

## Update Program Report

Date Submitted:

03/18/2020

Institution

University of Missouri-Columbia

Institution Program Title

Public Affairs

CIP Information

CIP Code:

440401

CIP Program Title:

Public Administration

CIP Program Description:

A program that prepares individuals to serve as managers in the executive arm of local, state, and federal government and that focuses on the systematic study of executive organization and management. Includes instruction in the roles, development, and principles of public administration; the management of public policy; executive-legislative relations; public budgetary processes and financial management; administrative law; public personnel management; professional ethics; and research methods.

Institution Program Title:

Public Affairs

Previous CIP Information

CIP Code:

440401

CIP Program Title:

Public Administration

CIP Program Description:

A program that prepares individuals to serve as managers in the executive arm of local, state, and federal government and that focuses on the systematic study of executive organization and management. Includes instruction in the roles, development, and principles of public administration; the management of public policy; executive-legislative relations; public budgetary processes and financial management; administrative law; public personnel management; professional ethics; and research methods.

Institution Program Title:

Public Affairs

Degree Level

Master Degree

Degree Type

Current Degree Type:

Master of Public Administration

Change Degree Type:

Master of Public  
Administration

Options

Current Options:



DEPARTMENT OF  
HIGHER EDUCATION &  
WORKFORCE DEVELOPMENT

## Update Program Report

**Options Added:**

**Options Removed:**

**Mode of Delivery**

Classroom

Hybrid

Online

**Previous Modes of Delivery**

Classroom

**Site(s) Impacted by Change**

University of Missouri-Columbia 105 Jesse Hall, Columbia, MO 65211

**Contact Information**

First and Last Name: STEVEN

CHAFFIN

E-mail Address: [schaffin@umsystem.edu](mailto:schaffin@umsystem.edu)

Phone Number: 573-884-3360



PROGRAM CHANGE FORM (Updated January 2020)

1. Submitted by: UMC
2. Type of Program Change (Check all that apply)
  - Degree title change only
  - Change degree program modality
  - Combination program created out of closely allied existing programs
  - Option(s) added to existing program(s)
  - CIP code change
  - Change name of option(s)
  - Addition of certificate program developed from approved existing parent degree
  - Addition of free-standing certificate program (available to all students)
  - Delete program(s)
  - Delete option(s)
  - Place program on "Inactive Status" list     Change credit requirements

Before the Proposed Change			After the Proposed Change		
Title of Old Program/Certificate	Degree	CIP Code	Title of New Program/Certificate	Degree	CIP Code
Traditional Program: 45 required credit hours Mid-career Program: 33 required credit hours	MPA (Master of Public Affairs)	440401	Traditional Program: 36 required credit hours Mid-career Program: 30 required credit hours	MPA (Master of Public Affairs)	440401

Modality / Modalities Before Proposed Change	Modality / Modalities After Proposed Change
<input type="checkbox"/> Classroom <input type="checkbox"/> Online <input type="checkbox"/> Hybrid <input type="checkbox"/> Competency-based	<input type="checkbox"/> Classroom <input type="checkbox"/> Online <input type="checkbox"/> Hybrid <input type="checkbox"/> Competency-based

3. Attach a copy of "before and after" curriculum, as applicable, and a rationale for the proposed change.
4. If an undergraduate certificate proposal, please indicate whether the certificate is intended to be completable in  a single semester (C0);  one year (C1)
5. Intended date of changes to be effective (Month/Year): August/2020

**AUTHORIZATION**

Matthew P. Martens  
 Asoc. Provost for Academic Programs  
 Name/Title of Institutional Officer

*Matthew P. Martens*  
 Signature

3-10-20  
 Date

Matthew P. Martens  
 Person to Contact for More Information

573-882-3089  
 Telephone Number



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Dr. Jeni Hart  
Dean of Graduate School and  
Vice Provost for Graduate Studies  
210 Jesse Hall  
Columbia, MO 65211

Dear Dr. Hart:

