

Response to CAA Subcommittee D questions  
JGSPA MA & MPA proposals; 8/18/11

Dear Jay:

Thank you for your feedback and questions. This document provides explanations to your questions as well as sample transitional program plans for our students. It has been vetted and approved by our School.

First and foremost, in order to facilitate a thorough transition, faculty and staff have been, and will continue to, review each student's individual transcript record. This process will be completed by the end of AU 2011. In this review, we track which courses students will need after SP 2012 to complete their degrees in a timely manner.

There are two situations with regard to the re-envisioned and reorganized core that resulted from our process. First, some of our semester core courses have retained elements from all 3 quarter core predecessors (e.g. neutral conversion) and material has been reorganized and added as explained previously. Secondly, there are instances in which some elements have been moved from one stream into another (realignment) and some elements have been removed from the current core and placed more appropriately into the "elective" category under semesters.

As illustrated below on the accompanying transitional program planning sheets and in narrative form, students who may have taken 2 of 3 current quarter courses will be required to take a "legacy elective" that takes the form of its current quarter version. This will avoid both curricular gaps and content overlap. These particular semester "electives" will be offered to the transitional population as requirements during the first two years of semesters in a manner that will allow students to complete the degree on time. After this 2-year period, these "legacy electives" will undergo a formal review and if the faculty wish to keep these courses in the curriculum, they will be altered appropriately to avoid overlap with the semester core and a formal course change request will be made for each course.

Thank you for your consideration.

Best Regards,

Kate Hallihan



**JOHN GLENN**

SCHOOL OF PUBLIC AFFAIRS

**Transitional In-Career M.A. Program Plan**

<b>AUTUMN 2011</b> <b>QUARTER</b>	<b>WINTER 2012</b> <b>QUARTER</b>	<b>SPRING 2012</b> <b>QUARTER</b>	<b>SUMMER 2012</b> <b>SEMESTER</b>
PUBAFRS 801 – Public Policy Formulation and Implementation	PUBAFRS 804 – Public and Nonprofit Program Evaluation	PUB AFRS 821 – Public Management Information Systems	“802” (6010) Legal Environment of Public Organizations
PUBAFRS 820 – Data Analysis for Public Policy and Management	PUBAFRS 810 – Managing Public Organizations	PUBAFRS 811 – Leadership and Human Resources in Public Organizations	Space to take Elective
<b>AUTUMN 2012</b> <b>SEMESTER</b>	<b>SPRING 2013</b> <b>SEMESTER</b>	<b>SUMMER 2013</b> <b>SEMESTER</b>	
PUBAFRS 6030: Public Sector Economics (4)	PUBAFRS 6040: Public Budgeting and Finance (4)		
Capstone (3) PUBAFRS 79__	Space to take elective		
	<b>*Comprehensive exam</b>		
	<b>*Graduate from Program</b>		

PUBLIC POLICY STREAM (Completed on Quarter System: 1st Year of Program)

MANAGEMENT STREAM (Completed on Quarter System: 1st Year in Program)

QUANTITATIVE DECISIONS SUPPORT SYSTEMS STREAM (Completed on Quarter System: 1st Year in Program)

ECONOMICS STREAM (completed second year in program)

\*Recommended Courses/Preparation Before Starting Program: American Government, Microeconomics, Statistics



**JOHN GLENN**

SCHOOL OF PUBLIC AFFAIRS

**Transitional full-time M.P.A. Program Plan**

<b>AUTUMN 2011</b>	<b>WINTER 2012</b>	<b>SPRING 2012</b>	<b>SUMMER 2012</b>
<b>QUARTER</b>	<b>QUARTER</b>	<b>QUARTER</b>	<b>SEMESTER</b>
PUBAFRS 801 – Public Policy Formulation and Implementation	PUBAFRS 804 – Public and Nonprofit Program Evaluation	Space to take Elective	Space to take Elective
PUBAFRS 802 - Legal Environment of Public Organizations	PUBAFRS 810 – Managing Public Organizations	PUBAFRS 811 – Leadership and Human Resources in Public Organizations	Space to take Elective
PUBAFRS 820 – Data Analysis for Public Policy and Management	PUBAFRS 822 – Multivariate Data Analysis for Public Policy and Management	PUB AFRS 821 – Public Management Information Systems	
PUBAFRS 830 – Economics of Public and Nonprofit Management	PUBAFRS 730 – Public Finance	PUBAFRS 834 – Public Budgeting	
<b>AUTUMN 2012</b>	<b>SPRING 2013</b>	<b>SUMMER 2013</b>	
<b>SEMESTER</b>	<b>SEMESTER</b>	<b>SEMESTER</b>	
Capstone (3) PUBAFRS 79__	PUBAFRS 7532 (852 equiv) Governmental Accounting and Financial Management		
PUBAFRS 7557 (3) (812 legacy equiv) Strategy for Public Organizations	Space to take elective		

PUBAFRS 6500 (1) – Written Communication in Public Affairs	Elective or 1-credit Skills course (65xx)		
PUBAFRS 6505 (1) – Oral Communication in Public Affairs	Space to take elective  <b>*Graduate May 2013</b>		

PUBLIC POLICY STREAM (Completed on Quarter System: 1st Year of Program)

MANAGEMENT STREAM (Completed on Quarter System: 1st Year in Program, with 7557 to be taken in 2<sup>nd</sup> year)

QUANTITATIVE DECISIONS SUPPORT SYSTEMS STREAM (Completed on Quarter System: 1st Year in Program, with 7532 to be taken in 2<sup>nd</sup> year)

ECONOMICS STREAM (completed 1<sup>st</sup> year in program)

\*Recommended Courses/Preparation Before Starting Program: American Government, Microeconomics, Statistics

**Details on Core Restructuring and Transition:**

With regard to our core courses, under quarters some of the core stream courses are more sequential in nature, while other streams encompass courses of a more individual nature. Based on the content (in some cases reorganized significantly according to program and stream learning objectives) we have planned out a transition that will be easily accomplished by most students.

- In all cases, if a student began either degree program prior to AU 2011 and has not completed a stream yet, s/he will be required to take the necessary quarter courses before June 2012. Multiple sections of all three courses are offered regularly, and some are offered in multiple quarters. If this population proves to be larger than anticipated, sections of the appropriate courses will be added to our schedule in the coming year.

**1. Economics Stream (830-730-834 → 6060-6070)**

- MPA students beginning in AU 2011 must complete this stream in their first year, therefore MPA students scheduled to graduate in SP 2013 will have already completed this stream under quarters.
- Currently, In-Career MA students may complete this stream in either their first or second year. To ease the transition, MA students beginning AU 2011 will be required to wait until their second year to take the Economics Stream courses (6060 & 6070).

**2. Management Stream**

- MPA (810-811-812 → 6050-6060 + 7557 “legacy version” to count for 812 requirement)  
MPA students beginning in AU 2011 must complete 810 and 811 in their first year. In their second year, these transitional students will be required to enroll in PUBAFRS 7557, which will contain the material from the former 812 requirement. Enrollment will be by permission only, restricted to transitional population. After 2 years, this version of 7557 will be phased out and either replaced by a revised course (course change request) or will be officially withdrawn.
- MA (810-811)  
Because MA students are only required to take 810 and 811, students entering in AU 2011 must complete these courses in WI 2012 and SP 2012, thus completing their requirements in this area.

