Hi Shari and Jenn,

Please find attached our revised proposal for the MPA-DC sub-plan and a cover letter that details how we have addressed the questions from the GS/CAA curriculum subcommittee.

Please just let me know if you have any additional questions.

Sincerely,

Rob

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From: Speer, Shari <speer.21@osu.edu>
Sent: Wednesday, March 6, 2019 4:54 PM
To: Greenbaum, Robert <greenbaum.3@osu.edu>
Cc: Hallihan, Kathleen <hallihan.3@osu.edu>; Landsbergen, David <landsbergen.1@osu.edu>; Brown, Trevor <brown.2296@osu.edu>; Schlueter, Jennifer <schlueter.10@osu.edu>
Subject: Re: Glenn College MPA-DC

Rob,

At our meeting on Monday, March 4, the combined GS/CAA curriculum subcommittee, which I co-chair with
Faculty Fellow Jen Schlueter, reviewed your proposal. The subcommittee was enthusiastic about the proposal, and had only a few requests for additional clarification. With your revised proposal, please include a cover letter that points the subcommittee to the locations in the document where revisions have been made to address the requests.

1. The subcommittee requests a brief description of the facilities in Washington, D.C. that are available for the program.
2. The subcommittee requests a list of the courses, with their numbers, that are available for electives currently designated PUBAFRS**** in the proposal. The committee also asked about the use of PUBAFRS79XX to designate the Capstone course. Are there multiple course numbers for this course? Please clarify.
3. The subcommittee asks for assurance that the courses that will be offered via Distance Learning have been approved for that type of delivery.

Upon receipt of the revised proposal, the subcommittee will revisit and, if satisfied, move this forward to the Graduate Council for their review and approval. Jen and I will keep you posted as this moves along.

Best,
Shari

Best,
Shari

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THE OHIO STATE UNIVERSITY

Shari R. Speer, PhD
Associate Dean for Academic Affairs
Professor of Linguistics
Graduate School
250D University Hall, 230 N. Oval Mall, Columbus, OH 43210
614.292.9490
speer.21@osu.edu

From: "Greenbaum, Robert" <greenbaum.3@osu.edu>
Date: Thursday, February 21, 2019 at 4:23 PM
To: "Shari Speer (OSU)" <speer.21@osu.edu>
Cc: Jill Toft <toft.20@osu.edu>, "Hallihan, Kathleen" <hallihan.3@osu.edu>, "Landsbergen, David"
Hi Shari,

As we’ve discussed, the Glenn College would like to expand our MPA offering to include a graduate sub-plan for students who would complete their first year in Columbus and the second year of their program in Washington, D.C.

I have attached a cover letter with a brief overview as well as a more detailed proposal and syllabi for two new classes we are proposing to be included for students in D.C.

I would be happy to try to answer any questions you might have about this proposal.

Sincerely,

Rob

Robert T. Greenbaum
Professor, Associate Dean for Curriculum
John Glenn College of Public Affairs
350E Page Hall, 1810 College Road, Columbus, OH 43210
614-292-9578 Office / 614-292-2548 Fax
greenbaum.3@osu.edu glenn.osu.edu/faculty/glenn-faculty/greenbaum/
Dear Dr. Speer:

Thank you for sharing the feedback from the GS/CAA curriculum subcommittee on our MPA-DC proposed sub-plan to the MPA degree.

In the attached revised proposal, we have addressed the three questions in the following way:

1. The subcommittee requests a brief description of the facilities in Washington, D.C. that are available for the program.

We have included the following two paragraphs at the bottom of the first page of the proposal:

The Glenn College has had a physical presence in Washington dating to 2000, when WAIP was launched. Currently, we have one fulltime staff member based in Washington, the Director of Washington Programs, who is responsible for running the WAIP program and assisting with other Glenn College initiatives in the nation’s capital. She shares office space with the Ohio State Federal Relations team in the Hall of the States Building (400 North Capitol Street NW) and works in close collaboration with them. Each semester, the College hires an adjunct instructor from the DC area to teach the academic seminar and policy paper class associated with the WAIP program. The College began sending in 2015 a core Glenn College “faculty fellow” to Washington each summer to deliver the academic content for the program for that term. Conference rooms in the Hall of the States are used for the WAIP classes, guest speakers, and professional development programs.