The Truman School of Public Affairs proposes a change to the requirements for the Master of Public Affairs (MPA) degree. In its current form, the program has two tracks:

1. A traditional program for students without work experience, which requires 45 credit hours
2. A mid-career program for students with three to five years of work experience, which requires 33 credit hours

The proposed curriculum revision changes the requirements to 36 credits for the traditional program and 30 credits for the mid-career program. The revised curriculum eliminates inconsistencies between the traditional and mid-career programs so that all students complete the same core courses. Appendix 1 summarizes our current curriculum requirements for the traditional and mid-career MPA programs. Appendix 2 summarizes the proposed curriculum requirements. This revised curriculum was approved by TSPA faculty on September 6, 2019.

#### *Background/Rationale*

This proposal is the result of a multi-year process of curriculum assessment, information gathering, and faculty discussions regarding the curriculum. As a Public Affairs program accredited by the Network of Schools of Public Policy, Affairs, and Administration (NASPAA), we are required to deliver specific competencies and to regularly assess student learning of these competencies. Therefore, assuring our curriculum continues to adhere to these competencies is critical.

Figure 1. NASPAA Universal and TSPA Mission Specific Competencies

- 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
- To work effectively within a multi-sector public service at the intersection of policy and management

Our assessment of student achievement of the competencies resulted in two primary realizations regarding the MPA curriculum. First, the research methods requirements were quite different between the on campus and the mid-career programs. Second, there was significant repetition in content across several of our core course requirements.

Curriculum changes made over time were inconsistent across the program modalities. The addition of a second research methods course was made in 2003 for the traditional, on-campus program, but not for the mid-career program. This revised curriculum aligns the research methods requirements so that all students will be required to take two courses in research methods. We have also revised the expected content within each of these courses to better meet the required competencies, skills, and knowledge areas for Public Affairs.

Our curriculum assessment, as well as results of student focus groups and surveys, illustrated significant repetition in content across several of our required courses. In particular, elements of PUB\_AF 8150 Collaborative Governance, PUB\_AF 8160 Organizational Dynamics and Leadership, and PUB\_AF 8530 Strategic Management of Public Service Organizations were found to be overlapping. Frequent student feedback demonstrates a frustration at a repetition of some content across courses, and the inability to dive deeply into some content as a result. Our proposal creates a new introductory course which will cover the key elements of public and nonprofit management. Other courses will be available as specialization/elective courses, allowing students to dive deeply into these topics, having completed the introductory course.

The curriculum mapping process assures that the universal required competencies are met with our curriculum. Appendix 3 illustrates the current curriculum map, and the proposed curriculum mapped to the NASPAA competencies.

### *Curriculum review process*

The full Truman School faculty participated in the curriculum review process. Faculty met in small groups to discuss curriculum requirements and make recommendations regarding required course content. The following recommendations were made as a result of these discussions:

- Two research methods courses will be required for all MPA students (traditional and mid-career). The first course will cover statistics and quantitative analysis in public affairs, the second course will cover research design, survey research, cost-benefit analysis, and communicating research results.
- The Public Policy Processes and Strategies class is our policy overview class that should be required for all students.
- The Public Service and Democracy is our class which stresses ethical reasoning and is an essential skill for student in both management and policy emphases.
- We will create a new course Public/Nonprofit Management that will be a required course for all MPA students. Collaborative Governance, Organizational Dynamics, and Strategic Management will not be required courses, though will still be offered electives.

As illustrated in these tables, the mid-career program differs from the traditional program only by the inclusion of experiential learning opportunities – the capstone and internship requirements. These requirements are important for pre-service students, and are waived for students that demonstrate three to five years of significant work experience. Students in the mid-career program that wish to complete an internship and/or a capstone project are welcome to do so.

During summer 2019, we conducted a survey of employers and Truman School alumni to ascertain the key skills and competencies needed for students of Public Affairs. Results of this survey indicated general agreement regarding the courses proposed as requirements. The survey also ranked indicated important skills for MPA graduates. A summary of these survey results is available as Appendix 4.