**3. Policy Stream (801,802,804 → 6000, 6010, part of 6080)**

- Because a portion of 804 will be subsumed into 6000 and 6010 (thus the content increase), Students who begin either program in AU 2011 will be required to complete 801, 802, and 804 before AU 2012.
- Because MPA students are required to take all three courses their first year, the stream will be complete by June 2012.

- For MA students, in addition to Autumn 2011 offerings, an extra section of 802 (6010) will be offered in SU 2012. Due to the short nature of this first semester, the course content will not need to change to accommodate its current objectives. MA students typically take at least one summer course.
  - Because a significant portion of 804 has been reconfigured to become what is now 6080 in the quantitative stream, this same set of students must complete the quarter version of the quantitative stream courses (820-821 for MA; 820-821-822 for MPA) in their first year (AY 2011-2012). This will avoid overlap between the old 804 and the reconfigured 6000, 6010, and 6080.
4. Quantitative Stream
- MPA (820-821-822-852 → 6070-6080 + 7532 “Elective” to count for 852 requirement)  
As with the Management Stream, MPA students beginning in AU 2011 must complete 820, 821 and 822 in their first year. In their second year, transitional students will be required to enroll in PUBAFRS 7532, which will contain the material currently contained in 852. Unlike the 812/7557 situation, however, enough of the content of 852 has been removed from the core curriculum for MPA students that this will not be a “legacy” course, but it will remain a free-standing elective.
  - In-Career MA students (820-821)  
Because MA students are only required to take 820 and 821, students entering in AU 2011 must complete these courses in AU 2011 and SP 2012, thus completing their requirements in this area.

#### Capstone Course / Comprehensive Exam

##### MA Students:

- Under the current system, all MA students take Comprehensive Exams in the quarter they intend to graduate. From AU 2011 through SP 2012, we will continue to offer the Comprehensive Exams as they have been offered in the past, thus providing a consistent experience for currently enrolled students.
- For those students planning on graduating after SP 2012, they will be required to take a capstone course as part of the new transitional curriculum (75xx) in the term *before* they plan to graduate. The Comprehensive Exams will then still be written by MA students in the term of planned graduation. (This could be a May-term enrollment if necessary, thus not increasing time to degree.) MA students who have completed their Capstone course will have a general comprehensive exam that takes into account their specific coursework and ties into their Capstone experience. Faculty are mindfully discussing the questions and structure for the Comprehensive Exams that takes into account the new Capstone requirement within a transitional, and ongoing context for MA students.

##### MPA Students:

- Currently, all MPA students must complete PUBAFRS 808, in which they write an independent Policy Analysis paper followed the next quarter by 809, in which they practice various methods by which to communicate their product (oral, written, visual) in multiple contexts which reflect

real-world communication situations that are designed to professionally prepare graduates for a career in public service. Under semesters, students will still have the option of an independent paper experience through PUBAFRS 7900. Alternatively, as explained in our proposal, students may choose to take a different Capstone course.

- Those students beginning the MPA in AU 2011 will transition smoothly into the Capstone course structure. The need for 809 will be replaced via the separate, 1-credit semester Skills courses, of which MPA students will have to take at least 3 (Written Communication in Public Affairs-6500, Oral Communication in Public Affairs – 6505, and one other course) for a total of 3 credits. There is ample room in the second year for them to complete these courses as well as electives.

PROGRAM GOALS (HORIZONTAL AXIS)	1. Integrate and synthesize knowledge across the curriculum	2. Apply integrated knowledge in a professional public service context	3. Lead and manage in public governance	4. View issues from multiple perspectives and articulate and apply these various perspectives to public	5. Communicate and interact with a diverse and changing workforce and citizenry	6. Recognize and advance the public interest	7. Gather, analyze, synthesize, and use appropriate evidence to inform public action and decisions
PROGRAM LEARNING OBJECTIVES FOR FOUR CONTENT STREAMS (VERTICAL AXIS)							
POLICY STREAM							
Policy 1 - Understand the context of the public policy process	X	X		X		X	
Policy 2 - Identify the basic elements of public policy process	X	X		X		X	
Policy 3- Understand the legal foundations of policy and management in the public sector			X	X			
Policy 4- Impact the policy process to advance the public interest		X	X		X	X	
Policy 5 - Draw the connections between public problems, goals, public programs, outputs, and outcomes	X						X
Policy 6 - Understand the historical foundations of public affairs (policy, admin, and management)	X						
Policy 7- Evaluate the connections between public problems, goals, public programs, outputs, and outcomes						X	X
Policy 8 - Understand legal reasoning	X		X				X
Policy 9- Understand how the law can be used to achieve public goals		X	X		X	X	
ECONOMICS STREAM							
Econ 1 - Become highly educated consumers of economic information	X			X		X	
Econ 2 - Be able to discuss and apply private and public sector ways to address violations of the neoclassical model		X				X	



PROGRAM GOALS (HORIZONTAL AXIS)	1. Integrate and synthesize knowledge across the curriculum	2. Apply integrated knowledge in a professional public service context	3. Lead and manage in public governance	4. View issues from multiple perspectives and articulate and apply these various perspectives to public service	5. Communicate and interact with a diverse and changing workforce and citizenry	6. Recognize and advance the public interest	7. Gather, analyze, synthesize, and use appropriate evidence to inform public action and decisions
PROGRAM LEARNING OBJECTIVES FOR FOUR CONTENT STREAMS (VERTICAL AXIS)							
Econ 3 - Be able to analyze and evaluate alternative methods of revenue generation and allocation		X	X		X	X	X
Econ 4 - Know and apply basic budgeting tools		X	X				X
<b>MANAGEMENT STREAM</b>							
Mgt 1- Manage and lead public organizations towards policy goals		X	X		X	X	
Mgt 2- Understand public organizations as a unit of analysis	X		X				
Mgt 3- Identify and manage external/environmental challenges to organization performance	X		X	X	X		X
Mgt 4- Understand what constitutes feasible performance outputs for public organizations			X			X	X
Mgt 5- Engage in strategic planning for public organizations		X	X			X	X
Mgt 6- Identify and manage internal challenges to organization performance	X		X		X		X
Mgt 7- Lead and motivate workers in public organizations		X	X		X		
Mgt 8- Manage innovation and change		X	X		X		
<b>QUANTITATIVE METHODS STREAM</b>							
Methods 1 - Assess data quality- surveys and sampling		X					X

PROGRAM GOALS (HORIZONTAL AXIS)	1. Integrate and synthesize knowledge across the curriculum	2. Apply integrated knowledge in a professional public service context	3. Lead and manage in public governance	4. View issues from multiple perspectives and articulate and apply these various perspectives to public service	5. Communicate and interact with a diverse and changing workforce and citizenry	6. Recognize and advance the public interest	7. Gather, analyze, synthesize, and use appropriate evidence to inform public action and decisions
PROGRAM LEARNING OBJECTIVES FOR FOUR CONTENT STREAMS (VERTICAL AXIS)							
Methods 2- Manage storage and retrieval of data		X					X
Methods 3- Understand the role of information technology in managing and leading an organization	X		X				
Methods 4- Be able to seek and identify patterns in data			X	X			X
Methods 5- Understand the logic of a statistical argument		X					X
Methods 6 – Support claims with stastically sound quantitative and/or qualitative evidence		X		X	X		X