To accommodate the new MPA-DC program and the increasing size of the WAIP program, the College is expanding our DC office. We will be hiring a program coordinator to assist with the implementation of WAIP and launch of MPA-DC. Beginning in fall 2019, we will also have a fulltime faculty-in-residence in Washington as the Director of Washington Studies. This person will play a lead role in the administration of MPA-DC and will teach the federal policy and capstone courses for the program.

2. The subcommittee requests a list of the courses, with their numbers, that are available for electives currently designated PUBAFRS**** in the proposal. The committee also asked about the use of PUBAFRS79XX to designate the Capstone course. Are there multiple course numbers for this course? Please clarify.
We are currently developing or converting approximately 20 online courses as part of our new online MPAL degree that launches AU19. In addition to the electives listed below that will be available to MPA-DC students, we will be developing another three online 1 credit hour skills class for MPAL that students in DC could take if they were to get off-schedule and need to add an additional skills class. Electives that are or will soon be available to students online include the following:

And a listing of the following online courses that students could use as electives is included on the top of page 3:

5506 Administration of Criminal Justice Policy (3cr)
5750 Public Policy: The Business-Government Relationship (3cr)
5770 Risk & Decision Analysis in Public Affairs (3cr)
5925 Offender Decision Making and Prisoner Reentry#
5950 Evidence Based Practice in Criminal Justice (3cr)**
6055 Judgment in Managerial Decision-Making (2cr)*
6530 Negotiation (1cr)$
7507 Criminal Justice Policy (3cr)
7550 Contract Management (3cr)
7554 Performance Measurement and Management in the Public Sector (3cr)
7555 Project Management (3cr)*
7557 Strategic Management (3cr)^

*Currently only scheduled to be offered during the summer term, although offering patterns may expand
#Sociology courses that are being designed for MPAL. Students have the option to take any online OSU graduate course (upon approval from the graduate studies chair)
$Skills class available online
^Currently in “limbo” status, but the online version will be developed SU19 and offered SP20

Regarding the capstone class, the College currently has eight approved 79XX capstone classes. As can be seen in Appendix 2 (page 5), we list this requirement at 79__ in our MPA Sample 2-Year Program Plan, as we rotate these offerings. Initially, we will offer the students PUBAFRS 7900 Capstone: Research Paper in Public Affairs in DC. We have discussed eventually creating a new capstone class for the MPA-DC program that is consistent with the College’s capstone requirements (http://glen.osu.edu/graduate/capstone/capstone-attributes/Capstone.pdf), but we have designated the requirement as 79XX in the proposal to be consistent with current policy.

We have added the following note to the bottom of Appendix 1 on page 4:

* Initially, PUBAFRS 7900 Capstone: Research Paper in Public Affairs will be the capstone option available to students in DC.
3. The subcommittee asks for assurance that the courses that will be offered via Distance Learning have been approved for that type of delivery.

All of the new classes that have been or are being developed for the MPAL program are already approved for online delivery. For the remaining classes, this afternoon we are submitting in the curriculum portal the course approval requests to allow online offering.

Please let me know if you have any additional questions.

Sincerely,

Robert T. Greenbaum
Associate Dean for Curriculum

Copy: Trevor Brown, Dean, John Glenn College of Public Affairs
David Landsbergen, Graduate Studies Chair, John Glenn College of Public Affairs
Kate Hallihan, Assistant Dean of Students and Instruction, John Glenn College of Public Affairs
Proposal for a Master of Public Administration Washington, D.C. Program (MPA-DC)  
The John Glenn College of Public Affairs

Summary
This proposed Master of Public Administration Washington, D.C. (MPA-DC) program is living/learning/interning experience for graduate students in the second year of the John Glenn College of Public Affairs MPA program. Students would complete coursework in Columbus in their first year and in Washington, D.C., in their second year. Some courses would also be completed online in their second year.

Students in the MPA-DC program will meet all of the requirements of the MPA programs by completing 52 credits over the course of the full-time program and meeting all existing requirements of the MPA. A sample plan is provided in Appendix 1.

