Schools of Public Policy, Affairs, and Administration (NASPAA).

The goals of the *Policies* are twofold: 1) to ensure that faculty are equipped with the knowledge, skills, and aptitudes to achieve the mission of the MPA Program; and 2) to ensure that faculty perform in ways and at levels that are consistent with the program's mission.

The rationale of the *Policies* is to establish a clear and objective set of guidelines that stipulates the necessary qualifications and performance expectations. The members of the faculty are responsible for a wide variety of activities, including teaching and student learning, scholarly research and its dissemination, and community outreach and service. The *Policies* empower the MPA Program to maintain its commitment to excellence through teaching, research, and service. By creating a welcoming and collegial environment and providing support for maintenance and improvement of qualifications and performance, the MPA Program dedicates itself to the continual investment in the members of the faculty.

B. Process

The *Policies* were developed by diverse and inclusive group of stakeholders in the MPA Program. In 2015, the Director of the MPA Program convened the Ad Hoc Committee on Faculty Performance. The committee was composed of four members of the faculty. The composition of the committee represented an array of academic and professional interests. During the Spring 2016 semester, a draft of the *Policies* was reviewed by the Faculty Nucleus of the MPA Program, the Director of the School of Public Policy and Urban Affairs, and the Dean's Office of the College of Social Sciences and Humanities. On April 26, 2016, the *Policies* were formally adopted by a unanimous vote of the Faculty Nucleus.

C. Contents

The *Policies* set forth in this document are organized into three parts. In Part II, the institutional context and the mission and values of the MPA Program are reviewed. In Part III, the qualifications and performance expectations are presented. This consists of the definitions, classifications, processes, and measures of qualifications and performance expectations. In Part IV, a review of institutional and professional resources for faculty development is provided.

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[1] Hereinafter, the *Policies on Faculty Qualifications and Performance* shall be referred to as the *Policies* in this document.

II. Context of the Institution and Program

A. Institutional Context

Founded in 1898, Northeastern University is a global, experiential, research university built on a tradition of engagement with the world, creating a distinctive approach to education and research. The mission of Northeastern University is to educate students for a life of fulfillment and accomplishment and to create and translate knowledge to meet global and societal needs.

The College of Social Sciences and Humanities is the liberal arts core of Northeastern University's thriving academic community. The College's schools, departments, and programs form an interdisciplinary collaborative of scholars with global perspectives. The mission of the College is to contribute to the liberal arts education of all Northeastern students; to produce cutting-edge knowledge about and solutions to the political and social problems of our contemporary world; and to foster ethical reasoning and critical thought, with attention to the enduring significance of history, literature, and culture. This mission places the College in a central role in fulfilling Northeastern's ambition of educating global citizens.

B. Mission and Values

The School of Public Policy and Urban Affairs seeks to inform theory and practice through seamless integration of research, education and engagement that advance scientific knowledge and ethical conduct in the interest of current and future generations. The School embraces Northeastern University's model of use-inspired research by preparing its students to develop the lifelong learning skills that help them conduct policy analysis, inform investment and policy making, and shape public discourse on pressing and emerging social, economic and environmental challenges in diverse settings. Toward these ends, the School's community of faculty, students, staff and alumni leverage local experiences and expertise for lasting impact at local to global scales.

The mission of the MPA Program at Northeastern University is to serve the needs of the public affairs community, including students, working professionals, faculty, and researchers, by providing a practice-oriented and research-based graduate educational experience. The faculty pledges the best instruction available in a set of courses designed to integrate theoretical foundations with practical skills. The MPA Program will prepare students to be effective in a dynamic and increasingly diverse professional environment. We also commit ourselves to assisting students in every possible way to secure internships, post-graduate employment, and overall career advancement. Students, in turn, are expected to meet high levels of academic excellence combined with ethical and professional integrity. Committed to the ideals of public service and advancing the public interest, we seek students who share the same enthusiasm.

III. Qualifications and Performance Expectations

A. Definitions

1. Program Faculty

    a. The Program Faculty is stipulated by Part II, Section A.1 of the *Bylaws*.

    b. Refers to Nucleus, Extended and Part-Time Instructional Faculty as a whole.

