

**DOCUMENT N: COURSE AND PROGRAM DEVELOPMENT COVER SHEET**

See Course and Program Development Policy and Procedures for Instructions

<b>SCHOOL:</b> LAW <input type="checkbox"/> MSB <input type="checkbox"/> YGCLA <input checked="" type="checkbox"/>	<b>Contact Name:</b> Patria de Lancer Julnes	<b>Phone:</b> 6053
<b>DEPARTMENT / DIVISION:</b> School of Public Affairs		
<b>SHORT DESCRIPTION OF PROPOSAL</b> (state name of action item 1-20 and course name, code & number / program affected):		
Change the DPA Program Requirements (core courses, available specializations, and the total number of credits required)		
<b>PROPOSED SEMESTER OF IMPLEMENTATION:</b> Fall <input type="checkbox"/> <input checked="" type="checkbox"/> Spring Year: 2010		

<b>Box 1: TYPE OF ACTION</b>	ADD(NEW) <input type="checkbox"/>	DEACTIVATE <input type="checkbox"/>	MODIFY <input checked="" type="checkbox"/>	OTHER <input type="checkbox"/>
<b>Box 2: LEVEL OF ACTION</b>	Non-Credit <input type="checkbox"/>	Undergraduate <input type="checkbox"/>	Graduate <input checked="" type="checkbox"/>	OTHER <input type="checkbox"/>

<b>Box 3: ACTION ITEM</b> (check appropriate boxes)	<b>DOCUMENTS REQUIRED</b> (see box 4 below)	<b>IMPACT REVIEWS</b> (see box 5 on back)	<b>APPROVAL SEQUENCE</b> (see box 6 on back)
1. Experimental Course <sup>1</sup>	NOP	a, c, e	AC
2. Course Title	NO		ABCD
3. Course Credits	NO		ABCD
4. Course Number	NO		ABCD
5. Course Level	NO		ABCD
6. Pre & Co-Requisite	NO		ABCD
7. Course Description	NOP		ABCDEF
8. New Course	NOP		ABCDEF
9. Deactivate a Course	NO		ABCDEF
<input checked="" type="checkbox"/> 10. Program Requirements	NO	b, c, d, e	ABCDEF
11a. UG Specialization (24 credits or less)	NO	a, b, c, d, e	ABCDEF
11b. Masters Specialization (12 credits or less)	NO	a, b, c, d, e	ABCDEF
11c. Doctoral Specialization (18 credits or less)	NO	a, b, e	ABCDEF
12. Closed Site Program	NOT	e	ABCDHIK
13. Program Suspension <sup>9</sup>	NO,5	a, e	ABCDEGIK
14a. Certificate Program (ug/g) exclusively within existing degree program	NO	a, c, e	ABCDEFHIK
14b. Certificate Program (ug/g) where degree programs do not exist or where courses are selected across degree programs (12 or more credits)	NOQR, 6	a, c, e	ABCDEFHJL
15. Off-Campus Delivery of Existing Program	NO, 4	a, b, c, e	ABCDHIL
16a. UG Concentration (exceeds 24 credit hours)	NO, 5	a, c, d, e	ABCDEFHJL
16b. Masters Concentration (exceeds 12 credit hours)	NO, 5	a, c, d, e	ABCDEFHJL
16c. Doctoral Concentration (exceeds 18 credit hours)	NO, 5	a, c, d, e	ABCDEFHJL
17. Program Title Change	NO, 5	a, c, d, e	ABCDEFHJL
18. Program Termination	NO, 10	d, e	ABCDEFHIK
19. New Degree Program	NOQR, 3,8	a, c, d, e	ABCDEFHJL
20. Other	Varies	Varies	Varies

<b>Box 4: DOCUMENTATION (check boxes of documents included)</b>			
<input checked="" type="checkbox"/> N. This Cover Sheet		<input type="checkbox"/> Q. Full 5-page MHEC Proposal	<input type="checkbox"/> T. Other
<input checked="" type="checkbox"/> O. Summary Proposal		<input type="checkbox"/> R. Financial Tables (MHEC)	
<input type="checkbox"/> P. Course Definition Document		<input type="checkbox"/> S. Contract	

- Approval of experimental course automatically lapses after two offerings unless permanently approved as a new course.
- Codes: a) Library Services (Langsdale or Law) b) Office of Technology Services c) University Relations d) Admissions
- Letter of Intent is required by USM at least 30 days before a full proposal can be submitted. Letter of Intent requires only the approval of the dean and the provost and is forwarded to USM by the Office of the Provost.
- One-page letter to include: Program title & degree/certificate to be awarded; resources requirements; need and demand; similar programs; method of instruction; and oversight and student services (MHEC requirement)
- One-page letter with description and rationale (MHEC requirement)
- One or two-page document that describes: centrality to mission; market demand; curriculum design; adequacy of faculty resources; and assurance program will be supported with existing resources. (MHEC requirement)
- Learning objectives, assessment strategies; fit with UB strategic plan
- Joint Degree Program or Primary Degree Programs require submission of MOU w/ program proposal. (MHEC requirement)
- Temporary suspension of program to examine future direction; time not to exceed two years. No new students admitted during suspension, but currently enrolled students must be given opportunity to satisfy degree requirements.