Rationale
The John Glenn College of Public Affairs offers Washington Academic Internship Program (WAIP), a semester-long residential internship experience in Washington, D.C., that is open to undergraduate students in all colleges. Given its success with WAIP, the Glenn College is positioned to create a companion living-learning-interning experience for graduate students. The Glenn College proposes to a two-semester internship with parallel coursework for the second year of students’ MPA program. Students would be placed in federal agencies, Congressional committees or offices, think tanks, federal contractors, advocacy organizations, and the like for approximately 30 hours a week, with one day a week reserved for coursework, some of which would be conducted through the College’s online course offerings.

The Glenn College has had a physical presence in Washington dating to 2000, when WAIP was launched. Currently, we have one fulltime staff member based in Washington, the Director of Washington Programs, who is responsible for running the WAIP program and assisting with other Glenn College initiatives in the nation’s capital. She shares office space with the Ohio State Federal Relations team in the Hall of the States Building (400 North Capitol Street NW) and works in close collaboration with them. Each semester, the College hires an adjunct instructor from the DC area to teach the academic seminar and policy paper class associated with the WAIP program. The College began sending in 2015 a core Glenn College “faculty fellow” to Washington each summer to deliver the academic content for the program for that term. Conference rooms in the Hall of the States are used for the WAIP classes, guest speakers, and professional development programs.

To accommodate the new MPA-DC program and the increasing size of the WAIP program, the College is expanding our DC office. We will be hiring a program coordinator to assist with the implementation of WAIP and launch of MPA-DC. Beginning in fall 2019, we will also have a fulltime faculty-in-residence in Washington as the Director of Washington Studies. This person will play a lead role in the administration of MPA-DC and will teach the federal policy and capstone courses for the program.
The creation of the MPA-DC program will accomplish four main goals. First, unlike the undergraduate program where students typically pursue WAIP then return to campus, the graduate model would capture students at a pivotal point of their career launch, increasing their likelihood of remaining in the federal workforce. Simply being located in the Washington area can overcome the barriers that out-of-state students face in the federal job market. Second and similarly, the two-semester experience would advantage participants in the federal job market; many students could convert their internship into permanent employment at the end of the program through the federal “Pathways Programs.”

Third, the College routinely loses accepted applicants to Washington, D.C., schools, and this would create a competitive advance for the Glenn College. This would not only enhance the Glenn College’s efforts to attract the best and brightest students to Ohio State, but it would also provide a more cost-effective route to Washington, D.C., for in-state students. Furthermore, there are only three other graduate programs similar to the proposed MPA-DC. University of Texas at Austin offers an accelerated MPA with a DC concentration. Students complete the 18-month program by spending the first two semesters in Austin and the next two semesters (summer and fall) in Washington (https://lbj.utexas.edu/lbj-washington-center). The Heinz College at Carnegie Mellon University offers a Masters of Public Policy & Management: Washington, DC Pathway where students spend the first year in Pittsburgh and the second year in Washington, D.C. (https://www.heinz.cmu.edu/programs/public-policy-management-master/washington-dc). Syracuse University also has a number of Washington-based graduate programs, including the Executive Master's in International Relations offered in partnership with the Center for Strategic and International Studies (http://dc.syr.edu/).

Fourth, we assist with the College’s goal of preparing the next generation of leaders in the public and nonprofit sectors. Upon completion of a year of studying and working in D.C., students from Ohio and elsewhere will be more competitive for employment opportunities that require experience with federal policymaking.

**Eligibility**

To be eligible for admission to the combined program, applicants will apply following the normal graduate admissions process found at [http://glenn.osu.edu/graduate/admissions/checklist/](http://glenn.osu.edu/graduate/admissions/checklist/). They will complete a supplemental essay to specify their interest in the MPA-DC program. As part of the review process, the admissions committee will look for a clear connection between their career goals and work in Washington, D.C. Once admitted to the graduate program, students will work closely with their advisor to follow the program plan in preparation for their transition to Washington.

**Program Logistics**

Students will
1) Apply and be accepted to the MPA-DC program.
2) Autumn semester, they will take required courses in Columbus, including
   - PUBAFRS 6000 Public Policy Formulation and Implementation
   - PUBAFRS 6030 Public Sector Economics
   - PUBAFRS 6070 Public Affairs Statistics

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3) Spring semester students will take required courses in Columbus, including
PUBAFRS 6010 Legal Environment of Public Organizations
PUBAFRS 6040 Public Budgeting and Finance
PUBAFRS 6080 Public Affairs Program Evaluation
PUBAFRS 65XX Skills course

4) Students are responsible for securing internships in Washington, D.C. Students will work closely with the Glenn College staff in Washington and Student Services to find internships in Washington and prepare for applications and interviews.

