

Public Policy and Administration Program

Audit and Review

February, 2000

I. Academic Assessment

A. Highlights and Initiatives

1. Current Curriculum

The Public Policy and Administration major is sponsored jointly by the Political Science Department in the College of Letters and Sciences and the Management Department in the College of Business and Economics. The courses in the major are offered primarily by those departments as well as seven other departments (Economics, Accounting, Finance and Business Law, Math, Psychology, Geography, and Sociology) in the two colleges.

The Public Policy and Administration major is an extended program consisting of 60 credits. Because of its length, no minor is required. The degree requirements are divided into four 15 credit blocks. A GPA of at least 2.25 overall and 2.0 in the major is required to remain in good standing, complete the required internship, and graduate with a Public Policy and Administration major. (See Appendix A for program APR.)

The four 15 credit blocks are organized as follows:

Lower Division Core (15 credits):

840-211	Introductory Psychology
250-211	Introduction to Information Systems
210-244	Accounting Concepts
230-212	Economic Principles, Problems, and Policies
760-231	Understanding Probability and Statistics OR
840-215	Basic Statistical Methods

Upper Division Core (15 credits):

250-301	Organizational Behavior
820-344	State and Local Government
820-330	Public Policy Analysis
820-320	Public Policy and Administration
250-480	Management Information Systems

Integrative Experience and Electives (15 credits):

820-489	Seminar in Public Administration
820-493	Internship (3-12 credits)
Electives	Electives (0-9 credits)

Concentration (15 credits):

Each student selects one 15 credit concentration from among the following seven:

*General Management - Study of the effective use of human and material resources to achieve organizational goals. Prepares student for an entry level management position in government or government-related organizations.

(Select 15 credits)

250-306	Production Concepts
250-419	Organizational Theory and Effectiveness

250-310 Management Concepts
 250-486 Supervisory Management
 820-421 Public Personnel Administration
 820-440 Politics of Government Budgeting

*Public Policy - Study of the formulation, implementation, and evaluation of public policy. Prepares the student for a career as a public policy analyst in an administrative or legislative agency, or as a legislative staff member.

230-341 Government and Business
 820-317 American Legislative Process
 820-430 Formation of Public Policy
 820-440 Politics of Government Budgeting
 820-____ (upper division Political Science course chosen with advisor)

*Planning and Budget Administration - Study of regional and urban land, recreation, and resource planning, and budget planning and administration. Prepares the student for a career as a planner or budget analyst. (Select 15 credits)

230-438 Urban Regional and Transport Economics
 722-444 Urban Land Use Planning
 722-350 Regional Analysis and Planning
 722-323 Water Resources
 722-337 Recreation Regions and Systems
 820-440 Politics of Government Budgeting
 820-421 Public Personnel Administration

*Police and Criminal Justice Administration - Study of the law, sociology, and administration of the criminal justice system. Prepares the student for a career in court administration or law enforcement.

820-316 Police and Criminal Justice Administration
 820-415 Criminal Justice and the Constitution
 880-276 Introduction to Criminology
 880-374 Sociology of Crime Management: Police and the Courts
 880-378 Sociology of Crime Management: Control and Rehabilitation

*Personnel - Study of the recruitment, selection, placement, training, promotion, and retention of employees. Prepares the student for an entry-level position in the personnel area in government, business, or non-profit organization. (Select 15 credits)

820-421 Public Personnel Administration OR
 250-320 Human Resources Management
 250-425 Compensation Management
 250-426 Recruitment and Selection
 250-428 Training and Development
 250-429 Employee Benefits

250-430 Labor-Management Relations
840-451 Interpersonal Relations and Social Interaction

*Legal Affairs - Introductory study of the law and legal affairs. Prepares the student for a career in court administration, law enforcement, or as a legal assistant. (Select 15 credits)

240-455 Administrative Law and Government
820-419 Judicial Process
820-413 Constitutional Law
240-341 Business and Commercial Law
820-414 Constitution and Civil Liberties
820-415 Criminal Justice and the Constitution
820-360 Resources for Legal Research (1 credit)

*Urban Affairs - Study of the political, economic, planning, and development processes in an urban setting. Prepares the student for a career in urban government as a manager, planning specialist, or legislator.

230-438 Urban Economics
722-444 Urban Land Use Planning
820-446 Politics of the Metropolis
722-344 Urban Geography
880-452 Urban Community Development

2. New Assessment Initiatives

An assessment plan was implemented by the new coordinator who assumed the coordinatorship in August 1998.