### *Benefits to Students*

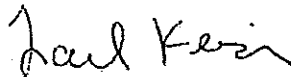
The proposed revision reduces the number of credits for the traditional (on-campus) program from 45 credits to 36 credits, thus significantly reducing the total cost of the program for students. The current 45 credit curriculum requires students to take two semesters with a 12 credit hour course load, which is a very heavy load at the graduate level. The mid-career curriculum is revised from 33 to 30 credit hours. This allows for part-time mid-career students to complete the program within 2 years.

By reducing the number of core courses, the revised curriculum increases the flexibility of students to select additional courses that directly connect to their career goals.

The proposed curriculum allows for more streamlined program management. The current required courses are difficult to schedule across multiple modalities with students starting the program throughout the calendar year.

Nationally, the field of professional masters programs is growing, and students have more choices about where to obtain additional education and the value of an MPA must stand out among many other educational options. Thus, frequent reviews of the curriculum are important to assure the program serves student needs and prepares students for their roles in the public service. Our proposed curriculum maintains the strength of the Public Affairs core curriculum, while increasing flexibility and quality. By removing overlapping content in previous core courses, we provide deeper conceptual investigations in elective courses.

Sincerely,

A handwritten signature in cursive script that reads "Lael Keiser".

Lael Keiser  
Director and Professor  
Truman School of Public Affairs

**Appendix I. Current Curriculum -- Master of Public Affairs**

Traditional Program: 45 Credits		Mid-Career Program: 33 Credits	
<i>Core Courses (27 credits)</i>		<i>Core Courses (21 credits)</i>	
PUB_AF 8150	Collaborative Governance	PUB_AF 8150	Collaborative Governance
PUB_AF 8160	Organizational Dynamics and Leadership	PUB_AF 8160	Organizational Dynamics and Leadership
PUB_AF 8170	Public Policy Processes and Strategies	PUB_AF 8170	Public Policy Processes and Strategies
PUB_AF 8180	Research Methods and Inquiry in Public Affairs I	PUB_AF 8185	Research Methods and Inquiry in Public Affairs -- Mid Career
PUB_AF 8181	Research Methods and Inquiry in Public Affairs II		
PUB_AF 8190	Economic Analysis for Public Affairs	PUB_AF 8195	Economic Analysis for Public Policy -- Mid Career
PUB_AF 8210	Public Service and Democracy	PUB_AF 8210	Public Service and Democracy
PUB_AF 8530	Strategic Management in Public Service Organizations -- People, Information, and Money	PUB_AF 8530	Strategic Management in Public Service Organizations -- People, Information, and Money
PUB_AF 8211	Capstone: Applied Project		
<i>Internship (3 credits)</i>			
<i>Area of Specialization (15 credits)</i>		<i>Area of Specialization (12 credits)</i>	



**Appendix 2. Proposed Curriculum – Master of Public Affairs**

**This curriculum was approved by the Truman School faculty on September 6, 2019.**

Traditional Program: 36 Credits		Mid-Career Program: 30 Credits	
<i>Core Courses (15 credits)</i>		<i>Core Courses (15 credits)</i>	
PUB_AF TBD	Public and Nonprofit Management	PUB_AF TBD	Public and Nonprofit Management
PUB_AF 8170	Public Policy Processes and Strategies	PUB_AF 8170	Public Policy Processes and Strategies
PUB_AF 8180	Research Methods and Inquiry in Public Affairs I	PUB_AF 8180	Research Methods and Inquiry in Public Affairs I
PUB_AF 8181	Research Methods and Inquiry in Public Affairs II	PUB_AF 8181	Research Methods and Inquiry in Public Affairs II
PUB_AF 8210	Public Services & Democracy	PUB_AF 8210	Public Services & Democracy
PUB_AF 8211	Capstone: Applied Project		
<i>Internship (3 credits)</i>			
<i>Area of Specialization (15 credits)</i>		<i>Area of Specialization (15 credits)</i>	

### Appendix 3. Curriculum and Core Competency Map

Our curriculum review process paid close attention to the NASPAA University and TSPA mission specific competencies, to assure that the curriculum continues to deliver a high quality MPA curriculum.