2. Nucleus Faculty Member

    a. The Faculty Nucleus is stipulated by Part III, Section A.1 of the *Bylaws*.

    b. A faculty member who participates in the MPA Program's: 1) governance by participating in faculty meetings, area of specialization committees, student admissions, curriculum planning and overall program administration; 2) instruction by teaching an average of at least one course per year in the program; advising students and supervising them on analytical papers, theses, or applied research and public service projects, and 3) research and/or professional and community service activities significantly related to public affairs. This designation refers to full-time tenured or tenure-track faculty and full-time clinical or professors of practice (or comparable titles at institutions). The members of the nucleus faculty need not all be in the same department or unit at the University.

3. Academically Qualified Faculty Member

    a. The academically qualified faculty member is stipulated by Part II, Section A.2 of the *Bylaws*.

    b. A faculty member who holds a terminal degree related to his or her teaching responsibilities and has maintained scholarship activities to support his or her teaching responsibilities. If the faculty member received their terminal degree more than 5 years prior to the self-study, they need to show currency in the field, particularly in his or her area of scholarship. The program should demonstrate how the faculty are academically qualified to advance the program with regard to its mission. All academically qualified faculty also use class syllabi that demonstrate current knowledge and technique.

4. Professionally Qualified Faculty Member

    a. The professionally qualified faculty member is stipulated by Part II, Section A.2 of the *Bylaws*.

    b. A full-time faculty member can be professionally qualified by virtue of having a record of outstanding professional experience directly relevant to the faculty member's Program responsibilities. In general, a professionally qualified faculty member will have a graduate degree, and will have relevant professional experience in his or her area of responsibility. Additionally, professionally qualified faculty will engage in professional and community service in an area that supports his or her teaching responsibilities. Professionally qualified faculty may also publish professional, practice relevant writing related to his or her area of teaching. All professionally qualified faculty also use course syllabi that demonstrate current knowledge and technique.

5. Faculty Classification

    a. All faculty members that teach core or elective courses in the MPA Program are classified as either Nucleus or Affiliated faculty members.

        i. Nucleus faculty are determined by Part III, Section A.1 of the *Bylaws*.

        ii. Affiliated faculty are determined by teaching an elective course and/or serving in the MPA Program.

    b. All faculty members that teach core or elective courses in the MPA Program are classified on a full-time or part-time basis.

        i. Full-time faculty members (Nucleus or Affiliated) consist of full-time, benefits-eligible employees of Northeastern University.

        ii. Part-time faculty members are Affiliated faculty of the MPA Program and are not benefits-eligible employees of Northeastern University.

B. Qualifications and Performance Expectations

1. Determination

    a. All faculty members that teach core and electives courses in the MPA Program shall be classified as either an Academically Qualified Faculty Member (AQ) or a Professionally Qualified Faculty Member (PQ).

    b. The Director of the MPA Program shall maintain up-to-date records of the academic and professional qualifications of all faculty members.

    c. All faculty members (Nucleus and Affiliated; full-time and part-time) shall provide an updated curriculum vitae or resume to the Director of the MPA Program by February 1 annually.

d. The Director of the MPA Program shall inform all faculty members (Nucleus and Affiliated; full-time and part-time) of their classification by April 1 annually.

e. A faculty member may appeal his or her classification by submitting a letter in writing to the Director of the MPA Program within five (5) working days of the receipt of the classification decision. In the event an appeal, the Director shall appoint an ad hoc committee of three faculty members of the Nucleus, to be chaired by the Director, to deliberate the appeal. The decision will be communicated to the appellant within ten (10) working days. The decision of the committee is final.

