

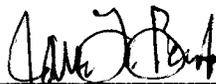
CLEMSON UNIVERSITY

THE STROM THURMOND INSTITUTE
OF GOVERNMENT & PUBLIC AFFAIRS

REQUEST TO MODIFY AN EXISTING DEGREE PROGRAM

MASTER OF PUBLIC ADMINISTRATION

Submitted to the South Carolina Commission on Higher Education
August 1, 2008

A handwritten signature in black ink, appearing to read "James F. Barker", is written over a horizontal line. A vertical line extends downwards from the end of the signature.

James F. Barker, FAIA
President
Clemson University

**Master of Public Administration
Full Proposal Modification**

Classification: Master of Public Administration (MPA)

Program Title: Master of Public Administration

Academic Unit: Clemson University, Strom Thurmond Institute of Government & Public Affairs

Designation, type, and level of degree: Masters degree

Proposed date of implementation: January 2009

CIP code from the current USDOE's Classification of Instructional Programs: 440401

Identification of Program as New or Modification: Modification

Site: University Center of Greenville (face-to-face) (no change), Clemson Campus (face to face) and Real Time Broadcast with distribution throughout SC and beyond

Program qualifies for supplemental Palmetto Fellows Scholarship and LIFE Scholarship awards: Yes _____ No x

Delivery mode: Blended Technology using face-to-face delivery, a distance education platform, online, and other media as appropriate

Request for Modification

This proposal advances a request for a program modification of the Joint Master of Public Administration Program delivered by the University of South Carolina and Clemson University.

The modifications include an end to the University of South Carolina's participation in the program and expansion of the sites for delivery to Clemson University's campus and throughout the state using a blended technology. Both the University Center of Greenville and Clemson's campus would serve as broadcast sites for courses. In addition, Clemson has research and education centers throughout the state that can host students to receive the broadcasts. As agreed upon with the University of South Carolina and College of Charleston, no face-to-face classes will occur in Columbia or

Charleston at the research and education centers, unless USC or the College of Charleston are involved and in agreement. Distance delivery may be used in those sites. More details are provided below about the possibilities for collaborations among the three institutions to support statewide needs in public administration.

No curriculum changes are associated with this modification proposal. Students in the program would continue to be required to complete a total of between 39 and 45 hours of graduate credit.

Purpose and Objective of the Program Modification

The rationale for the proposed modification is to allow the Clemson MPA program to move beyond its current market in the Upstate region of South Carolina and to offer a professional degree responsive to the demands of the nonprofit and public sectors across the State, region, nation and in international venues. The MPA offers specialized focus areas (consisting of 15 graduate credit hours) developed during student advising and planning of the student's degree program. This modification will expand and formalize the focus areas reflecting Clemson's strengths in:

- Local Government Management
- Parks, Recreation and Tourism Management
- Hospital Services Administration
- Nonprofit Management
- Planning

Program Demand and Productivity

Segments of statewide constituencies for the degree have lobbied or approached the program for more flexibility in the delivery of courses to their constituents. For example, the MPA Director has participated in ongoing discussions about the Local Government Management Focus Area for the degree and has surveyed the membership of the SC International City/County Management Association identifying the need for this focus area in the field. More generally, government officials are concerned about the graying of the workforce at the federal, state and local levels and the imperative for finding new employees to fill the void left by imminent retirements. Other segments interested in the degree include nonprofits, parks and recreation, health services administration and a variety of other groups who have expressed interest in how Clemson University might offer an MPA graduate degree responsive to the needs of their members and organizations. The need will be met by the development and packaging of existing core courses in areas like budgeting, leadership, personnel and policy that form the foundation of the knowledge base and skills sets that are required for career development and success in public and nonprofit sectors (21 graduate hours). However, the courses are balanced by other specialized courses that are organized into substantive focus areas (15 graduate hours). All of these courses are available to

develop the requisite skills needed by graduates. The demand will see the program move beyond its current core of approximately 40 graduate students to double the size of the program within one academic year and triple its size within the next five-year period. The productivity issue is manifest in the delivery of courses using existing faculty and resources. This leverages the facilities across the state (part of the Clemson PSA network and other facility use as negotiated), minimizes travel and other costs associated with delivery of on-site courses and more significantly offers courses that are real time, broadcast classes within no more than one-hour travel time for students across the state. Eventually plans include markets outside South Carolina (e.g., a Washington, DC based Clemson MPA).