KEY: * = foundational; ** = advanced/in-depth	POLICY STREAM COURSES		ECONOMICS STREAM COURSES		MANAGEMENT STREAM COURSES		QUANTITATIVE METHODS COURSES	
CORE COURSES (HORIZONTAL AXIS)	PA 6000: Public Policy Formulation and Implementation	PA 6010: Legal Environment of Public Organizations	6030: Public Sector Economics	6040: Public Budgeting and Finance	6050: Managing Public Sector Organizations	6060: Managing Human Resources in Public Organizations	6070: Public Affairs Statistics	6080: Public Affairs Program Evaluation
PROGRAM LEARNING OBJECTIVES FOR FOUR CONTENT STREAMS (VERTICAL AXIS)								
POLICY PROGRAM OBJECTIVES								
Policy 1 - Understand the context of the public policy process	**	**	*	**	*		*	**
Policy 2 - Identify the basic elements of public policy process	**	**	*	**	**	*	*	**
Policy 3 - Understand the legal foundations of policy and management in the public sector	*	**		*		*		
Policy 4 - Impact the policy process to advance the public interest	**	**	*	**	*	**		**
Policy 5 - Draw the connections among public problems, goals, public programs, outputs, and outcomes	**	**	*	**	**	*	**	**
Policy 6 - Understand the historical foundations of public affairs (policy, admin, and management)	**	**	*	*	*	*		
Policy 7 - Evaluate the connections among public problems, goals, public programs, outputs, and outcomes	**	**	*	**	*	*	**	**
Policy 8 - Understand legal reasoning	*	**		*	*	*		
Policy 9 - Understand how the law can be used to achieve public goals	*	**	*	*	*	**		
<b>ECONOMICS STREAM</b>								
Econ 1 - Become highly educated consumers of economic information	*		**	**		*		
Econ 2 - Be able to discuss and apply private and public sector ways to address violations of the neoclassical model	*		**	**				
Econ 3 - Be able to analyze and evaluate alternative methods of revenue generation and allocation			**	**			*	*
Econ 4 - Know and apply basic budgeting tools				**		*		
<b>MANAGEMENT STREAM</b>								
Mgt 1- Manage and lead public organizations towards policy goals	*	*			**	**		
Mgt 2- Understand public organizations as a unit of analysis	*		*	*	**	**	*	*



Status: PENDING

**PROGRAM REQUEST**  
Masters in Public Administration

Last Updated: Myers, Dena Elizabeth  
07/01/2011

<b>Fiscal Unit/Academic Org</b>	John Glenn Schl of Pblc Affrs - D0770
<b>Administering College/Academic Group</b>	John Glenn School of Pub Aff
<b>Co-administering College/Academic Group</b>	
<b>Semester Conversion Designation</b>	Re-envisioned with significant changes to program goals and/or curricular requirements (e.g., degree/major name changes, changes in program goals, changes in core requirements, structural changes to tracks/options/courses)
<b>Current Program/Plan Name</b>	Public Policy and Management
<b>Proposed Program/Plan Name</b>	Masters in Public Administration
<b>Program/Plan Code Abbreviation</b>	PUBADM-MPA
<b>Current Degree Title</b>	Master of Public Administration

**Credit Hour Explanation**

Program credit hour requirements		A) Number of credit hours in current program (Quarter credit hours)	B) Calculated result for 2/3rds of current (Semester credit hours)	C) Number of credit hours required for proposed program (Semester credit hours)	D) Change in credit hours
Total minimum credit hours required for completion of program		83	55.3	52	3.3
Required credit hours offered by the unit	Minimum	83	55.3	52	3.3
	Maximum	83	55.3	52	3.3
Required credit hours offered outside of the unit	Minimum	0	0.0	0	0.0
	Maximum	20	13.3	12	1.3
Required prerequisite credit hours not included above	Minimum	0	0.0	0	0.0
	Maximum	0	0.0	0	0.0

**Program Learning Goals**

Note: these are required for all undergraduate degree programs and majors now, and will be required for all graduate and professional degree programs in 2012. Nonetheless, all programs are encouraged to complete these now.

- Program Learning Goals**
- Upon successful completion of the program, students have integrated and synthesized knowledge across the degree's curriculum.
  - Upon successful completion of the program, students can apply integrated knowledge in a professional public service context.
  - Upon successful completion of the program, students will be able to lead and manage in public governance.
  - Upon successful completion of the program, students will be able to view an issue from multiple perspectives and articulate and apply these various perspectives to address public problems.
  - Upon successful completion of the program, students will be able to communicate and interact with a diverse and changing workforce and citizenry.
  - Upon successful completion of the program, students can recognize and advance public interests.
  - Upon successful completion of the program, students have gathered, analyzed, synthesized, and used appropriate evidence that can inform public action and decisions.

**Assessment**

Status: PENDING

**PROGRAM REQUEST**  
Masters in Public Administration

Last Updated: Myers, Dena Elizabeth  
07/01/2011

Assessment plan includes student learning goals, how those goals are evaluated, and how the information collected is used to improve student learning. An assessment plan is required for undergraduate majors and degrees. Graduate and professional degree programs are encouraged to complete this now, but will not be required to do so until 2012.

**Is this a degree program (undergraduate, graduate, or professional) or major proposal? Yes**

**Does the degree program or major have an assessment plan on file with the university Office of Academic Affairs? No**

**DIRECT MEASURES (means of assessment that measure performance directly, are authentic and minimize mitigating or intervening factors)**

**Classroom assignments**

- Other classroom assessment methods (e.g., writing assignments, oral presentations, oral exams)

**Evaluation of a body of work produced by the student**

- Senior thesis or major project
- Capstone course reports, papers, or presentations

**Direct assessment methods specifically applicable to graduate programs**

- Research proposals written and grants awarded

**INDIRECT MEASURES (means of assessment that are related to direct measures but are steps removed from those measures)**

**Surveys and Interviews**

- Student survey
- Alumni survey
- Employer feedback or survey
- Student evaluation of instruction
- Student interviews or focus groups

**Additional types of indirect evidence**

- Job or post-baccalaureate education placement
- Student or alumni honors/recognition achieved
- External program review
- Curriculum or syllabus review
- Grade review
- Outreach participation
- Comparison or benchmarking

**USE OF DATA (how the program uses or will use the evaluation data to make evidence-based improvements to the program periodically)**

- Meet with students directly to discuss their performance
- Analyze and discuss trends with the unit's faculty
- Analyze and report to college/school
- Analyze and report to accrediting organization
- Make improvements in curricular requirements (e.g., add, subtract courses)
- Make improvements in course content
- Make improvements in course delivery and learning activities within courses
- Make improvements in learning facilities, laboratories, and/or equipment
- Periodically confirm that current curriculum and courses are facilitating student attainment of program goals
- Benchmark against best programs in the field

**Program Specializations/Sub-Plans**

Status: PENDING

**PROGRAM REQUEST**  
Masters in Public Administration

Last Updated: Myers,Dena Elizabeth  
07/01/2011

If you do not specify a program specialization/sub-plan it will be assumed you are submitting this program for all program specializations/sub-plans.

