



DEPARTMENT OF
HIGHER EDUCATION &
WORKFORCE DEVELOPMENT

New Program Report

Date Submitted:

02/04/2021

Institution

University of Missouri-Columbia

Site Information

Implementation Date:

8/1/2021 12:00:00 AM

Added Site(s):

Selected Site(s):

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

CIP Information

CIP Code:

440401

CIP 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.

CIP Program Title:

Public Administration

Institution Program Title:

Public Administration and Policy

Degree Level/Type

Degree Level:

Bachelor's Degree

Degree Type:

Bachelor of Arts

Options Added:

Collaborative Program:

N

Mode of Delivery

Current Mode of Delivery

Classroom

Hybrid

Online



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Student Preparation

Special Admissions Procedure or Student Qualifications required:

There are no special admissions procedures or qualifications for students. As described above, we believe many of our students will be working professionals. Therefore, careful attention to support systems for adults returning to education and for those balancing work and school are important. Similar characteristics describe our online MPA students.

Specific Population Characteristics to be served:

Many of our target students will be currently employed in state and local governments and nonprofit sectors seeking to advance within their own organizations. Police officers are also a target audience for our program, as a large percentage hold an Associate Degree but require a BA degree for advancement.

Faculty Characteristics

Special Requirements for Assignment of Teaching for this Degree/Certificate:

Our Director of Academic Programs (Kathleen Miller) will be responsible for the rollout and management of this program. Our financial projections include a course reduction for her teaching load in order to manage this program.

The three required courses in Public Affairs will be taught by full time faculty members in the Truman School or (in the case of the cross listed course) Political Science. Our cross leveled elective courses are at times taught by our adjunct professors of practice.

Estimate Percentage of Credit Hours that will be assigned to full time faculty:

The accreditation of our MPA program guarantees that less than half of all courses be covered by adjuncts, and we are quite below that threshold.

Expectations for professional activities, special student contact, teaching/learning innovation:

Our core faculty will be teaching the required courses for the program, as well as many of the cross-levelled electives. In addition to our core faculty, several professors of professional practice teach courses that bring unique, real-world experience and perspectives to this curriculum.

Student Enrollment Projections Year One-Five

Year 1	Full Time: 10	Part Time: 20	
Year 2	Full Time: 15	Part Time: 30	
Year 3	Full Time: 25	Part Time: 40	Number of Graduates: 10
Year 4	Full Time: 35	Part Time: 50	
Year 5	Full Time: 40	Part Time: 60	Number of Graduates: 34

Percentage Statement:

n/a

Program Accreditation

Institutional Plans for Accreditation:

The Truman School's MPA program is accredited by the Network of Schools of Public Policy, Affairs, and Administration (NASPAA). While NASPAA does not accredit undergraduate degrees, there is an undergraduate program working group that we will engage.



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Program Structure

Total Credits:

120

Residency Requirements:

n/a

General Education Total Credits:

42

Major Requirements Total Credits:

30

Course(s) Added

COURSE NUMBER	CREDITS	COURSE TITLE
	6	Communications Courses (5 options)
PUB AF 1000	3	Principles of Public Policy Admin.
PUB AF 4320	3	Public Policy
PUB AF 4XXX	3	Program Assessment and Improvement
	15	Public Affairs Electives

Free Elective Credits:

9

Internship or other Capstone Experience:

None required, though internships through the Office of Service Learning, and capstone experiences are available if students wish to pursue.

Assurances

I certify that the program is clearly within the institution's CBHE-approved mission. The proposed new program must be consistent with the institutional mission, as well as the principal planning priorities of the public institution, as set forth in the public institution's approved plan or plan update.

I certify that the program will be offered within the proposing institution's main campus, CBHE-approved service region or CBHE-approved off-site location.

I certify that the program will not unnecessarily duplicate an existing program within the geographically applicable area.

I certify that the program will build upon existing programs and faculty expertise.

I certify that the program can be launched with minimal expense and falls within the institution's current operating budget.

I certify that the institution has conducted research on the feasibility of the proposal and it is likely the program will be successful. Institutions' decision to implement a program shall be based upon demand and/or need for the program in terms of meeting present and future needs of the locale, state, and nation based upon societal needs, and/or student needs.

Contact Information

First and Last Name: STEVEN
CHAFFIN

Email: schaffin@umsystem.edu



DEPARTMENT OF
HIGHER EDUCATION &
WORKFORCE DEVELOPMENT

New Program Report

Phone: 573-884-3360

Table 2. Financial Projections for Proposed Program for Years 1 Through 5.

	Year 1	Year 2	Year 3	Year 4	Year 5
1. Expenses per year					
A. One-time					
<i>New/Renovated Space</i>					
<i>Equipment</i>					
<i>Library</i>					
<i>Consultants</i>					
<i>Other (marketing)</i>	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Total one-time	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
B. Recurring					
<i>Faculty</i>	\$37,500	\$37,500	\$37,500	\$37,500	\$52,500
<i>Staff</i>			\$22,500	\$22,500	\$22,500
<i>Benefits</i>	\$13,358	\$13,358	\$21,372	\$21,372	\$26,715
<i>Equipment</i>					
<i>Library</i>					
<i>Other (travel/training)</i>	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Total recurring	\$53,358	\$53,358	\$83,872	\$83,872	\$104,125
Total expenses (A+B)	\$55,858	\$55,858	\$86,372	\$86,372	\$106,715
2. Revenue per year					
<i>Tuition/Fees</i>	\$147,108	\$220,662	\$330,993	\$441,324	\$514,878
<i>Institutional Resources</i>					
<i>State Aid -- CBHE</i>					
<i>State Aid -- Other</i>					
Total revenue	\$147,108	\$220,662	\$330,993	\$441,324	\$514,878
3. Net revenue (loss) per year	\$1,551	\$75,105	\$199,771	\$354,952	\$408,163
4. Cumulative revenue (loss)	(\$37,583)	\$37,522	\$237,293	\$592,245	\$1,000,408

(1) Specific Sources of Funds - This program will be covered by enrollment and start-up funds by the Truman School and CAS.

(2) Core Institutional Budget - This program will not be funded through the core institutional budget.

(3) No programs will be deleted as a result of this program.

(4) No external, one-time or limited duration funds will be used.

5.C. Program Structure

In addition to university general education and Arts and Science foundation requirements, this major consists of three required courses from Public Affairs, two courses from Communication, and five elective courses that can be taken from a variety of programs. We have a pre-approved list of electives that includes courses in Political Science, Women's and Gender Studies, Black Studies, Sociology, and Economics, making this degree truly interdisciplinary.

BA Curriculum Outline

The program's core curriculum includes three new courses offered by Public Affairs, two courses from offerings in Communication (existing courses) and five elective courses, three of which must be from Public Affairs.

Required Coursework from PUBLIC AFFAIRS, students take each of the following courses:

- PUB_AF 1000 level Principles of Public Policy Administration
- PUB_AF/POL_SCI 4320 Public Policy
- PUB_AF 4xxx (number TBD) Program Assessment and Improvement

Required Coursework from COMMUNICATION, students select two courses from:

- COMM 3572 Argument and Advocacy
- COMM 3460 Organizational Advocacy
- COMM 4478 Communication Competencies for a Diverse Workplace
- COMM 4473 Political Communication
- COMM 4476 Organizational Communication

Elective Coursework (at least three courses must be from Public Affairs):

Students select elective coursework that fulfills their career goals. The list below is not exhaustive but reflects courses that departments have agreed to include. As the program rolls out, additional courses can be added to the list. Electives are grouped into various topic areas:

Social Justice and Policy

- PUB_AF 4175 Early Childhood Policy
- PUB_AF 4340 Regional and Economic Development Policy
- PUB_AF 4001 Leadership and Ethics (topics course, course proposal for cross listed course with Kinder Institute forthcoming)
- HIST 4412/PUB AF 4412 Race and Policy (proposed course)
- WGST 3240 Nonprofit Work and the Pursuit of Social Justice
- BL STU 4303 Race, Class, Gender and U.S. Social Policy
- SOCIOL 3230 Education and Social Inequalities

- SOCIOL 330/PEA ST 3300 Environmental Justice
- POL SCI 4320 Public Policy
- POL SCI 4140 Congress and Legislative Policy
- ECONOM 4345 Economics of Education
- ECONOM 4357 Health Economics
- SRV_LRN 3028 Civic Leadership Internship

Nonprofit Management

- PUB_AF 4001 Fundraising and Philanthropy (topics course, course proposal forthcoming)
- PUB_AF 4700 Social Entrepreneurship
- PUB_AF 4001 Leadership and Ethics (topics course, course proposal for cross listed course with Kinder Institute forthcoming)
- PUB_AF 4710 The Nonprofit and Voluntary Sector (Proposal for new course and re-level of 8710 in process)
- PUB_AF 4520 Human Resource Management and Development in the Public and Nonprofit Sector (currently offered as PUB_AF 8520, proposal to create new cross-leveled course forthcoming)
- WGST 3240 Nonprofit Work and the Pursuit of Social Justice
- SRV_LRN 3028 Civic Leadership Internship

Public Management

- PUB_AF 4700 Social Entrepreneurship
- PUB_AF 4001 Leadership and Ethics (topics course, course proposal for cross listed course with Kinder Institute forthcoming)
- PUB_AF 4540 Local Government Management
- PUB_AF 4520 Human Resource Management and Development in the Public and Nonprofit Sector (currently offered as PUB_AF 8520, proposal to create new cross-leveled course forthcoming)
- POL SCI 4370 The Administrative State, Public Policy and Constitutional Democracy
- ECONOM 4315 Public Economics
- ECONOM 4367 Law and Economics
- SRV_LRN 3028 Civic Leadership Internship

5.C.1. Program Structure Form

1. **Total Credits Required for Graduation: 120**

2. **Residence requirements, if any: N/A**

3. General education

Total general education credits: 54

Courses (specific course or distribution area and credit hours):

Course	Hrs	Course	Hrs	Course	Hrs
Math and Quantitative Reasoning	3	Biological, Physical and Math Science	9	Foreign Language	12-13
English course requirement	3	Behavioral Sciences	5-6		
Writing Intensive requirement	3	Social Sciences	9		
American Government	3	Humanities/Fine Arts	12		

4. Major Requirements

a. Total credits specific to degree: 30

Courses (specific course or distribution area and credit hours):

Course	Hrs	Course	Hrs	Course	Hrs
PUB AF 1000	3	PUB AF/POL SCI 4320	3	PUB AF 4xxx	3
COMM courses	6	PUB AF electives	6-15		
		Other electives	0-9		

5. **Free elective credits: 36**

6. Requirement for thesis, internship or other capstone experience:

None required, though internships through the Office of Service Learning, and capstone experiences are available if students wish to pursue.