A. *Exit Interviews.* Graduating seniors are required to complete a graduation interview meant to measure the Program Objectives. (Prior to this review, Public Policy and Administration majors completed the same graduation interview as Political Science majors and results were not separated. Beginning with 2000 graduates, the Public Policy and Administration majors will be completing a separate graduate exit survey that will measure the Program Objectives discussed below.)

B. *Graduate Surveys.* Further, surveys of graduates will be completed on a 3 year cycle. The purpose being to measure the utility of the Program to graduates who have been in the workforce for a few years. The first one was conducted during Summer 1999 (graduates through May 1998). Results of the Summer 1999 survey are discussed in a subsequent section of this report.

C. *Advisory Board.* The Political Science Advisory Board will meet for the first time this semester. In addition to serving as the Advisory Board for that major, the Board will also assess the Public Policy and Administration Program. The decision to use the Political Science Advisory Board as the group that also assesses the Public Policy and Administration Program was made in consultation with Professor Christine

Clements, Chair of the Management Department and Professor John Kozlowicz, Chair of the Political Science Department. As Chairpersons of the departments that sponsor the Public Policy and Administration Program, they agreed that the Political Science Advisory Board would be an appropriate group to also serve as advisors for this Program. Also, some of the members of the Advisory Board currently serve as public administrators and government officials.

B. Educational Objectives and Assessment Techniques

The broad Educational Objectives of the Public Policy and Administration Major are to prepare students for careers in local, state, or national governments, and in businesses and other organizations such as hospitals and charities in the public-sector, as well as private-sector organizations and businesses which work closely with government.

Subject Matter Objectives:

1. All majors will have an understanding of the major principles and concepts of public administration and public management.
2. All majors will have a knowledge of the process by which public policies are made.
3. All majors will have a knowledge of the techniques of analyzing public policy.
4. All majors will complete a concentrated area of study within the major (discussed above).

Cognitive Development Objectives:

1. All majors will have acquired critical thinking skills necessary for analyzing issues prevalent in the public sector and organizations associated with the public sector.
2. All students will better understand the nature of government and public policy.

Skill Objectives:

1. All majors will exhibit writing proficiency.
2. All majors will exhibit the ability to take material they have learned in classes and apply it in their required internship.
3. All majors will be prepared for employment, graduate school, and/or professional school.

Assessing Objectives

Subject Matter Objectives: Successful completion of required coursework is used to measure whether the Program's subject matter objective has been met. The New Assessment Plan discussed above will allow for greater evaluation of the Subject Matter Objectives.

Cognitive Development Objective: Successful completion of required coursework is used to measure whether the Program=s cognitive development objective has been met. The New Assessment Plan discussed above will allow for greater evaluation of the Cognitive Development Objectives.

Skill Objectives:

1. Successful completion of required writing course or completion of significant writing in the form of major project or research paper in an advanced Political Science course with verification by the instructor is used to measure whether Skill Objective 1 has been met.
2. Successful completion of the required internship as verified by the internship coordinator and employer is used to measure whether Skill Objective 2 has been met.
3. Responses to the graduate survey completed during Summer, 1999 asking graduates to assess the Program=s usefulness in preparing them for their current job is used to measure whether Skill Objective 3 has been met.

Individual Course Requirements as Related to Objectives

A list linking courses to assessment objectives may be found in Appendix B.

C. Assessment Data

During this review period, the Program coordinatorship changed several times. The only assessment data that has been collected has been done so by the new coordinator, who assumed the position in Fall 1998. During Summer 1999, a mail survey of all graduates of the Program through 1998 was conducted. The survey consisted of a questionnaire with both objective and subjective items meant to assess the usefulness of the Program to its graduates. One hundred ninety two surveys were mailed out. Through the initial mailing and a follow-up mailing, 73 responses were received. The response rate, then, was 38%.

Pertinent questions and responses follow:

Please indicate your level of satisfaction with the Public Policy and Administration Major in providing the tools necessary for success in your current career:

Extremely Satisfied	16%
Very Satisfied	44%
Satisfied	30%
Not Satisfied	7%
NA/No feeling (self-reported)	3%

Would you recommend the Public Policy and Administration Program at UW-Whitewater to a person considering a Public Policy and Administration Degree?

Yes	89%
No	7%
Maybe/Depends (self-reported)	4%

Have you received any graduate degrees?