**Pre-Major**

Does this Program have a Pre-Major? No

**Attachments**

- JGSPA MPA Semesters Sample Program Plan.docx: MPA semesters sample degree program plan  
*(Other Supporting Documentation. Owner: Hallihan,Kathleen Mary)*
- Attachment 2 JGSPA MPA Program Information.docx: MPA Program Information  
*(Program Rationale Statement. Owner: Hallihan,Kathleen Mary)*
- JGSPA MPA Quarters Sample Program Plan.doc: MPA quarters sample degree program plan  
*(Other Supporting Documentation. Owner: Hallihan,Kathleen Mary)*
- JGSPA Graduate Degree Program Cover Letter.doc: Cover Letter from unit-college  
*(Letter from the College to OAA. Owner: Hallihan,Kathleen Mary)*

**Comments**

- In row "Required credit hours offered outside of the unit" the credits under both quarters and semesters represent the maximum combination of outside electives that could be taken as degree requirement substitutions and/or the maximum core course substitutions (including transfer credit). While the latter is rare, it does happen on occasion. *(by Hallihan,Kathleen Mary on 06/28/2011 07:18 PM)*

**Workflow Information**

Status	User(s)	Date/Time	Step
Submitted	Hallihan,Kathleen Mary	06/28/2011 07:19 PM	Submitted for Approval
Approved	Hallihan,Kathleen Mary	06/28/2011 07:20 PM	Unit Approval
Approved	Brown,Trevor Laurence	06/29/2011 09:01 PM	SubCollege Approval
Approved	Brown,Trevor Laurence	06/29/2011 09:01 PM	College Approval
Approved	Myers,Dena Elizabeth	07/01/2011 02:21 PM	GradSchool Approval
Pending Approval	Cameron,Erin Marie Soave,Melissa A	07/01/2011 02:21 PM	CAA Approval

June 28, 2011

Professor Jay Hobgood  
Department of Geography  
The Ohio State University  
1036 Derby Hall  
154 North Oval Mall  
Columbus, OH 43210

Dear Professor Hobgood:

The John Glenn School of Public Affairs has completed its proposal for the semester version of its graduate degree programs. This letter describes the semester conversion review process within the Glenn School, the programs that resulted from that process, and the School's conversion implementation plans for each program. Because the Glenn School is both a program-offering unit and a School that reports directly to OAA, Professor Ann Christy, Provost Faculty Fellow, Office of Academic Affairs, recommended that we submit one letter covering the OAA Template Information on behalf of both the program-offering unit and the college. The Glenn School offers the following degree programs:

- Undergraduate Bachelors of Arts in Public Affairs
- Undergraduate Minor in Nonprofit Studies
- In-Career MA in Public Policy and Management
- Masters of Public Administration (MPA)
- Ph.D. in Public Policy and Management
- Master of Arts Joint Degree in Arts Policy Administration with the Department of Art Education
- MPA/MS Dual Degree in Public Administration and Agricultural Environmental, and Developmental Economics
- MA/MA Dual Degree in Public Policy and Management and City and Regional Planning
- MPA/MBA Dual Degree in Public Administration and Business Administration
- MA/MS Dual Degree in Public Policy and Management and Natural Resources
- MA/JD Dual Degree in Public Policy and Management and Law (Juris Doctor)
- MA/MA Dual Degree in Public Administration and Slavic and Eastern European Studies
- MA/MSW Dual Degree in Public Policy and Management and Social Work
- MPA/MHA Dual Degree in Public Administration and Health Administration

The cover letter for our undergraduate BA in Public Affairs and the Nonprofit Studies Minor was submitted under separate cover due to the separate curricular flow approval process, which routes these programs through Arts and Sciences. This letter focuses on the Glenn School's graduate degree programs.



## PROCESS

Beginning in May of 2010 the Glenn School convened Semester Conversion Task Forces for the Ph.D., the four streams contained in both the MA and MPA, and the undergraduate degree and minor. The task forces were composed of Glenn School faculty, current students associated with each degree, Glenn School alumni, and administrative staff. The task forces met over the course of the next several months to discuss and identify programmatic and course-level learning goals and objectives for each program. The task forces then mapped the curriculum for the degrees to the program learning goals and objectives, considering each course's place, level, and purpose within the curriculum. A wiki was also established and utilized to continue the discussions online.

At the end of the summer of 2010, the task forces put forward recommended semester conversion plans for each degree program and the minor program to the Glenn School's Curriculum Committee, which also consists of faculty, student and staff representatives. Throughout the fall of 2010, and the winter of 2011, the Curriculum Committee met weekly to refine program- and course-level goals and objectives, confirm degree requirements and program structures, and determine the details of the semester program conversion elements. The School's Director was provided weekly updates on the proposed semester programs. Throughout this period, the School also convened the full faculty and staff, plus student representatives, on three occasions to gather feedback on the School's proposed degree programs.

On December 9, 2010, the faculty voted unanimously to approve the proposed semester versions of all graduate and undergraduate programs and degrees.

## PROGRAMS

The semester conversion process allowed the participants in the School's graduate curricular programs to step back and rethink how the School provides value to students through its degrees. Of the three foundational graduate degrees the School offers – the Ph.D., the MA in Public Policy and Management, and the MPA – the Ph.D. remained relatively unchanged, while the MA and the MPA were restructured. As a result of updated accreditation standards from the National Association of Schools of Public Affairs and Administration (NASPAA), the semester conversion process afforded faculty, students, alumni, and staff to refine and develop program goals and learning objectives for the two graduate professional degree programs. This letter covers these three foundational graduate degree programs in turn.

### **Doctor of Philosophy in Public Policy and Management**

The John Glenn School of Public Affairs Doctor of Philosophy in Public Policy and Management degree is undergoing a neutral conversion, with minimal enhancements to the degree requirements and program structure. The minimal required number of credits to complete the Ph.D. degree (factoring in a minimum of 6 credits – two terms of dissertation hours in both scenarios) will change from 81 to 52. All required courses within the unit have been changed

from 5 to 3 credits with the exception of the course described in the first bullet below. It is assumed that courses taken outside the Glenn School have undergone similar conversions. The School will verify with all units the neutral conversion of existing suggested outside course work and make changes where applicable. Please see below a list of the minimal changes to the degree requirements/structure:

- Our “First Year Doctoral Seminar,” has been split from one, 5-credit course, into three, 1-credit courses that students take in AU and SP of their first year, and in the AU of their second year.
- A one-credit semester course has been added to our curriculum as a requirement for students entering the degree program: “College Teaching in Public Affairs.” This course, also approved as part of the Graduate Interdisciplinary Specialization in College Teaching, will help prepare our Ph.D. students who will teach some of our undergraduate courses as GTAs. For those students currently enrolled in the program this course will be an elective.
- The advising sheet and sample program plan under semesters has been slightly reconfigured to add transparency and flexibility to students’ degrees, requiring three Quantitative Methods courses outside the unit rather than the two that are required presently.
- Student Milestones have been added to the sample program plan that were formerly only listed in the Ph.D. handbook, thus adding transparency to the timing of students’ progress to degree.

### **In-Career Masters of Arts in Public Policy and Management (MA) and Masters of Public Administration (MPA)**

The John Glenn School of Public Affairs In-Career Masters of Arts in Public Policy and Management and Masters of Public Administration have been restructured and are coming forward as re-envisioned submissions. Historically these two degree programs have shared a similar core curriculum in public policy, public management, public sector economics, and data analysis. The primary differences between the two programs have been in the number of degree requirements – the MA has fewer since students are mid-career professionals– and MPA students were required to write an applied policy or management paper as the exit requirement, while MA students took an exit exam as required by the Graduate School. Students in both degree programs were also required to take elective courses, called policy labs, although MPA students were required to take more elective courses.

