

# Self Study Instructions

11.05.2015



**Approved by the Commission on Peer Review and Accreditation (COPRA) of the  
Network of Schools of Public Policy, Affairs, and Administration (NASPAA)**

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**Program Fact Sheet**

ITEM	DATA
1. Title of degree	Menu
2. Organizational Relationship of the Program to the Institution	Menu <sup>1</sup>
3. Geographic Arrangement Program Delivery	Menu <sup>2</sup>
4. Mode of Program Delivery: Check all that apply	Menu <sup>3</sup>
5. Number of students in degree program (Total, Fall of Self-Study Year)	Numerical
6. Ratio of Total Students to Full-Time Nucleus Faculty	Numerical
7. Number of Semester Credit Hours Required to Complete the Program	Numerical
8. List of Dual Degrees	Menu <sup>4</sup>
9. List of Specializations	Menu <sup>5</sup>
10. Mission Statement	Text
11. Indicate how the program defines its Academic Year Calendar (for the purposes of the Self Study Year)	Menu <sup>6</sup>

<sup>1</sup> In a Stand Alone School, In a Center or Institute, In a Department of Political Science, In a Department other than Political Science, In a Business School, Other (Please explain)

<sup>2</sup> Main Campus, Satellite Campuses, both Main Campus and Satellite Campuses, no physical campus

<sup>3</sup> In person instruction, In person instruction with online coursework available. Primarily online (students have to come to campus at least once), Completely online (students never have to come to campus), Other (Please specify)

<sup>4</sup> International Affairs/Relations (IA/IR); Law (JD); Master of International Diplomacy; Master of Business Administration (MBA); Master of Community & Regional Planning; Master of Criminal Justice; Master of Environmental Studies; Master in Political Science; Master of Public Health (MPH); Public Policy/Administration/Management (MPP/MPA); Master of Social Work (MSW); Master of Urban Affairs and Planning; Master of Planning; Other (Please explain)

<sup>5</sup> None, Budgeting/ Finance, City/ Local, Criminal Justice, Economic Development, Education, Emergency, Environment, General/ Public Management, Health, Homeland/ National Security, Human Resources, Information Technology, International/ Global, Leadership, Nonprofit, Organizational Management, Public Policy Analysis, Public Sector, Self-designed, Social Policy, State, Survey Methods, Urban, Other (Please specify)

<sup>6</sup> Summer, Fall, Spring; Fall, Spring, Summer; Other: please specify

## **Preconditions for Accreditation Review**

### **Program Eligibility:**

#### **Preconditions for Accreditation Review**

Programs applying for accreditation review must demonstrate in their Self-Study Reports that they meet four preconditions. Because NASPAA wants to promote innovation and experimentation in education for public affairs, administration, and policy, programs that do not meet the preconditions in a strictly literal sense but which meet the spirit of these provisions may petition for special consideration. Such petitions and Self-Study Reports must provide evidence that the program meets the spirit of the preconditions.

#### **1. Program Eligibility**

Because an accreditation review is a program evaluation, eligibility establishes that the program is qualified for and capable of being evaluated. The institution offering the program should be accredited (or similarly approved) by a recognized regional, national, or international agency. The primary objective of the program should be professional education. Finally, the program should have been operating and generating sufficient information about its operations and outcomes to support an evaluation.

#### **2. Public Service Values**

The mission, governance, and curriculum of eligible programs shall demonstrably emphasize public service values. Public service values are important and enduring beliefs, ideals and principles shared by members of a community about what is good and desirable and what is not. They include pursuing the public interest with accountability and transparency; serving professionally with competence, efficiency, and objectivity; acting ethically so as to uphold the public trust; and demonstrating respect, equity, and fairness in dealings with citizens and fellow public servants. NASPAA expects an accreditable program to define the boundaries of the public service values it emphasizes, be they procedural or substantive, as the basis for distinguishing itself from other professional degree programs.

#### **3. Primary Focus**

The degree program's primary focus shall be that of preparing students to be leaders, managers, and analysts in the professions of public affairs, public administration, and public policy and only master's degree programs engaged in educating and training professionals for the aforementioned professions are eligible for accreditation. Variations in nomenclature regarding degree title are typical in the field of public service education. Related degrees in policy and management are eligible to apply, provided they can meet the accreditation standards, including advancing public service values and competencies. Specifically excluded

are programs with a primary mission other than that of educating professionals in public affairs, administration, and policy (for example, programs in which public affairs, administration, and policy are majors or specializations available to students pursuing a degree in a related field).

#### 4. Course of Study

The normal expectation for students studying for professional degrees in public affairs, administration, and policy is equivalent to 36 to 48 semester credit hours of study. The intentions of this precondition are to ensure significant interaction with other students and with faculty, hands on collaborative work, socialization into the norms and aspirations of the profession, and observations by faculty of students' interpersonal and communication skills. Programs departing from campus- centered education by offering distance learning, international exchanges, or innovative delivery systems must demonstrate that the intentions of this precondition are being achieved and that such programs are under the supervision of fully qualified faculty. This determination may include, but is not limited to, evidence of faculty of record, and communications between faculty and students.

**Special Condition: Fast-tracking Programs** that combine undergraduate education with a graduate degree in public affairs, administration, and policy in a total of less than six academic years or the equivalent are not precluded from accreditation so long as they meet the criteria of an accredited graduate degree.

**Special Condition: Dual Degrees Programs** may allow a degree in public affairs, administration, and policy to be earned simultaneously with a degree in another field in less time than required to earn each degree separately. All criteria of an accredited, professional, graduate degree in public affairs, administration, and policy must be met and the electives allowed to satisfy requirements for the other degree must be appropriate as electives for a degree in public affairs, administration, and policy.

**Special Condition: Executive Education Programs** may offer a degree in public affairs, administration, and policy designed especially for college graduates who have had at least five years of cumulative experience in public service, including at least three years at the middle-to- upper level. The degree program must demonstrate that its graduates have emerged with the universal competencies expected of a NASPAA-accredited program, as well as with the competencies distinctive to executive education.

Please verify program is a member of NASPAA:

Is the program at an institution accredited by a U.S. national or regional accrediting body? y/n

If yes,

Provide name of accreditor. (Pull down menu)

List year of most recent recognition. (Select year)

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If no,

Provide name of quality assurance body (or bodies) that recognizes the institution and contact info.

When was your most recent recognition? (Select year)

When was the degree program established? (Select year)

If the program is located outside the United States:

Since your last review are there any changes to the relationship between your program and relevant governmental and non-governmental bodies related to accreditation, recognition, or licensure? If so, please explain.

Since your last review, have there been any changes that would create any potential legal impediments that NASPAA should consider in conducting a program review in your country or region? Y/N

If so, please explain.

**Public Values**

Since your last review have there been any changes to the code of conduct or other ethical expectations at your institution (Y/N)? Provide links if relevant.

**Primary Focus**

Special Note for Programs with Multiple Modalities within a single degree:

Throughout the Self Study Report, the program should pay attention to communicating the comparability of its modalities and offerings. Multiple modalities refers to differing modes of pedagogy within the same program, be they geographic, technological, curricular or temporal. Typical structures that fall in this category are distance campuses, online education, and unique student cohorts. A recommended way to do this would be to enter aggregate quantitative data into the online SSR and then upload a document file(s) within the SSR with the appropriate information differentiated by modality. The Commission seeks information such as, but not limited to, faculty data on who is teaching in each modality and student data (applications, enrollment, attrition, employment outcomes). Qualitative information can be entered in the general text boxes where appropriate and should include information on the mission-based rationale for any modality, any differences between modalities (such as the limited emphasis option for online students), advising and student services for all modalities, assessment of all

modalities, administrative capacity to offer the program in all modalities, and evidence of accurate public communication of program offerings.

Is the entire degree devoted to executive education? y/n

Does Exec Ed exist as a track within the degree to be reviewed? y/n

If a track or concentration, please provide a summary of any policies that differ from the main program, especially with regard to admissions, placement, curriculum and competency assessment, and completion requirements. In the case of significant differences, please explain the rationale for housing both programs in a single degree with regard to the mission.

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Indicate the mode of program delivery that most accurately describes your program. Check all that apply. (Autopopulated)

In person instruction,

In person instruction with online coursework available.

Primarily online (students have to come to campus at least once),

Completely online (students never have to come to campus.

Other (Please specify)

Does the program offer courses at remote sites and locations? (select)

No

Yes:

Name of site	Check One: Some courses can be completed at this site The entire program can be completed at this site
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Please describe any other unique delivery modalities the program employs, consortia, etc.

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### Standard 1. Managing the Program Strategically

**1.1 Mission Statement: The Program will have a statement of mission that guides performance expectations and their evaluation, including**

- **its purpose and public service values, given the program’s particular emphasis on public affairs, administration, and policy**
- **the population of students, employers, and professionals the Program intends to serve, and**
- **the contributions it intends to produce to advance the knowledge, research and practice of public affairs, administration, and policy.**

## Rationale

### Self-Study Instructions:

In section 1.1, the program should provide its mission statement and describe how the mission statement influences decision-making and connects participants' actions (such as how the Program identified its mission-based performance outcomes), describe the processes used to develop the mission statement, including the role of stakeholders such as students, graduates, and employers and describe how and to whom the mission statement is disseminated. In preparing its self-study report (SSR), the Program should:

### **Provide Program Mission**

**Use the text boxes below to provide the program mission statement and how the program reflects public service values.**

1.1.1 Provide the Current Program Mission Statement and the date it was adopted. (Limit 500 words)

1.1.2 Describe the processes used to develop and review the mission statement, how the mission statement influences decision-making, and how and to whom the program disseminates its mission. Include information describing how often relevant internal and external stakeholders, including employers, are involved in the mission development and review process, detailing their explicit responsibilities and involvement. (Unlimited)

1.1.3 Describe the public service values that are reflected in your Program's mission. (Limit 250 words)

## Illustrative Examples Basis of Judgment

**1.2 Performance Expectations: The Program will establish observable program goals, objectives and outcomes, including expectations for student learning, consistent with its mission.**

### Self-Study Instructions:

1.2.1 Please identify the major PROGRAM goals as they relate to your program’s mission within the categories specified below. Be certain that at least a subset of these program goals identify the public service values identified in 1.1.3.

Note: If the program finds it easier to respond to Standards 1.2 and 1.3 outside of the framework of this template, it may instead upload a free-standing narrative response that addresses the questions.

Please link your program goals:

- to your mission's Purpose and Public Service Values.
- to your mission's Population of students, employers, and professionals the program intends to serve.
- to the contributions your program intends to produce to advance the knowledge, research, and practice of public affairs, administration.

[Illustrative Examples](#)  
[Basis of Judgment](#)

**1.3 Program Evaluation: The Program will collect, apply and report information about its performance and its operations to guide the evolution of the Program’s mission and the Program’s design and continuous improvement with respect to standards two through seven.**

Strategic management activities should generate documents and data that are valuable to the Program and to the profession. All processes for defining its mission and strategy, and all processes for collecting and assessing information to evaluate progress toward achieving the program’s objectives, should be described in this section.

Self-Study Instructions:

Analysis of information generated by these strategic processes that explain changes in the program’s mission and strategy should be reported in this section. Programs should use logic models or other similar illustrations in their Self Study Reports to show the connections between the various aspects of their goals, measurements, and outcomes. The program should relate the information generated by these processes in its discussion of Standards 2 through 5 (how does the program’s evaluation of its performance expectations lead to programmatic improvements with respect to faculty performance, serving students, and student learning). The program should explicitly articulate the linkage between Standard 1.3 and Standard 5.1 (how does the program’s evaluation of its student learning outcomes feed into its assessment of the program’s performance).

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For those goals identified in Standard 1.2, describe what program performance outcomes have been achieved in the last 5 years that most reflect the Program mission and describe how the Program enhances the community it seeks to serve.

### 1.3.1 Please link your program performance outcomes

- to your mission's Purpose and Public Service Values
- to your mission's Population of students, employers, and professionals the program intends to serve.
- to the contributions your program intends to produce to advance the knowledge, research, and practice of public affairs, administration.

1.3.2 Describe ongoing assessment processes and how the results of the assessments are incorporated into program operations to improve student learning, faculty productivity, and graduates' careers. Provide examples as to how assessments are incorporated for improvements.

[Illustrative example](#)  
[Basis of Judgment](#)

## Standard 2. Matching Governance with the Mission

**2.1 Administrative Capacity: The program will have an administrative infrastructure appropriate for its mission, goals and objectives in all delivery modalities employed.**

[Rationale](#)

Self-Study Instructions: In preparing its SSR, the program should

### **A. Indicate relationship of the program to the institution**

Populated from Program Fact Sheet Pg 3

### **B. Indicate Modes of Program Delivery**

Populated from Program Fact Sheet Pg 3

2.1.1 Define program delivery characteristics. If the program has multiple forms of delivery, please identify how the following elements are differentiated: curriculum, curriculum design, degree expectations, expected competencies, governance, students and faculty. (Unlimited)

2.1.2 Who is/are administrator(s) and describe the role and decision making authority (s)he/they have in the governance of the Program. (Limit 500 words)

2.1.3 Describe how the governance arrangements support the mission of Program and match the program delivery.(Limit 250 words) Programs may upload an organizational chart if helpful in describing their university or college governance structures.

### Basis of Judgment

## **2.2 Faculty Governance: An adequate faculty nucleus—at least five (5) full-time faculty members or their equivalent—will exercise substantial determining influence for the governance and implementation of the program.**

There must be a faculty nucleus whom accept primary responsibility for the professional graduate program and exercise substantial determining influence for the governance and implementation of the Program. The program should specify how nucleus faculty members are involved in program governance.