Yes	22% (MPA 8%, JD 7%, 3% MBA)
No	78%

As is indicated by the survey, 90% of respondents state that they are satisfied with the level of preparedness provided by the Program. Of those 90%, 60% were either extremely or very satisfied that the Program prepared them for their current career. Further, an overwhelming majority (89%) indicated that they would recommend the Program to someone considering a Public Policy and Administration degree.

In addition to the objective questions, graduates were asked to offer specific comments and suggestions. The majority of the written comments offered positive feedback regarding the Program and faculty. In a number of instances, graduates made reference to a specific professor teaching in the Program and her/his impact on that student. Also, a few graduates made suggestions for possible concentrations that the Program should think about adding to the curriculum.

Also, graduates were asked to state their current employment. This has allowed the Program to compile a list of graduates and place of employment.

On the whole, this assessment indicated significant satisfaction by its graduates and willingness to recommend the Program to others interested in such a degree.

D. Program Improvement Resulting from Assessment Efforts

Due to the fact that the assessment was completed rather recently, there are no changes to the Program, at this point, directly related to the graduate survey.

The Audit and Review Evaluation Report completed for the 1991-1992 Audit and Review of the Program did not make any recommendations relevant to assessment. The 1991-1992 Audit and Review Evaluation Report may be found in Appendix C.

E. Information Shared with Constituencies

Data from the Summer 1999 graduate survey has been shared with the chair of the Political Science Department, John Kozlowicz, as well as the Political Science Department faculty. Dr. Kozlowicz serves as internship coordinator and teaches several courses that students in the Program complete.

Further, the results have been shared with majors during advising appointments. In addition to describing graduate satisfaction with the Program, current majors are able to look at a list compiled from the graduate survey listing the current employment of the Program=s graduates.

II. Strategic Purposes and Performance

A. Centrality

Non-doctoral institutions in the University of Wisconsin System have a common mission to offer a core liberal studies that supports university degrees in the arts, letters, and sciences, as well as specialized professional/technical degrees at the associate and baccalaureate level. The University of Wisconsin-Whitewater has a selected mission to offer an extensive range of undergraduate programs and degrees, including interdisciplinary programs in letters, sciences, and arts, as well as programs and degrees leading to professional specialization. The Public Policy and Administration Program is an interdisciplinary program that prepares students for a professional specialization in public management and related fields. This interdisciplinary Program, co-sponsored by the Political Science Department in the College of Letters and Sciences and the Management Department in the College of Business and Economics draws on faculty from those departments as well as several others including Economics, Accounting, Sociology, Psychology, Geography, Math, and Finance and Business Law.

B. Goals and Objectives

The central goal of the Public Policy and Administration Program is to provide quality instruction and career direction to students considering a career in the administrative, legislative, or judicial branches of local, state, or national government; business organizations which work closely with government; hospitals, charitable organizations, and other non-profit organizations; and for law school or graduate school. This Program serves a societal and state need of training students interested in pursuing public sector employment. Specific goals are discussed below:

1. Review Program curriculum and course offerings in terms of the needs of our majors.

In response to a suggestion by Professor Craig Heatwole, the Upper Division Core Course Public Policy and Administration (820-320) has been inserted as a prerequisite for the Seminar in Public Administration (820-489). The Seminar is

meant to serve as a capstone course for Public Policy and Administration majors. Professor Heatwole indicated that students were taking that course prior to completing Public Policy and Administration (820-320) leaving them unprepared for the rigor of the Seminar. Due to this, a change was made requiring 820-320 as a formal prerequisite for 820-489.

In response to recent student interest in a Health Administration Concentration, the appropriateness and possibility of such a concentration is currently being explored.

2. Provide more information to majors regarding graduate school opportunities.

In an attempt to provide information to students regarding graduate school options, the coordinator has put together a bulletin board outside her office (Salisbury 245) with graduate school information cards and other information.

In Spring 1998 and Fall 1998 meetings were held for students interested in the Masters= in Public Administration Program at Northern Illinois University. The Acting Director of the NIU MPA Program at that time, J. Dixon Esseks, visited UW-Whitewater, provided an overview of the Program, and answered student questions. Dr. Esseks has since retired and an attempt will be made to have another representative of that Program speak to UW-Whitewater students.

3. Continue to provide meaningful internships to all majors.

Internship coordinator, Professor John Kozlowicz, continually works to place students in internships that are in line with their career aspirations. Internships are required for all majors.