7. Any unique features such as interdepartmental cooperation:

2 classes required from Department of Communications

Executive Summary
B.A. in Public Administration in Policy

The Truman School of Public Affairs is proposing an in-person, hybrid and fully online Bachelor of Arts in Public Administration and Policy. The Truman School has offered only graduate degrees since the mid-1980s when the Public Administration undergraduate degree was discontinued due to inadequate levels of faculty to maintain both an undergraduate and graduate program. In recent years, the Truman School has made extensive efforts to plan for implementation of this degree. We have re-classified our student support position to Academic Advisor. Revisions to our MPA curriculum, course offerings in Jefferson City, requirements for graduate certificate, cross leveling of MPA courses (to 4000/7000 level), partnerships with other A&S units, and close work with the office of eLearning have prepared us for the implementation of a BA program. We can implement this program with our existing faculty and staff resources.

This program fills an important need to prepare future public service professionals. The aging of the U.S. workforce is a challenge across many industry sectors. Nearly half of all employed workers are age 45 and over at a time when challenges in the public sphere are larger than ever. The Truman School's existing faculty expertise and strong emphasis on experiential learning will assist in developing the next generation of public sector workers for entrance into the state, regional and national workforce.

Additionally, while the number of private sector jobs grew only 0.4 percent in the state of Missouri between 2007 and 2016, the nonprofit sector has seen a 16.3 percent increase in jobs. While the nonprofit sector has seen growth nationwide, there is a growing concern with the leadership future in the nonprofit sector, as many executive directors are reaching retirement age. Police officers are also a target audience for our program, as a large percentage hold an Associate Degree but require a BA degree for advancement.

The Truman School is well-positioned to address these needs by giving a new generation of public servants the necessary tools for success in the challenging and evolving landscape of public service. This BA program will prepare students to think critically about problems facing public and nonprofit institutions, to develop and implement solutions to these problems, and to communicate effectively as future public servants. The curriculum melds the study of public administration, public policy, and communication to prepare students for a variety of careers in the public service.

No. 2

Recommended Action – B.A. Public Administration and Policy – MU

It was recommended by Sr. Associate Vice President Steve Graham, endorsed by President of the University of Missouri Mun Choi, recommended by the Academic, Student Affairs and Research & Economic Development Committee, moved by Curator _____, seconded by Curator _____ that the following action be approved:

that the University of Missouri – Columbia be authorized to submit the attached proposal for a Bachelor of Arts in Public Administration and Policy to the Coordinating Board for Higher Education for approval.

Roll call vote of the Committee: YES NO

Curator Wenneker

Curator Hoberock

Curator Layman

Curator Snowden

The motion _____.

Roll call vote of Board: YES NO

Curator Brncic

Curator Chatman

Curator Graham

Curator Hoberock

Curator Layman

Curator Snowden

Curator Steelman

Curator Wenneker

Curator Williams

The motion _____.

New Degree Program Proposal:

**Bachelor of Arts in
Public Administration and Policy**

University of Missouri - Columbia

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(Some appendices are excluded from these materials for length and clarity and are available upon request.)

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This program fills an important need to prepare future public service professionals. The aging of the U.S. workforce is a challenge across many industry sectors. Nearly half of all employed workers are age 45 and over at a time when challenges in the public sphere are larger than ever. The Truman School's existing faculty expertise and strong emphasis on experiential learning will assist in developing the next generation of public sector workers for entrance into the state, regional and national workforce.

Additionally, while the number of private sector jobs grew only 0.4 percent in the state of Missouri between 2007 and 2016, the nonprofit sector has seen a 16.3 percent increase in jobs. While the nonprofit sector has seen growth nationwide, there is a growing concern with the leadership future in the nonprofit sector, as many executive directors are reaching retirement age. Police officers are also a target audience for our program, as a large percentage hold an Associate Degree but require a BA degree for advancement.

The Truman School is well-positioned to address these needs by giving a new generation of public servants the necessary tools for success in the challenging and evolving landscape of public service. This BA program will prepare students to think critically about problems facing public and nonprofit institutions, to develop and implement solutions to these problems, and to communicate effectively as future public servants. The curriculum melds the study of public administration, public policy, and communication to prepare students for a variety of careers in the public service.

1. Introduction

This proposal outlines our proposal for a Bachelor of Arts degree in Public Administration and Policy, to be offered by the Truman School of Public Affairs, within the College of Arts and Science. This full proposal follows from our preliminary proposal and addresses several questions and concerns raised during the approval process. The development of this program as an online/hybrid program aligns well with our initiatives to provide more flexible, accessible higher education. The Truman School has six years of experience delivering online instruction, which puts us in an optimal position to provide this new offering relatively seamlessly. The focus on cross-leveled courses and existing partnerships addresses are streamlined and efficient in this time of strained resources and uncertainty.

Academic Components of BA Program

Core courses in the curriculum cover the foundations of public administration, communication strategies for public policy change, and processes and techniques to evaluate program assessment and program improvement. The Network of Schools of Public Policy, Affairs, and Administration (NASPAA), the accrediting body for our Master of Public Affairs program, provides guidance on the development of baccalaureate degree programs in public affairs and public administration. Per these guidelines, a program should “provide a strong component of analytical and management skills relevant to the field of public management, along with a broad background and understanding of the political, social, and economic environment in which public issues exist. Critical to student success will be the development of communication skills that are relevant across multiple platforms.”¹

A unique aspect of this proposed program is the focus on communication skills, with required courses from the Communication department. Courses such as argument and advocacy, political communication, and organizational communication will provide students with competency in this area. The connection with Communication demonstrates a unique aspect of this undergraduate degree program. Additional courses in public affairs will provide student important training in key aspects of public and nonprofit administration, such as human resource management, nonprofit management, public service ethics and leadership, and local government management.

Employers have expressed a need for professionals with strong skills in management and communication. A recent study by the Volcker Alliance (2018) sought to understand the important skills needed by government leaders, and how educational programs can prepare graduates for effective leadership. The survey asked

¹ NASPAA, 2016. Guidelines for Baccalaureate Degree Programs in Public Affairs/Public Administration, page 1.

government leaders to rate the importance of skills within three public sector competency areas: (1) managing your team and yourself; (2) responding to the public; and (3) navigating the broader environment. Respondents rated communication and project management skills among the most important skills for their public service roles.² Collectively the course offerings in the major will provide these skills.

It is worthy of note, that although many of our graduates go to work in the public and nonprofit sectors, a substantial number of them also go into the private sector. This is a testament to the broad-based skillset provided by our program, which gives students a solid foundation for a wide variety of occupations.

To date, we have completed course proposals for several courses at the undergraduate / graduate level and have several additional proposals in process. The inclusion of courses at the 4000/7000 level allow us to deliver the BA program as well as our MPA program with our existing resources. Our small, on-campus MPA cohorts will take elective courses at the 7000 level along with upper level undergraduates in the 4000 sections. All of the 4000/7000 courses listed in this proposal are elective courses for the MPA program.

Several courses have been renumbered at the 4000/7000 level, and additional proposals will be submitted through the curriculum management system (CIM) to relevel additional courses. The Truman School has ample experience with course delivery in the online modality. Our online MPA program was launched in 2014 and nearly all Truman School faculty have participated in online instruction. While course objectives and outcomes are similar across modalities, methods of content delivery and student engagement are unique. The success of our online MPA program demonstrates our capacity to deliver a high-quality program in this modality.

Following work over the past several years, the Truman School is prepared to implement this program with existing staff and faculty resources. Detailed descriptions of the changes we have made to our graduate curriculum are detailed later in this proposal. The current director of academic programs for the Truman School, Kathleen Miller, would be responsible for overseeing the program. Ms. Miller currently oversees the MPA program. This would be part of the Truman School and thus, ultimately under the authority of the Truman School director, currently Dr. Lael Keiser.

If this BA proposal is approved, we intend to pursue an accelerated graduate pathway to allow motivated traditional students to smoothly transition into graduate education and mid-career students to rapidly improve their educational credentials and advance their careers. Our accelerated program with Political Science (BA

² Volcker Alliance, 2018. Preparing Tomorrow's Public Service: What the Next Generation Needs.

PS/MPA) provides us insight how to manage such a program. While recently approved, we have had several students do the accelerated program in an unofficial manner with minimal transactions costs for students. Since approved, there is much interest in the BA PS/MPA accelerated program.