Self-Study Instructions: In preparing its SSR, the program should:

**Provide a list of the Nucleus Program Faculty:** For the self-study year, provide a summary listing (according to the format below) of the faculty members who have primary responsibility for the program being reviewed. This faculty nucleus should consist of a minimum of five (5) persons who are full time academically/professionally qualified faculty members or their equivalent at the university and are significantly involved in the delivery and governance of the program.

When completing the Self Study Report in the online system programs will enter a sample of five faculty members and their corresponding data individually (under Standard 3). These data will then populate the tables located below and those listed in standard 3 in the Faculty Reports section of the online system. This will allow COPRA to collect all the faculty information requested without programs having to re-enter the same data in multiple tables.

### FACULTY NUCLEUS & GOVERNANCE

**Please note the total number of nucleus faculty members in the program for the Self Study Year.**

2.2.1a

Please note the total number of instructional faculty members in the program for the Self Study Year.

2.2.1b

Provide the following information for no fewer than 5 Nucleus Faculty members of your choosing

2.2.1 Name	Faculty Nucleus Qualification	Degree	How Involved in program (check all that apply)
	<a href="#">Drop Down</a> Academically Qualified Professionally Qualified	<a href="#">Drop Down</a> Ph.D. DPA MPA MA MS JD Other	Teaching Governance Public Affairs Research Community Service

**2.2.2a Please provide a detailed assessment of how the program’s faculty nucleus exerts substantial determining influence over the program. Describe its role in program and policy planning, curricular development and review, faculty recruiting and promoting, and student achievement through advising and evaluation.**

**2.2.2b Please describe how the Program Director exerts substantial determining influence over the program. Describe his or her role in program and policy planning, curricular development and review, faculty recruiting and promoting, and student achievement through advising and evaluation.**

**Please use the box below to provide information regarding how the program defines “substantial determining influence” in the program and any qualifying comments regarding faculty governance. (Limit 250 words.)**

2.2.3 Faculty Governance Comments

[Clarifying Examples](#)  
[Basis of Judgment](#)

**Standard 3 Matching Operations with the Mission: Faculty Performance**

[Rationale](#)

**3.1 Faculty Qualifications: The Program's faculty members will be academically or professionally qualified to pursue the program’s mission.**

Self-Study Instructions:

The purpose of this section is to answer the question “Does the program demonstrate quality through its decisions to hire appropriately trained and credentialed faculty that are both current and qualified?” While the use of practitioners with significant experience may be warranted, the extent of their use within the program must be mission driven. This section also addresses how faculty qualifications match coverage of core and program competencies and, by extension, program courses. (See also Page 44 of Appendix A)

**Provide information on 5 of your Nucleus Faculty who have provided instruction in the program for the self-study year and the year prior to the self-study. (Data repopulated from previous tables where available).**

Special Note: When completing the Self Study Report in the online system, programs will enter each faculty member and their corresponding data individually (under Standard 3). These data will then populate the tables located below and those listed in standard 3 in the Faculty Reports section of the online system. This will allow COPRA to collect all the faculty information requested without programs having to re-enter the same data in multiple tables.

3.1.1 Name	Full or Part time	Academically Qualified, Professionally Qualified, Other	Highest Degree Earned	Demonstrate their Academic or Professional Qualifications
			Drop Down Ph.D. DPA MPA MA MS JD Other	Drop down menu (select all that apply) -Publishes in area of program responsibility -Attends annual conferences and/or workshops associated with area of program responsibility -Provides community or professional service in the area of program responsibility -Is currently or previously employed in field associated with area of program responsibility -Maintains professional certification in area of program responsibility -Other, please specify

Check this box if this faculty member has received their PhD within the last five years and you are using those criteria to claim he/she is Academically Qualified.

Provide your program’s policy for academically and professionally qualified faculty and the mission based rationale for the extent of use of professionally qualified faculty in your program. If you have any faculty members who are neither academically nor professionally qualified, please justify their extent of use in your program. Please see the glossary for definitions of academically and professionally qualified. (Limit 500 Words)

3.1.2 Academically and Professionally Qualified Faculty Info

Provide the percentage of courses in each category that are taught by nucleus and full-time faculty in the self-study year. Please upload a separate table for each location and modality, if appropriate. The total across all rows and columns will not add to 100%.

3.1.3	N=	Nucleus Faculty	Full Time Faculty	Academically Qualified
All Courses		%	%	%
Courses delivering required Competencies		%	%	%

Describe the steps and strategies the program uses to support faculty in their efforts to remain current in the field. (Limit 500 words)

3.1.4 Faculty Support

[Clarifying Examples](#)  
[Basis of Judgment](#)

**3.2 Faculty Diversity: The Program will promote diversity and a climate of inclusiveness through its recruitment and retention of faculty members.**

[Rationale](#)

Self-Study Instructions

The purpose of this section is to demonstrate that the program is modeling public service values as they relate to faculty diversity. Programs should be able to demonstrate that they

understand the importance of providing students access to faculty with diverse views and experience so they are better able to understand and serve their clients and citizens.

Programs should be able to demonstrate how they "promote diversity and a climate of inclusiveness" in accordance with a strategic diversity plan, developed with respect to a program's unique mission and environment. The Commission seeks substantial evidence regarding programmatic efforts to promote diversity and a climate of inclusiveness, specifically demonstrable evidence of good practice, a framework for evaluating diversity efforts, and the connection to the program's mission and objectives. The program should upload its diversity-planning document on the Self Study Appendices page.

**Upload your program's diversity plan as a Self Study appendix.**

**Complete the faculty diversity table for all faculty teaching in the program (with respect to the legal and institutional context in which the program operates):**

Please check one: US Based Program  Non-US Based Program   
 Legal and institutional context of program precludes collection of diversity data

*US-based*

3.2.1 a Faculty Diversity	FT		PT		Total
	M	F	M	F	
Black or African American, non-Hispanic					
American Indian or Alaska Native, non Hispanic/Latino					
Asian, non Hispanic/Latino					
Native Hawaiian or other Pacific Islander, non Hispanic/Latino					
Hispanic/Latino					
White, non-Hispanic/Latino					
Two or more races, non Hispanic/Latino					
Nonresident alien					
Race and/or Ethnicity Unknown					
Total					

Disabled					
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*Non US-based*

3.2.2 b Faculty Diversity	FT		PT		Total
	M	F	M	F	
Total					

**Describe how your current faculty diversity efforts support the program mission. How are you assuring that the faculty bring diverse perspectives to the curriculum? Describe demonstrable program strategies, developed with respect to the program’s unique mission and environment, for how the program promotes diversity and a climate of inclusiveness.**

3.2.3 Current Faculty Diversity Efforts

**Describe how the diversity of the faculty has changed in the past 5 years. (Limit 250 words)**

3.2.4 Faculty Diversity over past 5 years

[Clarifying Examples](#)  
[Basis of Judgment](#)

**3.3 Research, Scholarship and Service: Program faculty members will produce scholarship and engage in professional and community service activities outside of the university appropriate to the program’s mission, stage of their careers, and the expectations of their university.**

[Rationale](#)

Self Study Instructions

In this section, the program must demonstrate that the nucleus faculty members are making contributions to the field and community consistent with the program mission. The object is not to detail every activity of individual faculty, rather to highlight for each nucleus faculty

member **one** exemplary activity that has occurred in the last five academic years (this could be research, scholarship, community service or some other contribution to the field).

**Provide ONE exemplary activity for 5 of your nucleus faculty members (and any additional faculty members you may wish to highlight) contribution to the field in at least one of the following categories: research or scholarship, community service and efforts to engage students in the last 5 years. (In this section you should provide either a brief description of the contribution or a citation if it is a published work).**

3.3.1 Name	Research or Scholarship	Community Service	Efforts to Engage Students

**Provide some overall significant outcomes or impacts on public administration and policy related to these Exemplary Efforts. (Limit 500 words)**

3.3.2 List some significant outcomes related to these exemplary efforts.

[Clarifying Examples](#)

**Standard 4 Matching Operations with the Mission: Serving Students**

[Rationale](#)

Self-Study Instructions:

In preparing its Self-Study Report (SSR), the Program should bear in mind how recruitment, admissions, and student services reflect and support the mission of the program. The program will be expected to address and document how its recruitment practices (media, means, targets, resources, etc.); its admission practices (criteria, standards, policies, implementation, and exceptions); and student support services (advising, internship support, career counseling, etc.) are in accordance with, and support, the mission of the program.

**4.1 Student Recruitment: The Program will have student recruitment practices appropriate for its mission.**

Self-Study Instructions:

In this section of the SSR, the program shall demonstrate how its recruitment efforts are consistent with the program’s mission.

**Describe the Program’s recruiting efforts. How do these recruiting efforts reflect your program’s mission? Demonstrate that your program communicates the cost of attaining the degree. (Limit 250 words)**

4.1.1 Program Recruitment

[Clarifying Examples](#)

[Basis of Judgment](#)

**4.2 Student Admissions: The Program will have and apply well-defined admission criteria appropriate for its mission.**

Self-Study Instructions

In this section of the SSR, the admission policies, criteria, and standards should be explicitly and clearly stated, and linked to the program mission. Any differences in admission criteria and standards for in-service and pre-service students, gender-based considerations, ethnicity, or any other “discriminating” criteria should be presented and explained, vis-à-vis the program mission.

**How do your admission policies reflect your program mission? Limit 250 words.**

4.2.1a Admissions Criteria and Mission:

**In the box below, discuss any exceptions to the above admissions criteria, such as “conditional” or “probationary” admissions, “mid-career” admissions, etc. and how these help support the program’s mission. Also address whether or not there are “alternate” paths for being admitted to the program, outside of these admissions criteria, and describe what those alternative admission opportunities are. (Limit 500 words.)**

4.2.1b Exceptions to Admissions Criteria

**Complete the table below:**

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4.2.1c Admissions Criteria (check all that apply)			
Bachelors Degree:	Required	Optional	N/A
Letter of Recommendation	Required	Optional	N/A
Resume:	Required	Optional	N/A
Standardized Tests	Required	Optional	N/A
GRE			
Minimum Total Score*			
GRE Verbal Minimum*			
GRE Quantitative Minimum*			
GRE Analytical Minimum*			
GMAT			
Minimum Score*			
LSAT			
Minimum Score*			
TOEFL			
Minimum Score*			
Other Standardized Test (please specify name and score)			
GPA	Required	Optional	N/A
Minimum Required* _____			
Statement of Intent	Required	Optional	N/A
Essay/Additional Writing Sample	Required	Optional	N/A
Professional Experience	Required	Optional	N/A
Number of years of Professional Experience :			
Interview	Required	Optional	N/A
Special Mission Based Criteria	Required	Optional	N/A
Other (specify)	Required	Optional	

\*Denotes Optional Field

**4.2.2a Please provide the following application, admission, and enrollment data for the Self Study Year (SSY):**

<b>Total SSY Applicants</b>	
<b>Total SSY Admits</b>	
<b>Total SSY Enrollments</b>	

<b>Fall SSY Total Full Admissions</b>	
<b>Fall SSY Total Conditional Admissions</b>	
<b>Fall SSY Total Full Enrollments</b>	
<b>Fall SSY Total Conditional Enrollments</b>	
<b>Fall SSY Total Pre-Service Enrollments</b>	
<b>Fall SSY Total In-Service Enrollments</b>	

**4.2.2b Please provide the Full Time Equivalency (FTE) number for enrolled students in the Fall of the Self Study Year.**

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\*The number of FTE students is calculated using the Fall student headcounts by summing the total number of full-time students and adding the number of part-time students times the formula used by the U.S. Department of Education IPEDS for student equivalency (currently .361702 for public institutions and .382059 for private institutions). For U.S. schools, the number should also be available from your Institutional Research office, as reported to IPEDS.

Note: If your program calendar does not allow for a Fall calculation, please use a reasonable equivalent and note your methodology below.

**Given the described applicant pool, discuss how the pool of admitted students and enrolled students reflects the program mission. Programs can also use this space to explain any of their quantitative data.**

### 4.2.2c Admitted/Enrolled Students and Mission

#### [Clarifying Examples](#) [Basis of Judgment](#)

**4.3 Support for Students: The Program will ensure the availability of support services, such as curriculum advising, internship placement and supervision, career counseling, and job placement assistance to enable students to succeed or advance in careers in public affairs, administration, and policy.**

#### Self-Study Instructions

In this section of the SSR, the program should describe, discuss, and document its services provided to incoming, current, and continuing students in the program, as well as provide some indication of the success of these services. The SSR should explicitly link the types of services provided with the program mission.