C. Trend Data

Number of Students Enrolled Each Fall

<u>1995-96</u>	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>	<u>1999-00</u>
52	53	46	38	40

(Note: The dip in number of students enrolled each fall is attributable to the instability in the position of Program Coordinator. In 1995, the Program Coordinator at that time, Ruth Grubel, went on leave and subsequently resigned in 1997. During the first year of her leave, John Kozlowicz served as advisor for Public Policy and Administration students but the position of coordinator was essentially open for the Fall 95-Spring 96 period. In Fall 1996, Jane Gottlick assumed the position of Program Coordinator. In Fall 1997, she took leave after the birth of her daughter. She continued to advise students on a very limited basis, with John Kozlowicz again assuming much of the day-

to-day advising responsibilities. She extended her leave to the Spring 1998 semester and subsequently resigned her position at the University. During the Spring 1998, she, again, advised students for a limited time during the registration period only. Clearly, for most of the period between 1995 and Spring 1998 the Public Policy and Administration Program was not as carefully attended to as was necessary. In Fall 1998, a new coordinator was appointed, Susan Johnson. The new coordinator is available Monday through Friday each week for advising and meeting with prospective students. Further, the new coordinator takes part in On-campus, Summer Freshman Preview, and Transfer Days to meet with interested high school seniors and advise incoming Freshmen and Transfer students.)

Number of Degrees Granted

<u>1994-95</u>	<u>1995-96</u>	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>
27	21	20	18	19

Average Number of Total Credits

<u>1994-95</u>	<u>1995-96</u>	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>
132	129	133	129	130

SCH/FTE

Due to the fact that Public Policy and Administration is interdisciplinary and does not have its own courses and faculty, there is no SCH/FTE ratio.

Placement Information

According to Career Services, of 1997 and 1998 Public Policy and Administration graduates 100% of reported candidates were placed and 91% were placed in related jobs.

Further, the graduate survey completed Summer 1999 indicated that all respondents who chose or were able to work were employed.

D. Demand for Graduates

The Bureau of Labor Statistics does not offer employment projections for a Public Administrators@ and, due to the fact that the employment of PPAD graduates is so diverse, a few selected occupations will be highlighted below. Also, as was stated above, respondents to the Summer 1999 survey did not indicate difficulty in gaining employment in their chosen field and all who chose or were able to work were employed.

Budget Analyst - Federal, State, and local governments employ 1 out of 3 budget

analysts. Employment of budget analysts is expected to grow about as fast as the average for all occupations through the year 2006. In addition to employment growth, many job openings will result from the need to replace experienced budget analysts who transfer to other occupations or leave the labor force. (Bureau of Labor Statistics 1998-99 Occupation Outlook Handbook)

Government Chief Executives and Legislators - Over 8 out of 10 government chief executives and legislators work in local government, while the rest work primarily in State governments. Some increase will occur at the local level as counties, cities, and towns take on new responsibilities. New positions will develop as cities and counties turn to professional management to deal with growth, Federal regulations, and long-range planning, and volunteer positions are converted to paid positions. (Bureau of Labor Statistics 1998-99 Occupation Outlook Handbook)

Urban and Regional Planners - Urban and regional planners are often referred to as community, county, or city planners because the majority are employed by local governments. Non-governmental initiatives such as historic preservation and central city redevelopment will provide additional openings. Most job openings, however, are expected to arise from the need to replace experienced planners who transfer to other occupations, retire, or leave the labor force for other reasons. Local governments need planners to address an array of problems associated with population growth. (Bureau of Labor Statistics 1998-99 Occupation Outlook Handbook)

Human Resources Specialists and Managers - Federal, State, and local governments employed about 14 percent (of 550,000 total jobs in 1996) of salaried human resources specialists and managers. They handled the recruitment, interviewing, job classification, training, salary administration, benefits, employee relations, and related matters of the Nation's public employees. The job market for human resources specialists and managers is likely to remain competitive through 2006. (Bureau of Labor Statistics 1998-99 Occupation Outlook Handbook)

E. Accreditation

The Public Policy and Administration Program currently is not accredited by any agency or professional association.

F. Location Advantage

UW-Whitewater is an ideal location for a program in Public Policy and Administration. The large and diverse population of Southeastern Wisconsin and Northern Illinois stretching from Madison to Milwaukee to Chicago to Rockford and to Janesville/Beloit provides a wide range of local government agencies for placement of interns and employment possibilities for graduates of the Program.