2. University Mission & Program Analysis

2.A. Alignment with University Mission & Goals

The development of this program aligns with and contributes to the goals of the Truman School, the College of Arts and Science, and the University of Missouri. University of Missouri's mission statement:

Our distinct mission, as Missouri's only state-supported member of the Association of American Universities, is to provide all Missourians the benefits of a world-class research university. We are stewards and builders of a priceless state resource, a unique physical infrastructure and scholarly environment in which our tightly interlocked missions of teaching, research, service and economic development work together on behalf of all citizens. Students work side by side with some of the world's best faculty to advance the arts and humanities, the sciences and the professions. Scholarship and teaching are daily driven by a commitment to public service — the obligation to produce and disseminate knowledge that will improve the quality of life in the state, the nation and the world.³

This proposed program in public administration and policy is focused on providing students with the knowledge, skills and ethics to become public servants in the both the government and the non-profit sector.

This program contributes to several of MU's strategic goals. In particular:

Goal 1, Strategy A: Create new degree programs and revise existing programs based on student demand, workforce needs and emerging opportunities.⁴

This degree program directly addresses specific workforce needs in Missouri and nationally. The aging of the population will provide significant workforce challenges to the state and nation. This is a problem in the public sector workforce as well, where looming baby boomer retirements may create leadership vacuums in public agencies across the state and region.⁵

³ University of Missouri mission statement: <https://missouri.edu/mission-values>

⁴ University of Missouri, University for Missouri, The Flagship of the Future, MU Strategic Plan, August 27, 2018, page 13.

⁵ Chew, Jaselyn, 2014. Aging Workforce Requires New Strategies for Employee Retention, MU Research Says, MU News Bureau. Accessed 2/26/2019 <https://munews.missouri.edu/news-releases/2014/0403-aging-workforce-requires-new-strategies-for-employee-retention-mu-researcher-says/>

A point within Goal 1, Strategy A (above) is to “Develop new and revise existing interdisciplinary undergraduate and graduate degree programs.” This program reflects the interdisciplinary nature of public administration and policy. We have a set of pre-approved electives from multiple disciplines, such as Political Science, Sociology, Economics, Women’s and Gender Studies, and Black Studies. We expect this list to grow as we continue to collaborate with other departments in the College of Arts and Science as well as other colleges across the campus and system (see below for a discussion of our planning efforts with UMSL).

Given the unique curriculum and limited overlap with other fields of study, this new major has the potential to increase the number of new students attending Mizzou and is unlikely to draw significantly from existing majors.

Goal 1, Strategy B: Enhance academic opportunities for online and distance learners.⁶

We plan to offer courses for this BA 100% online and have a rollout plan for all Public Affairs courses in the online environment. In fact, many of the cross-leveled elective courses are already offered in our online MPA program. The Communication courses are also offered online, as are several of the electives from other units. Our success with the online delivery of the Master of Public Affairs program and retention of distance students provides us with experience in working with distance learners and delivering quality course content in the online environment.

Goal 2: Enhance student access and increase the annual size of our new incoming undergraduates to 6,000 by 2023.

Strategy C: Increase enrollment of transfer students⁷

We believe this is an ideal market for this major. Many professionals hold associate degrees (for example individuals working in law enforcement) and would have interest in pursuing the BA in Public Administration and Policy.

The Truman School of Public Affairs seeks to grow in numbers of students served and educate future public leaders in ethical leadership. We currently offer a Master of Public Affairs, a PhD in Public Affairs, and several graduate level certificate programs. The addition of an undergraduate degree in public affairs will allow us to engage and educate current and future public servants at different career stages.

⁶ University of Missouri, University for Missouri; The Flagship of the Future, MU Strategic Plan, August 27, 2018, page 13.

⁷ University of Missouri, University for Missouri; The Flagship of the Future, MU Strategic Plan, August 27, 2018, page 13.

2.B. Duplication & Collaboration within Campus, Across System

While there is some overlap between a BA in Political Science and a BA in Public Administration and Public Policy, they are different in important ways. We see our proposed degree as complementary to that of a Political Science degree yet also as distinctive. The primary focus in political science is on political behavior such as elections, political institutions such as legislatures or the Presidency, and legal institutions such as the courts. In contrast, the primary focus in public administration and policy is on organizations that provide public services such as non-profit organizations and public agencies, clients of programs, and the people who provide services and their managers.

There is also a focus on evaluating public programs. While there is some overlap between the two fields in that both focus on the processes that create public laws and programs, public administration and policy is much more interdisciplinary. While some public administration degrees are housed in Political Science departments, many degrees are housed in stand-alone units or in Business Schools. Each field has separate professional associations. In addition, the Political Science department currently has no plans to develop an online BA degree in Political Science. Therefore, our offering has the potential to significantly increase new students into the university system.

In creating our proposal, we reviewed course offerings in several different departments including Political Science, and have plans to officially cross list one course with Political Science as part of this curriculum. We also require students to choose at least two electives from other units and include several political science courses on the pre-approved list.

We identified four courses in the Department of Communication that fit with the focus of our proposed degree. Understanding the theory and practice of communication is a very important for students pursuing degrees in policy administration, implementation and evaluation. The Communication courses are offered regularly, and the Communication Department will provide space in these courses for the students earning the BA in Public Administration and Policy.

There is complementarity with degrees in business and a combination of courses would benefit students across both majors. The public sector differs in significant ways in which a degree in public administration and policy best prepares students. Despite trends in the privatization of some public services and enterprises, there are fundamental differences in the structure and operationalization of public organizations. Students in business majors might be specifically interested in areas of public/private partnerships and would benefit from coursework in public administration, or even perhaps a double major. The focus on nonprofit organizations with public affairs may also be of interest to many students of business, and skills in

the management and structures of nonprofit organizations would add value to the business curriculum.

The Political Science Department at the University of Missouri St. Louis offers a major in Public Policy and Administration. There are key differences between that program and this proposed program, and the programs are complementary rather than competitive. Through our collaboration with the Department of Communication, we are providing important skills that are different, but complement, those taught at UMSL.

The Truman School has discussed course sharing with the faculty and department chair at UMSL. On August 4, 2020, Lael Keiser (Director of the Truman School) and Kathleen Miller (Truman School Academic Programs Director) met with the interim chair of Political Science at UMSL, David Kimball along with several faculty members in their department. We each discussed the goals and objectives of our programs, and explored possibilities of course sharing. Following that meeting, we shared course syllabi over email and held discussions with faculty at each institution. There is interest in developing an agreement to share elective courses across the two institutions for majors (see letter of interest from David Kimball in the appendix). Majors at UMSL would be able to take up to two courses at MU toward the BA, and majors at MU could take up to two courses at UMSL toward this BA. One possible arrangement under consideration would involve sharing of the following courses:

From MU:

POL SC 4120 Politics and the Media

PUB AF 4340 Regional and Economic Development Policy

From UMSL:

POL SC 1200 Foundations of Law

POL SC 3460 The Politics of Poverty and Welfare

Once this BA is approved, we will develop a formal MOU for course sharing across the two universities.

3. Business-Related Criteria & Justification

3.A. Market Analysis

3.A.1. Rationale and Workforce Demand for the Program

As discussed in prior sections, the UM Office of eLearning (then Mizzou Online) conducted a market analysis for the online degree in public administration and policy. The analysis found only 52 programs offering online bachelor's degrees in public

administration, public policy analysis, and nonprofit/public/organizational management, though a small number of degrees were conferred within the previous years. Given the low number of online programs in these areas, the University of Missouri has the potential to be a leader not only in Missouri, but across the nation in providing high quality public administration, public policy, and nonprofit management education at the bachelor's level.

The market research stated that "the number of jobs is expected to grow over the next 10 years, with a predicted employment trend of 8.88%, an average rate of growth...the average salary in the nation for graduates of these bachelor's programs is \$66,213."⁸

The market research analysis examines job postings utilizing searches for key codes (public administration, public policy, nonprofit/public/organizational management). Analysis resulted in over 55,000 postings nationwide with these specified search criteria over the past year. The top occupations found within the search include:

- Managers, all other (5,388 postings)
- Human resources specialists (2,723)
- Medical and health services managers (2,051)
- General and operations managers (2,004)
- Management analysts (1,949)
- Accountants (1,836)
- Public relations and fundraising managers (1,667)⁹

The analysis examined the employers with the most job openings, using the same search criteria. The top employers included the U.S. Government, several state and local governments, Anthem Blue Cross, and three nonprofits.¹⁰ These are all areas in which a BA in Public Administration and Policy provides important and relevant skills.

While an analysis of job postings provides a useful proxy for program demand, this analysis may actually understate demand. Many of our target students will be currently employed in state and local governments and nonprofit sectors seeking to advance within their own organizations, as has been the experience with our MPA program. While in the near term, these sectors are likely to experience pandemic related challenges similar to other sectors of the economy, the longer-term trends are

⁸ Market Research Analysis for an Online Public Administration Bachelor's Degree Program, prepared by MU Office of eLearning, February 2020, p. 3.

⁹ Market Research Analysis for an Online Public Administration Bachelor's Degree Program, prepared by MU Office of eLearning, February 2020, p. 10.

¹⁰ Market Research Analysis for an Online Public Administration Bachelor's Degree Program, prepared by MU Office of eLearning, February 2020, p. 12.

likely to be influenced by the large numbers of retirements expected in the coming years (as detailed in the Executive Summary).