Relationship to Other Programs

Duplication will be minimized by collaborative efforts among the various state colleges and universities and by focusing on Clemson's strengths in focus areas. We recognize that general MPA degrees are offered at USC and through the joint USC and the College of Charleston program. The Clemson MPA will be unique because of its ability to offer real time, broadcast classes that will be delivered to working professionals and other students at regional sites no greater than one hour from their homes or work sites in South Carolina. Clemson MPA will offer specialized focus areas in a format not currently offered to MPA students. These program focus areas offer the breadth and formality of specialty areas under the umbrella of the MPA and builds on Clemson's strengths in its land grant mission. The institution will use its existing infrastructure of the PSA research and education centers to offer courses in a true statewide fashion that is responsive to the needs of the constituencies. Lastly, the program envisions working closely through cooperative agreements for the delivery of courses that will greatly enhance the State's other two MPA programs (and other institutions), which only offer courses primarily to the traditional base of MPA students concentrated in the Columbia and Charleston areas. Clemson students may elect to take courses from USC or College of Charleston for transfer into the program. If the program faculty and administration of USC or CoC choose to teach a course for both Clemson and USC or College of Charleston students for real time broadcast, Clemson will work with them to facilitate the collaboration.

Relationship to Clemson University Programs

The MPA anticipates working closely with any number of existing academic programs to provide core courses and focus area courses. Examples of programs already interested include Parks, Recreation and Tourism, Public Health, and the Institute on Family and Neighborhood Life (nonprofit focus). The delivery of courses in the focus areas would be offered from existing courses in the various departments and provide the synergy of a true interdisciplinary curriculum that provides the foundation in training and

education in public administration, balanced by education and knowledge from the various disciplines participating as partners.

Cooperation and Inter-Institutional Relationships

The program modification proposed for the MPA program would complement the State's other two MPA programs (USC and a joint program between USC and the College of Charleston). The modified Clemson MPA will be unique from each of the programs currently offered at these two institutions. It is envisioned that these programs will continue to draw their primary enrollments from their geographic bases in Columbia and Charleston. Clemson's MPA enrollment will be drawn from other areas of the State and beyond. The proposed changes in the Clemson MPA will fill the demand in three distinct areas not being served by the existing programs in the state:

- 1) To provide broader coverage of specialized focus areas to fill market and student needs,
- 2) To provide broader and more convenient access to the MPA for working professionals statewide; and
- 3) To offer a broadcast, real time delivery distinct from either state institution or any institution nationwide.

Moreover, the Clemson MPA is committed to pursuing cooperative relationships with both USC and the College of Charleston in the delivery of courses statewide but also in the enhancement of a true statewide delivery system of a public administration curriculum facilitated by the vast Clemson PSA network.

The blended delivery approach affords great opportunity for shared intellectual resources among existing programs. The economic modeling capacity of the Strom Thurmond Institute can be easily integrated into the programs delivered by the College of Charleston and USC. Similarly, Clemson students wishing exposure to urban policy expertise and courseware could take courses at the College of Charleston for transfer into their program.

The technology also creates opportunity for shared course delivery. A course streamed out of Columbia could be received at sites in Clemson, Charleston and beyond. Thus, faculty expertise can be shared within similar programs but across institutional lines. This flexibility afforded by the available technologies should reduce redundancies and transaction costs for program delivery. This program modification positions the University to embrace fully the concept and mission of its public service responsibilities as a Land Grant University serving all the citizens of South Carolina.

Enrollment Information

Admission to the MPA degree will continue to be rigorous. Students should possess an undergraduate degree from an accredited college or university and are expected to have a minimum 3.0 GPA and GRE scores of around 1,200. Also required are two letters of recommendation, academic transcripts and a statement of interest in the degree. There are no formal prerequisite courses required for admission; however, students are expected to have at least one political science or American government class in their undergraduate preparation as a basis for understanding the role of political institutions in American government. The MPA program faculty considers carefully the applicant's previous or current substantive professional experiences when making admission decisions.