Further, with the seat of Wisconsin state government located so close to Whitewater in Madison students with an interest in interning or seeking employment in state government are well served. Also, one graduate of the program, Marc Duff, serves as a member of the Wisconsin State Assembly.

Additionally, congressional constituent offices in Janesville, Racine, and Milwaukee have provided internship opportunities for our students. Specifically, students and former students are interns and employees of Congressman Paul Ryan's Janesville office. Also, a recent graduate of the program is employed by Congresswoman Tammy Baldwin as a Systems Administrator/Legislative Correspondent.

Also, UW-Whitewater is situated less than two hours from highly regarded graduate programs in Public Administration at UW-Milwaukee, UW-Madison, and Northern Illinois University as well as the University of Illinois-Chicago Urban Planning Program.

G. Comparative Advantage

The study of Public Policy and Administration, with its emphasis on administrative theories and practices in the public sector sets it apart from related areas such as business administration with its emphasis on private sector administration and from Political Science which is a more broadly based examination of the areas of politics and government.

The core faculty/staff brings its unique set of experiences and expertise to the Program. Professor Craig Heatwole who regularly teaches Public Policy Analysis (820-330) and the Seminar in Public Administration (820-489) has public sector experience that he is able to share with his students. Professor John Kozlowicz possesses an expertise in Criminal Justice and Legal Administration and serves on a number of boards and commissions dealing with these areas of public administration. A recent hire in the Political Science Department, Xia Li Lollar, brings a wealth of practical and comparative experience from her many years living and working in China.

As was stated above, students are required to complete an internship. Professor John Kozlowicz, the internship coordinator, works diligently to place students in appropriate internships and reports that there are more internship availabilities than students to fill them. This internship requirement and easy access to internships is a strong aspect of the Program.

A major in Public Policy and Administration is offered at only three UW System schools. Aside from UW-Whitewater, UW-Green Bay and UW-LaCrosse offer majors in Public Administration. The program at UW-Green Bay does not provide the strong core of business course requirements that the UW-Whitewater Program includes. The fact that UW-Whitewater is the only System school in the southern part of Wisconsin to offer such a major sets it apart from other System schools in the region. Clearly, there is a

lack of duplication within the System and region in regards to programs in Public Policy and Administration.

H. Community Impact

The community is impacted by the Public Policy and Administration Program in a number of ways. First, students complete internships on campus, in Whitewater, and in Walworth County. In their capacity as unpaid government interns, students are providing an important community service while being trained for jobs in the public sector.

Also, faculty that teach courses required in the Major are frequent guest speakers and media commentators as well as members of local government boards and commissions. Professors Johnson, Lollar, Kozlowicz, and Robert D. Heidorn have each been asked to speak at the Fairhaven Retirement Community as part of the Fairhaven Lecture Series and/or Great Decisions Series. Further, Professor Kozlowicz is a regular commentator on numerous commercial and public radio outlets. Also, Professors Kozlowicz and Heatwole serve as volunteers on a number of local government boards and commissions.

I. Strategic Planning

Due to the fact that two new faculty in the area of Public Policy and Administration were hired for Fall 1998 (Lollar and Johnson) and a new coordinator (Johnson) took over the position in Fall 1998, closer review of the curriculum and course offerings will be completed prior to the next review. Specifically, it will be necessary to determine whether the current concentrations are still pertinent and whether new ones should be added based on student and market demands.

III. Resource Availability and Development

A. Faculty and Staff Characteristics

As was stated above, the Public Policy and Administration Program does not have its own faculty. It draws from faculty in several departments, most predominantly Political Science and Management. For the purposes of this review, a core of Public Policy and Administration faculty have been identified. They represent a diverse group of individuals active in their chosen field as academics and practitioners. Due to the fact that majors are being trained for positions as Public Administration practitioners is it as asset to have faculty that are not only experts in their chosen fields but who also have professional and/or volunteer experience as well. They include faculty that are responsible for teaching the Upper Division Core of classes and the senior Seminar in Public Administration, the internship coordinator and the program coordinator.

Program Coordinator: Susan Johnson* (* indicates attached vitae)

Internship Coordinator: John Kozlowicz*

Senior Seminar in Public Administration (820-489): Craig Heatwole*

Upper Division Core Faculty:

Public Policy and Administration (820-320): Xia Li Lollar*

Public Policy Analysis (820-330): Craig Heatwole

State and Local Government (820-344): Robert D. Heidorn

Organizational Behavior (250-301): This course is a core College of Business course staffed by a number of different faculty and academic staff.