5) Students will relocate to Washington, D.C. and are responsible for finding their own housing.

6) Students will work approximately 30 hours/week, complete in-person (P) coursework as a cohort in Washington, and complete distance learning (DL) courses. Autumn semester they will complete the following courses:
PUBAFRS 6050 Managing Public Sector Organizations (DL)
PUBAFRS 7600 Federal Policy and Administration (P)
PUBAFRS 6545 Washington Navigator (P)
PUBAFRS 6545 Elective (DL)

7) Spring semester students will complete all remaining degree requirements for the MPA-DC program, including
PUBAFRS 6060 Managerial Leadership in Public and Nonprofit Organizations (DL)
PUBAFRS 79XX Capstone (P)
PUBAFRS 65XX Elective (DL)

MPA students are required to take five credits of skills courses, only one credit will be elective as the following are mandatory for program participants: PUBAFRS 6500 Oral and Written Communication Skills (required for all MPA students), PUBAFRS 6540 Professional and Personal Competencies for Post-Graduate Life (required for MPA-DC students), PUBAFRS 6545 Washington Navigator (required for MPA-DC students). In addition to PUBAFRS 6545, the MPA-DC program requires one additional course, PUBAFRS 7600 Federal Policy and Administration (which replaces an MPA elective), as well as a PUBAFRS 79XX Capstone course. All MPA students are required to take a capstone class, and the MPA-DC students will take theirs in the final semester of the program. These are mandatory for program participants in the MPA-DC cohort.

We are currently developing or converting approximately 20 online courses as part of our new online MPAL degree that launches AU19. In addition to the electives listed below that will be available to MPA-DC students, we will be developing another three online 1 credit hour skills class for MPAL that students in DC could take if they were to get off-schedule and need to add an additional skills class. Electives that are or will soon be available to students online include the following:
5506 Administration of Criminal Justice Policy (3cr)
5750 Public Policy: The Business-Government Relationship (3cr)
5770 Risk & Decision Analysis in Public Affairs (3cr)
5925 Offender Decision Making and Prisoner Reentry#
5950 Evidence Based Practice in Criminal Justice (3cr)#
6055 Judgment in Managerial Decision-Making (2cr)*
6530 Negotiation (1cr)§
7507 Criminal Justice Policy (3cr)
7550 Contract Management (3cr)
7554 Performance Measurement and Management in the Public Sector (3cr)
7555 Project Management (3cr)*
7557 Strategic Management (3cr)^

*Currently only scheduled to be offered during the summer term, although offering patterns may expand
§Sociology courses that are being designed for MPAL. Students have the option to take any online OSU graduate course (upon approval from the graduate studies chair)
^Currently in “limbo” status, but the online version will be developed SU19 and offered SP20

The proposed MPA-DC program plan follows in Appendix 1, and for comparison, a sample MPA program plan in Appendix 2.
## Appendix 1: MPA-DC Program Plan

### Autumn Year 1: Columbus

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>6000</td>
<td>Public Policy Formulation and Implementation</td>
<td>4</td>
</tr>
<tr>
<td>6030</td>
<td>Public Sector Economics</td>
<td>4</td>
</tr>
<tr>
<td>6070</td>
<td>Public Affairs Statistics</td>
<td>4</td>
</tr>
<tr>
<td>6500</td>
<td>Oral and Written Communication Skills</td>
<td>2</td>
</tr>
<tr>
<td>6540</td>
<td>Professional and Personal Competencies for Post-Graduate Life</td>
<td>1</td>
</tr>
<tr>
<td>65XX</td>
<td>Skills course</td>
<td>1</td>
</tr>
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### Spring Year 1: Columbus

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>6010</td>
<td>Legal Environment of Public Organizations</td>
<td>4</td>
</tr>
<tr>
<td>6040</td>
<td>Public Budgeting and Finance</td>
<td>4</td>
</tr>
<tr>
<td>6080</td>
<td>Public Affairs Program Evaluation</td>
<td>4</td>
</tr>
<tr>
<td>****</td>
<td>Elective</td>
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### Autumn Year 2: Washington