Enrollment numbers presented below were extrapolated using historical trends in enrollments, the statewide knowledge of the MPA marketplace, expected demands for the degree in a statewide context and the analysis of enrollment trends and distributions between part time and full time students in any given semester for the past three year period.

Projected Total Enrollment

Year	Fall		Spring		Summer	
	Headcount	Credit Hours	Headcount	Credit Hours	Headcount	Credit Hours
2009-2010	35	210	40	240	30	90
2010-2011	47	282	62	372	37	111
2011-2012	65	390	77	462	44	132
2012-2013	85	510	95	570	59	177
2013-2014	105	630	107	642	70	210

Estimated New Enrollment

Year	Fall		Spring		Summer	
	Headcount	Credit Hours	Headcount	Credit Hours	Headcount	Credit Hours
2009-2010	10	60	5	30	5	15
2010-2011	20	120	15	90	7	21
2011-2012	25	150	15	90	10	30
2012-2013	25	150	15	90	15	45
2013-2014	30	180	20	120	15	45

Curriculum

The Master of Public Administration curriculum consists of between 39 and 45 hours of graduate credit for completion. There is no change in the number of hours or in the curriculum content of the degree. The reason these required hours vary is because some students are required to complete an internship course (3 hours) if they do not have public or other professional level experience; and students may elect to complete a capstone course (3 hours) for fulfillment of the degree requirements instead of a comprehensive examination (no credit).

Currently students are required to take seven core courses, with the balance of their courses as elective graduate courses taken from available courses in the program or University.

Required Core Curriculum for all Students:

P ADM 702 Research Methods for Public Administration

P ADM 821 Perspectives on Public Administration

P ADM 822 Public Policy Process

P ADM 827 Public Personnel Administration

P ADM 829 Public Financial Management

P ADM 841 Public Data Analysis

P ADM 862 Administrative Leadership

The proposed modification will allow students to package elective courses in special focus areas with each focus comprising five courses (15 hours). Elective/ Focus Area courses will be taught from courses currently available to students. The focus areas initially being proposed include:

- Local Government Management
- Parks, Recreation and Tourism Management
- Hospital Services Administration
- Nonprofit Management
- Planning

The MPA degree will continue to use a two-tier goal centered assessment process that measures outcomes of the graduate experience as demonstrated by an in-depth knowledge of the field as indicated by cumulative performance and a concluding Capstone or Comprehensive Exam. Integration of MPA students into the larger public administration community is assessed along with job placements across all sectors.

Continuing improvement of curricular offerings, opportunities and program responsiveness to evolving sector demands, needs and skill sets are paramount.

Faculty *

List Staff by Rank (e.g. Professor #1, Professor #2 Associate Professor #1, etc)	Highest Degree Earned	Field of Study	Teaching in field (yes/no)
Professor 1	Ph.D.	Applied Economics and Statistics	Yes
Professor 2	Ph.D.	Parks, Recreation and Tourism Management	Yes
Professor 3	Ph.D.	Political Science	Yes
Professor 4	Ph.D.	Environmental Engineering and Geology	Yes
Professor 5	Ph.D.	Applied Economics and Statistics	Yes
Professor 6	Ph.D.	Applied Economics and Statistics	Yes
Professor 7	Ph.D.	Environmental Toxicology	Yes
Professor 8	Ph.D.	Planning and Landscape Architecture	Yes
Professor 9	Ph.D.	Economics	Yes
Professor 10	Ph.D.	Political Science	Yes
Professor 11	Ph.D.	Political Science	Yes
Professor 12	Ph.D.	Physics and Astronomy	Yes
Professor 13	Ph.D.	Political Science	Yes
Professor 14	Ph.D.	Management	Yes
Professor 15	Ph.D.	Political Science	Yes
Professor 16	Ph.D.	Applied Economics and Statistics	Yes
Professor 17	Ph.D.	Political Science	Yes
Associate Professor 1	Ph.D.	Planning and Landscape Architecture	Yes
Associate Professor 2	Ph.D.	Applied Economics and Statistics	Yes
Associate Professor 3	Ph.D.	Planning and Landscape Architecture	Yes
Associate Professor 4	Ph.D.	Marketing	Yes
Associate Professor 5	Ph.D.	Sociology	Yes
Associate Professor 6	Ph.D.	Public Administration	Yes
Assistant Professor 1	Ph.D.	Planning and Landscape Architecture	Yes
Assistant Professor 2	Ph.D.	Political Science	Yes
Assistant Professor 3	Ph.D.	Forest and Natural Resources	Yes
Assistant Professor 4	Ph.D.	Political Science	Yes
Research Professor 1	Ph.D.	Institute on Family & Neighborhood Life	Yes
Adjunct Professor 1	Ph.D.	Political Science at Furman University	Yes
Adjunct Professor 2	Ph.D.	Economics at Albion College	Yes
Adjunct Professor 3	Ph.D.	Public Administration at UNC-Charlotte	Yes