**In the box below, describe how the program’s academic continuance and graduation standards are communicated to the students (current and prospective), as well as monitored and enforced. (Limit 250 words)**

#### 4.3.1 Academic Standards & Enforcement

**In the box below, describe the support systems and mechanisms in place to assist students who are falling behind in the program, need special assistance, or might be considered “exceptional” cases under advising system described above. (Limit 250 words)**

#### 4.3.2 Support Systems & Special Assistance

**4.3.3a Below, using the SSY-5 cohort<sup>7</sup>, indicate the cohort’s initial enrollment numbers, how many of those enrolled graduated within the program design length, and within 150% and 200% of program design length. Note that the numbers in each successive column are cumulative, meaning that the number of students in the column for 200% of degree length should include the numbers of students from the 150% column, plus those that graduated within 150-200% of program length.**

4.3.3a	Initially Enrolled	Graduated within Degree Program Length	Graduated in 150% of Degree Program Length	Graduated in 200% of Degree Program Length
Total Number of Students in the SSY-5 Cohort				

**4.3.3b Please define your program design length: (semesters/quarters/terms/other) (1/2/3/4/5/6/7/8/9/10)**

**Use the text box below the table to provide any additional information/explanation of these numbers (to include such issues as FT/PT, Pre-Service vs. In-Service or other limitations that impede progress towards graduation). (Limit 250 words)**

4.3.3c Completion Rate additional information/ explanation

**Describe career counseling, job search, professional development, and career support services, personnel, and activities. (Limit 250 words)**

4.3.4 Career Counseling and Professional Development Services

**Describe your program’s internship requirement(s), any pre-requisites before undertaking an internship, and the requirements for receiving credit for the internship, as well as any exceptions to, or waiver of these policies. This should include the specific mechanisms used to determine that a student will be granted a waiver. (Limit 250 words) If available, provide a LINK to these policies on the program’s website.**

4.3.4a(1) Internship Requirement

**4.3.4a(2) How many internship placements did the program have during the Self Study year?**

<sup>7</sup> SSY-5 cohort is the group of students who entered the program in the academic year that began 5 years before the self study year. Programs unable to use this cohort as a basis for calculating completion rates should explain their approach for calculating a completion rate in the text box.

**4.3.4a(3) Please provide a sample of at least 10 internship placements during the Self Study Year. (If the program had less than 10 placements, please list all placements.)**

4.3.4a(3) Internship placements

**Briefly discuss the program support and supervision for students who undertake an internship, to include job search support, any financial assistance for unpaid interns, on-going monitoring of the student internship. (Limit 250 words)**

4.3.4a(4) Internship Support

**Briefly discuss how the distribution of internships reflects the program mission. Limit 250 words.**

4.3.4a(5) Internships and Mission

**4.3.4b Report the job placement statistics (number) for the year prior to the self-study year, of students who were employed in the “profession” within six months of graduation, by employment sector, using the table below. (Note: Include in your totals those students who were employed while a student in the program, and who continued that employment after graduation.)**

4.3.4b Employment Statistics	Self-Study Year Minus 1
National or central government in the same country as the program	
State, provincial or regional government in the same country as the program	
City, County, or other local government in the same country as the program	
Foreign government (all levels) or international quasi-governmental	
Nonprofit domestic-oriented	
Nonprofit/NGOs internationally-oriented	
Private Sector - Research/Consulting	
Private Sector but not research/consulting	
Military	
Obtaining further education	
Unemployed seeking employment	
Unemployed not seeking	

employment	
Status Unknown	
Total Number of Graduates	

[Clarifying Examples](#)

[Basis of Judgment](#)

**4.4 Student Diversity: The Program will promote diversity and a climate of inclusiveness through its recruitment and admissions practices and student support services.**

Self-Study Instructions

In the SSR, the program should demonstrate its overt efforts to promote diversity, cultural awareness, inclusiveness, etc., in the program, as well as how the program fosters and supports a climate of inclusiveness on an on-going basis in its operations and services. Programs should be able to demonstrate how they "promote diversity and climate of inclusiveness" in accordance with a strategic diversity plan, developed with respect to a program's unique mission and environment. The Commission seeks substantial evidence regarding programmatic efforts to promote diversity and a climate of inclusiveness, specifically demonstrable evidence of good practice, a framework for evaluating diversity efforts, and the connection to the program's mission and objectives. The program should upload its diversity-planning document on the Self Study Appendices page.

Specifically, the SSR should address the following, as a minimum.

**In the text box below, describe the explicit activities the program undertakes on, an on-going basis, to promote diversity and a climate of inclusiveness. Examples of such activities might include, but are not limited to:**

- Diversity training and workshops for students, faculty and staff
- Frequent guest speakers of a "diverse" background.
- Formal incorporation of "diversity" as a topic in required courses.
- Student activities that explicitly include students of a diverse background.
- Etc.

(Limit 250 words)

4.4.1 Ongoing "Diversity" Activities
--------------------------------------

**In the box below briefly describe how the program's recruitment efforts include outreach to historically underrepresented populations and serve the program's mission. (Note: the definition of "underrepresented populations" may vary among programs, given mission-oriented "audience" and stakeholders, target student populations, etc.) (Limit 250 words)**

4.4.2 Program Recruitment Diversity Activities

**Student Diversity** (with respect to the legal and institutional context in which the program operates):

Check appropriate box:      **US Based Program**  **Non-US Based Program**

Check here if applicable - Legal and institutional context of program precludes collection of any “diversity” data.

**US-Based Program** – Complete the following table for all students enrolling in the program in the year indicated, (if you did not check the “precludes” box above).

**Include international students only in the category "Nonresident aliens." Report as your institution reports to IPEDS: persons who are Hispanic/Latino should be reported only on the Hispanic/Latino line, not under any race, and persons who are non-Hispanic/Latino multi-racial should be reported only under "Two or more races."**

4.4.3a Ethnic Diversity – Enrolling Students	Self-Study Year Minus 1		Self-Study Year		Total	
	Male	Female	Male	Female	Male	Female
Black or African American, non-Hispanic						
American Indian or Alaska Native, non Hispanic/Latino						
Asian, non Hispanic/Latino						
Native Hawaiian or other Pacific Islander, non Hispanic/Latino						
Hispanic/Latino						
White, non-Hispanic/Latino						
Two or more races, non Hispanic/Latino						
Nonresident alien						
Race and/or Ethnicity Unknown						
Total						
Disabled						

**Please use the box below to provide any additional information regarding the diversity of your student population. Limit 250 words**

**Non-US Based Program** – Complete the following table for all students enrolling in the program in the year indicated, enumerating categories of “diversity” appropriate for your location.

4.4.3b Ethnic Diversity – Enrolling Students	Self-Study Year Minus 1		Self-Study Year		Total	
	Male	Female	Male	Female	Male	Female
Total						

Please use the box below to provide any additional information regarding the diversity of your student population. (Limit 250 words)

[Clarifying Examples](#)  
[Basis of Judgment](#)

**Standard 5 Matching Operations with the Mission: Student Learning**

[Rationale](#)  
[Basic Assumption](#)

**5.1 Universal Required [Competencies](#):** As the basis for its curriculum, the program will adopt a set of required competencies related to its mission and public service values. The required competencies will include five domains: the ability

- to lead and manage in public governance;
- to participate in and contribute to the policy process;
- to analyze, synthesize, think critically, solve problems and make decisions;
- to articulate and apply a public service perspective;
- to communicate and interact productively with a diverse and changing workforce and citizenry.

**Self-Study Instructions:**

Consistent with **Standard 1.3 Program Evaluation**, the Program will collect and analyze evidence of student learning on the required competencies and use that evidence to guide

program improvement. The intent is for each program to state what its graduates will know and be able to do; how the program assesses student learning; and how the program uses evidence of student learning for program improvement.

In preparing its SSR for Standard 5, the Program should consider the following basic question: does the program sustain high quality graduate educational outcomes? This question has three major parts:

- PART A: How does the program define what students are expected to know and to be able to do with respect to the required universal competencies and/or required/elective competencies in ways that are consistent with its mission?
- PART B: How does the program know how well its students are meeting faculty expectations for learning on the required (or other) competencies?
- PART C: How does the program use evidence about the extent of student learning on the required (or other) competencies for program improvement?

The program's answers to these three questions will constitute the bulk of the self-study narrative for Standard 5.

COPRA requests that programs submit within their Self Studies, a written plan or planning template that addresses how they plan to assess each competency, when they will be assessing each competency, who is responsible for assessing each competency, and what measures will be used to assess each competency. The plan may be articulated within the appropriate text boxes and questions below or uploaded as a pdf to the Self-Study Appendices page. The plan should be connected to the program's overall mission and goals and should be sustainable given the resources available to the program.

### **PART A. Defining competencies consistent with the mission**

#### **Section 5.1 Universal Required [Competencies](#)**

Self-Study Narrative Section 5.1 addresses how the program defines what students are expected to know and to be able to do with respect to the required universal competencies in ways that are consistent with its mission.

**Within the context of your program's mission, how does your program operationally define each of the universal required competencies (in this section you should be defining the competency not providing examples of its assessment)?<sup>8</sup> Limit 500 words each.**

#### **To lead and manage in public governance**

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<sup>8</sup> A list of possible phrasing of competencies can be found in Appendix B.

**To participate in and contribute to the public policy process**

**To analyze, synthesize, think critically, solve problems and make decisions**

**To articulate and apply a public service perspective**

**To communicate and interact productively with a diverse and changing workforce and citizenry**

[Clarifying Examples](#)

[Basis of Judgment](#)

**5.2 Mission-specific Required Competencies: The program will identify core competencies in other domains that are necessary and appropriate to implement its mission.**

**Section 5.2 Mission-Specific Required Competencies (if applicable)**

Self-Study Narrative Section 5.2 addresses how the program identifies mission-specific required competencies that are deemed necessary and appropriate for its mission.

**If your program offers any mission-specific competencies required of all students (beyond those competencies entered in 5.1 on universal competencies), then for each one offered please describe how it supports the program mission and state at least one specific student learning outcome expected of all students in that required competency. (Limit 500 words) *If none, please state "none."***

[Basic Assumption](#)

[Clarifying Examples](#)

[Basis of Judgment](#)

**5.3 Mission-specific Elective Competencies: The program will define its objectives and competencies for optional concentrations and specializations.**

### Section 5.3 Mission-Specific Elective Competencies (if applicable)

Programs are expected to demonstrate their capacity to offer the concentrations and specializations they advertise to students.

**5.3.1 Discuss how the program’s approach to concentrations/specializations (or broad elective coursework) derives from the program mission and contributes to overall program goals.**

**5.3.2 Discuss how any advertised specializations/concentrations contribute to the student learning goals of the program.**

**5.3.3 Describe the program’s policies for ensuring the capacity and the qualifications of faculty to offer or oversee concentrations/specializations (or broad elective coursework).**

**5.3.4 *Optional:* If the program would like to add any add any additional information about specializations to support the self-study report or provide a better understanding of the program’s strategies (such as success of graduates, outcomes indicators, innovative practices, etc.) please do so here or upload an attachment. [upload]**

[Basic Assumption](#)  
[Clarifying Examples](#)  
[Basis of Judgment](#)

- **Part B: How does the program know how well its students are meeting faculty expectations for learning on the required (or other) competencies?**

The program is expected to engage in ongoing assessment of student learning for all universal required competencies and all mission-specific required competencies. The program does not need to assess student learning for every student, on every competency, every semester. However, the program should have a written plan for assessing each competency on a periodic

basis.

[Basis of Judgment](#)

- **Part C: How does the program use evidence about the extent of student learning on the required (or other) competencies for program improvement?**

**Universal Required Competencies: One Assessment Cycle**

For the self-study narrative, the program should describe, for <u>one</u> of the required universal competencies, one complete cycle of assessment of student learning. That is, briefly describe 1) how the competency was defined in terms of student learning; 2) the type of evidence of student learning that was collected by the program for that competency, 3) how the evidence was analyzed, and 4) how the results were used for program improvement. <i>Note that while only one universal required competency is discussed in the self-study narrative, COPRA expects the program to discuss with the Site Visit Team progress on all universal competencies, subject to implementation expectations in COPRA’s official policy statements.</i>
1. Definition of student learning outcome for the competency being assessed:
2. Evidence of learning that was gathered:
3. How evidence of learning was analyzed:
4. How the evidence was used for program change(s) or the basis for determining that no change was needed:

**Mission-Specific Required Competencies: One Assessment Cycle**

For the self-study narrative, the program should describe, for <u>one</u> of the mission-specific required competencies, one complete cycle of assessment of student learning. That is, briefly describe 1) how the competency was defined in terms of student learning, 2) the type of evidence of student learning that was collected by the program for that competency, 3) how the evidence was analyzed, and 4) how the results were used for program improvement.
1. Definition of student learning outcome for the competency being assessed:
2. Evidence of learning that was gathered:
3. How evidence of learning was analyzed:
4. How the evidence was used for program change(s) or the basis for determining that no change was needed:

[Basis of Judgment](#)

**5.4 Professional Competencies:** The program will ensure that students learn to apply their education, such as through experiential exercises and interactions with practitioners across the broad range of public affairs, administration, and policy professions and sectors.

The program should provide information on how students gain an understanding of professional practice.

**Please describe, with respect to your mission, the most important opportunities available for students to interact with practitioners across the broad range of the public service profession. Be certain to indicate the relative frequency of each activity.**

[Basic Assumption](#)  
[Clarifying Examples](#)  
[Basis of Judgment](#)

## **Standard 6. Matching Resources with the Mission**

### [Rationale](#)

**6.1 Resource Adequacy:** The Program will have sufficient funds, physical facilities, and resources in addition to its faculty to pursue its mission, objectives, and continuous improvement.

#### Self-Study Instructions:

The overarching question to be answered in this section of the SSR is “To what extent does the program have the resources it needs to pursue its mission, objectives, and continuous improvement?” In preparing its SSR, the Program should document the level and nature of program resources with an emphasis on trends rather than a simple snapshot, and should link those resource levels to what could and could not be accomplished as a result in support of the program mission. Programs should be transparent about their resources absent a compelling reason to keep information private. Programs are required to report on resource adequacy in the areas of:

- Budget
- Program Administration
- Supporting Personnel
- Teaching Loads/Class Sizes/Frequency of Class Offerings
- Information Technology
- Library
- Classrooms, Offices and Meeting Spaces

\*COPRA is cognizant of the fact that some programs may not be able to separate out the program’s allocated resources from that of the department, school or equivalent structure. In such cases, COPRA is looking for the school to indicate how those resources allocated to the program are sufficient to meet the program’s mission.