2. Performance Expectations

a. Members of the Faculty Nucleus are expected to maintain a full-time presence at Northeastern University.[2]

b. Members of the Faculty Nucleus are expected to meet the performances expectations and comply with personnel policies, as applicable, of Northeastern University.[3] Members of the Faculty Nucleus are expected:

   i. To be effective teachers;

   ii. To fully participate in the governance activities of the MPA Program; and

   iii. To make intellectual contributions to their respective fields through theoretical, applied, and translational research, or professional or community service activities.

c. Members of the Faculty Nucleus are expected to be effective teachers, as defined by the following:

   i. Ensure that course syllabi, objectives, student learning outcomes, methods and rubrics of assessment align with the goals of the MPA Program;

   ii. Develop rigorous course materials and methods that are research-based and practice-orientated for the public affairs community;

   iii. Align course materials and outcomes to the NASPAA universal required competencies, as appropriate;

   iv. Maintain weekly office hours on campus, or virtually (as applicable); and

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[2] See *Faculty Handbook*, Section on Tenured and Tenure-Track Faculty Rights and Responsibilities. See also *University Personnel Policies*, at http://www.northeastern.edu/policies/.
[3] See *Faculty Handbook*, Section on Tenured and Tenure-Track Faculty Performance Expectations. See also *University Personnel Policies*, at http://www.northeastern.edu/policies/.

> v. Meet regularly with advisees and fulfill advising responsibilities.

d. Members of the Faculty Nucleus are expected to fully participate in service activities of the MPA Program, as defined by the following:

> i. Serve on standing and ad hoc committees of the MPA Program;
>
> ii. Participate in meetings of the Faculty Nucleus;
>
> iii. Provide service to relevant academic, professional, and/or public affairs organizations in respective fields of study and practice; and
>
> iv. Support MPA Program-sponsored and -related events.

e. Members of the Faculty Nucleus are expected to make intellectual or professional and community service contributions to their respective fields through theoretical, applied, and translational research, or appropriate professional or community service activities. These activities and contributions should continue throughout the careers of the faculty and demonstrate growth in their respective fields. These activities and contributions are expressed in a variety of formats, and they are defined in Part III, Sections B.3 and B.4 of the *Policies*.

3. Academically Qualified Faculty Member

The Academic Qualified Faculty Member shall hold a qualifying terminal degree and conduct ongoing scholarly activities.

a. The qualifying terminal degree shall include the following degrees:

> i. *Fully Qualified Doctoral Degree* in a discipline or field in public affairs and in the area of primary teaching responsibilities;[4] or
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> ii. *Qualified Doctoral Degree* either in a discipline or field in public affairs but not in the area of primary teaching responsibilities; or, in a discipline in the social sciences but in an area of academic preparation that incorporates primary teaching responsibilities;[5] or
>
> iii. *Topically Qualified Doctoral Degree* in a discipline or field in the social sciences, or related subject matter, and not in the area of primary teaching

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[4] The fully qualified doctoral degree is the Doctor of Philosophy (PhD).

[5] The qualified doctoral degree is the Doctor of Philosophy (PhD); or Doctor of Public Administration (DPA). The social sciences include Economics, Geography, Sociology, Political Science, Public Policy, Public Administration, Public Affairs, Urban Planning, or any interdisciplinary combination of these disciplines and their subfields.

responsibilities but engaged in development activities directly supporting the teaching field.[6]

    b. Faculty shall be engaged on an ongoing basis in the following types of activities:

        i. Peer reviewed journal publications;

        ii. Peer reviewed scholarly books; textbooks; and book chapters;

        iii. Peer reviewed and non-peer reviewed conference presentations, papers, abstracts, and proceedings;

        iv. Peer or editorial reviewed publications such as book reviews, cases, essays, encyclopedia selections, or related selections;

        v. Policy analyses, technical reports, case studies, or other policy relevant research and professional activities;

        vi. Granted-funded research; and

        vii. Other research and scholarly activities.

    c. Faculty are expected to engage and publish in the fields of public administration, public policy (all topical areas, as applicable), and more broadly, public affairs.

    d. Faculty are expected to be engaged and demonstrate progress in such activities on annual basis.[7]

4. Professionally Qualified Faculty Member

The Professionally Qualified Faculty Member shall hold a qualifying graduate degree and demonstrate current and ongoing relevant professional experience.

    a. The qualifying graduate degree shall include the following degrees:

        i. *Master's Degree* in a discipline or field in public affairs and in the area of primary teaching responsibilities;[8] or

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[6] The topically qualified doctoral degree is the Doctor of Public Administration (DPA); the Doctor of Education (EdD); the Doctor of Psychology (DPsy); Doctor of Jurisprudence (DJur); Doctor of Public Health (DPH) or the Juris Doctor (JD).