**DOCUMENT N: COURSE AND PROGRAM DEVELOPMENT COVER SHEET (Page 2 of 2)**

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<b>SHORT DESCRIPTION OF PROPOSAL</b> (state name of action item 1-20 and course name, code & number / program affected):
Change the DPA Program Requirements (core courses, available specializations, and the total number of credits required)

10. Provide:
- evidence that the action is consistent with UB mission and can be implemented within the existing program resources of the institution.
  - proposed date after which no new students will be admitted into the program;
  - accommodation of currently enrolled students in the realization of their degree objectives;
  - treatment of all tenured and non-tenured faculty and other staff in the affected program;
  - reallocation of funds from the budget of the affected program; and
  - existence at other state public institutions of programs to which to redirect students who might have enrolled in the program proposed for abolition.
11. University Council review (for a recommendation to the President or back to the Provost) shall be limited to curricular or academic policy issues that may potentially affect the University's mission and strategic planning, or have a significant impact on the generation or allocation of its financial resources.

Box 5: IMPACT REVIEW	SIGNATURES (see procedures for authorized signers)	DATE
a. Library <input checked="" type="checkbox"/> No impact <input type="checkbox"/> Impact statement attached	Director or designee: <i>[Signature]</i>	5/12/09
b. OTS <input checked="" type="checkbox"/> No impact <input type="checkbox"/> Impact statement attached	CIO or designee: <i>[Signature]</i>	4/20/09
c. University Relations <input type="checkbox"/> No impact <input checked="" type="checkbox"/> Impact statement attached	Director or designee: <i>[Signature]</i>	4/20/09
d. Admissions <input checked="" type="checkbox"/> No impact <input type="checkbox"/> Impact statement attached	Director or designee: <i>[Signature]</i>	5/12/09
e. Records <input checked="" type="checkbox"/> No impact <input type="checkbox"/> Impact statement attached	Registrar or designee: <i>[Signature]</i>	4/20/09

Box 6: APPROVAL SEQUENCE	APPROVAL SIGNATURES	DATE
A. Department / Division	Chair: <i>[Signature]</i>	4/10/09
B. Final faculty review body within each School	Chair: <i>[Signature]</i>	5/21/09
C. College Dean	Dean: <i>[Signature]</i>	5/21/09
D. Provost and Senior Vice President for Academic Affairs	Provost: <i>[Signature]</i>	6-1-09
E. Curriculum Review Committee (UFS subcommittee)	Chair: <i>[Signature]</i>	4-3-09
F. University Faculty Senate (UFS option)	Chair:	
G. University Council (see # 11 above)	Chair:	
H. President	President:	
I. Board of Regents – notification only		
J. Board of Regents – approval		
K. MHEC – notification only		
L. MHEC – approval		
M. Middle States Association notification	Required only if the mission of the University is changed by the action	

**DOCUMENT O: SUMMARY PROPOSAL**

See Course and Program Development Policy and Procedures for Instructions

<b>SCHOOL:</b> LAW <input type="checkbox"/> MSB <input type="checkbox"/> YGCLA <input checked="" type="checkbox"/>	<b>Contact Name:</b> Patria de Lancer Julnes	<b>Phone:</b> 6053
<b>DEPARTMENT / DIVISION:</b> School of Public Affairs		
<b>SHORT DESCRIPTION OF PROPOSAL</b> (state action item 1-23 and course name & number or program affected):		
Change the DPA Degree Requirements		
<b>PROPOSED SEMESTER OF IMPLEMENTATION:</b> Fall <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> Spring <input type="checkbox"/> Year: 2010		

**O-1: Briefly describe what is being requested:**

To change the current degree requirements to 45 credits, instead of 42 credits. These changes include: renaming the PUAD 899 Final Project class "Dissertation Research"; clarifying and formalizing the available specializations (currently the catalog names them but there are no courses listed); creating a new specialization in program evaluation; adding one new requirement to the core, but deleting two existing core requirements which will become electives; changing the required number of core courses from eight three-credit courses (24 credits) to seven three-credit courses (21 credits); and changing the methodology requirements from one three-credit course to two three-credit courses. Some of the proposed changes can be implemented beginning in the 2009-2010 academic year (e.g., clarification of electives; change of name for PUAD 899); others will need to wait until the 2010-2011 academic year.