*Although it is expected that most faculty teaching in the MPA program will hold Ph.D.s, where appropriate instructors with qualifying Master’s credentials and substantive experience in the field may offer primary instruction in selected MPA courses.

Unit Administrative/Faculty/Staff Support

There are no plans to add new faculty or staff because of this program modification. Courses will continue to be taught by faculty under dual employment, contractual or other means for the delivery of courses. Full-time faculty from Clemson, the University of South Carolina, College of Charleston and other four-year comprehensive institutions will be engaged to teach core and elective courses. Qualified Ph.D. students from the Strom Thurmond Institute will also be used as graduate teaching assistants. Courses will also be augmented by the use of transfer credits or other asynchronous course delivery methods to balance out the curriculum and fill niche needs coursework.

As the program grows over the next five years, it is anticipated there will be a need for shifting time and responsibility for staff time associated with handling course logistics, site facilities issues, student affairs matters and other increasing program responsibilities.

The institutional definition of the full-time equivalents (FTE) include 100 percent effort is equal to one FTE. The percent of effort of a staff member is based upon time committed to the program. Faculty workload is based upon a “four-course” workload equal to 100 percent or 1 FTE. Faculty may substitute research and service for courses in calculating workload.

UNIT ADMINISTRATION/FACULTY/STAFF SUPPORT						
YEAR	NEW		EXISTING		TOTAL	
	Headcount	FTE	Headcount	FTE	Headcount	FTE
Administration						
2009-2010	0	0	1	.5	1	.5
2010-2011	0	0	1	.5	1	.5
2011-2012	0	0	1	.5	1	.5
2012-2013	0	0	1	.5	1	.5
2013-2014	0	0	1	.5	1	.5
Faculty						
2009-2010	0	0	1	.5	1	.5
2010-2011	0	0	1	.5	1	.5
2011-2012	0	0	1	.5	1	.5
2012-2013	0	0	1	.5	1	.5
2013-2014	0	0	1	.5	1	.5
Staff						

2009-2010	0	0	2	.5	2	.5
2010-2011	0	0	2	.5	2	.5
2011-2012	0	0	2	.75	2	.75
2012-2013	0	0	2	.75	2	.75
2013-2014	0	0	2	1.0	2	1.0

Physical Plant

The current physical plant will be adequate for this program. Facilities of the Strom Thurmond Institute of Government and Public Affairs will be utilized to house administrative and academic personnel as needed. Space will also be available for graduate assistants and research activities. Because most classes are proposed to be taught as real time broadcast courses via the distance education network the Nancy Thurmond Room at the Strom Thurmond Institute, will be dedicated to serve as the primary classroom and is already equipped with the necessary technology. Other distance education classrooms are available on the Clemson Campus as may be required. Classrooms ready to receive the broadcast courses are situated across the State in Research and Education Centers, University Center at Greenville, at Cooperative Extension sites and in other venues available through or in connection with the Clemson University public service network.