[7] The evaluation of the engagement and progress of scholarly activities shall be conducted by the faculty member's primary academic unit as part of the annual salary and merit review process.

[8] The master's degree includes the Master of Science (MS); Master of Arts (MA); Master of Public Administration (MPA); Master of Public Policy; Master of City and Regional Planning (MCRP); Master of Social Work (MSW); Master of Education (MEd); or any other relevant disciplinary or interdisciplinary professional field of study.

      ii. *Doctoral Degree or equivalent* either in a discipline or field in public affairs to the area of primary teaching responsibilities.[9]

  b. Faculty shall be engaged, at the time of hire and on an ongoing basis, in the following types of professionally relevant activities:

      i. Professional experience that is relevant to the faculty member's primary teaching responsibility; and

      ii. Professional experience that is of duration and level of responsibility commensurate with the faculty member's primary teaching responsibility; and

      iii. Professional experience in the public or non-profit sectors, or related work in the private sector as a liaison to the public or non-profit sectors;

5. Faculty Evaluation

Members of the Faculty Nucleus are expected to complete documentation annually that demonstrates their contributions to the MPA Program based on performance expectations. The Director shall review all submitted materials. The report shall be limited to the expectations stipulated in the classification guidelines based on the criteria for Academic and Professional Qualifications for the Faculty Nucleus.

Pursuant to Section IV of the *Bylaws*, the Director of the MPA Program shall be independently reviewed by the Dean of the College of Social Sciences and Humanities on an annual basis. The Dean shall periodically solicit feedback from the members of the Faculty Nucleus on the performance of the Director.

Part-time faculty members are reviewed by the Director of the MPA Program on an annual basis, and feedback shall be communicated to part-time faculty members annually, or periodically, based on teaching frequency. The Director shall review TRACE course evaluations, supplement course evaluations, and other evidence such as teaching or peer observations. The Director shall comply with all terms of the Collective Bargaining Agreement for Part-Time Faculty between Northeastern University and the Service Employees International Union.

C. Updates and Revisions

The *Policies* shall be reviewed on an annual basis to ensure that they comply with the rules, regulations, guidelines, and operating procedures of the following: the School of Public Policy and Urban Affairs; the College of Social Sciences and Humanities; Northeastern University; New England Association of Schools and Colleges (NEASC); other relevant state regulatory bodies; and the Network of Schools of Public Policy, Affairs, and Administration

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[9] The doctoral degree or equivalent includes the degrees listed in Part III, Section B.3.a.iii of the *Policies*, or other related executive doctorates.

(NASPAA). In consultation with the Director of the School of Public Policy and Urban Affairs and the Dean of the College of Social Sciences and Humanities, the Director of the MPA Program shall be responsible for ensuring compliance. The Director shall convene a discussion annually of the MPA Faculty Nucleus during the spring semester to review any updates or revisions. A simple majority vote of the Faculty Nucleus is required to amend the *Policies*.

IV. Resources

A variety of resources are available to the faculty members of the MPA Program. In this part, the institutional and professional resources are reviewed.

A. Institutional

1. Governance

    a. The Faculty Nucleus is the self-governing body of the MPA Program.[10]

    b. The School of Public Policy and Urban Affairs is governed by the voting faculty of the School.[11]

    c. The College Council of the College of Social Sciences and Humanities is governed by the Teaching Faculty of the College.[12]

    d. The University Faculty Senate is the governing body of the Teaching Faculty of the University.[13]

2. Administrative Organization and Leadership

    a. Administrative Organization

        i. The MPA Program is an academic program in the School of Public Policy and Urban Affairs.

        ii. The School of Public Policy and Urban Affairs is an academic unit in the College of Social Sciences and Humanities.

        iii. The College of Social Sciences and Humanities is one of nine colleges and schools at Northeastern University that offer bachelors, masters, and doctoral degrees in a wide variety of academic disciplines and professional areas.