Management Information Systems (250-480): This course has been staffed by an academic staff member who is leaving the University. George Sargent* is teaching this course Spring 1999.

Other Management faculty regularly teaching courses taken by Program Majors:

Christine Clements*

Yezdi Godiwalla*

Marcia Pulich*

John Washbush*

NOTE: Due to the fact that the Management faculty responsible for teaching the Upper Division Core Requirements is rather fluid, the sections B - E will focus on the program coordinator, internship coordinator, and faculty teaching the Seminar (820-489), Public Policy and Administration (820-320), Public Policy Analysis (820-330), and State and Local Government (820-344).

B. Teaching and Learning Enhancement

Each of the identified core faculty is active in enhancing her/his teaching skills.

Professor Kozlowicz, who serves as internship coordinator in addition to the relevant courses he teaches, has been the recipient of numerous teaching awards. Currently, he is chair of the Political Science Department. He has received the UW System Regents Teaching Excellence Award (1996), Outstanding Teacher Award for College of Letters and Sciences awarded by the Order of Omega (1995, 1996, 1998), UW-Whitewater W.P. Roseman Award for Excellence in Teaching (1991), and UW-Whitewater Saunders Award for Excellence in Teaching in the Humanities (1989). In addition, he has received the Greek Outstanding Teaching Award (1998), was inducted as an honorary member of the Golden Key National Honor Society (1998), has been honored by the Blue Key National Honor Society for several successive years, and was listed in *Who's Who Among America's Teachers* in 1998 and will be again in the 2000 edition. Also, in 1998 he designed two new programs which passed through the curricular process and are now in place: Legal Studies Minor and Paralegal Certificate. He consistently receives extremely high teaching evaluation scores (e.g. Spring 1998: 4.81 on a 5 point scale). He has incorporated technology into his teaching and uses Web Course in a Box for each of his classes. He advises all Pre-Law students as well as a significant number of Political Science Majors. Further, he has taught completely web-based classes for several semesters. Additionally, he is active in the Upward Bound Program, Robert E. McNair Scholars Program, and Elderhostel and he

coordinates the Fairhaven Lecture Series each semester.

Professor Johnson, who serves as program coordinator, has attended several workshops that have focused on teaching improvement, advising, and the use of technology. Included in these were the 2000 T & IR Winterim Workshop, the 1999 Letters & Sciences Summer Advising Institute, and the 1999 Summer Global Perspectives Workshop. Professor Johnson utilizes Web Course in a Box for all of her classes and is currently teaching an entirely web-based section of Global Perspectives.

Further, she uses PowerPoint presentation software for all of her lectures. In Fall 1999, she proposed a new course, American Political Parties and Elections (820-319) which has completed the curricular committee process and will be taught for the first time in the Fall 2000 semester. She is responsible for advising all Public Policy and Administration (over 40 students) as well as her regular Political Science advising responsibilities. In both program, preregistration advising is mandatory. In addition, she serves as a volunteer advisor in the College of Letters & Sciences Undeclared Advising Office. Professor Johnson taught Research Methods in the Robert E. McNair Scholars Program 1999 Summer Research Seminar. Her Fall 1999 teaching evaluation scores were all above 4.5 (on a 5 point scale). Professor Johnson teaches Formation of Public Policy (820-430) in the Public Policy and Administration Program.

Professor Lollar has attended eight workshops geared towards enhancing teaching and advising skills in the year and a half she has been on the faculty. Several of these workshops have focused on using technology in the classroom. Professor Lollar utilizes Web Course in A Box for her classes and is currently teaching an entirely web-based section of Global Perspectives. Further, she is a participant in the Asia Studies Curriculum Enrichment Program and works with several international business students each semester directing independent studies related to international business and economics. In addition to the introductory Public Policy and Administration Core course she has also taught Public Personnel Administration (820-421) and is currently teaching The Politics of Government Budgeting (820-440).

Professor Robert D. Heidorn has been a professor at UW-Whitewater for over 30 years. For 12 years through 1999, Professor Heidorn served as the Political Science Department representative on the College of Letters & Sciences Curriculum Committee. Currently, he serves as the Political Science Department's Master Advisor. He won the College of Letters and Sciences Advising Award in 1997. He teaches State and Local Government (820-344), one of the Upper Division Core Classes in the Public Policy and Administration Major as well as Politics of the Metropolis (820-446) which is a required course in two of the concentrations.