Equipment

All equipment required for this program is currently in place and operational within the Strom Thurmond Institute of Government and Public Affairs and at instructional facilities to be used in the program statewide.

Library Resources

This program has the availability of the full permanent collections of the Clemson University Library including an impressive array of books, journals, and scholarly literature in addition to government documents and publications available as a federal depository library. The library has a comprehensive collection of public administration materials and a dedicated librarian responsible for Political Science and Policy Studies (<http://www.lib.clemson.edu/research/subjects/polisci/index.htm>). The searchable archival materials and journals that Clemson faculty and students can now access electronically through various library subscriptions via the Library Home Page bring the learning resources of the Library directly to students across the State and are more than sufficient for this program.

Accreditation, Approval, Licensure or Certification

- This program is not subject to mandatory specialized or professional accreditation nor is it subject to approval of any state agency other than the Commission on Higher Education.
- The program intends to pursue elective accreditation within the next three years from the National Association of Schools of Public Affairs and Administration (NASPAA). Clemson is currently an institutional member in this organization and is active in its professional activities.
- Graduates of this program are not subject to licensure or certification by any public or private agency.
- This program is not associated with teacher certification or to licensure/certification of other school personnel (e.g., principals, superintendents, counselors).

Articulation

The Master of Public Administration degree is considered as a terminal professional degree. However, students may seek to pursue a Ph.D. in Public Administration.

Estimated New Costs

These are expressed in the following table.

Faculty salaries are based on an estimate of on current expenses with the MPA program. Figures include costs for adjunct salaries, overload, program travel and training needs. A 3% yearly increase is also included. The program administration fee (50% committed to this program) is based salary associated with the program coordinator of the current MPA and annual increases of 3%. Tuition revenue is based on new student credit hours, and most students are part-time in the program. The rate per credit hour is \$500/credit hour. The MRR formula for use was calculated by the Business Office as \$11,130/FTE. An FTE is calculated as 12 credit hours=1 FTE.

Estimated New Costs and Tables

ESTIMATED NEW COSTS BY YEAR						
Category	1st	2nd	3rd	4th	5th	TOTALS
Program Administration	30,480	33,020	35,560	38,100	40,640	177,800
Faculty Salaries	41,910	43,180	68,580	71,438	74,295	299,403
Graduate Assistants	30,480	22,860	22,860	22,860	22,860	121,920
Clerical/Support Personnel	8,890	8,890	17,780	25,400	40,640	101,600
Supplies and Materials	1,200	1,400	1,600	1,800	2,000	8,000
Library Resources	1,000	1,200	1,300	1,400	1,500	6,400
Equipment	1,000	1,000	1,000	2,000	2,000	7,000
Facilities	4,000	5,000	5,000	6,000	6,000	30,000
Other (See Note 1)	24,000	24,500	25,500	26,000	26,500	126,500
TOTALS	142,960	141,050	179,180	194,998	216,435	878,623

SOURCES OF FINANCING BY YEAR						
Category	1st	2nd	3rd	4th	5th	TOTALS
Estimated FTE Revenue (State)	97,387	214,252	250,425	264,337	319,987	1,146,388
Tuition Funding (New Students)	52,500	115,500	135,000	142,500	172,500	618,000
Other State Funding						
Reallocation of Existing Funds						
Federal Funding						
Other Funding (Auxiliary, Endowment, etc.)	153,000	153,000	153,000	153,000	153,000	765,000
TOTALS	302,887	482,752	538,425	559,837	645,487	2,529,388

Institutional Approval

The following units approved the original proposal for the MPA, no changes have been proposed in the curriculum and no further review was required nor conducted by these three groups.

Department of Political Science Curriculum Committee
College of Business and Behavioral Sciences Curriculum Committee
Clemson University Graduate Curriculum Committee

Department Chair, Political Science, March 6, 2008

Dean, College of Business and Behavioral Sciences, March 12, 2008

Director, Strom Thurmond Institute, March 12, 2008

Dean, Graduate School, March 14, 2008

Provost, Clemson University, March 21, 2008

President, Clemson University, April 10, 2008

Board of Trustees, Clemson University, April 17, 2008