NASPAA Universal and TSPA Specific Competencies:

- I. Lead and manage in public governance
- II. Participate in and contribute to the policy process
- III. Analyze, synthesize, think critically, solve problems, and make decisions
- IV. Articulate and apply a public service perspective
- V. Communicate and interact productively with a diverse and changing workforce and citizenry
- VI. TSPA Specific: Work effectively within a multi-sector public service at the intersection of policy and management

Curriculum map – current curriculum

Course	Competency					
	I	II	III	IV	V	VI
PUB_AF 8150 Collaborative Governance	X			X	X	X
PUB_AF 8160 Organizational Dynamics & Leadership	X				X	X
PUB_AF 8170 Public Policy Processes & Strategies		X		X	X	X
PUB_AF 8180 Research Methods I / PUB_AF 8181 Research Methods II / PUB_AF 8185 Research Methods Mid-Career			X			
PUB_AF 8190 Economic Analysis for Public Affairs / PUB_AF 8195 Economic Analysis for Public Policy		X	X			
PUB_AF 8210 Public Service & Democracy	X	X		X		
PUB_AF 8530 Strategic Management of Public Service Organizations	X		X		X	
PUB_AF 8211 Capstone: Applied Project	X	X	X	X	X	X

Curriculum map -- proposed curriculum

Course	Competency					
	I	II	III	IV	V	VI
PUB_AF TBD Public & Nonprofit Management	X			X	X	X
PUB_AF 8170 Public Policy Processes & Strategies		X		X	X	X
PUB_AF 8180 Research Methods I			X			
PUB_AF 8181 Research Methods II			X		X	
PUB_AF 8210 Public Service & Democracy	X	X		X	X	
PUB_AF 8211 Capstone: Applied Project	X	X	X	X	X	X

#### Appendix 4. Curriculum and Skills Survey Results

How important are the following data and technical skills for public affairs graduates?

Data and Technical Skills	N	Mean Score	Extremely Important (5)	Very Important (4)	Moderately Important (3)	Slightly Important (2)	Not at all Important (1)
Basic quantitative analysis (descriptive statistics)	145	4.1	37.9%	38.6%	16.6%	6.9%	0.0%
Advanced data analytics (regression)	142	2.9	5.6%	17.6%	44.4%	26.1%	6.3%
Qualitative analysis	143	3.8	21.0%	42.0%	30.8%	5.6%	0.7%
Survey design	143	3.4	16.1%	32.9%	33.6%	14.0%	3.5%
Data visualization	143	3.8	28.7%	39.9%	19.6%	10.5%	1.4%
Program evaluation	145	4.3	42.8%	42.8%	13.1%	0.7%	0.7%
Performance measurement	144	4.3	48.6%	38.9%	10.4%	1.4%	0.7%
Cost-benefit analysis	144	4.2	39.6%	41.7%	14.6%	4.2%	0.0%
Formulate and evaluate a research question	144	3.4	18.8%	29.2%	29.9%	16.0%	6.3%

Software/Programs	N	Mean Score	Extremely Important (5)	Very Important (4)	Moderately Important (3)	Slightly Important (2)	Not at all Important (1)
Excel	141	4.5	59.6%	31.2%	7.8%	1.4%	0.0%
Statistical analysis software (e.g., Stata, SPSS, R)	139	2.9	10.8%	18.7%	33.8%	28.1%	8.6%
GIS	125	2.8	6.4%	22.4%	33.6%	22.4%	15.2%