One career area with frequent interest in public administration and policy is law enforcement. We have a significant number of individuals employed as police, fire, and rescue professionals within our MPA program. This major has the potential to reach a broader audience within this sector. A recent study by the National Policy Foundation Study finds that over half (51.8%) of police officers in the U.S. have a two-year degree. The study finds that while a college degree is not frequently required to become a police officer, it is a highly important factor in promotions, and a majority of agencies offer increased pay for having a bachelor's degree.¹¹ The increased focus on policing in recent months is also resulting in calls for more education and advanced training for police officers. The Truman School could play an important role in these efforts with the flexibility and convenience our online program would offer to working officers.

Similarly, our online MPA program has attracted a large number of active duty and retired members of the military. This degree, particularly the online modality, has the potential to attract military students. A recent study from the National Center for Education Statistics analyzed changes in college enrollment between 2007-08 and 2011-12. The study found an increase in military students enrolled in undergraduate education, an increase in the use of veterans' educational benefits, and attendance in online programs at a higher rate than nonmilitary students.¹²

The Truman School Alumni Advisory Board responded enthusiastically to the prospect of reinstating a BA program. Many of our alumni graduated from the original BA program and see the value it brings to public service. The skills and competencies targeted with the proposed BA align well with those identified as in high demand by our alumni. In a survey sent to our alumni regarding important skills for future public servants, communication-related skills ranked very high. At the top was effective oral communication skills and written communication skills. Rounding out the top seven, were Excel, strategic management/planning, communicating with diverse populations, presentation skills, and budgeting/financial management. While this information was gathered to support a curriculum evaluation in our MPA program, it also provides solid evidence that the curriculum we are proposing with this BA program is on target with current workplace needs.

¹¹ Gardiner, Christie (2017). Policing Around the Nation: Education, Philosophy, and Practice. California State University Fullerton Center for Public Policy and National Policy Foundation. <https://www.policefoundation.org/publication/policing-around-the-nation-education-philosophy-and-practice/>

¹² Radfods, Alexandria Walton, Alexander Bentz, Remmert Dekker, Jonathan Paslov (2016). After the Post-9/11 GI Bill: A Profile of Military Service Members and Veterans Enrolled in Undergraduate and Graduate Education. *Stats in Brief*, National Center for Education Statistics, U.S. Department of Education. NCES 2016-435.

3.A.2. Student Demand for the Program

We anticipate that the program on campus will have steady growth, with a faster growth curve in our online modality. This is anticipated based on the extremely rapid growth experiences in our online MPA program.

Undergraduate students have requested a minor in public policy, as demonstrated by the Missouri Student Association Senate resolution from the 2017-2018 academic year. The resolution requests that the University develop and implement a minor in public policy. While this proposal is for a BA rather than an undergraduate minor, it does respond to the demand represented in the resolution. The resolution is included the appendix of this proposal.

We anticipate that growth will be faster in the online modality, given the potential audience of employed professionals. As a large number of police and rescue professionals and military service members hold associates but not bachelor's degrees, this is a target audience for the BA. We also anticipate online students to enroll part-time. This is the case within our online MPA program. Nearly all of our 170 students enroll in one course per term.

In the beginning, we anticipate that only a small portion of the on-campus students will be new to MU, until a marketing campaign gains momentum. As we're launching the first two courses in fall 2020, we believe we will attract several students into the major. The long-term projections anticipate new students to the campus. We anticipate that nearly all online students will be new students. While it is possible that some subset of our on-campus students come from other majors, our hope is to recruit net new students to the university through this major.

Table 1a. Student Enrollment Projections (anticipated total number of students enrolled in the program during the first five fall semesters following implementation.)

Year:	1	2	3	4	5
Full-time	10	15	25	35	40
Part-time	20	30	40	50	60
Total	30	45	65	85	100

Table 1b. New Student Enrollment Projections (anticipated number of students enrolled in the program during the first five fall semesters following implementation that are new to the University.)

Fiscal Year:	1	2	3	4	5
Full-time	0	5	20	35	40
Part-time	20	30	40	50	60
Total	20	35	60	85	100

Table 1c. Projected Number of Degrees Awarded

Year:	1	2	3	4	5	6	7	8	9	10
# of Degrees Awarded	0	2	8	10	14	32	47	75	88	117

3.B. Financial Projections

The financial projections are summarized in the attached spreadsheet “Financial Template TSPA” and the detailed “pro forma notes” to accompany. Both are included as appendix material and summarized below.

We anticipate the program to be revenue generating as quickly as year 2.

Our estimates of the number of students above are split between online and on-campus students. These groups differ in many ways, but most significantly in the number of credits taken per year. For the sake of our financial projections, the assumption is that on campus students will take an average of 30 credits per year, while online students will take an estimated 15 credits per year. This may understate revenue if online students take more credits per year.

Summary of assumptions and rationale:

- We anticipate on-campus enrollment to initially be driven by within campus transfers. Over time, as more students learn of the major, outreach becomes routinized and applicants can select the major as they apply, we expect this number to decrease. We expect all the online students to be net new students. We’ve mirrored the projected growth path after our own experiences in the growth of the online MPA program. While we expect there will be key differences between a BA and an MPA program, this provides us a useful starting point.
- We expect online students to take fewer credits per academic year. These are trends that we have learned through our online MPA program and that individuals from the Office of eLearning have cited as the norm in online education. This is because most online students tend to also be working.
- We assume full time students will take 30 credits per academic year.
- For ease of analyses, we have used a rate of \$299 per credit hour, the in-state rate. However, we predict that it is likely our online program will attract many out of state students. Experience in our online MPA program shows that only about a third of students are from Missouri. While online out-of-state students don’t pay the full non-resident rate, we have maintained the \$299 rate throughout the pro forma. Thus, it is a conservative estimate.

- We do not propose hiring new faculty for this program. We have made significant changes to our MPA curriculum and program offerings to “free up” faculty to be able to offer these courses. We will need to offer very few courses that are for the BA only, and one of those courses has been approved as a social science general education course, so we expect it to attract a significant number of students. Therefore, the expenses listed are an estimate of the cost of existing faculty to teach the BA level courses that *would not otherwise be offered*. We utilize an across the board estimate of \$7,500 per class (10% of a \$75,000 salary).
- We have included an annual travel budget of \$2,500 to reflect travel and training that would not otherwise occur. As our academic advisor is likely to be engaged with new undergraduate students, there are likely to be some training opportunities for her to engage in. The NASPAA organization which accredits our MPA program maintains a working group for undergraduate programs, so we may incur travel expenses to engage with that group.
- We have included a budget for marketing. This includes printing and distributing flyers, as well as purchasing advertising space in trade publications that reach working professionals. This can likely be combined with existing marketing efforts toward those audiences for our MPA program.

3.B.1. Additional Resources Needed

The Truman School will be able to implement the BA program using existing faculty and staff. The program relies heavily on existing and proposed cross-leveled courses within Public Affairs, and partnerships with other departments for elective course offerings. We will incur costs for travel and marketing (described above), and a course buy out for the program director represents an additional investment in the success of this program.

3.B.2. Revenue

Revenue is calculated based on the discount rate provided by the Provost’s office in the development of our proposal. We have utilized the 18% rate throughout the pro forma.¹³

We have budgeted for travel and marketing costs, as well as a course buy out for the director. No additional resources are needed to launch the program.

3.B.3. Net Revenue

Based on the pro forma (summarized below), the program will see net positive revenue in year 2.

¹³ Email communication with Steven Chaffin on May 28, 2020

Table 2. Financial Projections for Proposed Program for Years 1 Through 5.

	Year 1	Year 2	Year 3	Year 4	Year 5
1. Expenses per year					
A. One-time					
<i>New/Renovated Space</i>					
<i>Equipment</i>					
<i>Library</i>					
<i>Consultants</i>					
<i>Other (marketing)</i>	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Total one-time	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
B. Recurring					
<i>Faculty</i>	\$37,500	\$37,500	\$37,500	\$37,500	\$52,500
<i>Staff</i>			\$22,500	\$22,500	\$22,500
<i>Benefits</i>	\$13,358	\$13,358	\$21,372	\$21,372	\$26,715
<i>Equipment</i>					
<i>Library</i>					
<i>Other (travel/training)</i>	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Total recurring	\$53,358	\$53,358	\$83,872	\$83,872	\$104,125
Total expenses (A+B)	\$55,858	\$55,858	\$86,372	\$86,372	\$106,715
2. Revenue per year					
<i>Tuition/Fees</i>	\$147,108	\$220,662	\$330,993	\$441,324	\$514,878
<i>Institutional Resources</i>					
<i>State Aid -- CBHE</i>					
<i>State Aid -- Other</i>					
Total revenue	\$147,108	\$220,662	\$330,993	\$441,324	\$514,878
3. Net revenue (loss) per year	\$1,551	\$75,105	\$199,771	\$354,952	\$408,163
4. Cumulative revenue (loss)	(\$37,583)	\$37,522	\$237,293	\$592,245	\$1,000,408

3.B.4. Academic and Financial Viability

A primary strength of the Truman School is its faculty, which is a mix of scholars conducting cutting-edge research in a variety of policy areas and accomplished professors of practice. This gives students a strong academic foundation as well as insights into the field of public service.

The program is structured to take advantage of many courses that we offer through our MPA program. In addition, the new 1000 level undergraduate class (a

requirement for this program) has already been approved as fulfilling the university's social science general education requirement, which will make the class attractive to students across many majors. The other two required Public Affairs classes include one that will be cross-listed with Political Science, and one that is cross-leveled with our MPA level coursework. This structure will ensure adequate enrollment for frequent offerings of the class while the undergraduate program ramps up.