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[10] See Part III, Section A.1 of the *Bylaws of the Master of Public Administration Program.*
[11] See Part I, Section A of the *Bylaws of the School of Public Policy and Urban Affairs.*
[12] See pages 1-2 of the *Policies of Procedures of the College of Social Sciences and Humanities.*
[13] See pages 1-3 of the *Faculty Senate Bylaws.*

b. Leadership

    i. The Director of the MPA Program leads the Program. The Director will be appointed by the Dean of the College of Social Sciences and Humanities based on the recommendation of an affirmative majority vote of the Faculty Nucleus.

    ii. The Director of the School of Public Policy and Urban Affair leads the academic unit. The Director is appointed by the Dean of the College of Social Sciences and Humanities.

    iii. The Dean of the College of Social Sciences and Humanities leads the academic units in the College. The Dean is appointed by the Provost and Senior Vice President for Academic Affairs.

    iv. The Provost and Senior Vice President for Academic Affairs is the University's chief academic officer, responsible for the overall quality of teaching, scholarship and research at the University. The Provost oversees all colleges and schools, university libraries, and Information Technology Services.

    v. The President is the chief executive officer of the University. The President is appointed by the Board of Trustees of the Northeastern University Corporation.

3. Support

a. Mentoring

    i. All tenure-track members of the Faculty Nucleus of the MPA Program shall be paired with a tenured member of the Faculty Nucleus as a mentor.

    ii. The University's *ADVANCE Office of Faculty Development* oversees, creates, and assesses faculty development programs while serving as a resource to interested parties. The office assists faculty and administrators in accomplishing departmental, college, and university goals with respect to faculty recruitment, retention, mentoring, and advancement.

    iii. The University's *Center for Advancing Teaching and Learning Through Research* (CATLR) provides opportunities for faculty to evolve their teaching practice in ways that enhance student learning. Grounded firmly in the learning sciences, CATLR's consultation services and programs support the creation of learning environments that lead to enduring knowledge.

      iv.   A variety of workshops, seminars, and development resources are available in the College of Social Sciences and Humanities, including:

          1.   Center for International Affairs and World Cultures
          2.   Humanities Center
          3.   Dean's Works-in-Progress Seminar Series
          4.   Dean's Pedagogy Seminar Series

      v.   A variety of workshops, seminars, and development resources are available in the School of Public Policy and Urban Affairs, including:

          1.   MPA Program Guest Lectures
          2.   School Research Seminar Series
          3.   Lives in Public Policy and Law Speaker Series
          4.   The Myra Kraft Open Classroom

  b.   *The Diversity and Inclusion Plan* of the MPA Program outlines the strategies and resources for supporting diversity and inclusion.

B. Professional

1. Organizations and societies provide faculty members with opportunities to develop professional networks, research agendas, program infrastructure and growth, and public engagement, among other important activities related to faculty development.

2. Faculty members of the MPA Program are encouraged to maintain affiliations and participate in the relevant academic and/or professional organizations and societies in their respective fields of teaching, research, and service.

3. Organizations and societies are academic and/or professional in nature. They include:

  a.   Academic

      i.   The MPA Program and School of Public Policy and Urban Affairs maintains institutional membership in the following organizations:

          1.   Network of Schools of Public Policy, Affairs, and Administration;
          2.   Public Policy and International Affairs Program;
          3.   Association of Public Policy Analysis and Management.
          4.   Massachusetts Chapter of the American Society of Public Administration; and
          5.   Urban Affairs Association.

  b.   Professional

      i.   Opportunities for involvement include:

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1. Local, state, and federal government in the United States;
2. International governments;
3. American Society of Public Administration;
4. Massachusetts Municipal Association; and
5. Non-profit organizations.

Adopted on April 26, 2016.
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