Under semesters the Glenn School has kept the same basic content areas for the core curriculum of each degree program – public policy, public management, public sector economics, and data analysis. However, the content within these areas has now been mapped to learning goals and objectives that are measurable. This has resulted in better integrated content across the curriculum. In addition, some of what was previously core content has been moved to elective courses (in part driven by NASPAA accreditation standards). We have also better aligned our programs to the professional development of students. One of the primary purposes of each degree program is to enhance the professional skills of students. To that end, we have developed professional skill courses. Because MPA students lack the extensive managerial or analytical

experience that in-career MA students do, MPA students are now required to take a series of professional skill courses. MA students are not required to do so, although they are welcome to upgrade their skills by enrolling in these courses. Students in both programs are still required to take elective courses, but MPA students are required to take more elective courses to gain specialized knowledge that they lack; MA students typically bring specialized policy or management knowledge from their work experience and so are not required to take as many electives. Finally, we have changed the exit requirement for each degree program. Students in both programs are required to take a capstone course that integrates and applies the knowledge from the core courses in the four content areas. MA students, per Graduate School rules, are required to take an in-class exit exam. The attachments for each of these programs describe these elements in more detail.

One notable change worth highlighting in this cover letter is that the eight core courses in each degree are coming forward as 4 semester credit hour courses. There are several reasons for this decision listed below.

- Time to degree considerations – Given our experience with the current in-career MA program we cannot reasonably expect in-career professionals to enroll in more than two courses per term. If we had designed the courses as three credit hour courses, this would have added considerable time to degree completion and dramatically reduced the competitiveness of our degree in the marketplace.
- Revenue neutral – In order to maintain revenue neutrality and design degree programs that could be completed in a reasonable time frame (two to four years), four credit hour core courses were required. Even with four credit hour core courses, the degree programs will actually lose revenue based on credit income through the conversion.
- Accreditation standards – Given the limit to how many core courses we could offer to maintain time to degree completion and new accreditation standards, we had to build more content into the core courses. The amount of material in each core course has increased.
- Program learning goals – Similarly as faculty examined the core courses, new learning goals were added to the core courses which increased their requirements.
- Curricular alignment of core classes – Each of our current 4 and 5 credit-hour quarter-length core courses meet on average one night a week for two-hours and 48 minutes with extensive out-of-class requirements. In the switch to semesters, students in four credit hour semester length core courses will meet once a week for three to three and a half hours with extensive out-of-class requirements. Semester length courses will be 14 weeks long, providing an additional four weeks of content and significantly more time for out of class assignments. In short, each semester length core course will have more material in it than quarter length core courses.

### **Dual and Joint Degree Programs**

We have been in contact with our dual and joint degree partners through the semester conversion process. We have been tracking changes made to the curricular requirements in these partner units. On our side, for each of dual and joint degrees, many of the core courses from our MA

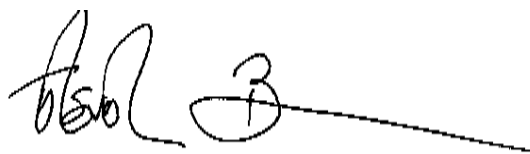
and MPA programs are required. Once the new MA and MPA programs are approved, we will more directly engage the structure of each dual and joint degree program to finalize the curricular program.

## IMPLEMENTATION

The School is committed to ensuring that the transition of our programs from the quarter system to semester system takes place without impeding students' progress in the program. Since we are not changing major program or course requirements for the Ph.D. program we will not have to offer transitional courses. We are changing requirements for the MA and MPA degree programs. As a result, we will offer more sections of current courses, in multiple terms, for our existing MA and MPA students to ensure that they can complete their degrees in a timely fashion. If needed, we will offer transitional courses, however, due to extensive planning and enrollment projections we do not anticipate the need to offer bridge courses. The School's advisors are already working with existing MA and MPA students to ensure a relatively seamless transition.

We look forward to moving our graduate programs to semesters and would be happy to provide any additional material to expedite the review process.

Sincerely,

A handwritten signature in black ink, appearing to read 'Trevor Brown', with a long horizontal line extending to the right.

Trevor Brown  
Associate Director for  
Academic Affairs and Research  
[brown.2296@osu.edu](mailto:brown.2296@osu.edu)

A handwritten signature in black ink that reads 'Charles Wise'.

Charles Wise  
Founding Director  
[wise.983@osu.edu](mailto:wise.983@osu.edu)

## Attachment 2:

John Glenn School of Public Affairs Quarter to Semester Conversion Information  
Masters of Public Administration (MPA) Program

Contents:

“Required elements in this order:”

1. Letter from the Program-offering Unit
  2. Program Rationale Statement
  3. List of Semester Courses
  4. Semester Advising Sheet(s)
  5. Quarter Advising Sheet(s) (*required for re-envisioned or converted programs only*)
  6. Transition Policy
- 

**1. Letter from Program-offering Unit:**

Please see Attachment 1: Program/School Letter which covers the MA, MPA and Ph.D. programs and lists all joint, dual, and undergraduate degrees and/or programs. The undergraduate JGS BA in Public Affairs and the JGS Minor in Nonprofit Studies are under separate cover because they have a separate approval flow which must go through Arts and Sciences.

**2. Program Rationale Statement:**

As summarized in the Unit/School cover letter, the John Glenn School of Public Affairs Masters of Public Administration (tagged) degree is undergoing a revision with important enhancements to the degree requirements and program/curricular structure. The degree has not been significantly revised in several years. As a result of updated NASPAA accreditation standards combined with the opportunity afforded by the conversion to semesters, faculty, students, alumni, and staff have refined and developed program goals and learning objectives, from which the current curriculum was mapped and altered to better serve the needs of our students under semesters. The minimal required number of credits to complete the MPA degree will change from 83 to 52.

Required foundational core courses within the unit have been decreased from fifteen courses to eight. The credit hours associated with these courses have been proposed to change from either 5 or 4 quarter credits, to 4 semester credits each. There are several reasons for this (outlined in the Letter from the Program/School). Other changes are outlined briefly below.

- All PUBAFRS “Policy Lab Application courses” (Required Electives totaling 20 quarter credits) have been reduced from 5 quarter credits to 3 semester credits. The degree requirement for total electives has moved from 20 (usually four courses) to 12 credits (still 4 courses).
- These “Policy Lab” courses, also part of our NASPAA accreditation standards, will now be called “Required Electives,” and those that have been running for many years (in some cases over a decade) will be formalized with their own permanent course numbers that fit within the unit’s new course numbering schematic. This is an effort not only to make course type, content, and registration information more transparent to students, but also to make transcript designations

more accurate. As part of this group, a few new courses are being proposed by faculty as Required Electives in areas where our growing faculty body have expertise and interest.

- Elements from several current core courses have been distributed in a variety of ways to better align with program and learning goals and to add flexibility to the degree.
  - Skills courses: MPA students will now be required to take five, 1-credit Skills Courses. Two of these 1-credit courses are required early in the degree (Written Communication and Oral Communication) in order to better prepare students for later courses. Currently, students take one 5-credit course at the end of their degree that encompasses this material. Students, faculty, and alumni all agreed that this information would enable more successful learning if it came earlier in the program.
  - Required Elective courses: Some courses formerly in the core curriculum will now be offered as 3-credit elective options. This represents a more precise alignment with core course learning objectives with program goals. A reasonable variety of these courses from different areas (see advising sheet) will be offered regularly, ensuring capacity for student demand and rotation of relevant course topics and faculty teaching assignments.
  - Capstone Courses: Currently, all MPA students must complete PUBAFRS 808 with a grade of “B” or better in order to meet degree exit requirements per accreditation standards. As our student body and faculty grow significantly, the faculty propose a new category of Capstone Courses. The existing PUBAFRS 808 (7900) will remain a regularly-offered option in which students pursue an in-depth policy analysis project of their own choosing. In addition, other Capstone Courses have been proposed which will encompass several relevant focused areas (to be reflected on transcripts via their title). This will not only allow students to specialize on more project-based learning and knowledge production, but will also allow our growing faculty to do the same and allow increased outreach partnerships with organizations in need of assistance with appropriate projects.