Professor Craig Heatwole has served as full-time academic staff since 1996. Prior to that, he taught at Concordia University, UW-Oshkosh, and UW-Green Bay as well as in the Graduate School of Business at Marquette University. At UW-Whitewater, he currently teaches Public Policy Analysis (820-330), Public Policy and Administration (820-320) and the Seminar in Public Administration (820-489). In the past he has

taught Public Personnel Administration (820-421), Politics of Public Budgeting (820-440), and Formation of Public Policy (820-430).

C. Research and Other Scholarly/Creative Activity

Professor Kozlowicz has participated in eight professional meetings as a presenter and has had three publications since the last audit and review of the Public Policy and Administration Program. His publications include one book review, an article about criminal justice research and public policy-making, and an article about the Polish community in Milwaukee. Further, he has recently completed a teachers= manual, web quiz package, and partial textbook review for an American Government textbook published by Houghton-Mifflin.

Professor Johnson has participated in three professional meeting as a presenter, participated in the Wisconsin Political Science Association as Program Co-chair, currently serves as co-president of the WPSA, and has had one publication since joining UW-Whitewater in Fall 1997 (tenure-track Fall 1998). Her publication dealt with the role of race and gender in Illinois= 1994 gubernatorial election. She will also be presenting a paper at the Midwest Political Science Association Annual meeting which will take place April, 2000. Further, she is a manuscript reviewer for *Policy Studies Journal*.

Professor Lollar has participated in the Wisconsin Political Science Association Annual Meeting as a presenter and as Program Co-chair since joining the UW-Whitewater faculty in Fall 1998. She currently serves as co-president of the WPSA. Her dissertation, *China=s Transition Toward a Market Economy*, was published by Wyndham Hall Press in 1997. She spent the Summer 1999 in China surveying several hundred Chinese citizens on various attitudinal and political measures.

Professor Craig Heatwole participated as a presenter at the 1999 Wisconsin Political Science Association Annual Meeting. He presented a paper titled "Recycling the Industrial Heartland: Urban Redevelopment in Wisconsin."

D. External Funding

Professor Kozlowicz has received two grants during the current audit and review period.

In 1997/1998, he received a Faculty Multimedia Courseware Project Grant from UW-Whitewater for \$750. Also, in 1993 he was awarded a \$1000 grant from the Institute of Race and Ethnicity for "Patterns of involvement in the Underground Economy: A Comparison of Polish and Latino Immigrants in Milwaukee." Professor Lollar received a \$2000 UW-Whitewater 1998-1999 Faculty Development Grant to travel to China and conduct an extensive survey of residents. She is currently in the process of analyzing that data. She has presented one paper as a result of her grant research and will be

presenting another in Spring 2000.

E. Professional and Public Service

During the current audit and review period, Professor Kozlowicz serves/has served on the following committees and boards: Academic Decathlon (1989-1997); Elkhorn Police and Fire Commission (1990-present); College of Letters and Sciences Budget Committee (1994-present); Speakers Bureau - Wisconsin Humanities Bureau (1992-present); Co-chair, Campus Police/Security Task Force (1992-1994); Chair, College of Letters and Sciences Task Force on Possible New Majors (1993); Elkhorn Area School District Strategic Planning Committee (1993); Faculty Senate (1996-present); Provost's Ad Hoc Review Committee of Health, Physical Education and Recreation (1998); UW-W Title III Grant Review Committee (1998-1999); and Technology Users Group Committee (1999). Further, he serves as a mentor in the McNair Scholars Program, an instructor in the Upward Bound Program, the organizer of the Fairhaven Lecture Series, and organizer, participant and moderator of the "Political Science Forum" on WSUW-FM. He also is a frequent commentator on commercial and public radio programs as well as an often quoted source in local newspapers. He is chair of the Political Science Department. He is Chair of the University Police Advisory Committee, Coordinator for cooperative MPA Program with UW-Oshkosh, and Co-faculty Advisor for the Law Society. He also gave over 20 public speeches and presentation in 1998 and 1999. He received the UW-Whitewater Faculty Service Award in 1997 and the Faculty Service Award from the National Continuing Education Association, Region IV in 1992.