Given the structure, a small number of students in the major makes the program economically viable – though we expect the numbers to be must larger than meeting the minimum for viability. As our courses are available as general education fulfilling and/or cross listed/leveled, we can achieve academic viability (i.e. classes making enrollment) with a small number of students enrolled in the major.

Table 3. Enrollment for Academic and Financial Viability

Viability	Minimum Enrollment
Academic	15
Financial	30
Overall	30

The Truman School will carefully monitor the enrollment in the major across the online and in person modalities. While the major is expected to take some time to gain momentum, if over time, we are not experiencing average of the number of students suggested in the table above, we will explore and discuss the continued viability of the program.

3.C. Business Plan: Marketing, Student Success, Transition & Exit Strategy

3.C.1. Marketing Plan

We plan extensive outreach to advertise this major. For the campus environment, working through Mizzou undergraduate recruiting offices is important, and we will participate in activities that promote this major at high schools across the state. Our introductory course is proposed as a social science general education course, so we hope to engage undecided undergraduates via that course.

UM Office of eLearning engages in extensive outreach for online programs, and we plan to work closely with them to direct efforts towards this major. We expect many of our online students to be current working professionals, which requires a unique marketing and outreach strategy. Directed marketing efforts will be made through professional networks for law enforcement, military, nonprofit sectors, and state and local governments. Many of these professionals already possess an associate degree.

3.C.2. Student Success Plan

Retention of students is a critical component to any BA program. The College of Arts and Science utilizes a thorough process to support undergraduate students' success. These efforts include early warning systems and student feedback surveys. Particular attention is paid to first generation college students. The Arts and Science advising office will provide us with support as we work with our new undergraduate students.

3.C.3. Transition Plan

The Truman School's director of academic programs will manage the rollout of this new undergraduate program, and the department will name an undergraduate committee to oversee the program. Should the director of academic programs depart the role, the committee structure will ensure a seamless transition to a different faculty member to oversee.

3.C.4. Exit Strategy

Should the program become unsustainable due to low student numbers, we can swiftly shift our faculty resources to the MPA level only classes. However, keeping the 4000 levels of the courses will continue to attract students in other majors. The PUB AF 1000 class is an approved social science general education class, so it is likely to continue to garner interest in the absence of the major.

In addition, if the program is unsustainable, the program director would forego the course buy out and teach an additional MPA level class.

As the program is not requiring a large investment in terms of new faculty and staff and new course development, it is reasonable to allow the program time to determine if demand grows.

4. Institutional Capacity

Certainly, the launch of a BA program is significant. Careful thought has gone into our proposal and planned rollout so that we can assure its success. Our Director of Academic Programs (Kathleen Miller) will oversee the rollout of the program, and we have developed a course rollout plan, described above, that ensures careful attention to the curriculum. Our core faculty will be teaching the required courses for the program, as well as many of the cross-leveled electives. In addition to our core faculty, several professors of professional practice teach courses that bring unique, real-world experience and perspectives to this curriculum. Adjunct instructors are carefully vetted by the Truman School, and tend to teach regularly.

Advising students is an important role. The Truman School employs one full time academic advisor, though we do have significant demand in our graduate programs. Advising support will also come from the College of Arts and Science central advising.

Several recent or ongoing changes will allow us to streamline efforts to ensure the success of this new program:

- Our academic advisor staff position is newly re-classified from Student Support Specialist I to Academic Advisor and we have filled this position. By year three, however, we feel that additional advising capacity will be necessary, and we have included this in our financial projections.
- We have restructured our MPA curriculum. This revision reduces the complexity of our curriculum to allow more straightforward course offerings and easier student advising.
- Several of our graduate certificate programs are in the process of revisions to better align those requirements with our MPA requirements, to allow more efficient course offerings and program management.
- The UM Office of eLearning is planning an investment to grow our online program. Despite the current budget situation on campus, we have confirmed that eLearning is proceeding with their investment. In fact, we've already seen a significant increase in applications to our online MPA program. As part of this effort, we are working with UM Office of eLearning on the delivery of student support services. For example, eLearning will employ pre-enrollment counseling and student success coaching services, which will assist the Truman School to more efficiently manage our programs.
- We have merged our Jefferson City program into a hybrid program with our campus and online programs. This reduces the course offerings in the Jefferson City campus, freeing up faculty resources to focus on undergraduate teaching.

As previously stated, the Truman School has six years of experience operating an online, asynchronous, MPA program. Nearly all of our faculty have taught online and thus are very proficient with the tools for this type of instruction. As part of the scaling of our MPA program, all faculty will be taking online teaching certification training, and all MPA classes will undergo quality course reviews. This will enhance the expertise for all of our faculty, which will greatly benefit the undergraduate program as well.

5. Program Characteristics

5.A. Program Outcomes

The BA in Public Administration and Policy will prepare students to think critically about problems facing public and nonprofit institutions, to develop and implement solutions to these problems, and to communicate effectively as future public servants.

The curriculum melds the study of public administration, public policy, and communication to prepare students for careers in professional public service.

Foundation and general education requirements of MU and the College of Arts and Science will provide students a broad background in social, political, and economic issues that will be critical to our program. Courses from Communication also provide a critical skill.

Specific objectives of this BA degree in Public Administration and Policy follow guidance from NASPAA:

- To provide those elements of a liberal education relevant to the preparation of qualified persons for public service in contemporary society
- To provide a professional orientation in PA in order to prepare students for careers in the public service
- To provide a program sufficient flexibility to meet both the needs of students without fixed career objectives and the needs of persons already in the public service who wish to enhance their skills or prepare for different roles
- To provide a student with adequate preparation for entry into graduate study in related fields.
- To provide adequate foundation work in subject areas that a fundamental to a liberal, professionally-oriented education and preparation for career objectives including graduate work. They include:
 - Understanding of economic, legal, political, and governmental institutions, systems, and processes
 - Development of analytical/quantitative abilities and skills for defining and solving problems
 - Development of communication abilities and skills – written, oral and electronic
 - Understanding of human behavior- individual, group, and organizational- and development of abilities and skills for analyzing and coping with behavioral situations.
 - Understanding of administrative/management systems and processes.
 - Navigating within and across differences¹⁴

The BA will provide competencies similar to the MPA program, which are: lead and manage in public governance; participate in and contribute to the policy process;

¹⁴ NASPAA, 2016. Guidelines for Baccalaureate Degree Programs in Public Affairs/Public Administration, page 6

analyze, synthesize, think critically, solve problems, and make decisions; incorporate public values into decisions; communicate and interact productively with a diverse and changing workforce and citizenry; work effectively within multi-sector public service at the intersection of policy and management; and exhibit professional conduct.

UM Office of eLearning conducted additional market research analysis for the BA in Public Administration and Policy in February 2020. The full market analysis is included as an appendix to this proposal. The market research analysis examines job postings through key related codes (public administration, public policy, and nonprofit/public/organizational management). The analysis identified over 55,000 postings nationwide within these specified search criteria. The market research stated that "the number of jobs is expected to grow over the next 10 years, with a predicted employment trend of 8.88% and an average salary of \$66,213."¹⁵ This analysis was compiled by examining advertised job postings during February 1, 2019 to January 31, 2020.¹⁶ This supplemental analysis also shows a rising demand for individuals with a BA in Public Administration based on advertised job postings over that period, increasing from 36,322 in AY2014 to 55,671 in AY2019.¹⁷ The employment trend for career outcomes in this program is also projected to increase over the next several years.

The top occupations found within these searches include:

- Managers, all other (5,388 postings)
- Human resource specialists (2,723)
- Medical and health services managers (2,051)
- General and operations managers (2,004)
- Management analysts (1,949)
- Accountants (1,836)
- Public relations and fundraising managers (1,667)¹⁸

While the analysis of job postings within the UM Office of eLearning market analysis provides a useful proxy for program demand, this analysis may understate demand as many of our target students will be current government and nonprofit sector employees looking to advance within their own organizations. This has been the experience with our MPA program. Additionally, our online MPA program has attracted a large number of active duty and retired members of the military as well

¹⁵ Market Research Analysis for an Online Public Administration Bachelor's Degree Program, prepared by MU Office of eLearning, February 2020, p. 3.

¹⁶ Market Research Analysis for an Online Public Administration Bachelor's Degree Program, prepared by MU Office of eLearning, supplemental analysis, p. 3.

¹⁷ Market Research Analysis for an Online Public Administration Bachelor's Degree Program, prepared by MU Office of eLearning, February 2020, p.17.

¹⁸ Market Research Analysis for an Online Public Administration Bachelor's Degree Program, prepared by MU Office of eLearning, February 2020, p. 10.

as employees in fire and police departments. We expect that there are a number of these types of individuals without undergraduate degrees who will be interested in this BA program. The online program provides an accessible pathway to the degree.

Current employment outcomes for our Master of Public Affairs program offers insights into the potential pathways for graduates of the BA degree in Public Administration and Policy. Our most recent job placement statistics for graduates of the MPA program are summarized in the following table. We expect career outcomes for graduates of the BA degree to follow a similar pattern.

Sector	Percent of graduates
City, county or other local government in U.S.	17%
State or regional government in U.S.	35%
Federal government U.S.	7%
Nonprofit organizations	19%
Private sector	5%
Military service	4%
Pursuit of additional education	7%
International government or quasi-governmental organization	3%
Unknown status	3%

5.B. Program Design & Content

The program will be housed in the Truman School of Public Affairs within the College of Arts and Science. Rollout of the BA program will be managed by the Truman School's Director of Academic Programs (Kathleen Miller). All courses will be covered by existing faculty members (see following page) and we have rollout for the required BA courses planned for the next two academic years.