If available, please provide the Budget of the degree seeking accreditation:

**6.1a Overall budget for program [increasing, stable, decreasing]**

**6.1b Please describe the adequacy of your program’s budget in the context of your mission and ongoing programmatic improvement, and specifically, the sufficiency of the program’s ability to support its faculty, staff, and students.**

--

**6.2a During the self-study year and two preceding years, how frequently were your required courses offered?**

Required Course (list them by name and number)	Less than once per year	One semester, session, or quarter per year	More than one semester, session, or quarter per year	Every semester, session or quarter

**6.2b For each specialization advertised by your Program, indicate the number of courses required to fulfill that specialization and how many courses were offered within that specialization during the self study and two preceding years (count only distinct courses; do not double count multiple sections of the same course offered in the same semester/session/quarter).**

	Number of students graduating with each concentration/specialization in SSY:	Number of Courses Required for Specialization	Number of Courses Offered within SSY	Number of Courses Offered in SSY-1
Specialization A				
Specialization B				
Specialization C				
Specialization D				

**6.2c In the space provided, explain how the frequency of course offerings for required and specialization courses documented in the tables above represents adequate resources for the program. To the extent that courses are not offered with sufficient frequency, explain why and what is being done to address the problem. Limit 100 words.**

6.2c
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[Clarifying Examples](#)  
[Basis of Judgment](#)

## Standard 7. Matching Communications with the Mission

**7.1 Communications: The Program will provide appropriate and current information about its mission, policies, practices, and accomplishments—including student learning outcomes—sufficient to inform decisions by its stakeholders such as prospective and current students; faculty; employers of current students and graduates; university administrators; alumni; and accrediting agencies.**

[Rationale](#)  
[Self Study Guide](#)

### Self-Study Instructions:

This standard governs the release of public affairs education data and information by programs and NASPAA for public accountability purposes. Virtually all of the data addressed in this standard has been requested in previous sections of the self-study; this standard addresses *how* and *where* the key elements of the data are made publicly accessible.

In preparing its SSR for Standards 1-6, the Program will provide information and data to COPRA. *Some* of that data will be made public *by NASPAA* to provide public accountability about public affairs education. NASPAA will make key information about mission, admissions policies, faculty, career services, and costs available to stakeholder groups that include prospective students, alumni, employers, and policymakers. The data for these stakeholder groups is specifically indicated by an X in the NASPAA column.

Other data will have to be posted by the program on its website (or be made public in some other way). That data is indicated by an X in the PROGRAM column below. A program that does not provide a URL needs to explain in a text box how it makes this information public (through a publication or brochure, for example).

### Data and Information Requirements

The information listed in the below is expected to be publicly available through electronic or printed media. Exceptions to this rule should be explained and a clear rationale provided as to why such information is not publicly available and/or accessible. Programs are expected to ensure ongoing accuracy in all external media.

**7.1.1 Please provide an URL to the following information, which is to be made public, and kept current, by the program:**

Self Study Instructions – 11.05.2015

General Information about the degree (Program Fact Sheet)

- a) Degree Title
- b) Organizational Relationship between program and university
- c) Modes of program delivery
- d) Number of Credit Hours
- e) Length of degree
- f) List of dual degrees (if applicable)
- g) List of specializations (if applicable)
- h) Fast-track Info (if applicable)
- i) Number of students (varies)

Mission of the Program (Standard 1)

- j) Mission Statement

Faculty (Standard 3)

- k) Number of Faculty teaching in program
- l) Program faculty identified including credentials

Cost of Degree (Standard 4)

- m) Tuition cost (in-state and out-of-state)
- n) Description of Financial Aid availability, including assistantships

Admissions (Standard 4.2)

- o) Admission criteria

Career Services (Standard 4.3)

- p) Distribution of placement of graduates (number)

Current Students (Standard 4.3)

- q) Internship Placement List (use list in Standard 4)

Graduates (Standard 4.3)

- r) Completion Rate (Percentage of class entering five years prior to self-study year that graduated within 100% of degree program length and within 200% degree program length)

If the program does not provide a URL to one or more of the required data elements above, in the space below, explain how the program meets the public accountability aim of this standard

[Clarifying Examples](#)

[Basis of Judgment](#)

## Glossary:

**Academically qualified faculty member:**

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 will also use class syllabi that demonstrate current knowledge and technique.

**Accountability:** Having identifiable responsibility for making a decision or taking an action with the capacity to supply a justifying analysis or explanation.

**Administrative Infrastructure** refers to the coordination of management arrangements that support Program delivery, including but not limited to student admissions, student advising, student services, course scheduling, course reviews and student assessment, library and research support and faculty program coordination and assessment.

**American Indian or Alaska Native:** A person having origins in any of the original peoples of North and South America (including Central America) who maintains cultural identification through tribal affiliation or community attachment.

**Asian:** A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent, including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

**Black or African American:** A person having origins in any of the black racial groups of Africa.

**Competencies:** Expected skills, knowledge, aptitudes, and capacities. Student competencies must be defined by each program consistent with its mission. Goals to be considered when developing competencies can include, but are not limited to:

1. the extent to which the competencies contribute to a collective identity in education for public service, broadly defined;
2. the extent to which the competencies acknowledge and encourage diversity;
3. competencies should ensure that students will be capable of acting ethically and effectively in pursuit of the public interest.

**COPRA Liaison:** The liaison is a member of the Commission on Peer Review and Accreditation and plays an important role in the peer review and accreditation and site visit process. The

liaison is assigned to a program or group of programs by the chair of the Commission. The role and responsibilities of the liaison are to:

1. Analyze Self-Study Reports and draft preliminary response to program
2. Serve as an intermediary between the Site Visit Team, the Commission, and the program under review.
3. Answer any questions about the site visit process that may be raised by the program under review but not satisfactorily answered by the Site Visit Team.

**Conditional Admissions/Enrollment:** Students admitted under this category are typically granted specified exceptions to the program admissions criteria, subject to “performance conditions” after enrollment.

**Diversity:** Differences relating to social identity categories such as race, ethnicity, gender, class, nationality, religion, sexual orientation, disability, age, and veteran status. NASPAA is using the Common Data Set (CDS) categories for US-based programs, Non US-based programs will define their own diversity categories based upon their own context.

**Ethical Practice:** Acting in a manner that conforms to moral duties and obligations, as well as legitimate codes of conduct, by being able to identify moral duties and obligations, reason about their application in particular circumstances, and have the courage and ability to follow through.

**Enrolled Student:** Any student admitted to a program who has registered for at least one class in the semester for which he/she was admitted.

**Extended Faculty Member:** Include faculty within the current department or from other departments that teach a course in the program but do not have a primary responsibility for the program in terms of governance, program development or program implementation.

**Full-Time Faculty Member:** A faculty member employed full-time by the university or institution.

**Full-Time Equivalency Student (FTE):** The full-time equivalent (FTE) of students for U.S. schools is calculated by using the Fall student headcounts by summing the total number of full-time students and adding the number of part time students times the formula used by U.S. Department of Education IPEDS for student equivalency (currently .361702) for public institutions and .382059 for private institutions).

**Full-Time Student:** A student enrolled in the program who meets the institutional definition of a “full-time” graduate student. Typically, on a semester credit hour basis, this is defined as 9 credit hours or more per semester.

**Governance:** The legitimate institutions and processes, including the creation and implementation of policy, for authoritatively directing resources and activities in the public

domain, broadly defined to include political jurisdictions and nonprofit entities.

**Hispanic or Latino:** A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.

**In-Service Student:** Any applicant to a program, or student admitted to a program, that has at least one year of relevant post-baccalaureate work experience.

**International (faculty or student):** A person who is not a citizen or national of the country where the program is located, and who is in that country on a visa or temporary basis and does not have the right to remain indefinitely. (For purposes of Diversity Data)

**Leadership:** A process whereby an individual influences others to achieve a common goal. The means of influence may use analytical, managerial, interpersonal, communicative, and other skills. Some people are leaders because of their formal position within an organization, whereas others are leaders because of the way other group members respond to them. (These two common forms of leadership are called “assigned leadership” and “emergent leadership.” This is a more inclusive view than charismatic or positional leadership. In the context of the NASPAA standards, leadership does not define the individual’s formal position or role but rather the result of his/her ability to move an entity—an individual, group, organization, government, community, nation, etc.—to achieve enhanced or new outcomes, using means appropriate to his or her role and areas of responsibility. Examples of such enhanced or new outcomes include, but are not limited to, designing, adopting and implementing desirable policy or administrative initiatives; achieving goals; and/or facilitating major rethinking about or transformation of processes or systems.

**Minority Faculty:** (For U.S.-based programs) Faculty who designate themselves as Black, non-Hispanic; American Indian or Alaska Native; Asian, Native Hawaiian or other Pacific Islander, or Hispanic.

**Native Hawaiian or Other Pacific Islander:** A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

**Non-US Based Program:** A program located outside the geographical boundaries of the United States or its territories (not to include branch campuses of US programs located abroad).

**Nucleus faculty member:** A faculty member who participates in the 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.

**Part Time Instructional Faculty:** Adjuncts and other instructors being paid solely for part-time classroom instruction. Also includes full-time faculty teaching less than two semesters, three quarters, two trimesters, or two four-month sessions. Employees who are not considered full time instruction faculty but who teach one or more non-clinical credit courses may be counted as part-time faculty.

**Part-time Student:** A student enrolled in the program who does not meet the institutional definition of a “full-time” graduate student. Typically, on a semester credit hour basis, this is defined as fewer than 9 credit hours per semester.

**Pre-Service Student:** Any applicant to a program, or student admitted to a program, that has less than one year of relevant post-baccalaureate work experience.

**Probational Students:** (See “Conditional Admissions/Enrollments.) Typically applies to currently enrolled students who do not meet the program’s continuance standards. However, as applied here, includes students admitted to, and enrolled in the program under pre-specified conditions.

**Program Faculty:** Refers to Nucleus, Extended and Part-Time Instructional Faculty as a whole.

**Professionally qualified faculty member:** 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 which 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 will also use class syllabi that demonstrate current knowledge and technique.

**Public organization:** an operating unit within an international, federal, state, or local government; a supplier of services or products operated on a not-for-profit basis.

**Public Service Values:** Public service values are important and enduring beliefs, ideals and principles shared by members of a community about what is good and desirable and what is not. They include pursuing the public interest with accountability and transparency; serving professionally with competence, efficiency, and objectivity; acting ethically so as to uphold the public trust; and demonstrating respect, equity, and fairness in dealings with citizens and fellow public servants. NASPAA expects an accreditable program to define the boundaries of the public service values it emphasizes, be they procedural or substantive, as the basis for distinguishing itself from other professional degree programs.

**Scholarship:** the development of new knowledge, the re-synthesis or re-conceptualization of existing knowledge, and/or the creative application of theory to practice.

**Specialization:** is used to refer to all advertised areas of emphases, whether they are called specializations, concentrations, foci, areas, cognates, etc.

**Student Services:** includes but not limited to advising students about their decisions regarding financial aid, completing their program of academic study, and pursuing their careers.

**Student-to-faculty ratio:** The ratio of FTE students to FTE instructional staff, i.e., students divided by staff. Each FTE value is equal to the number of full-time students/staff plus 1/3 the number of part-time students/staff.

**Transparency:** Processes, procedures, identify of decision-makers, information, rationales and justification for decisions can be easily understood by parties who participate in the decision and those who do not.

**White:** A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

## APPENDIX A

### Rationale, Clarifying Examples, Basis of Judgment

#### Standard 1. Managing the Program Strategically

##### 1.1 Mission Statement: The Program will have a statement of mission that guides performance expectations and their evaluation, including

- its purpose and public service values, given the program’s particular emphasis on public affairs, administration, and policy
- the population of students, employers, and professionals the Program intends to serve, and
- the contributions it intends to produce to advance the knowledge, research and practice of public affairs, administration, and policy.

##### Rationale:

Accreditation standards reflect NASPAA’s commitment to support programs for professional education that 1) commit to the public service values of public affairs, policy and administration and model them in their operations; 2) direct their resources toward quantitative and qualitative outcomes; and 3) continuously improve, which includes responding to and impacting their communities through ongoing program evaluation.

The commitment to [public service values](#) distinguishes NASPAA-accredited programs from other degree programs. The expectation that the Program will:

- Define and pursue a mission that benefits its community through education and disseminating knowledge about public affairs, administration and policy reflects NASPAA’s commitment to public service values for example civic virtue, participatory processes and social equity;
- Direct resources toward observable and measurable outcomes reflects NASPAA’s commitment to public values of transparency and accountability;
- Evolve and improve reflects NASPAA’s commitment to public values of responsiveness and sustainability;

In this way, NASPAA’s accreditation process promotes public service values as the heart of the discipline.

##### 1.1 Illustrative Examples

Program A has established as a program goal to become a national provider of professional degrees for public service for the public sector, non-profits, and consulting and multilateral agencies, emphasizing the values of ethics, collective benefit, and
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sustainability. The program has established a strong core program and a variety of program public service emphasis areas. The program establishes core curriculum depending upon the emphasis the student wishes to pursue. It involves alumni and employers in bi-annual faculty discussions of its mission and how it incorporates its commitments to public values in its curriculum, student services, and overall program governance. Program A has articulated its emphasis in public affairs, administration and policy.