Guidelines for the requirements within Capstone Courses will be developed by the curriculum committee in concurrence with the unit’s faculty. All share the programmatic learning objectives and aim to enable students to develop and synthesize complex problems related to Public Affairs. Proposals for Capstone offerings will be developed and by the faculty, and vetted by the curriculum committee on a course-by-course basis to ensure that each course enables the learning objectives and exit requirement thresholds to be met, and that structural elements related to the courses are calibrated across the Capstone curriculum. While not all Capstone Courses will be offered regularly, the School will map out Capstone curricular offerings at least 2 years in advance so as to ensure student choice, curricular content balance, and faculty workload considerations. The individualized Capstone successor to PUBAFRS 808 (7900) will be offered with continuing regularity so students have the option to pursue, in a more individual manner, analysis projects of interest and relevance. Because of the inherent calibration and required status of this group of courses, this exciting innovation will also serve as an excellent place for programmatic assessment to take place in the future.

- The advising sheet and sample program plan under semesters has been reconfigured reflect the changes described above.

**3. List of Semester Courses and categories of courses that constitute the requirements of the program:**

**A) CORE COURSES (32 credits – students complete all courses)**

<b>Course</b>	<b>Hours</b>
PUBAFRS 6000: Public Policy Formulation and Implementation	4
PUBAFRS 6010: Legal Environment of Public Organizations	4
PUBAFRS 6030: Public Sector Economics	4
PUBAFRS 6040: Public Budgeting and Finance	4
PUBAFRS 6050: Managing Public Sector Organizations	4
PUBAFRS 6060: Managing Human Resources in Public Organizations	4
PUBAFRS 6070: Public Affairs Statistics	4
PUBAFRS 6080: Public Affairs Program Evaluation	4

**B) ELECTIVE COURSES (3 credits required from the following list)**

Courses are separated by general area of relevance for the purposes of transparency for students. Not all courses are offered regularly. Students may take courses any subcategory. Students may also petition to count graduate-level graded coursework from outside the Glenn School to apply toward their total required elective hours (Graduate Studies Chair permission required).

<b>Course</b>	<b>Hours</b>
<b>Public Policy Related</b>	
PUBAFRS 7500: Energy Policy and the Environment	3
PUBAFRS 7501/ CRP 6610: Grant Writing in the Public Sector	3
PUBAFRS 7502: Health Policy and the Public Sector	3
PUBAFRS 7503: Higher Education Policy for Public Leaders	3
PUBAFRS 7504: Science and Technology Policy	3
PUBAFRS 7505: Wicked Policy Problems	3
PUBAFRS 7506: Workforce Planning Policy	3
PUBAFRS 7525 Policy and Strategy in the Nonprofit Sector	3
<b>Public Sector Economics Related</b>	
PUBAFRS 7530: Capital Budgeting and Capital Markets	3
PUBAFRS 7531: Economic Development Policy	3
PUBAFRS 7532: Governmental Accounting and Financial Management	3
PUBAFRS 7533: Non-Profit Financial Management	3
PUBAFRS 7534: Privatization	3
PUBAFRS 7535: Regulation and Deregulation	3
PUBAFRS 7536: Pensions, Savings, & Insurance – The Public Perspective	3
PUBAFRS 7537: Economic Development and Education Policy	3
<b>Management Related</b>	

PUBAFRS 7550: Contract Management	3
PUBAFRS 7551/ CRP 7500: Dispute Resolution	3
PUBAFRS 7552: Managing Innovation and Change	3
PUBAFRS 7553: Non-Profit Management and Governance	3
PUBAFRS 7554/CRP 6620: Performance Measurement and Management in the Public Sector	3
PUBAFRS 7555: Project Management	3
PUBAFRS 7556: Research and Development Management	3
PUBAFRS 7557: Strategy for Public Organizations	3
<b>Public Sector Statistics Related</b>	
PUBAFRS 7570: Public Management Information Systems	3
PUBAFRS 7572: Policy Simulation and Modeling	3
PUBAFRS 7571: Multivariate Data Analysis for Public Policy and Management	3
<b>Other</b>	
PUBAFRS 5590: Fundraising and Philanthropy	3
PUBAFRS 5591: Lobbying and Government Relations	3
PUBAFRS 7590: Washington D.C. Research Project (Special Program – application and admission required)	3

**C) CAPSTONE COURSES (3 credit hours required)**

Not all Capstone courses are offered regularly. Patterns and frequency of offering will be planned by the faculty well in advance so that students have time to complete pre-requisites. Students will be advised to meet with advisors and consult the master schedule via Buckeye Link to make sure they have the pre-requisites in place in order to take a specific course. An addendum to the proposed advising sheet will be created which lists each pre-requisite for each Capstone Course. A Capstone course may be substituted for an Elective Requirement if the student earns a grade of “C” or higher. A grade of “B” or higher is required for an MPA student to graduate.

Course	Hours
PUBAFRS 7900: Capstone: Research Paper in Public Affairs	3
PUBAFRS 7910: Capstone: Public Policy Issues	3
PUBAFRS 7920: Capstone: Public Economics	3
PUBAFRS 7930: Capstone: Public Budgeting and Finance	3
PUBAFRS 7940: Capstone: Public Management	3
PUBAFRS 7950: Capstone: Nonprofit Management	3
PUBAFRS 7960: Capstone: Information Management	3
PUBAFRS 7970: Capstone: International Issues in Public Affairs	3

**D) SKILLS COURSES (5 credits total required, 3 beyond the required courses noted below)**

Course	Hours
PUBAFRS 6500: Written Communication ( <b>required</b> )	1
PUBAFRS 6505: Oral Communication ( <b>required</b> )	1
PUBAFRS 6510: Conveying Quantitative Data in Public Affairs	1
PUBAFRS 6515: Database Management	1



PUBAFRS 6520: Balanced Scorecards and Dashboards	1
PUBAFRS 6525: Survey Design	1
PUBAFRS 6890: Special Topics Skills	1

4. Semester Advising Sheet (please see attached at the end of this document)
5. Quarter Advising Sheet (please see attached at the end of this document)
6. Transition Policy

First and foremost, it will be made clear to students via multiple communications and methods that the progress and/or time to degree completion for those who began their degree under the quarter system will not be negatively impacted as we convert to semesters.

Transitional MPA students are being advised to take the quarter versions of courses required for the degree (inside and/or outside the unit) that continue to satisfy program requirements until SU 2012. Both the faculty and the advising staff at the Glenn School have been working diligently with students to plan out which quarter courses transitional MPA students would best position them to complete their degree under semesters as expediently as possible, and the curriculum committee has projected out course offering schedules to accommodate extra course sections where appropriate to meet the needs of all cohorts. This process will be especially unique for some students (e.g. part-time MPA, returning students, dual-degree students) and as such, we are identifying these populations early and have already met with many to map out preliminary program plans.

After SP 2010, whenever possible, students will take the semester equivalents of the courses they have left to complete. A course calendar including all courses to be offered, the number of sections each based on expected enrollments of both MPA and MA students, and wherever possible, instructor assignments have already been planned in draft form through SP 2013. A transitional advising sheet and program plan is being designed so that students will know exactly what they need to do to complete the degree requirements. All transitional (including part-time) and incoming students affected by semester conversion will receive multiple communications via multiple methods regarding semester conversion, including an up to date link on our home page. In addition, individual and group informational and degree planning sessions will be held, so that progress and/or time to degree completion for those who began their degree under the quarter system will not be negatively impacted as we convert to semesters.