Course	Modality	Semester	Faculty Member
PUB AF 1000 Principles of Public Policy Admin.	Online	Fall 2020	Lael Keiser, Professor, TSPA
PUB AF 1000 Principles of Public Policy Admin.	Online	Spring 2021	Lael Keiser, Professor, TSPA
POL SCI/PUB AF 4320 Public Policy	On-Campus	Fall 2021	Jacob Hasselswerdt, Ast. Professor, POL SCI/TSPA
POL SCI/PUB AF 4320 Public Policy	Online	Spring 2022	Lael Keiser, Professor, TSPA
PUB AF 4xxx Program Assessment	On-campus	Fall 2021	Kathleen Miller, Assistant Teaching Professor, TSPA
PUB AF 4xxx Program Assessment	Online	Spring 2022	Brian Kisida, Assistant Professor, TSPA

Elective courses at the 4000/7000 level in Public Affairs are offered in conjunction with our Master of Public Affairs curriculum both online and on campus.

5.C. Program Structure

In addition to university general education and Arts and Science foundation requirements, this major consists of three required courses from Public Affairs, two courses from Communication, and five elective courses that can be taken from a variety of programs. We have a pre-approved list of electives that includes courses in Political Science, Women's and Gender Studies, Black Studies, Sociology, and Economics, making this degree truly interdisciplinary.

BA Curriculum Outline

The program's core curriculum includes three new courses offered by Public Affairs, two courses from offerings in Communication (existing courses) and five elective courses, three of which must be from Public Affairs.

Required Coursework from PUBLIC AFFAIRS, students take each of the following courses:

- PUB_AF 1000 level Principles of Public Policy Administration
- PUB_AF/POL_SCI 4320 Public Policy
- PUB_AF 4xxx (number TBD) Program Assessment and Improvement

Required Coursework from COMMUNICATION, students select two courses from:

- COMM 3572 Argument and Advocacy
- COMM 3460 Organizational Advocacy
- COMM 4478 Communication Competencies for a Diverse Workplace
- COMM 4473 Political Communication
- COMM 4476 Organizational Communication

Elective Coursework (at least three courses must be from Public Affairs):

Students select elective coursework that fulfills their career goals. The list below is not exhaustive but reflects courses that departments have agreed to include. As the program rolls out, additional courses can be added to the list. Electives are grouped into various topic areas:

Social Justice and Policy

- PUB_AF 4175 Early Childhood Policy
- PUB_AF 4340 Regional and Economic Development Policy
- PUB_AF 4001 Leadership and Ethics (topics course, course proposal for cross listed course with Kinder Institute forthcoming)
- HIST 4412/PUB AF 4412 Race and Policy (proposed course)
- WGST 3240 Nonprofit Work and the Pursuit of Social Justice
- BL STU 4303 Race, Class, Gender and U.S. Social Policy
- SOCIOL 3230 Education and Social Inequalities

- SOCIOL 330/PEA ST 3300 Environmental Justice
- POL SCI 4320 Public Policy
- POL SCI 4140 Congress and Legislative Policy
- ECONOM 4345 Economics of Education
- ECONOM 4357 Health Economics
- SRV_LRN 3028 Civic Leadership Internship

Nonprofit Management

- PUB AF 4001 Fundraising and Philanthropy (topics course, course proposal forthcoming)
- PUB AF 4700 Social Entrepreneurship
- PUB_AF 4001 Leadership and Ethics (topics course, course proposal for cross listed course with Kinder Institute forthcoming)
- PUB_AF 4710 The Nonprofit and Voluntary Sector (Proposal for new course and re-level of 8710 in process)
- PUB_AF 4520 Human Resource Management and Development in the Public and Nonprofit Sector (currently offered as PUB_AF 8520, proposal to create new cross-leveled course forthcoming)
- WGST 3240 Nonprofit Work and the Pursuit of Social Justice
- SRV_LRN 3028 Civic Leadership Internship

Public Management

- PUB AF 4700 Social Entrepreneurship
- PUB_AF 4001 Leadership and Ethics (topics course, course proposal for cross listed course with Kinder Institute forthcoming)
- PUB_AF 4540 Local Government Management
- PUB_AF 4520 Human Resource Management and Development in the Public and Nonprofit Sector (currently offered as PUB_AF 8520, proposal to create new cross-leveled course forthcoming)
- POL SCI 4370 The Administrative State, Public Policy and Constitutional Democracy
- ECONOM 4315 Public Economics
- ECONOM 4367 Law and Economics
- SRV_LRN 3028 Civic Leadership Internship

5.C.1. Program Structure Form

1. **Total Credits Required for Graduation: 120**

2. **Residence requirements, if any: N/A**

3. **General education**

Total general education credits: 54

Courses (specific course or distribution area and credit hours):

Course	Hrs	Course	Hrs	Course	Hrs
Math and Quantitative Reasoning	3	Biological, Physical and Math Science	9	Foreign Language	12-13
English course requirement	3	Behavioral Sciences	5-6		
Writing Intensive requirement	3	Social Sciences	9		
American Government	3	Humanities/Fine Arts	12		

4. **Major Requirements**

a. Total credits specific to degree: 30

Courses (specific course or distribution area and credit hours):

Course	Hrs	Course	Hrs	Course	Hrs
PUB AF 1000	3	PUB AF/POL SCI 4320	3	PUB AF 4xxx	3
COMM courses	6	PUB AF electives	6-15		
		Other electives	0-9		

5. **Free elective credits: 36**

6. **Requirement for thesis, internship or other capstone experience:**

None required, though internships through the Office of Service Learning, and capstone experiences are available if students wish to pursue.

7. **Any unique features such as interdepartmental cooperation:**

2 classes required from Department of Communications

5.D. Program Goals and Assessment

We have much experience in assessment of student learning through our Master of Public Affairs program, which will aid in the success of this BA program. As with all NASPAA accredited MPA programs, we are required to assess student learning on a regular basis across five universal competencies defined by NASPAA, and report annually on our progress. Our most recent self-study report, completed in 2018 and approved for re-accreditation through 2025, outlined our detailed approach to assessment of student learning, overall program assessment, and program change implementation. While we do not have plans to accredit our BA program, we can utilize tools and techniques of program assessment from our MPA program.

The elective courses from Public Affairs are comprised of cross leveled courses. Careful attention must be paid to managing a cross-leveled course so that both undergraduates and graduates can find a challenging and rewarding environment.

We have demonstrated success in delivering our master's program in the online environment. However, there are sure to be characteristics of undergraduate online learners that we may not expect. Therefore, we will work closely with the MU Office of e-Learning and educational designers to assure course quality and student engagement.

Success in both graduation and retention rates within our MPA program demonstrate our success in these areas. Retention in an online environment is challenging, but our online MPA program consistently outpaces overall online programs in terms of retention (75% versus 66%). Placement rates in our MPA program exceed 95%.

5.E. Student Preparation

There are no special admissions procedures or qualifications for students. As described above, we believe many of our students will be working professionals. Therefore, careful attention to support systems for adults returning to education and for those balancing work and school are important. Similar characteristics describe our online MPA students.

5.F. Faculty and Administration

Our Director of Academic Programs (Kathleen Miller) will be responsible for the rollout and management of this program. Our financial projections include a course reduction for her teaching load in order to manage this program.

The three required courses in Public Affairs will be taught by full time faculty members in the Truman School or (in the case of the cross listed course) Political Science. Our cross leveled elective courses are at times taught by our adjunct

professors of practice. As with our MPA program, the ability to learn from experts in the field who have many years of experience in the public or nonprofit sector greatly benefits the students. The accreditation of our MPA program guarantees that less than half of all courses be covered by adjuncts, and we are quite below that threshold.

5.G. Alumni and Employer Survey

Feedback from alumni and employers is an important aspect to the Truman School and we have a regularly occurring exit survey for all graduates. In 2018, we conducted a large survey of alumni and employers from our Master of Public Affairs program, seeking input regarding the revision of our MPA curriculum. Feedback from that survey has been instructive to the development of this proposal. In particular, among the important skills identified by alumni and employers, communication skills were ranked highly. We intend to continue with periodic surveys of alumni and employers from our MPA program and expand that to include undergraduates of our BA program.

5.H. Program Accreditation

The Truman School's MPA program is accredited by the Network of Schools of Public Policy, Affairs, and Administration (NASPAA). While NASPAA does not accredit undergraduate degrees, there is an undergraduate program working group that we will engage.

6. Appendices

This proposal has received letters from the following individuals:

1. Dr. Lael Keiser, Director, Truman School; Interim Chair, Dept. of Political Science
2. Dr. Pat Okker, Dean, College of Arts and Science
3. Dr. J. Brian Houston, Associate Professor and Chair, Department of Communication
4. Dr. Justin B. Dyer, Director, Kinder Institute on Constitutional Democracy
5. Missouri Students Association Resolution
6. Chuck Gross, Truman School Alumni Advisory Board
7. Jim Pyle, Truman School Alumni Advisory Board
8. Bill Watkins, Truman School Alumni Advisory Board
9. Chip Casteel, Truman School Alumni Advisory Board
10. Dr. David Kimball, Professor and Interim Chair, UMSL Department of Political Science

September 30, 2020

To whom it may concern:

The proposed BA in Public Administration and Policy at the University of Missouri is central to the mission of the Truman School of Public Affairs. As a presidential public affairs school, the Truman School's mission is to advance the study and practice of governance and leadership in the public service. The degree aligns with this mission and expands our academic programs in public administration and public policy from graduate-only programs. We are prepared to launch this new BA without any new investments in faculty or staff.