For new courses or changes in existing courses (needed by Registrar)		
<b>OLD Title</b>	<b>Course # / HEGIS Code:</b>	<b>Credits:</b>
<b>NEW Title:</b>	<b>Course # / HEGIS Code:</b>	<b>Credits:</b>

**O-2: Set forth the rationale for the proposal:**

The changes proposed here reflect the need to refocus the DPA program and making its requirements more in line with the times and the strengths of the SPA faculty. These changes reflect a careful analysis of the kind of students we attract, the nature of a doctoral degree, the skills that modern public administration students need; the current practices of other doctoral programs; and the strengths of SPA. Please see attached the chart comparing the proposed curriculum to the new curriculum. Attached also find the corresponding forms for creating the new courses and renaming PUAD 899.

*new courses are marked '+'*

### Impact Statement From the Office of University Relations

These changes could potentially affect the undergraduate and graduate catalogs—which the Office of University Relations currently manages and produces—as well as other recruitment publications that contain this type of specific academic material. The timing of the final approval for these changes will be a determining factor in our ability to incorporate the new information in a timely fashion in any related materials that are on our production schedule.

# New Requirements for the Doctor of Public Administration Program

## **Degree Requirements (Current Version)**

### **–left side of page**

#### **Core Courses (24 credits)**

PUAD 810 Foundations of Public Administration (3)

PUAD 811 Strategic Management in the Public Sector (3)

PUAD 813 Seminar in Research (3)

PUAD 814 Program Implementation (3)

PUAD 815 Public-Sector Financial Analysis (3)

PUAD 816 Advanced Public-Sector Management and Decision Techniques (3)

PUAD 824 Organizational Theory (3)

PUAD 875 Federalism and Intergovernmental Relations (3)

#### **Specialization Courses (9 credits)**

All students must complete three courses in a field of specialization such as health administration, program administration, public-sector information-resource management or administration of justice.

#### **Advanced Methodology Course (3 credits)**

Students choose one the following advanced methodology courses based on their planned final project: PUAD 830: Survey Research, PUAD 831: Case Study Research or PUAD 832: Use of Existing Data/Advanced Statistics. Other methodology courses may be approved upon request.

#### **Final Project (6 credits)**

PUAD 899 Final Project/Organizational Analysis.

Two requirements must be completed before students begin work on their final projects.

Students must:

1) prepare a description of the final project and the proposed research design for completing the final project

2) defend the proposal successfully before a panel of three faculty members.

The final written project has three primary purposes. First, it affords students an opportunity to demonstrate to the faculty's satisfaction their ability to apply the knowledge, skills and values acquired during their coursework in the D.P.A. program. Second, the project affords students an opportunity to apply what they have learned to a topic that has personal and professional meaning to them and also advances the quality of public administration in policy or program areas in their organizations. Third, the project affords students an opportunity to step back from their everyday experiences and place those experiences within the larger context of public administration practice and theory.

## **Degree Requirements (Proposed Version)-**

### **right side of page**

#### **Core Courses (21 credits)**

PUAD 810 Foundations of Public Administration (3)

PUAD 811 Strategic Management in the Public Sector (3)

PUAD 813 Seminar in Doctoral Research (3)

PUAD 814 Program Implementation (3)

PUAD 815 Public-Sector Financial Analysis (3)

† PUAD 817 Introduction to Program and Policy Evaluation (3)

PUAD 824 Organizational Theory (3)

\*\*Students without appropriate academic background may be required to complete additional coursework before enrolling in these courses.

#### **Advanced Methodology (6 credits)**

PUAD 831: Case Study and Qualitative Methods

PUAD 832: Quantitative Methods (may be replaced with another course after approval by DPA Director).

#### **Specialization Courses (9 credits)**

All students must complete three courses in a field of specialization such as program administration, program evaluation; health administration; or administration of justice. Students may create their own specialization upon receiving approval from their advisor.

#### **Dissertation Research (12 credits)**

PUAD 899 Dissertation Research. Students must complete all 36 credits of course work before registering for PUAD 899. To fulfill the requirements of this course, students must:

1) Prepare and successfully defend before their Dissertation Committee a research proposal that includes a well defined research design.

2) Prepare and successfully defend a dissertation before their Dissertation Committee

The Dissertation Committee must consist of at least three faculty members. It is led by a committee chair (typically, a student's major professor) from the School of Public Affairs, and includes faculty members selected for their expertise in the substantive and/or methodological focus of the dissertation. One committee member may be from outside the core faculty of the School of Public Affairs. Where appropriate and upon approval, a faculty member from another institution can be part of the Dissertation Committee. The Committee must be approved by the graduate program director.