Current students who will graduate under semesters will, in some cases, have multiple options on how they wish to fulfill degree requirements with the permission of the Graduate Studies Chair and the Curriculum Committee. In other instances, students will be advised to follow pre-determined enrollment patterns to ensure that they meet accreditation and program standards for degree completion. If there are instances where course selection might be less flexible, increased sections of required courses will be scheduled to accommodate students' schedules. The School also remains flexible to unforeseen situations, in which Independent Studies and/or Group Studies courses and flexibly scheduled courses may be appropriate. At this point, we see no need for bridge courses.

In addition, information concerning elective courses offered by units outside the Glenn School that currently (and will continue to) count toward elective degree requirements, will be solicited and made available to students as has been our standard practice. If there are any instances in which a course typically accepted as a substitution from outside the School has undergone significant content changes as a result of conversion, the Glenn School curriculum committee will consider its continuing

applicability as an elective choice or core substitution. Wherever possible, new courses may be approved for substitution upon the petition request of a student, or communicated to students as substitution options upon the request of a unit.

Finally, current and future Dual and Joint-Degree students will also receive careful and diligent advising and communications as we work with our current Dual Degree partners (listed in Attachment 1) to reconfigure our programs. The advising process will follow the same structure described above and will remain in accordance with Graduate School policies regarding Dual Degree requirements.

Date:

Advisor:

Advising Sheet for M.P.A. (Semesters)  
Total Credits Required: 52



Name: \_\_\_\_\_ E-mail address: \_\_\_\_\_ @osu.edu

**RECOMMENDED**

**Notes**

American Government	
Microeconomics	
Statistics	

**A. CORE COURSES (32 credits - complete all courses)**

Course	Hours	Grade	Sem/Yr Taken
<b>Policy Stream</b>			
PUBAFRS 6000: Public Policy Formulation and Implementation	4		
PUBAFRS 6010: Legal Environment of Public Organizations	4		
<b>Economics Stream</b>			
PUBAFRS 6030: Public Sector Economics	4		
PUBAFRS 6040: Public Budgeting and Finance	4		
<b>Management Stream</b>			
PUBAFRS 6050: Managing Public Sector Organizations	4		
PUBAFRS 6060: Managing Human Resources in Public Organizations	4		
<b>Quantitative Decision-making Stream</b>			
PUBAFRS 6070: Public Affairs Statistics	4		
PUBAFRS 6080: Public Affairs Program Evaluation	4		

**B. SKILLS COURSES (5 credits total required, 3 beyond required courses noted below)**

Course	Hours	Grade	Sem/Yr Taken
<b>Required</b>			
PUBAFRS 6500: Written Communication	1		
PUBAFRS 6505: Oral Communication	1		
<b>Choose any 3</b>			
PUBAFRS 6510: Conveying Quantitative Data in Public Affairs	1		
PUBAFRS 6515: Database Management	1		
PUBAFRS 6520: Balanced Scorecards and Dashboards	1		
PUBAFRS 6525: Survey Design	1		
PUBAFRS 6890: Special Topics Skills	1		

3) **ELECTIVE COURSES (12 credits required from the following list<sup>i</sup>)**

Courses are separated by general area of relevance for the purposes of transparency for students. Not all courses are offered regularly. Students need not take courses from each subcategory and may take multiple courses from any category. Specific courses are not repeatable.

Course	Hours	Grade	Sem/Yr Taken
<b>Policy Related</b>			
PUBAFRS 7500: Energy Policy and the Environment	3		
PUBAFRS 7501/ CRP 6610: Grant Writing in the Public Sector	3		
PUBAFRS 7502: Health Policy and the Public Sector	3		
PUBAFRS 7503: Higher Education Policy for Public Leaders	3		
PUBAFRS 7504: Science and Technology Policy	3		
PUBAFRS 7505: Wicked Policy Problems	3		
PUBAFRS 7506: Workforce Planning Policy	3		
PUBAFRS 7525 Policy and Strategy in the Nonprofit Sector	3		
<b>Economics Related</b>			
PUBAFRS 7530: Capital Budgeting and Capital Markets	3		
PUBAFRS 7531: Economic Development Policy	3		
PUBAFRS 7532: Governmental Accounting and Financial Management	3		
PUBAFRS 7533: Non-Profit Financial Management	3		
PUBAFRS 7534: Privatization	3		
PUBAFRS 7535: Regulation and Deregulation	3		
PUBAFRS 7536: Pensions, Savings, & Insurance – The Public Perspective	3		
PUBAFRS 7537: Economic Development and Education Policy	3		
<b>Management Related</b>			
PUBAFRS 7550: Contract Management	3		
PUBAFRS 7551/ CRP 7500: Dispute Resolution	3		
PUBAFRS 7552: Managing Innovation and Change	3		
PUBAFRS 7553: Non-Profit Management and Governance	3		
PUBAFRS 7554/CRP 6620: Performance Measurement and Management in the Public Sector	3		
PUBAFRS 7555: Project Management	3		
PUBAFRS 7556: Research and Development Management	3		
PUBAFRS 7557: Strategy for Public Organizations	3		

<b>Quantitative (Statistics) Related</b>			
PUBAFRS 7570: Public Management Information Systems	3		
PUBAFRS 7571: Multivariate Data Analysis for Public Policy and Management	3		
PUBAFRS 7572: Policy Simulation and Modeling	3		
<b>Other</b>			
PUBAFRS 5590: Fundraising and Philanthropy	3		
PUBAFRS 5591: Lobbying and Government Relations	3		
PUBAFRS 7590: Washington D.C. Research Project (Special Program – application and admission required)	3		
<b>Outside Elective Coursework (see note below)</b>	<b>Hours</b>	<b>Grade</b>	<b>Sem/Yr Taken</b>

**4) CAPSTONE COURSES (3 credit hours required<sup>ii</sup>)**

**Not all Capstone courses are offered regularly. Please be sure to consult the master schedule via Buckeye Link to make sure you have the pre-reqs in place in order to take a specific course. Consult with your advisor to plan out a program that will best suit your interests and prepare you to meet requirements.**

<b>Course</b>	<b>Hours</b>	<b>Grade</b>	<b>Sem/Yr Taken</b>
PUBAFRS 7900: Capstone: Research Paper in Public Affairs	3		
PUBAFRS 7910: Capstone: Public Policy Issues	3		
PUBAFRS 7920: Capstone: Public Economics	3		
PUBAFRS 7930: Capstone: Public Budgeting and Finance	3		
PUBAFRS 7940: Capstone: Public Management	3		
PUBAFRS 7950: Capstone: Nonprofit Management	3		
PUBAFRS 7960: Capstone: Information Management	3		
PUBAFRS 7970: Capstone: International Issues in Public Affairs	3		

**MPA Exit Requirements in addition to the Graduate School Rules**

- **Fulfillment of credit hour requirements**
- **Fulfillment of course requirements**
- **Successful completion of one capstone course with a grade of “B” or higher**

<sup>i</sup> With the permission of the John Glenn School Graduate Studies Chair, students may count graduate-level graded coursework from outside the School to count toward their total required elective total of 12 credits. In order to obtain permission, a student **must** fill out the JGS Outside Coursework Petition form found at <http://www.glenn.osu.edu/current/current.html> and submit it to the Graduate Studies Chair for approval **PRIOR** to enrolling in the course. Submitting a past or current syllabus for the course is also helpful, but not required. Please consult with your advisor for ideas and suggestions for coursework that matches your areas of interest.