Program B has established a program that offers a core curriculum and a specific focus on a one-year internship placement in the career area of interest to the student. This two-year program seeks to provide students with the unique combination of necessary academic and extensive administrative training and experience to enhance public service in the areas of student interest. The program designed its curriculum and the internship experiences with priority on the public values associated with constitutionalism, justice, and promoting the general welfare, consistent with the mission of its university. Program B has articulated its emphasis in public affairs, administration and policy.

Program C has established a program goal to be problem centered and to focus on public service needs within the metropolitan community. In addition to a core program in public administration curriculum, the program has established curriculum that is applied, problem centered and enhanced the skills of student in addressing pressing social problems. Its commitment to public values of responsiveness, sustainability, transparency, and accountability reflect the culture of its community as captured in focus groups with employers and other stakeholders. Program C has articulated its emphasis in public affairs, administration and policy.

Program D is a program that establishes a specific focus on management. The mission of the program is to offer curriculum that provides students with a strong background in leadership, organizational behavior, financial analysis, budgetary processes, marketing and customer relations. The program provides no emphasis on the public that is to be served nor the specific public values that it seeks to enhance with its program and graduates. Program D does not provide evidence of how the program attempts to identify its commitment to public values nor provide evidence with regard to an emphasis in public affairs, administration or policy. Program D has not articulated its emphasis in public affairs, administration and policy.

### 1.1 Basis of Judgment

- The Program's mission fits with its degree title (i.e., MPA, MPP, etc.)
- The mission statement reflects values of public affairs, administration, and policy.

### 1.2 Illustrative Example

Program A has established as a program goal to become a primary provider of public policy analysts for state and federal agencies operating in its region. It defines its region in geographic terms. It assesses its success by tracking the placements of its graduates

and compares this to the placements of competing programs. It creates an advisory board of training and development managers at its target government agencies to help identify agency need and values. It describes its efforts to recruit in-service students who are policy analysts looking to secure graduate level education. It surveys its alumni and their employers for information about policies its graduates have helped analyze and shape. Program A has articulated its performance expectations.

### 1.2 Basis of Judgment

- The mission statement endorsed by the Program guides its activities.

### 1.3 Illustrative Example

Program A, having established as a program goal in conformance with standard 1.2 that student learning outcomes will include a set of competencies associated with its mission, describes its process for measuring their performance, as well as its efforts to continuously improve student success. Its assessment methods and processes:

- Facilitate longitudinal comparisons of learning outcomes.
- Use state of the art learning outcomes assessment practices.
- Provide program-level as well as course-specific outcomes assessment of required competencies.
- Provide opportunities for students to demonstrate mastery of relevant competencies in applied, experiential settings that, at a minimum, parallel the challenges of working in the public sector.

The program describes an annual survey of agency supervisors who have employed the prior year's graduates to determine the extent to which the recent graduates have demonstrated knowledge of its required competencies; pre- and post-program analyses to document the value the Program adds, and to measure trends in outcomes; and evaluations of student work in capstone courses, theses, and in integrative comprehensive written and oral exams. Reports of survey results, pre-and post-test analyses, comparisons, and resulting program improvements appear in its SSR under Standard 5.

### 1.3 Basis of Judgment:

- The basis of judgment is how well the Program's mission and activities bear a clear and compelling relationship to a well-defined community of professionals outside of the University.

Programs may vary in the values they emphasize and their means of addressing them but each should document how it supports and strengthens the commitment of its students, faculty, and alumni to public affairs, administration, and policy.

Programs may have different approaches to achieving excellence in education for the public sector. Deviations from the standards can result from innovations or cultural differences that the standards do not anticipate. They must be justified in light of a program's mission and

success in fulfilling it. In arriving at an overall evaluation, COPRA expects substantial but not rigid conformance with the standards.

NASPAA encourages programs to refer to guidelines it has issued to help them design their curricula, such as the guidelines on internships and not-for-profit curricula. However, the accreditation standards are determinative. The guidelines represent “best practices” as of the date of their issuance. Programs should evaluate their curricula in terms of their missions and objectives.

## **Standard 2. Matching Governance with the Mission**

- 2.1 Administrative Capacity: The program will have an administrative infrastructure appropriate for its mission, goals and objectives in all delivery modalities employed.**
- 2.2 Faculty Governance: An adequate faculty nucleus—at least five (5) full-time faculty members or their equivalent—will exercise substantial determining influence for the governance and implementation of the program.**

### Rationale:

To pursue its mission, an accredited program should have a transparent, identifiable, and effective governance system. **Governance** includes, but is not limited to:

1. program and policy planning including allocation of resources;
2. establishing degree requirements;
3. making and implementing recommendations regarding admission, advising and evaluations of students;
4. advising students; specifying curriculum and learning outcomes;
5. evaluating student performance and awarding degrees;
6. appointing, promoting, and tenuring faculty; and
7. participating in defining and assuring faculty performance, collectively and individually, both full- and part-time.

An appropriate **administrative infrastructure** that matches program delivery is essential for the proper governance of the Program. Programs may have multiple forms of delivery and a clearly defined program infrastructure should be identified that matches Program delivery form. Given the choices made regarding program delivery, the Program needs to demonstrate adequate administrative and faculty governance.

The governance arrangement, including administrative leadership, should ensure the integrity of the Program. Because program nucleus faculty members have deep knowledge of their program and a commitment to participatory processes, they also should play a significant role in the governance and execution of the program. A program nucleus faculty member, is one whose participation in the governance and delivery of the program is functionally equivalent to that of a full-time, tenured faculty member in the program, commensurate with the level of his

or her appointment.

### 2.1 Basis of Judgment:

- The Program’s administrative infrastructure fits its activities, including geographic location of program delivery, use of technology in program delivery, and type of program (traditional, accelerated, executive)
- The normal expectation is for the program to have an identifiable director who provides an appropriate focus of attention, direction and accountability.

### 2.2 Clarifying Examples

Program C lists a full-time department chair with reduced teaching load in exchange for administrative responsibilities, two full-time faculty with teaching loads primarily in undergraduate courses, and eight adjunct faculty, all practitioners with appropriate terminal degrees. Because it lacks five full-time faculty members, the burden is on the program to demonstrate that it has sufficient faculty resources to be in conformance with Standard 2.2.

Program D has joint appointments with PhD level staff from its research institutes. The appointments range from .25 to .50. The Program documents these faculty performing functionally equivalent roles to the 1.0 appointments (teaching, research, advising, attending meetings, serving on committees, community service etc.), albeit with less commitment of their time. The fractional appointees demonstrably contribute to the program’s ability to meet the performance goals it establishes. If a fractional appointment is only teaching, then certain functional and normal expectations of the faculty role are not being met. Combined with its full-time appointments, the program exceeds 5 faculty FTE and is in conformance with Standard 2.2.

Program E as four full-time faculty members, including a chairperson who receives release time from teaching for administrative duties, plus four faculty members from other departments, each with .33 appointments to the program. The fractional appointees teach courses in the Program’s curriculum but do not otherwise participate in the governance of the Program. The Program is not in conformance with Standard 2.2.

### 2.2 Basis of Judgment:

- The normal expectation is for program nucleus faculty to participate in recruiting, promoting, and awarding tenure to their colleagues, as well as to participate in making other policies related to the design and delivery of the program. Participation is broadly defined. For example, it could mean participation on faculty search, promotion, or tenure committees. Deviations from the normal expectation may be justified on the basis of the Program’s mission.

- The faculty [nucleus](#), which is identifiable to parties outside of the program, includes a minimum of five (5) full-time faculty or their equivalent who conduct the teaching, research and service responsibilities entailed in the Program’s mission. Fewer than five might be justified if a program can clearly demonstrate the capacity of the nucleus to teach; advise; engage in public affairs, administration, and policy scholarship and service; expose students to a variety of perspectives; and to govern student admissions, plan curriculum and otherwise administer the program to promote student and faculty success. The sufficiency of the faculty nucleus beyond five depends upon the requirements of the program’s mission, its size, curriculum design and delivery formats, and student success.
- COPRA accepts as evidence that (for every location and modality) students are being taught by an adequate faculty nucleus who are engaged in the implementation of the program where:
  - at least 50% of the courses are taught by full time faculty (employed by the institution)
  - at least 50% of the courses delivering required competencies are taught by qualified nucleus faculty members employed by the institution.

### **Standard 3 Matching Operations with the Mission: Faculty Performance**

- 3.1 Faculty Qualifications: The Program's faculty members will be [academically](#) or [professionally](#) qualified to pursue the program’s mission.**
- 3.2 Faculty Diversity: The Program will promote diversity and a climate of inclusiveness through its recruitment and retention of faculty members.**
- 3.3 Research, Scholarship and Service: Program faculty members will produce scholarship and engage in professional and community service activities outside of the university appropriate to the program's mission, stage of their careers, and the expectations of their university.**

#### Rationale:

An accredited program must demonstrate that the faculty engaged in instruction possesses credentials and expertise consistent with the curricular outcomes for which they are responsible and sufficient to support the program mission. Students should have the opportunity to receive instruction from properly qualified faculty.

#### 3.1 Clarifying Examples:

Program A has exactly five full-time faculty members that conduct all instruction. Three have Ph.D.s in Public Administration and the other two, who were recently hired, are ABD in Public Administration, and are nearing completion of their dissertations. Although the
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program currently has only 60% of its faculty with Ph.D.'s, it can make a case that it is in compliance with the standard that requires 75% of faculty to be academically qualified. COPRA will accept ABD as meeting the standard, as long as the faculty members have not been ABD for an excessive period of time.

Program B has a mission that focuses on urban policy. The program has a Professor of Practice with a Masters in Urban Planning and 25 years of high-level urban planning experience, including continuing consulting. The program can make a case that the Professor of Practice is professionally qualified based on professional experience directly related to program responsibilities.

Program C has a mission to provide a quality education to future practitioners in nonprofit management. The program hires a part time instructor with 2 years experience as a Finance Director in a local government and argues she is professionally qualified to teach non-profit finance courses. The program is likely not in conformance with Standard 3.1 due to the limited professional experience of the instructor and the lack of relevant experience in the non-profit sector.

Program D has no mentoring program for new faculty; does not fund or encourage travel to academic or professional conferences for tenure-track faculty; and does not provide systematic performance feedback. Unless the program can make the case it is investing in faculty currency in the field in other ways, it will not be in conformance with Standard 3.1.

Program E has reviewed its curriculum related to mission episodically over 15 years. Student evaluations of teaching identify learning problems students have experienced for three years in courses delivered by two faculty members. The program has provided no evidence of steps taken to provide professional development opportunities for those faculty members to address these concerns. Program E is not in conformance with Standard 3.1.

Program F has a faculty member from the Psychology Department who teaches the Program's human resource management course. The faculty member, now seven years past receiving her PhD, has an active research program and a practice in clinical psychology. Although one of her Ph.D. fields was in organizational psychology, the faculty member will not be considered academically or professionally qualified unless the program can demonstrate that the form, quality, and quantity of her scholarship or professional practice are related to the program's mission in public affairs, administration, and policy.

### 3.1 Basis of Judgment:

- Faculty who teach in accredited programs must be academically or professionally qualified.

- The program’s decision to use professionally qualified faculty should be consistent with its mission.
- In general, a professionally qualified faculty member will have a terminal level degree in his or her area of responsibility. The burden is on the Program to document the qualifications of all of its faculty members. One way to demonstrate that a program’s faculty members meet this standard is if at least 75% of nucleus faculty are [academically](#) qualified to pursue the Program’s mission. A 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.
- As a general rule COPRA does not consider it appropriate for a program to have faculty that are neither academically or professionally qualified. If a program lists a faculty member who is neither academically or professionally qualified the burden of proof is on the program to show that it was appropriate in an emergency situation, and should explain what steps it is taking to ensure the quality of instruction/ the course was not adversely affected.
- Where nucleus faculty members come from departments outside the Program, clearly defined responsibilities--such as official assignment of duties or joint appointments— should be identified.
- The Program will have systematic steps and strategies for and investment in individual faculty career development to ensure that faculty members sustain and improve their academic and professional qualifications.
- Program faculty should represent diverse substantive areas in public affairs, administration, and policy consistent with the Program’s mission and defined competencies.

### 3.2 Rationale

The program’s faculty, as a group, will include a variety of perspectives and experiences (e.g., gender, ethnic, racial, disabilities) to invigorate discourse with each other, and with students, and to prepare students for the professional workplace. Programs with a public service orientation should demonstrate their commitment, to the extent it is possible *within their legal and institutional framework*, to public service values in the processes used to recruit and retain faculty and in the ways they assure students are exposed to people with diverse views and backgrounds.

### 3.2 Clarifying Examples

Program G posts the University’s guidelines for faculty searches for the program’s diversity plan. The program is not in conformance with Standard 3.2 because it lacks a
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program specific set of steps and strategies.

Program H has a fully developed diversity plan that incorporates best practice in recruitment and retention. In the last three searches, they have hired white males 2 out of 3 times. In the other search, the program hired a white female. The diversity data shows that there are 7 white faculty, two are white females. The site visit team reviewed documents related to the search and verified that the program followed its recruitment plan. In the narrative explaining its hiring decisions for each search, the program stated that the minority faculty in the candidate pool did not have the expertise in the competency area needed by the program. The program has 3 minority part-time faculty out of 6 total and regularly uses a diverse pool of guest lecturers. Program E is in conformance with Standard 3.2.

Program I has articulated steps and strategies that relate program mission to recruitment for diversity but is silent on the matter of climate and inclusiveness. The program is not in conformance with Standard 3.2.

Program J is located in Central America. It lists the following diversity categories: Mestizo, White, Black-Creole, American Indian, and Other. The program discusses its diversity plan and how it is ensuring that students are exposed to diverse perspectives from the faculty. The program is in compliance with Standard 3.2.