The focus of the Truman School is to prepare students for careers in public service, including work in government agencies at all levels, and in non-profit organizations. Much of public policy is implemented and administered by public managers and front-line employees who carry out policies adopted by elected leaders. This proposed BA is centered on providing undergraduates the knowledge and skills needed to lead, manage, and work in organizations that implement and carry-out public policies.

The Truman School of Public Affairs has strengths in both public administration and public policy in both research and teaching. For example, in research and teaching, Drs. Irma Arteaga, Brian Kisida, and Oded Gurantz focus on how to improve and evaluate public programs in a variety of policy areas. Drs. Weijie Wang, David Switzer, and I focus on how to improve policy implementation by using a variety of tools to improve the performance of public organizations. Other faculty, such as Dr. Jacob Haselswerdt, focus on understanding how the policy tools used to deliver services affects how citizens respond to public programs. In addition, the Truman School of Public Affairs also has several teaching faculty with professional experience in public policy, public administration and community development. For example, Professor Angie Hull has prior experience in public management from serving as the Executive Director of the Association for Education, Finance and Policy. Professor Kathy Miller has past experience as the program director for the Rural Policy Research Institute, working with state and national policy makers to understand the rural implications of public policy and to help local communities adapt to economic change. Professor Joe Martin has served as General Counsel for the Missouri Division of Credit Unions and Chief of Staff for the Missouri State Auditor. Taken as a whole, the faculty combine knowledge of cutting-edge research in public policy and public administration, with practical experience in the public policy field.

Currently the Truman School of Public Affairs offers a Master's in Public Affairs (MPA). The BA complements the MPA in that it allows students to build the knowledge and skills for a career in government agencies and non-profit organizations before committing to graduate school. Once we launch the BA program, we will submit a proposal for an accelerated BA/MPA program so that students can begin work on the MPA in their fourth year and complete the BA and MPA in five years from MU.

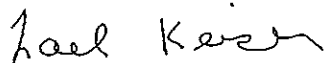
The BA in Public Administration and Public Policy provides an applied and skills-based degree, which complements existing degrees in the College of Arts and Science. As noted in the proposal, the degree is very inter-disciplinary with students encouraged to take courses in a variety of fields as electives to complement the core courses that focus on the administration and implementation of public policy.

Finally, the BA in Public Administration and Public Policy fits within the vision of a planned merger of the MU Political Science Department and the Truman School of Public Affairs under the umbrella of the Truman School. The Political Science department offers a BA and PhD degree in Political Science and plans to launch a new MA in Defense and Strategic Studies in 2021. The Political Science BA focuses on understanding political systems and institutions such as legislatures, courts, presidents, elections, and interest groups. In comparison, the Public Administration and Policy BA focuses on the organizations that implement public policy. This BA builds specific communication and management skills to lead complex public organizations. The Truman School will be well positioned to prepare students for a variety of public service careers with this new degree.

The Truman School faculty is fully committed to supporting the new BA. Faculty are already beginning to teach the core courses, which will be required for the new BA. We have the staff capacity for the new BA, particularly after we merge. Political Science brings staff and administrators with advising capacity and expertise in undergraduate education.

In conclusion, the new degree in Public Administration and Policy fits within the mission and vision of the Truman School of Public Affairs, as well as the planned combined unit. We have the faculty and staff with the expertise to provide this undergraduate degree. We are fully committed to supporting this degree and can do so with existing resources.

Sincerely,



Lael Keiser, PhD
Director



University of Missouri

College of Arts and Science
Office of the Dean

317 Lowry Hall
Columbia, MO 65211

PHONE 573-882-4421

FAX 573-882-3404

WEB coas.missouri.edu

May 29th, 2020

Provost Latha Ramchand
Jesse Hall

Provost Ramchand,

I am very pleased to write in support of the proposed BA in Public Administration and Policy. Housed in the Harry S. Truman School of Public Affairs, this new BA program capitalizes on the scholarly and teaching expertise of the School's outstanding graduate program. At the same time, it draws significantly from the College's other undergraduate programs and course offerings in Communications, Political Science, and Economics, just to name a few of the interdisciplinary connections and strengths of the proposed degree. Finally, the degree is flexible and sensitive to affordability and access, with options for online completion and a 4+1 accelerated program that would allow students to earn their BA and MPA in five years. All of this makes this career-forward, interdisciplinary degree an excellent addition to our A&S undergraduate degree offerings.

The proposal has been reviewed by the appropriate department and college faculty committees in the College of Arts and Science, and they have all enthusiastically recommended approval. I am delighted to concur with their recommendations.

Sincerely yours,

Patricia Okker
Dean, College of Arts and Science

January 7, 2020

Dr. Lael Keiser
Professor and Director
Harry S Truman School of Public Affairs
College of Arts and Science
University of Missouri

Dear Lael:

I am writing to provide our support for your proposed Bachelor of Arts in Public Administration and Policy. This is an important degree that will be of interest to a variety of Mizzou students.

As part of this new degree program, the Department of Communication will make five of our existing courses available to Public Administration students. These courses include:

- COMM 3572 Argument and Advocacy
- COMM 3460 Organizational Advocacy
- COMM 4478 Communication Competencies for a Diverse Workplace
- COMM 4473 Political Communication
- COMM 4476 Organizational Communication

We understand that Public Administration majors will be required to complete two of these courses as part of their degree. Each of these courses is offered online and at least once per academic year (with most offered twice per year) as part of our recently launched online degree.

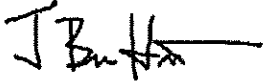
Based on your number of majors when the degree is launched, we will hold a certain number of spots in these Communication courses listed above for Public Administration majors only. This will ensure that your students will be able to enroll in the courses they need. We will work with you to develop an MOU to establish these details once your program is approved.

Since we are both housed in the College of Arts and Science, any tuition revenue resulting from Public Administration students taking these Communication courses will be allocated to our college based on the campus model. From there, our college model can determine how these revenues are allocated to our individual units.

We are excited to collaborate with you on this new degree program. Including Communication courses in the new Public Administration major is an excellent example of the interdisciplinary nature of our programs. Additionally, this structure takes advantage of earlier investments by the campus and college to develop online Communication courses as part of a new online major. More generally, many Communication majors will be interested in taking other Public Administration courses offered as part of your new degree and are even likely to double major.

Given the natural connections between Public Administration, Policy, and Communication, I expect that this will be the beginning of many more partnerships in the future.

Sincerely,

A handwritten signature in black ink, appearing to read "J. Brian Houston". The signature is stylized with a long horizontal line extending to the right.

J. Brian Houston
Associate Professor and Chair



University of Missouri

Kinder Institute on Constitutional Democracy

409 Jesse Hall
Columbia, MO 65211

PHONE 573-882-3330

EMAIL kinderinstitute@missouri.edu

WEB democracy.missouri.edu

May 6, 2019

Dear Lael,

I write in support of the proposed B.A. in Public Administration and Policy to be housed in the Truman School of Public Affairs. The development of an undergraduate degree program in the Truman School will create new opportunities for Mizzou students interested in pursuing careers in public administration, public policy, and non-profit management. It will also provide a pathway for students to complete the Truman School's B.A. and M.P.A. degrees in a 5-year program that will aid in recruitment and retention of students interested in public affairs.

As you know, the Kinder Institute on Constitutional Democracy has proposed a new B.A. in Constitutional Democracy and M.A. in Atlantic History and Politics. These programs focus on the historical and intellectual foundations of constitutional democracy in the United States, and they are designed to be inter-disciplinary and pre-professional. In fact, we anticipate that a significant number of students in the Kinder Institute's B.A. program will choose to double major in cognate fields such as Public Administration and Policy. We also anticipate developing new collaborative programs that will allow graduate students in the Kinder Institute to take advantage of seminar offerings and professional opportunities in the Truman School's M.P.A. program, and vice versa.

In short, we see the development of the Truman School's undergraduate and graduate curricular offerings as an effort that is complementary of the Kinder Institute and that will benefit the University of Missouri as a whole. In terms of the Kinder Institute's contributions to the proposed B.A. in Public Administration and Policy, we do offer faculty expertise in American political institutions, political thought, and constitutionalism. Through Professor Sarah Beth Kitch's jointly-appointed position in the Kinder Institute and the Truman School, the Kinder Institute also will continue to support the curricular dimension in ethics and public service.

To summarize: the proposed B.A. in Public Administration and Policy is a valuable addition to the degree offerings at the University of Missouri that will complement existing strengths and help us remain competitive in attracting high-caliber students interested in public affairs.

Sincerely,

Justin B. Dyer
Professor of Political Science
Director, Kinder Institute on Constitutional Democracy

A RESOLUTION TO REQUEST THAT THE UNIVERSITY OF MISSOURI ESTABLISH AN UNDERGRADUATE PUBLIC POLICY MINOR

Author: Mathew Swan

Co-Sponsor(s): Jacob Addington, Tim Davis, Danny Noonan, Taylor Tutin, Cooper Grant, Chloe Shoemaker, Kaitlyn Sawyer, Lucas Smith, Abigail Shaw, Jessica Thomas, Maria Ceriotti, Laura Murgatroyd, Solomon Davis, Evan Mogley, Jake Lowe, Dylan Cain

PURPOSE: To request that the University of Missouri support the implementation of an undergraduate public policy minor and to show student support for this initiative.