The dissertation should consist of a scholarly examination of an important public administration problem or issue. It is expected to have a solid

# New Requirements for the Doctor of Public Administration Program

A successfully completed final project has three components: It deals with a topic of interest to the student, explicitly addresses and is related to broadly defined core problems and questions in public administration, and studies the topic in methodologically rigorous ways. Topics meeting these criteria may come from, but are not limited to, issues of organizational dynamics, policy diagnosis and prescription; program, budget or policy planning, development, implementation and evaluation; and legal, ethical and political implications of public management.

Students employed in public or nonprofit agencies may focus their analyses on operations of their own organization. They may also, or conjointly, address research questions dealing with other organizations affecting or affected by their organization's programs or policies. All students, regardless of their vocational affiliations, need to discuss their proposals in detail with members of their three-person faculty committee to ensure that their choice of topics conforms to the fundamental purposes of the D.P.A. program.

Completion of the final project begins with students developing a research project prospectus that is defended orally before the committee. Led by a committee chair (typically, a student's major professor), the committee comprises faculty members selected for their expertise in the substantive and/or methodological focus of the project. The committee will approve, approve with minor modifications or disapprove the project subject to significant revision. In particular cases, membership on the committee may include a faculty member(s) from outside of the School of Public Affairs, including, where appropriate, faculty members from other institutions. However, the chair of the committee must be a faculty member of the School of Public Affairs, and the school's faculty members must constitute a majority of the committee. Students may not proceed with the final project until the prospectus has been approved by the committee. Students are advised to begin thinking about the composition of the project committee as early as possible. While students also should begin as early as possible to think about possible topics for the final project and to discuss their ideas with their major professor and potential committee members, the formal prospectus defense occurs only after all coursework is completed.

conceptual framework and should critically review the existing scholarly literature in the field of public administration. The findings should be of interest to the intellectual community, practitioners, and all concerned with the topic of the dissertation.

Students are expected to complete all requirements for the doctoral degree within seven years of enrollment in the D.P.A.

## **D.P.A. Specializations**

Choose three courses in one of the following specialization fields:

### **Program Administration**

Public Administration and Public Finance (PUAD 701)

State and Local Personnel Management (PUAD 730)

Leadership and Organizational Change (PUAD 732)

Public-Sector Performance Measurement (PUAD 785)

Federalism and Intergovernmental Relations (PUAD 875)

Advanced Public-Sector Management and Decision Techniques (PUAD 816)

\*\*\*Other courses may be approved upon request

### **Program Evaluation**

+Advanced Seminar in Evaluation: Theories and Techniques (PUAD 834) \*

+Practicum in Program Evaluation (PUAD 835)\*  
Public-Sector Performance Measurement (PUAD 785)

Advanced Public-Sector Management and Decision Techniques (PUAD 816 )

Survey Research (PUAD 830).

\* Required

\*\*Another course may be approved upon request.

### **Health Care Systems Administration**

Health-Care Systems, Organization and Management (PUAD 750)\*\*

Policy Issues in Health Care (PUAD 751)

Health Insurance and Prepaid Health Care (HSMG 697)

Health Finance (HSMG 699)

\*\*Required, except for students with relevant coursework and/or professional experience.

### **Administration of Justice**

Contemporary Corrections (CRJU 611)

Managing Police Organizations (CRJU 640)

Managing Correctional Organizations (CRJU 642)

# New Requirements for the Doctor of Public Administration Program

## **Satisfactory Academic Progress**

Students who complete 6 credit hours (core and/or elective courses) toward the D.P.A. and who have a grade point average below 3.0 will be placed on probation. Such students have 6 additional hours to recover at least a 3.0 grade point average, or they will be dismissed from the program. Students are expected to have grades of B (3.0) or higher in all core courses. Within the D.P.A. core program, no course may be repeated with the purpose of replacing an earlier grade in the same course. These provisions supersede the more general college provisions stated elsewhere in this catalog.

Seminar in Criminal Justice (CRJU 703)  
Criminal Justice Planning/Systems Applications (CRJU 711)  
Seminar in Judicial Administration (CRJU 713)

## **Pre-requisites**

Some courses chosen for a specialization may require the fulfillment of pre-requisites. Credits for such pre-requisites will not count toward the number of credits required for the specialization.

## **Satisfactory Academic Progress**

Students who complete 6 credit hours (core and/or elective courses) toward the D.P.A. and who have a grade point average below 3.0 will be placed on probation. Such students have 6 additional hours to recover at least a 3.0 grade point average, or they will be dismissed from the program. Students must earn a grade of B (3.0) or higher in each core course. No course may be repeated with the purpose of replacing an earlier grade in the same course. These provisions supersede the more general college provisions stated elsewhere in this catalog.

## **Transfer Credits**

Students may transfer up to nine (9) credits of graduate level course work toward their specialization.