Program K is located in Asia. It lists the following diversity categories: Asian and International. It makes no reference to a diversity plan and does not discuss how students are exposed to diverse perspectives from the faculty. The program is not in compliance with Standard 3.2.

*Below is a list of some sample strategies programs use to pursue their faculty diversity goals. It is meant to be illustrative, although not exhaustive.*

3.2.1 Strategies used in <b>recruitment</b>	Strategies used in <b>retention</b>	Other <b>strategies</b> used to assure students are exposed to diverse views and experiences
Advertisement includes statement welcoming diverse applicants consistent within legal and institutional environment	There is a new faculty orientation that provides information on the promotion and tenure process	Use of part time instructors
Advertisement is placed in publications and on listservs that serve diverse audiences	New faculty are assigned to a faculty mentor	Use of guest lecturers
Advertisement is sent to schools with concentrations of diverse graduate students	New faculty are provided information about employee resource groups and contact numbers for the chair or facilitator.	
Databases are purchased and ads sent.	New faculty regularly meet with the program director to discuss progress vis a vis the tenure and promotion process	
Phone calls are made to program	New faculty members are	

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directors from schools with a diverse graduate student body to encourage applications from potential candidates	introduced to the teaching and learning center or a master teacher for assistance in course development.	
Phone calls or recruitment letters made to women and minorities known by program faculty to encourage application	New faculty regularly meet with the program director or chair to discuss issues and needs.	
Faculty, administrators, women, and professional staff of color to help uncover the available pool.	Other please specify	
Invitations are sent to authors of articles from publications, such as <u>Black Issues in Higher Education</u> , which feature people of color in the field		
Job announcements are sent to diversity related caucuses in ASPA, APPAM, APSA, and other organizations relevant to the position		
Evaluation criteria are used to create an inclusive pool of candidates		
The search committee receives training on recruitment and selection practices that increase potential for diverse pools and hires		
The department receives training on recruitment and selection practices that increase potential for diverse pools and hires		
Minority and female faculty have an opportunity to meet with other minority and female faculty informally during the interview process		
A female or minority is included on the search committee		
Documentation on why candidates are excluded from interview is required		
Other, please specify		

3.2 Basis of Judgment

- There are Program specific steps and strategies that demonstrate evidence of good practice in recruitment and retention of faculty consistent with its mission.
- Basis of Judgment: The program’s diversity strategies provide a framework for evaluating the diversity efforts of the program. Evidence can be found in the diversity of the full- and part-time faculty, the research interests of the faculty, as well as other measures.
- The Program’s data on recruitment and retention demonstrate adherence to the Program’s diversity strategies.

- The program demonstrates that it appreciates [diversity](#), broadly defined in the context of the program and its mission, as critical in today’s workplaces and professional environments.

### 3.3 Rationale

Faculty members in an accredited program form a self-sustaining community of scholars who pursue intellectual, professional, and community service agendas consistent with the Program’s mission. Program faculty engage in the scholarship of public affairs, administration, and policy because it leads to teaching and mentoring of students in cutting-edge methods and applications, it advances the profession and it impacts the community. They engage in community and professional service related to public affairs, administration, and policy because it promotes their personal accountability and commitment to the values they are expected to model and provides opportunities for them to connect theory and practice, to recruit students and to place graduates. In short, programs are expected to be able to articulate how they are making a difference for their students, in their community, and in the profession.

### 3.3 Clarifying Examples

Program L whose mission includes preparing students for service in local government lists a faculty member that served as the academic member on a taskforce for ICMA that set competencies for employees working for local governments. The program is in compliance with Standard 3.3.

Program M is a small program with a mission to create competent professionals for local government service. The program has 5 faculty members, 3 of whom are able to demonstrate some form of commitment to advancing the field and making a difference in the community consistent with the program’s local government focus. Two faculty members have no exemplary activities in any of the tables in Standard 3. Program M is not in conformance with standard 3.3.

Program N is located in a research-focused university where there are few, if any, incentives for community or professional service. However, most senior faculty members volunteer their time on community boards or commissions. Several conduct applied research collaboratively with public service organizations that leads both to scholarship and to organizational improvements. Faculty members make use of these professional experiences to enrich their classroom teaching and student mentoring, which the Program documents. Program N is in conformance with Standard 3.3. The Standard does not expect all faculty members to engage the community or profession. Untenured faculty members might be expected to focus on traditional scholarship to earn tenure. However, the program has documented that overall it is contributing to its community and to the profession.

Program O has a mission that states that it is training students to be engaged public servants. Program faculty talk about the importance of public service and provide opportunities for students to engage in applied projects in the community. Program L is

in conformance with Standard 3.3.

#### **Standard 4 Matching Operations with the Mission: Serving Students**

- 4.1 Student Recruitment: The Program will have student recruitment practices appropriate for its mission.**
- 4.2 Student Admissions: The Program will have and apply well-defined admission criteria appropriate for its mission.**
- 4.3 Support for Students: The Program will ensure the availability of support services, such as curriculum advising, internship placement and supervision, career counseling, and job placement assistance to enable students to progress in careers in public affairs, administration, and policy.**
- 4.4 Student Diversity: The Program will promote diversity and a climate of inclusiveness through its recruitment and admissions practices and student support services.**

#### Rationale:

The outcomes of student recruiting, admissions, and student services should be consistent with the program’s mission. Admitted students should show good potential for success in professional graduate study in public affairs, administration, and/or policy, in area(s) relevant to the program’s mission. The recruitment processes should be transparent, accountable, ethical, equitable, diverse, and participatory. Student support services should exhibit the same characteristics, as well as be available to, and accessible by, all students in the program. A program should encourage diversity in its student body to help prepare students for the workplace of the 21<sup>st</sup> Century.

#### 4.1 Clarifying Examples:

Program A’s mission includes a statement about enhancing the professional credentials of in-service students. Although the applicant pool reflects this element of the mission statement, (i.e., the preponderance of applicants are “in-service”, more pre-service students are admitted to the program than in-service students. The burden falls on the program to explain how its recruitment activities and subsequent applicant pool support its mission.

#### 4.1 Basis of Judgment:

The programs recruitment efforts should reflect the program’s target population, intended applicant “characteristics”, and student body composition, as defined by the program mission. The rationale for this judgment is that if the preponderance of students applying to the program does not represent the type of student the program covets, then the program would need to reevaluate its recruitment efforts.

#### 4.2 Clarifying Examples:

The admissions criteria established by Program B include performance on standardized examinations, such as GRE and TOEFL, above a minimum threshold. This is consistent with its mission, which aspires to excel in public affairs, administration, and policy education by attracting students with high academic qualifications through a competitive admissions process. The program documents performance on the examinations and explains deviations from the criteria in its admission decisions. The Program is in conformance with Standards 4.1 and 4.2.

#### 4.2 Basis of Judgment:

- (Note: A baccalaureate degree, or equivalent, from an accredited institution is required of all students entering any accredited Masters Program in Public Administration, Policy, or Affairs. Where a program has a combined Bachelors/Masters degree, it must specify requirements appropriate for the success of Bachelors students engaging in graduate work.)
- The program implements minimum thresholds for admission and clearly defines, and communicates, these requirements as well as any program prerequisites.
- The program follows its admissions policies, which should be based on a combination of indicators appropriate to its mission.
- Admissions policies produce a student body that supports achievement of the program's mission.

#### 4.3 Clarifying Examples:

In Program C advising and counseling are provided only by faculty members who are not members of the nucleus faculty and who have neither recent experience in the profession nor relationships with employers served by the program. The burden falls on the Program to demonstrate how its student support services are in conformance with the standard.

Program D requires students without "significant management" experience to complete an internship. The Program does not define "significant experience", nor evidence of faculty oversight of the internship. The burden falls on the Program to demonstrate how its student support services are in conformance with the standard.

The mission for Program E focuses on providing well-prepared public servants for the state and local governments. However, post-graduation employment statistics show that the majority of the program graduates are taking jobs in the private and non-profit sectors. The burden falls on the Program to demonstrate how the career services provided and graduate employment are in line with the program mission.

Program F admitted 30 students, X number were admitted conditionally. Six years later 30% of probationary students have completed the program while 75% of the regularly admitted students have completed. Program F has no special support for probationary students and communicates no information on conditions for remaining in the program. Program F is not in conformance with Standard 4.3.

4.3 Basis of Judgment:

- The program has established academic continuance and graduation standards, and an advising system to support achievement of those standards, that students are informed of and participate in.
- Evidence that a preponderance of admitted and enrolled students completed the degree.
- The Program provides services that help students achieve their educational, internship and career objectives.
- Job placement statistics, internship participation, graduate career opportunities and employment are in line with the program mission.

4.4 Clarifying Examples:

The diversity of students entering Program G is minimal. In an effort to have a more diverse student population, Program G has implemented a program specific diversity plan using new recruitment tactics recommended by their University's diversity officials. They have yet to see results. Program G is in conformance with Standard 4.4.

Program H frequently posts notices, on its website and bulletin boards, of lectures and multi-cultural activities in other departments and colleges across the campus, and in the local community. Program H is in conformance with Standard 4.4.1.

4.4 Basis of Judgment:

- The program provides a supportive educational climate for a diverse student population.
- The program's recruitment activities reflect a consideration of "diversity" (with respect to its mission), through its selection of media, audience, and resourcing; and in the eventual composition of its entering students.

**Standard 5 Matching Operations with the Mission: Student Learning**

**5.1 Universal Required Competencies: As the basis for its curriculum, the Program will adopt a set of required competencies related to its mission and [to] public service values. The required competencies will include five domains: the ability:**

- to lead and manage in public governance;
- to participate in and contribute to the public policy process
- to analyze, synthesize, think critically, solve problems and make

**decisions;**

- **to articulate and apply a public service perspective;**
- **to communicate and interact productively with a diverse and changing workforce and citizenry.**

**5.2 Mission-specific Required Competencies: The Program will identify core competencies in other domains that are necessary and appropriate to implement its mission.**

**5.3 Mission-specific Elective Competencies: The program will define its objectives and competencies for optional concentrations and specializations.**

**5.4 Professional Competency: The Program will ensure that students learn to apply their education, such as through experiential exercises and interactions with practitioners across the broad range of public affairs, administration, and policy professions and sectors.**

Rationale:

Graduate level education should enable the student to demonstrate knowledge and understanding that is founded upon, extends, and enhances that typically associated with the bachelor's level, and provides a basis or opportunity for originality in developing and applying ideas. Graduate students should be able to apply their knowledge, understanding, and problem solving abilities in new or unfamiliar environments, and within broader or multidisciplinary contexts related to public affairs, administration, and policy. They should have the ability to deal with incomplete information, complexity, and conflicting demands. Graduate students should reflect upon social and ethical responsibilities linked to the application of their knowledge and judgments.

An accredited program should implement and be accountable for delivering its distinctive mission through the course of study it offers and through the learning outcomes it expects its graduates to attain. While all accredited degree programs must meet these standards, NASPAA recognizes that programs may have different missions with varying emphases. The curriculum should demonstrate consistency and coherence in meeting the program's mission. The program being reviewed should demonstrate how its curricular content matches the emphasis of its overall mission.

5.0 Basic Assumption:

NASPAA intends the accreditation process under the new standards to be developmental, that is, to advance the public esteem for all the degree programs it accredits as well as to improve the educational effectiveness of each degree program. Programs that provide accurate information on student learning and student attainment of required competencies will not be held to an ideal standard of perfection. Rather, programs will be expected to demonstrate that they understand the competencies expected of graduates, that they have instituted teaching and learning methods

to ensure that students attain these competencies, and, where evidence of student learning does not meet program expectations, that action has been taken to improve performance.

**PART A:**

5.1 Clarifying Examples:

Program A's mission is to educate managers for state and local government. It lists at least one mission related learning objective under each of the five universal required competencies. Under "to participate in and contribute to the policy process," it lists two specific learning objectives: that students should be able to correctly interpret state policy when designing and delivering a local government program, and that students should be able to prepare memoranda describing the implications of state court rulings for local government. Program A is in conformance with Standard 5.1 for this competency.

Program B's mission is to educate managers for international governmental and nongovernmental organizations. It lists learning objectives under each of the five universal required competencies. Under "to participate in and contribute to the policy process," it lists aligning regional and national programs with international treaty obligations. Under "to lead and manage in public organizations," it lists accommodating program operations to local customs and mores. Program B is in conformance with Standard 5.1 for this competency.

Program C does not list any learning objectives under the competency of "to incorporate public service values into decisions." The other learning objectives listed are not consistent with the program's mission. Program C will need to justify how is in conformance with Standard 5.1.

Program D operationally defines each required competency, however; these operational definitions do not relate to the program's mission. The program's mission states that it will "prepare students to work in local government". The program does not at any point when operationalizing the required competencies make reference to local government and the unique skills it is ensuring its student are getting to be prepared to work in that context. The program is not in compliance with Standard 5.1.

5.1 Basis of Judgment:

It is expected that all students in degree programs accredited by NASPAA will have the opportunity to develop skills on each of the five universal required competencies. The program shows that it requires the five universal competencies of public affairs, policy and administration and links them to the program mission. The program defines each of the required competencies in terms of at least one student learning objective (but there may be more than one). The emphasis that a particular program places on each of these competencies is consistent with its mission. An accredited program need not assess all competencies every year or cohort, but rather at a frequency appropriate for its mission and goals. However,

assessing each competency only once during a seven year accreditation cycle would not likely be sufficient for conformance in most programs.