<sup>ii</sup> Additional capstone courses may count toward the fulfillment of elective degree requirements. A grade of “C” or higher is required for a capstone course to count as an elective **substitution**. A grade of “B” or higher is required for the capstone course to count as your MPA exit requirement.

**Date:**

**Advisor:**

Advising Sheet for M.P.A. (Quarters)  
Total Credits Required: 83



Name: \_\_\_\_\_ E-mail address: \_\_\_\_\_ @osu.edu

**RECOMMENDED**

**Notes**

American Government	
Microeconomics	
Statistics	

**A. Foundation Courses (63 credits - complete all courses)**

\*Note: All courses except 809, 812, and 852 are pre-requisites to PUBAFRS 808.

Course	Hours	Grade	Term/Yr Taken
<b>Policy Stream</b>			
PUBAFRS 801: Public Policy Formulation and Implementation	5		
PUBAFRS 802: Legal Environment of Public Organizations	4		
PUBAFRS 804: Public and Nonprofit Program Evaluation	4		
<b>Economics Stream</b>			
PUBAFRS 830: Economics of Public and Nonprofit Management	4		
PUBAFRS 730: Public Finance	5		
PUBAFRS 834: Public Budgeting	4		
<b>Management Stream</b>			
PUBAFRS 810: Managing Public Organizations	4		
PUBAFRS 811: Leadership in Human Resources in Public Organizations	4		
PUBAFRS 812: Strategy for Public Organizations	4		
<b>Quantitative Decision-making Stream</b>			
PUBAFRS 820: Data Analysis for Public Policy and Management	4		
PUBAFRS 821: Public Management Information Systems	4		
PUBAFRS 822: Multivariate Data Analysis for Public Policy and Management	4		
PUBAFRS 852: Government and Nonprofit Accounting	4		
<b>Policy/Management Paper</b>			
PUBAFRS 808: Policy Problem Seminar I	5		
PUBAFRS 809: Policy Problem Seminar II	4		

5. Quarter Advising Sheet (p. 2 of 2)

**2) Application courses (e.g. Policy Labs / Required Electives - 20 credits\*):**

Policy Lab Course	Hours	Grade	Term/Yr Taken
PUBAFRS 880.____	5		
	5		
	5		
	5		
Outside Elective Coursework	Hours	Grade	Term/Yr Taken

**MPA Exit Requirements in addition to the Graduate School Rules**

- **Fulfillment of credit hour requirements**
- **Fulfillment of course requirements**
- **Successful completion of PUBAFRS 808 with a grade of “B” or better (see Masters Handbook for further information)**

\*Students may count graduate-level graded coursework from outside the School to apply toward their total required elective hours. One course may be taken outside the unit without prior permission. In order to obtain permission for any additional outside courses, a student **must** fill out the JGS Outside Coursework Petition form found at <http://www.glenn.osu.edu/current/current.html> and submit it to the Graduate Studies Chair for approval PRIOR to enrolling in the course. Submitting a past or current syllabus for the course is also helpful, but not required. Please consult with your advisor for ideas and suggestions for coursework that matches your areas of interest.

M.P.A. Sample 2-year Program Plan (Semesters)  
52 credits required – see advising sheet for additional information



Autumn 20__	Spring 20__	May-term, Summer-term &/or Combined May-Summer Term 20__
PUBAFRS 6000: Public Policy Formulation and Implementation (4)	PUBAFRS 6010: Legal Environment of Public Organizations (4)	Elective (3)
PUBAFRS 6030: Public Sector Economics (4)	PUBAFRS 6040: Public Budgeting and Finance (4)	Elective (3)
PUBAFRS 6070: Public Affairs Statistics (4)	PUBAFRS 6080: Public Affairs Program Evaluation (4)	Skills Course (student choice) (1)
Skills Course: PUBAFRS 6500: Written Communication (1)	Skills Course (student choice) (1)	
Skills Course: PUBAFRS 6505: Oral Communication (1)		[Skills Course (1) could be taken here]

Autumn 20__	Spring 20__	May + Summer Term 20__
PUBAFRS 6050: Managing Public Sector Organizations (4)	PUBAFRS 6060: Managing Human Resources in Public Organizations (4)	
Elective (3)	Elective (3)	
<b>Capstone (3) PUBAFRS 79__</b>	Skills Course (Student Choice) (1)	
[Skills Course (1) could be taken here]	[Skills Course could be taken here]	
	[Elective (3) could be taken here]	

**May- or Summer- or Combined May+Summer-Term Courses**

Please consult with your advisor before enrolling if you think you may wish to have courses considered for degree requirement fulfillment. Instructor and/or Graduate Studies Chair Permission may be required. Please see advising sheet for details.





Date:

Advisor:

M.P.A. Sample Program Plan (Quarters)



**JOHN GLENN**  
SCHOOL OF PUBLIC AFFAIRS

Name:

E-mail address:

Prerequisites:

Completed

Need to Complete

American Government		
Microeconomics		
Statistics		
Financial Accounting		
3.0 for 1 <sup>st</sup> two quarters		

**Foundation Courses (63 hours):**

<u>Policy - 14</u>	<u>Econ - 13</u>	<u>Mgmt - 12</u>	<u>Quant- 16</u>	<u>Policy Paper - 9</u>
801 - 5 (AU)	830 – 4(AU)	810 – 4 (WI )	820 – 4 (AU)	808 – 5 (AU)*
802 - 4 (AU)	730 – 5 (WI)	811 – 4 (SP)	821 – 4 (SP)	809 – 4 (WI)
804 - 4 (WI)	834 – 4 (SP)	812 – 4(AU)	822 – 4 (WI)	
			852 – 4 (WI)	

\*Note: All courses except 809, 812, and 852 are pre-requisites to PUBAFRS 808.

*The above list notes in parentheses when courses are typically offered. While not every course is offered every quarter, some courses are offered in multiple quarters to accommodate student need. Please consult with your advisor to plan ahead if you need to take a course in a quarter not in parentheses above to make sure that it will be offered.*

**Application courses (20 hours):** 4 Policy Labs (Required Electives) or electives outside of JGS – below are example courses. Consult Advising Sheet and Course Catalog for full listings of courses offered.

880.05 Project Management (5)	880.02 Regulation and Deregulation (5)
880.05 Performance Management (5)	
880.05 Grant Writing (5)	

AUTUMN 20	WINTER 20	SPRING 20	SUMMER 20
PUBAFRS 801	PUBAFRS 804	PUBAFRS 811	<i>Elective (need 20 hours)</i>
PUBAFRS 802	PUBAFRS 810	PUBAFRS 834	<i>Elective (need 20 hours)</i>
PUBAFRS 830	PUBAFRS 730	PUBAFRS 821	
PUBAFRS 820	PUBAFRS 822		

AUTUMN 20	WINTER 20	SPRING 20	SUMMER 20
PUBAFRS 808	PUBAFRS 809	<i>Elective (need 20 hours)</i>	
PUBAFRS 812	PUBAFRS 852	<i>Elective (need 20 hours)</i>	
	<i>Elective (need 20 hours)</i>		

**If you need more than 2 years to complete the MPA program, please consult with your advisor early to plan out a part time degree plan that will accommodate your needs. Students have a total of 6 years in which to complete the MPA degree.**