WHEREAS, public policy can encompass numerous fields of study at Mizzou; AND

WHEREAS, an undergraduate minor in public policy would allow for greater undergraduate exposure to the Truman School of Public Affairs and other related departments; AND

WHEREAS, creating a minor in public policy will allow undergraduate students to better understand how policy and government connect to various fields of study; AND

WHEREAS, such a minor would bring students from various academic units together;

THEREFORE, BE IT RESOLVED BY THE MISSOURI STUDENTS ASSOCIATION THAT the undergraduate students of the University express their support for the implementation of a public policy minor.

Tim Davis Senator	Taylor Tutin Senate Speaker Emeritus	Cooper Grant Operations Vice Chair	Kaitlyn Sawyer Student Affairs Chair
Lucas Smith Legislative Chief of Staff	Abigail Shaw Interim Senate Communications Director	Jessica Thomas Senator	Maria Ceriotti Senator
Laura Murgatroyd Senator	Solomon Davis Interim CCRC Chair	Evan Mogley Interim Academic Affairs Chair	Jake Lowe Senate Parliamentarian
Dylan Cain Senator			

September 4, 2020

Dr. Lael Keiser, Professor and Director
Truman School of Public Affairs
106 Middlebush Hall
Columbia, MO 65211

Dear Dr. Keiser:

I am excited to write to you, advocating for the approval of the University to re-establish a bachelor's level degree program in Public Affairs. I am a graduate of the University of Missouri-Columbia with both BSPA and an MPA degrees.

As a practitioner, I can say that recruiting employees with an educational background that supports strong performance in occupations that demand a basic appreciation and understanding of public sector management concepts is next to impossible. I can find plenty of political science undergrads and private sector bachelor and master's graduates, but neither of them fit the bill. The key is to combine the necessary course work in "nuts and bolts" public administration such as budgeting, policy development, economics, etc. with a curriculum that introduces coursework that is essential for success in the public sector but is often ignored or glossed over probably due to skittish attitudes and beliefs that if you speak of politics you're dangerously close to a third rail.

Discussions of the role of politics in policy development and implementation often don't happen in the academic setting. Too bad for the student because you're only hiding the elephant in the room. The planning and zoning director, as an example, better understand what's happening in the council chambers and mayor's office if they are going to be successful in their "non-political" role.

I have worked in an administrative capacity at the federal, state and local government levels, including as a county Director of Administration, working directly for the County Executive; as a human resources manager, reporting to a civilian General Manager and an O-6 Air Force Colonel; and, now, as Executive Director of a public utility, reporting to a publicly appointed Board of Trustees.

I also had the honor of serving as an elected official of the State of Missouri, as State Representative and State Senator for 15 years, including Chair of the Senate Appropriations Committee – the highlight of my career!

I give you this background in the hope that you'll know that I've been around and seen, first hand, the advantage that anyone interfacing at any of these levels or roles will have if they have been immersed in academic study and practical application of real life principles in public administration.

A bachelor's degree would be perfect for entry-level supervisors who want to have a leg up on their competitor applicants or those who will couple the knowledge gained through their bachelor's degree program with their hands-on experience to improve their career advancement opportunities.

KCPERS

Kansas City Police Employees' Retirement Systems

9701 Marion Park Drive, B • Kansas City, Missouri 64137
(816) 482-8138 • Toll Free (888) 813-8138 • Fax (816) 763-1190

September 8, 2020

Dr. Lael Keiser
Harry S Truman School of Public Affairs
101A Middlebush Hall
University of Missouri
Columbia, Missouri 65211-6100

Dear Lael,

Thank you for the opportunity to lend my support to the Truman School of Public Affairs proposal to re-establish a Bachelor of Art degree in Public Administration and Policy. In the short 42 years since I graduated with my BSPA from the School of Business and Public Administration the need for leadership and innovation from public administrators has never been greater.

The classes I took as an undergraduate in Public Administration, Journalism, and Business look very similar to the proposed curriculum for the Public Administration and Policy degree. Those classes taught me concepts and skills that I used as a budget analyst in state government, and as the CFO of a nonprofit social service agency. Today, as the director of a public employee retirement system, I can draw on career's worth of experience, but that experience was possible because of the foundation that was built in classrooms of Middlebush Hall.

I strongly support your plan to re-establish the BA degree in Public Administration and Policy within the Truman School and encourage the Provost Ramchand and Dean Okker to approve the proposal.

Very truly yours,



James J. Pyle
Retirement Board Secretary

September 7, 2020

Dr. Lael Keiser
Professor and Director
Truman School of Public Affairs
106 Middlebush Hall
Columbia, MO 65211

Dear Dr. Keiser:

It is my pleasure to write this letter in support of the "re-establishment" of the BPA degree at the University of Missouri. I earned a BSPA degree from MU in 1974 and went on to earn an MSPA from MU in 1976. Both degrees have served me well in my career of 35 years in local government including time as City Manager of three towns in three states. Twenty-seven of those years were in various positions with the City of Columbia MO, culminating as its City Manager. My career also includes serving as COO of a statewide wholesale company, Vice President of a large Ohio Chamber of Commerce, and lastly in Commercial Realty.

In the 1970's MU recognized its "duty" to provide trained entry level professionals ready to take positions in Missouri's Local and State governments. Today that need has expanded to the growing role of non-profits which operate more like government than the private sector. Perhaps the need is more critical today. My experience says that government thinks differently than the private sector and new public service job entrants don't thrive unless they have been exposed, or perhaps immersed, into that culture prior to serving. A good Bachelor level program will provide the needed exposure.

My career provided an opportunity to hire many entry level administrative employees. Often when going thru a stack of resumes, applications having the right type of degree made the difference in making the first cut – education in Public Administration usually garnered a second look. It said the applicant was serious about wanting to work in the public/non-profit sector and possessed some basic skills likely necessary at some point in his/her career. A BA in say History, even Political Science, did not convey that focus. And frankly a BA in Management was a turnoff simply because the applicant needed re-orientation to think in the more political government arena.

The proposed BA curriculum is a "policy" focus and will provide the proper cultural exposure as a requisite for public service. As a recommendation, students should be strongly encouraged to add a Development course. As the student progresses to management, a knowledge of how to prepare a budget, read a governmental finance document and stay on the right side of EEOC regulations is important. In smaller organizations, there often is not the resources for OJT.

Thank you for your positive consideration. It would be my pleasure to answer any questions or elaborate on any of these points. My cell # is 573-489-0466.

Sincerely,



Bill Watkins

September 8, 2020

Dr. Lael Keiser
Professor and Director
Truman School of Public Affairs
106 Middlebush Hall
Columbia, Missouri 65211

Dear Dr. Keiser:

Thank you for this opportunity to write in support of the proposal by the Truman School of Public Affairs to establish a BA in Public Administration and Policy. In many ways this seems like "back to the future" for me, because I was fortunate to have received a BS in Public Administration in 1972, when the program was part of the College of Business & Public Administration. Entering my junior year it was possible to move from pursuit of a BA in Political Science in the College of Arts & Sciences to the BS-PA program in B&PA, and I was inspired to do so after hearing about it from a colleague in student government.

Truth be told, back then the BA degree in Political Science required 13 hours of foreign language, which seemed infeasible to me at the time. On the other hand, the BS in Public Administration required two accounting courses and a statistics course, both of which were challenging but interesting and useful throughout my career. Speaking of which, the core of the BS in Public Administration program was directly relevant and applicable to all of my later professional pursuits: first as Special Assistant to candidate and then Governor Kit Bond upon graduation, then in law school and law practice, then as Counsel to the Governor, and finally in a wide range of executive positions involving public policy and business matters at MCI Communications and Express Scripts, along with an "encore career" in public policy at the St. Louis Regional Chamber.

I believe it will be of great benefit to undergraduate students to have the benefit of this proposed curriculum, and Lord knows we can certainly use more well informed and well balanced policy leaders in our state and nation at this very challenging time in our history. The learning that takes place in this undergraduate curriculum will be of great benefit to our future leaders, whether they pursue a career in government, law, or managing public policy matters in the business or nonprofit sectors.

Thank you for your consideration, and best of luck on pursuing this important new program!

C.K. "Chip" Casteel, Jr.
623 E. Madison Ave.
Kirkwood, MO 63122
314-303-3998

Dr. Lael Keiser
September 4, 2020
Page Two

As an undergraduate student in the BSPA program I felt I had gained valuable insight into the world of public administration. For many students this level will be sufficient for their interests and career aspirations. The proposed curriculum has the breadth and scope to fill these needs.

I am involved in the Truman School of Public Affairs because I care about the quality of the workforce and the ability to recruit candidates with backgrounds that will benefit our great state.

I strongly recommend approval of a bachelor's level degree program.

Please contact me at your convenience.

Sincerely,

Chuck Gross
Executive Director
Duckett Creek Sanitary District
636-441-1244
BSPA, MPA

January 8, 2021

University of Missouri Board of Curators
316 University Hall
Columbia, Missouri 65211

Dear Board of Curators:

I am writing to express my department's interest in potentially collaborating with the BA in Public Administration and Policy degree program proposed by our colleagues in the Truman School of Public Affairs at MU, as part of the UM System's eLearning initiative. We have discussed a course sharing agreement with the Truman School of Public Affairs. Some courses offered through the Truman School's proposed BA program can count as electives for the Bachelor of Science in Public Policy and Administration at UMSL. Likewise, some of our courses at UMSL can contribute to electives within the proposed degree for a Bachelor of Arts in Public Administration and Policy at MU. Course sharing will allow us to offer our students more breadth in the courses that are available in the on-line modality.

Sincerely,



David C. Kimball
Professor and Interim Chair