### 5.2 Basic Assumption:

While not all programs will have them, mission-specific required competencies can reflect the unique mission of the program and identify what sets it apart from other programs.

### 5.2 Clarifying Examples:

Program D prepares students to become public administrators and managers in border regions. The program requires students to demonstrate competency in one language other than English. The program justifies this mission-specific required competency in terms of its stated mission. Program D is in conformance with Standard 5.2 for this competency.

Program E re-defined its mission to prepare students for high-level policy positions in the federal government. The program still requires students to demonstrate competency in municipal law through a series of three courses taught by a long-time professor. This program will need to justify why this mission-specific required competency is mandatory for all students or why the courses are required.

Program F offers an executive MPA program. The program defines a mission-specific required competency as the ability to plan and carry out organizational change at an executive level, and defines the competency in terms of specific student learning outcomes. Program F is in conformance with Standard 5.2 for this competency.

### 5.2 Basis of Judgment:

The program states each mission-specific required competency and links them to the program mission. The program defines each of the mission-specific required competencies in terms of at least one student learning outcome (but there may be more than one). The emphasis that a particular program places on each of these competencies is consistent with its mission.

### 5.3 Basic Assumption:

While not all programs will have concentrations or specializations, mission-specific elective competencies can reflect the unique and/or specialized knowledge and expertise available to students in the program.

### 5.3 Basis of Judgment:

The program articulates how elective offerings contribute to the achievement of program mission and goals. The program demonstrates that it has the capacity and properly qualified faculty to deliver all specializations or concentrations it offers to its students.

### 5.3 Clarifying Examples:

Program G has a mission focused on regional issues within its state and offers an international development concentration. The program does not indicate faculty with expertise in development, nor does it clearly articulate how this concentration relates to the program's mission. Most of the program's graduates work in local and regional government positions within the program's state. This program has not yet demonstrated conformance with 5.3.

Program H offers students five concentrations related to its local government management mission. In addition to the main campus, the program is also offered at an off-campus downtown location to a cohort of fire and police professionals. The only specialization offered to this cohort is emergency management. The program provides clear information to the unique cohort as to the options available at that location and has policies in place to ensure that the students can graduate with their concentration in a timely manner. The program is in conformance with 5.3.

Program I has a wide array of faculty resources and lists multiple areas of student focus on its website. The program states in its Self Study Report that it does not have official specializations for purposes of accreditation. On the site visit, students complain that they do not have access to enough elective courses to complete their specializations and have worries about graduating on time. The program has not yet demonstrated conformance with 5.3.

Program J offers students the opportunity to design their own concentrations or take one offered in the university's urban planning department. The program provides clear information to students regarding how concentrations can be formed, including a limit on non-programmatic credit hours and syllabi oversight for any courses outside of the public administration department. In addition, the program maintains oversight over the approved courses for the urban planning concentration through a professor holding a dual appointment in both public administration and urban planning. The program is in conformance with 5.3.

### 5.4 Basic Assumption:

Practitioners make unique contributions to the educational program as role models, career advisors, and individuals who convey lessons from experience in public affairs, administration, and policy. The program should provide some opportunities for students to gain an understanding of and interact with practitioners across the broad range of professions and sectors associated with public affairs, administration, and policy. These may include client-based, field projects within regular courses; internships; instructors from the profession; guest speakers; ongoing relationships with public service employers; and so forth.

### 5.4 Clarifying Examples:

Program J provides all students with four guest lecturers from the public sector during the required, semester-long introductory course. For the required policy analysis course, all students must work in groups to provide a policy analysis to a local government agency. An optional course in non-profits requires students to volunteer for 20 hours during the semester. All students are invited to social mixers with practitioners from the community. Program J is in conformance with Standard 5.4

Program K offers a fully on-line MPA program. The courses consist of downloading and reading the materials, and then taking on-line exams or e-mailing papers in each subject. Students are widely distributed geographically and do not ever have to visit the campus. No internship is required. The program advises students to “surf the web” for advice on professionalism. The program will need to justify how it meets the standard 5.4 with respect to professional competence. Program K does not appear to be in conformance with Standard 5.4

In the past five years, Program L has not been able to hire any practitioner faculty due to budget constraints. Given that the campus is not near an urban center, and suffers harsh weather conditions, it is difficult to get guest speakers to attend evening classes. There are no case studies, simulations, or group projects; no courses require the student to interview a public administrator or to shadow a public official. The program will need to justify how it meets the standard 5.4 with respect to professional competence, with practitioners from the community. Program L does not appear to be in conformance with Standard 5.4

#### 5.4 Basis of Judgment:

The program assures that all students will have at least one experiential learning exercise and/or interaction with practitioners. The program may indicate that additional opportunities are available to students but not required.

#### **PART B:**

##### Basis of Judgment

At a minimum, the program has defined each universal required competency in terms of student learning outcomes. Over one accreditation cycle, the program will have completed all four stages of the assessment process for each universal required competency. An accredited program need not assess all competencies every year or cohort, but rather at a frequency appropriate for its mission and goals. However, assessing each competency only once during a seven year accreditation cycle would not likely be sufficient for conformance in most programs.

##### Basis of Judgment

At a minimum, the program has defined each mission-specific required competency in terms of student learning outcomes. Over one accreditation cycle, the program will have completed all

four stages of the assessment process for each mission-specific required competency. An accredited program need not assess all competencies every year or cohort, but rather at a frequency appropriate for its mission and goals. However, assessing each competency only once during a seven year accreditation cycle would not likely be sufficient for conformance in most programs.

## **PART C:**

### Basis of Judgment

The program demonstrates evidence of student attainment of the expected learning outcomes for the universal required competencies described in the self-study. (The SVT has auditing authority at NASPAA and may review any of the required universal competencies). The program shows that it collects direct evidence of student learning and analyzes the evidence in terms of faculty expectations. If the results of assessment do not meet faculty expectations, the program shows how it has used the results of assessment for program change to improve student learning.

### Basis of Judgment

The program demonstrates evidence of student attainment of the expected learning outcomes for the mission-specific required competencies described in the self-study. (The SVT has auditing authority at NASPAA and may review any mission-specific required competencies). The program shows that it collects direct evidence of student learning and analyzes the evidence in terms of faculty expectations. If the results of assessment do not meet faculty expectations, the program shows how it has used the results of assessment for program change to improve student learning.

### **See Appendix B for Further Standard 5 Examples**

## **Standard 6. Matching Resources with the Mission**

**6.1 Resource Adequacy: The Program will have sufficient funds, physical facilities, and resources in addition to its faculty to pursue its mission, objectives, and continuous improvement.**

### Rationale:

An accredited program should have the resources required to pursue its mission and to continue to improve. In keeping with NASPAA's Guiding Principles, a program's level and use of resources should reflect the program's mission and a commitment to continuous improvement. Resources can include, but are not limited to: budget for salaries, travel, equipment, supplies

and other expenses; personnel and support for administrative functions; sufficient numbers of faculty to maintain class sizes, faculty-student ratios and frequency of course offerings appropriate to the program mission; information technology to support teaching and research; adequate library services; instructional equipment, offices, classrooms, and meetings areas.

### 6.1 Clarifying Examples

Program A documents that it has experienced a steady decline in the number of graduate assistantships the program has to offer incoming students and has truthfully advertised the number available to applicants. Despite the decreasing number of assistantships, Program A indicates that the number and quality of applicants and enrollees has been increasing. Program A appears to be in conformance with Standard 6.1.

Program B has very limited travel budgets for faculty. Faculty rarely have program support to attend national or international conferences, but all faculty are provided with support to attend at least one state-wide conference each year. The program, located in the state capitol, defines its primary student population as in-service state government employees, and identified the research and service foci of program faculty as state government issues and agencies, these resources might be deemed adequate. Program B, based upon its mission, appears to be in conformance with Standard 6.1. If Program B were to have internationalization of the curriculum and national prominence of the faculty as central to its mission, it would not appear to be in conformance with Standard 6.1.

Program C provides a one course reduction per year and summer salary to the program director and has a policy of having that position assigned only to a tenured faculty member. During one year of the four year period covered by the report, the position was held by an untenured faculty member while the regular director was on sabbatical leave. The Program reports that several steps were taken to ensure continuity in administrative functions and to avoid negative consequences in promotion and tenure decisions. The untenured faculty member was provided with additional GA/RA support during the year of administrative service as well as a research grant from the Dean's Office for the summer following the administrative appointment. The program also reports that untenured faculty member is being groomed to assume the directorship upon promotion and tenure, and that the two faculty worked together closely to ensure continuity. Program C appears to be in conformance with Standard 6.1

Program D is a small Executive MPA program with five full-time faculty, several high profile professionals as adjuncts, and 40 part-time students who hold management positions in local and nonprofit agencies in the community. The program has no designated clerical support; it shares a secretary position with another academic department. Additionally no one within the program is assigned to provide internship or placement services. The Program reports that these arrangements are adequate given the program's mission and student body. Extensive opportunities are provided for networking among students and professional development/career planning is built into the curriculum. Program D appears to be in conformance with Standard 6.1.

Program E claims to offer four specializations, one of which has historically been offered primarily by adjunct instructors with expertise in that area. Due to statewide budget cuts, the program is no longer allowed to hire adjuncts and the necessary courses for that specialization are not available with any regularity. Few students select this specialization and the program SSR indicates that individualized arrangements would be made when and if a student indicated interest in that specialization. The burden will be placed on this program to demonstrate that it has sufficient resources to offer the advertised specializations. Lack of student interest in a specialization is not a sufficient basis for asserting that resources are adequate. If the program continues to consider the specialization appropriate to its mission and continues to advertise the specialization, it must be able to document adequate resources.

### 6.1 Basis of Judgment

The Commission will rely on the program's analysis of the resources required for initiatives associated with its mission. The Commission is less concerned with the absolute budget amounts allocated to the program, the size of classes, or the arrangements made for program administration. Instead, the Commission is concerned with the extent to which those budget amounts, class sizes and program administration arrangements are sufficient to pursue the program's mission. For example, the Commission will refer to the program's analysis to determine if the financial resources for faculty searches, salaries and benefits and the policies regarding teaching loads allow the program to recruit and retain faculty who are able to support the program's mission. Whether a program's travel budget is sufficient depends on its stated mission and its expectations regarding research and professional development to facilitate tenure and promotion. The number of assistantships, scholarships, or other sources of student support will be evaluated in terms of whether they allow the program to recruit and retain the target population of students. Information technology must be sufficient for mission-relevant teaching and research, and must allow record keeping and activities in support of program administration and improvement. Faculty and students must have access to library resources that allow for research and teaching activities relevant to the program's mission; library resources may be in the form of physical holdings or electronic access, as long as they include adequate search capabilities and are kept current. An accredited program should have sufficient support staff to provide clerical assistance and record keeping and administrative support. Faculty offices should allow for sufficient privacy for class preparation, research, and advising students. Classrooms should provide an environment conducive to learning and appropriate for the pedagogical approaches articulated by the program. The program must have access to sufficient professional meetings spaces for faculty, staff, students, and external stakeholders. In assessing the adequacy of resources, COPRA will consider the program's mission and method of delivery. Online programs may be able to justify less need to for physical offices and meeting places, but may need to demonstrate more extensive instructional technology resources. The overarching concern is whether the resources available to the program are sufficient to pursue the stated mission and to pursue initiatives and improvements in response to systematic assessment.

## Standard 7. Matching Communications with the Mission

**7.1 Communications: The Program will provide appropriate and current information about its mission, policies, practices, and accomplishments—including student learning outcomes—sufficient to inform decisions by its stakeholders such as prospective and current students; faculty; employers of current students and graduates; university administrators; alumni; and accrediting agencies.**

### Rationale:

When communicating with its stakeholders, the Program should be [transparent](#), [accountable](#), and truthful. In establishing transparency, programs must provide data that are publicly available and clearly linked to the mission of the program. NASPAA expects accredited programs to meet the expectations of the profession in terms of accountability in public affairs, administration, and policy. Transparency is a *public service value* exemplified in programmatic action and results. In order to demonstrate that the program results follow from the mission, the burden lies with the program to produce data acknowledging the strengths and limitations of the program mission.

### Underlying assumption:

All accredited programs regardless of their mission are expected to supply certain data to demonstrate conformance to each standard. This “universal” data and information should be publicly available via appropriate communication medium (electronic or printed) and privately available to stakeholders (faculty, NASPAA etc). Such mandatory requirements are a minimum basis by which programs can claim a linkage between the mission and the outcome. Programs that provide additional data by participating in national surveys (optional) sponsored by NASPAA, ASPA or other organizations can demonstrate, by example, their leadership in public service education and defining the public service values with respect to their mission. This essentially divides the component of data requirements in two categories: (1) conforming to the standard by reporting universal information to all stakeholders, and (2) conforming to the standard by providing mission-specific information beyond mandatory requirement to help understand and refine program mission to all stakeholders. Universal or mandatory information should include Programs decision-making processes by which it informs its stakeholders about outcomes as it relates to:

1. **Students:** decisions about whether to apply and enroll
2. **Staff and Faculty:** decisions about whether to accept and continue employment
3. **Employers:** decisions about whether to sponsor internships or hire a graduate
4. **Administrators:** decisions about whether to approve faculty lines and provide funding for the Program
5. **Alumni:** decisions about whether and how to interact with the Program following graduation

Information about the Program's capacity and performance should not be kept confidential absent a compelling reason, such as student and faculty privacy laws and regulations.

### 7.1 Self Study Guide:

**General Information:** NASPAA will publicly release data supplied on the following information: Degree Title, organizational relationship of the program to the school, modes of delivery, number of Credit hours, Length of degree, List of dual degrees, List of specializations, Fast-track Info, number of Students.