<table>
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<th>Credits</th>
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<tr>
<td>6050</td>
<td>Managing Public Sector Organizations (DL)</td>
<td>4</td>
</tr>
<tr>
<td>7600</td>
<td>Federal Policy and Administration (Washington cohort) (P)</td>
<td>3</td>
</tr>
<tr>
<td>6545</td>
<td>Washington Navigator (Washington cohort) (P)</td>
<td>1</td>
</tr>
<tr>
<td>****</td>
<td>Elective (DL)</td>
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### Spring Year 2: Washington

<table>
<thead>
<tr>
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<tr>
<td>6060</td>
<td>Managerial Leadership in Public and Nonprofit Organizations (DL)</td>
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</tr>
<tr>
<td>79XX*</td>
<td>Capstone (P)</td>
<td>3</td>
</tr>
<tr>
<td>****</td>
<td>Elective (DL)</td>
<td>3</td>
</tr>
</tbody>
</table>

DL = Distance Learning (100% online); P = In-person

* Initially, PUBAFRS 7900 Capstone: Research Paper in Public Affairs will be the capstone option available to students in DC.

Total credits: 52 (Required)

Special notes:

- All MPA requirements and pre-requisites apply.
- Students have the option of completing coursework over the summer.
Appendix 2: MPA Program Plan

MPA Sample 2-Year Program Plan

<table>
<thead>
<tr>
<th>COURSE</th>
<th>COURSE</th>
<th>OPTIONS</th>
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<tbody>
<tr>
<td>PUBAFRS 6000:</td>
<td>PUBAFRS 6010:</td>
<td>Elective (3 credits each)</td>
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<tr>
<td>Public Policy</td>
<td>Legal Environment</td>
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<td>Formulation and</td>
<td>of Public Organizations</td>
<td>Skills Courses (1 credit each)</td>
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<td>Implementation (4)</td>
<td>(4)</td>
<td></td>
</tr>
<tr>
<td>PUBAFRS 6030:</td>
<td>*PUBAFRS 6040:</td>
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<tr>
<td>Public Sector</td>
<td>Public Budgeting</td>
<td></td>
</tr>
<tr>
<td>Economics (4)</td>
<td>&amp; Finance (4)</td>
<td></td>
</tr>
<tr>
<td>PUBAFRS 6070:</td>
<td>*PUBAFRS 6080:</td>
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<tr>
<td>Public Affairs</td>
<td>Public Affairs</td>
<td></td>
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<tr>
<td>Statistics (4)</td>
<td>Program Evaluation</td>
<td></td>
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<tr>
<td>PUBAFRS 6500:</td>
<td></td>
<td></td>
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<tr>
<td>(Required</td>
<td>OPTIONS:</td>
<td></td>
</tr>
<tr>
<td>Skills Course):</td>
<td>Elective (3 credits each)</td>
<td></td>
</tr>
<tr>
<td>Written &amp; Oral</td>
<td>or Skills Courses (1 credit each)</td>
<td></td>
</tr>
<tr>
<td>Communication (2)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| PUBAFRS 6050:        | PUBAFRS 6060:                               | Elective (3 credits each)                    |
| Managing Public      | Managerial Leadership in Public and        |                                              |
| Sector Organizations (4) | Nonprofit Organizations                        |                                              |
| OPTION: Elective (3 credits each) | OPTION: Elective (3 credits each) |                                              |
| OPTION: Skills Course(s) (1 credit each) | OPTION: Skills Course(s) (1 credit each) |                                              |
| OPTION: PUBAFRS 79__: | OPTION: PUBAFRS 79__: |                                              |
| Capstone Course (3)  | Capstone Course (3)                         |                                              |

TOTAL CREDITS: 52 (Required)

SPECIAL NOTES:
Students may take Skills Courses and Electives in any order, but must take 5 credits of Skills Classes and 12 credits of Electives.

Both PUBAFRS 6040 and PUBAFRS 6080 have pre-requisites as follows:
• PUBAFRS 6030 before PUBAFRS 6040
• PUBAFRS 6070 before PUBAFRS 6080

This plan is designed as a sample program plan for a typical, full-time MPA student who wants to complete the program in two years. The spring-start plan, part-time plan, or ¼ time plan for MPA students may vary each year.