Policy and Management Skills	N	Mean Score	Extremely Important (5)	Very Important (4)	Moderately Important (3)	Slightly Important (2)	Not at all Important (1)
Strategic management/planning	143	4.5	57.3%	35.0%	7.7%	0.0%	0.0%
Budgeting/financial management	142	4.5	54.2%	37.3%	8.5%	0.0%	0.0%
Securing funding to implement mission	141	4.0	35.5%	30.5%	30.5%	3.6%	0.0%
Project management	143	4.4	47.6%	44.8%	6.3%	1.4%	0.0%
Intergovernmental relations	142	3.8	20.4%	45.8%	23.9%	9.2%	0.7%
Consensus building	140	4.0	35.7%	38.6%	18.6%	5.7%	1.4%
Personnel management/coaching/motivating	144	4.1	38.9%	40.3%	17.4%	2.8%	0.7%
Expertise in a particular policy area	141	3.3	14.2%	27.0%	39.0%	17.7%	2.1%
Grant writing/management	141	3.4	13.5%	32.6%	39.0%	13.5%	1.4%

Communication Skills	N	Mean Score	Extremely Important (5)	Very Important (4)	Moderately Important (3)	Slightly Important (2)	Not at all Important (1)
Effective oral communication	145	4.8	78.6%	20.0%	1.4%	0.0%	0.0%
Effective written communication	145	4.8	78.6%	18.6%	2.8%	0.0%	0.0%
Presentation skills	145	4.5	57.2%	34.5%	8.3%	0.0%	0.0%
Communicating with diverse populations	144	4.5	59.7%	33.3%	5.6%	1.4%	0.0%
Compiling research & data	145	3.8	24.8%	33.8%	34.5%	6.9%	0.0%
Conducting literature review	145	3.2	17.2%	20.7%	30.3%	25.5%	6.2%
Report writing	142	4.0	36.6%	35.9%	23.2%	4.2%	0.0%
Ability to interpret and translate research for a lay audience	145	4.2	43.5%	37.2%	14.5%	4.8%	0.0%



University of Missouri

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3/10/20

Latha Ramchand, Provost  
Alexander Cartwright, Chancellor

Dear Provost Ramchand and Chancellor Cartwright:

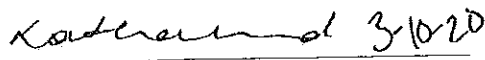
The Truman School of Public Affairs has proposed changing the credit requirements for the Master of Public Affairs (MPA) degree. This involves reducing the traditional program track from 45 to 36 credit hours and the mid-career track from 33 to 30 credit hours. The Truman faculty approve of this proposal and it has the support of the Graduate Faculty Senate. Enclosed are the proposal and the letters of support.

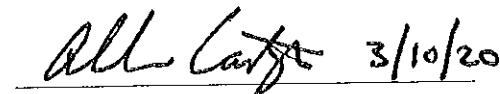
Please contact me directly if you have further questions.

Sincerely,

Matthew P. Martens  
Associate Provost for Academic Programs

MPM: jb

  
\_\_\_\_\_  
Latha Ramchand, Ph.D.      Date  
Provost

  
\_\_\_\_\_  
Alexander N. Cartwright, Ph.D.      Date  
Chancellor



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January 24, 2020

Dean Hart  
Graduate School  
210 Jesse Hall

Dear Dean Hart:

The A&S Executive Committee and I both support the proposal to revise the Master of Public affairs curriculum requirements. This proposed revision comes after multiple years of program assessment, faculty discussions, and information gathering from students, alumni, and employers.

Sincerely,

A handwritten signature in black ink, appearing to read 'A. Cooper Drury', with a long horizontal flourish extending to the right.

A. Cooper Drury  
Senior Associate Dean

GRADUATE FACULTY SENATE APPROVAL FORM

Name of Program, Certificate, Course or Change to:

Change of the requirements for the Master of Public Affairs (MPA) degree

The above item was voted on by the Graduate Faculty Senate on 2/25/2020  
and approved with a UNANIMOUS vote.

Sue Boren

Dr. Sue Boren, President  
Graduate Faculty Senate

2/25/2020

Date

Jeni Hart

Dr. Jeni Hart, Dean  
Graduate School

2/28/20

Date