**Mission Statement:** Your program will make available to the public your Mission statement. The program will must provide to COPRA the URL of where on your website the information is available or a PDF of the Document or report in which it is available. If you program has not made this information available to the public you must state why you have not done so, and your rationale for how you are still in conformance with this standard.

**Mission Elements:** For certain programs your mission will trigger additional requirements for data that needs to be available to the public. The program may collect this information through the use of NASPAA provided data modules, or through their own survey instruments, but the results need to be publicly available. If the Program does not use NASPAA instruments and its data is not made publicly available by NASPAA, the program will provide to COPRA the URL of where on your website the information is available or a PDF of the Document or report in which it is available. If you program has not made this information available to the public you must state why you have not done so, and your rationale for how you are still in conformance with this standard.

**Admission:** Programs will make publicly available the admissions criteria for entry into their program. This includes any exceptions or alternate routes to admission that a student may use. The program will provide to COPRA the URL of where on your website the information is available or a PDF of the Document or report in which it is available. If your program has not made this information available to the public you must state why you have not done so, and your rationale for how you are still in conformance with this standard.

**Enrollment:** NASPAA will make publicly available program's enrollment and its gender/ethnic composition where available. If your program has not made this information available to the public via NASPAA you must state why you have not done so, and your rationale for how you are still in conformance with this standard. NASPAA is aware that in some states providing information on the ethnic make-up of enrolled students may not be legally permissible; or that in some instances a program's size would make the information individually identifiable. Programs facing these legal issues should note as such in their rationale to COPRA as to why they are still in conformance with the standard.

**Faculty:** Your program will make available to the public the following information: # of Faculty teaching the program, Faculty identified within the unit, and Faculty diversity. NASPAA will

publicly make this information available. If your program has not made this information available to the public via NASPAA you must state why you have not done so, and your rationale for how you are still in conformance with this standard.

**Cost of Degree:** Your program will make available to the public the following information: Tuition cost (in-state/out-of-state), Financial Aid Information, and Assistantships available. The program will provide to COPRA the URL of where on your website the information is available or a PDF of the Document or report in which it is available. If your program has not made this information available to the public you must state why you have not done so, and your rationale for how you are still in conformance with this standard. *(Note this is the one of the few aspects of Standard 7 where the information we are asking you to provide has not been collected elsewhere in the SSR).*

**Career Service:** NASPAA will make available to the public the program’s distribution of placement of graduates (using the prescribed categories). If your program has not made this information available to the public via NASPAA and on the program’s website or other public materials, you must state why you have not done so, and your rationale for how you are still in conformance with this standard.

**Internship Placement:** The program will make publicly available the number of internships (distributed by sector) for the self study year including explanation of waivers granted. If your program has not made this information available to the public you must state why you have not done so, and your rationale for how you are still in conformance with this standard

**Faculty Contribution:** NASPAA will make available to the public the URL for faculty publications and faculty contributions to public policy and administration. If your program has not made this information available to the public you must state why you have not done so, and your rationale for how you are still in conformance with this standard

**Graduates:** Completions: Your program will make available to the public your program’s completion rate (as defined in Standard 4, to be the % of the SSY-5 cohort that complete the program within 100%, 150% and 200% of program design length.)

**Evidence of Student Learning Outcomes:** NASPAA will make publicly available information on evidence of student learning outcomes. If your program has not made this information available to the public via NASPAA you must state why you have not done so, and your rationale for how you are still in conformance with this standard.

### 7.1 Clarifying Examples:

<p>Program A’s electronic/print materials reflect information prior to the recent appointment of new faculty and revision of the curriculum; faculty meeting minutes are not taken; records of administrative decisions are incomplete; no record or record older than five years of student internships, graduate placements or alumni career progress. Program A is not in conformance with Standard 7.</p>
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Program B maintains accessible electronic/print materials with current information; faculty meeting minutes are taken; administrative files are complete; records of student internships, graduate placements, and student and alumni career progress not older than two years are summarized in electronic/ print distribution. Program B is in conformance with Standard 7.

Program C's prospective student admission decisions are maintained and recorded via ApplyYourSelf Online. Student records are managed through the Banner System and are accessible to core faculty. Alumni records are maintained in a searchable electronic database. Faculty communication is maintained in SharePoint or archived in Blogs. Students and employers have access to Career Service Portal for matching placements for interns and graduates. The Program explains how each electronic database is accessible to stakeholders and can be used by them to understand program operations and to inform their decisions. The Program also explains how it tracks the data to improve its internal governance and pursue its mission. Program C is in conformance with Standard 4.

Program D offers the MPA degree through traditional in-class instruction as well as online modules. As per program website program's literature on its on-line program and campus based program appears the same. However, admission, course offerings and other elements are different for the two delivery approaches. The program is not in conformance with Standard 7 because the program does not clearly provide information on its website to potential students about the differences between the online and campus based programs.

### 7.1 Basis of Judgment:

The Program should provide evidence that communications with its stakeholders demonstrates [accountability](#), [transparency](#), and ethical practice in the following ways:

- The courses, specializations, and services the Program offers are consistent with the claims it makes, such as in its literature, emails, and webpage, and with its mission.
- The Program publicizes its admissions policies. Goals, policy, and standards, including academic prerequisites, are clearly and publicly stated. Admissions policies should specify differences for pre-service, in-service, and other categories of students and reflect specific concern for diversity.
- The Program describes how it assesses competencies and how well students perform on those measures.
- The Program reports on the placement and career progress of its graduates and the qualifications and accomplishments of its faculty.
- The Program explains to prospective students the cost of attendance (tuition and fees) and ethically communicates information regarding opportunities for financial assistance.

### **7.1 NASPAA Publicly Accessible Data**

**To be made public by NASPAA, through the Annual Data Report and Alumni Survey<sup>9</sup>:**

General Information about the degree (Program Fact Sheet)

1. Degree Title
2. Organizational Relationship between program and university
3. Modes of program delivery
4. Number of Credit Hours
5. Length of degree
6. List of dual degrees
7. List of specializations
8. Fast-track Info
9. Number of students (varies)

Mission of the Program (Standard 1)

1. Please link your program performance outcomes to the contributions your program intends to produce to advance the knowledge, research, and practice of public affairs, administration.

Enrollment (Standard 4)

1. Number Enrolled
2. Enrollment – Diversity
  - a. Gender
  - b. Race/ethnicity
  - c. International

Cost of Degree (Standard 4)

1. Tuition cost (in-state and out-of-state)
2. Description of Financial Aid availability, including assistantships

Career Services (Standard 4.3)

1. Distribution of placement of graduates (number)

Faculty (Standard 3)

1. Faculty diversity (percent of teaching faculty, by ethnicity)

## **APPENDIX B**

### Examples of Competency Statements

The following are illustrative examples, not required elements of each domain. A Program can

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<sup>9</sup> Subject to NASPAA Data Policy guidelines.

include other competencies within each of the domains to meet NASPAA's requirements. The emphasis that a particular program places on each of the domains of universal competencies should be consistent with its mission. A public affairs program might put greater emphasis on the domain, "managing public organization" than on "participating in and influencing the policy process;" the latter might be more the emphasis of a public policy program.

Examples of competencies in each of the required domains are provided below, stated in terms of specific expectations for student learning. A Program can include other competencies within each of these domains to meet NASPAA's requirement of universal competencies. The emphasis that a particular program places on each of the domains of universal competencies should be consistent with its mission.

Examples of [competencies](#) in the required domain of leading and managing in public governance might include but are not limited to:

- Apply public management models and organization theory
- Appraise the organizational environment, both internal and external, as well as the culture, politics and institutional setting
- Lead, manage, and serve a diverse workplace and citizenry
- Lead and manage people effectively, whether volunteers or compensated, fostering team building, commitment, creativity, and performance
- Manage projects
- Manage information and networks
- Manage contracts and public-private partnerships
- Resolve conflict and negotiate
- Understand the relationships between public policy, whether proposed or enacted, and leadership and management in implementation

Examples of [competencies](#) in the required domain of participating in and contributing to the policy process might include but are not limited to:

- Apply techniques for program evaluation and forecasting
- Describe and work within the institutional, structural, and political contexts of policy making
- Describe and execute the policymaking process, including defining the problem, setting the agenda, formulate policy, implement policy and evaluate policy
- Incorporate interest groups, executive-legislative relationships, judicial decision-making, and the media in the policy process
- Prepare a budget reflecting policy priorities
- Recognize the social construction of problems

Examples of [competencies](#) in the required domain of analyzing, synthesizing, thinking critically, solving problems, and making decisions might include but are not limited to:

- Articulate and apply methods for measuring and improving human performance
- Employ analytical tools for collecting, analyzing, presenting, and interpreting data, including appropriate statistical concepts and techniques

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- Identify and employ alternative sources of funding, including grants, taxes, and fees
- Plan strategy
- Understand and apply the legal context of public affairs, administration, and policy
- Understand and apply theories of decision-making and models

Examples of [competencies](#) in the required domain of incorporating [public values](#) into decisions might include but are not limited to:

- Apply concepts of social equity to public affairs, administration, and policy
- Behave ethically and with integrity: Tell the truth, keep confidences, admit mistakes, and do not misrepresent oneself, one's goals or the facts for personal advantage. Behave in a fair and ethical manner toward others.
- Distinguish short- from long-term fiscal consequences of program and policy decisions
- Exercise [ethical](#) responsibility when conducting research and making decisions
- Identify the short- and long-term impacts of program and policy decisions on the physical environment
- Understand and apply criteria appropriate to public affairs, administration, and policy

Examples of [competencies](#) in the required domain of communicating and interacting productively—face-to-face and/or electronically—with a diverse and changing workforce and citizenry may include but are not limited to:

- Communicate effectively in writing: Prepares clear, concise and well-organized written materials tailored to the audience's level of expertise and needs.
- Communicate effectively in speech: Presents oral information accurately, clearly, concisely and persuasively tailored to audience's level of expertise and needs.
- Demonstrate flexibility: adapts behavior and work methods to differences (whether they are differences in thought, communication style, perspective, age, interests, fairness or some other variable); to new information, to changing conditions and to unexpected obstacles.
- Demonstrate self-knowledge: awareness of one's own stylistic preferences for relating to others, communicating with others, making decisions, managing yourself in groups, and the impact that this has on relationships and your ability to influence others.
- Evidence sensitivity and responsiveness to beliefs and behaviors associated with differences among people because of their ethnicity, nationality, race, gender, physical characteristics, religion, age, etc.
- Facilitate: Actively and effectively elicits information, views, input, suggestions, and involvement of others in pursuit of common goals; builds actionable consensus.
- Negotiate: Discerns the interests and values of others; surfaces assumptions; secures agreement on ground rules and tolerable outcomes; gains cooperation of others to accomplish goals.
- Relate to all kinds of people and develop appropriate rapport that leads to constructive and effective relationships; finds common ground with a wide range of stakeholders.
- Work productively in teams: Interacts effectively in a team, demonstrating composure, professionalism and effective working relationships, including understanding others' priorities, needs and concerns and sharing information, expertise and resources.

Illustrative Examples of Assessment of Student Learning

The following provide examples of direct<sup>10</sup> assessment of various definitions of student learning for competencies in the domain of "Leading and Managing in Public Governance." These examples are only suggestive of the type of information that might be reported to answer questions such as: What do we expect student to know and be able to do? Are students meeting faculty expectations? How do we know? Is evidence used for program change?

**Program M: Leading and Managing in Public Governance**

Learning Outcome Defined	Evidence collected	Analysis & Findings	Program Change
Manage projects	Project management report	Six-dimension rubric applied by faculty; poor performance on some dimensions	Project report broken into six sections written over the course of the semester

**Program N: Leading and Managing in Public Governance**

Learning Outcome Defined	Evidence collected	Analysis & Findings	Program Change
Resolve conflict and negotiate	Teams perform in negotiation simulation	Evaluation by panel of practitioners; all teams met expectations	Faculty discuss whether expectations could be raised; no change needed for now

**Program O: Leading and Managing in Public Governance**

Specific Competency	Evidence	Analysis & Findings	Program Change
Manage public and non-profit partnerships	Students write a paper on a specific non-	Evaluated by faculty and the non-profit; students need more information on good	Additional units on partnerships added to two required courses

<sup>10</sup> Direct evidence means that program faculty (and/or outside experts) examine actual student work and evaluate it against their expectations for learning on the competency. Direct evidence of student learning can take the form of papers and reports; annotated bibliographies; journals; problem solving exercises; project documentation; independent study, studio or workshop reports; individual or group wikis; contributions to discussion boards or blogs; internship evaluation; comprehensive exams; theses; etc. Direct evidence of student accomplishments is preferred, but can be supplemented with indirect evidence, e.g., surveys. For more information on the distinctions between direct and indirect assessment of student learning, and why course grades are not acceptable assessment measures, please see NASPAA publication [Models for Assessment of MPA Student Learning](#).

	profit	partnership practices	
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**Program P:** Leading and Managing in Public Governance

Specific Competency	Evidence	Analysis & Findings	Program Change
Public policy process	Students write a thesis on the policy process	Program faculty exchange student theses with faculty at another university; students weak at literature review	Several courses modified to require a literature review with faculty feedback

**Program Q—** Leading and Managing in Public Governance—This program would have to explain how its assessment meets the intent of the Standard as course grades are not sufficient evidence.

Specific Competency	Evidence	Analysis & Findings	Program Change
Manage public and non-profit partnerships	Student grades in course on generic management	All students get either an A or a B grade	Program concludes that no change is needed