Professor Johnson serves as the coordinator of the Public Policy and Administration Program. She is/was a member of the Women's Issues Committee (present), College of Letters and Sciences Lecture Series Committee (present), College of Letters and Sciences Superior Writing Committee (1998-99), Political Science Department Majors and Minors Meeting Committee (present), Political Science Department Mission Statement Committee (Fall 1999), Departmental Writing Requirement Review Committee (Spring 1999), and the Departmental Course Evaluation Review Committee (Spring 1999). She regularly provides political commentary on the "Political Science Forum" radio show and has been interviewed by WSLD and the *Janesville Gazette*. She has also presented public speeches and presentations as part of the McNair Scholars Program, King/Chavez 1999 Summer Program, Fairhaven Lecture Series, and Fairhaven Great Decisions Series. Professor Johnson served as Program Co-chair of the 1999 Wisconsin Political Science Association Annual Meeting held at UW-Whitewater, October 22, 1999. Currently, she is co-president of the Association.

Professor Lollar serves on the College of Letters and Sciences Promotions Committee and the International Studies Advisory Committee, as well as the Political Science Department Majors and Minors Meeting Committee and Lee Davis Writing Award Committee. She has spoken at the Fairhaven Lecture Series. Further, she was a guest lecturer on Chinese Economic Reform in a Political Science Politics of Development

course. She also participates in activities held by the UW-W Chinese Student Association. Professor Lollar served as Program Co-chair of the 1999 Wisconsin Political Science Association Annual Meeting held at UW-Whitewater, October 22, 1999. Currently, she is co-president of the Association.

Professor Heidorn serves as advisor to Pi Sigma Alpha, the Political Science Honors Association. He also coordinates the annual Kyle Lecture. He serves as the Political Science Department Master Advisor. He was the Department representative on the Letters and Sciences Curriculum Committee for 12 years (through Spring 1999).

Professor Heatwole serves as the Political Science Department Library Representative. He has also been active in putting together the Political Science Advisory Committee and is planning a meeting of the Committee for later this Spring. Further, he is a member of the Port Washington Police and Fire Commission and a board member and finance director for the Port Washington Cemetery Association.

F. Resources for Students in the Program

Due to the fact that the Public Policy and Administration Program does not have its own courses, but instead relies on courses taught by other departments, issues such as students per faculty member and budgetary issues are not applicable. The Program has a small budget that is folded into the Political Science funds. The Program utilizes the staff and student help employed by the Political Science Department as well as its supplies (paper, printer cartridges, postage, copying) and office equipment.

G. Facilities, Equipment, and Library Holdings

Due to the fact that the Public Policy and Administration Program does not have its own facilities, equipment, and library budget it is reliant on the resources of other departments and resources. Majors have use of the Social Science Computer Lab (Salisbury 301) which was recently updated to Pentium III Computers. The location of classes is dependant on departmental classroom allocation. The Political Science Department classrooms are located in Hyer (320,322,324), McGraw (101) and Heidi (112). Each of these rooms has a computer, projector, and VCR. The rooms in Hyer and Heidi 112 also have a document camera for projection of images. Due to the fact that Public Policy and Administration is also one of the five subject areas of Political Science, the coordinator is able to review potential library acquisitions working with Professor Heatwole, the Political Science Department Library Representative. Professors Lollar, Heatwole, and Johnson are able to use the Political Science library allocation to order Public Policy and Administration materials including books and videos.

Appendix A: Program APR

Appendix B: List Linking Courses to Assessment Objectives

<p>Subject Matter Objective 1: All majors will have an understanding of the major principles and concepts of public administration and public management.</p>	<p>250-301-Organizational Behavior 250-480-Management Info Systems 820-320-Public Policy and Administration 820-330-Public Policy Analysis 820-344-State and Local Government 820-489-Seminar in Public Administration</p>
<p>Subject Matter Objective 2: All majors will have a knowledge of the process by which public policies are made.</p>	<p>820-320-Public Policy and Administration 820-330-Public Policy Analysis 820-344-State and Local Government 820-489-Seminar in Public Administration</p>
<p>Subject Matter Objective 3: All majors will have a knowledge of the techniques of analyzing public policy.</p>	<p>820-320-Public Policy and Administration 820-330-Public Policy Analysis 820-489-Seminar in Public Administration</p>
<p>Subject Matter Objective 4: All majors will complete a concentrated area of study within the major.</p>	<p>See list of courses required for each concentration as delineated in the text of this report.</p>
<p>Cognitive Development Objective 1: All majors will have acquired critical thinking skills necessary for analyzing issues prevalent in the public sector and organizations associated with the public sector.</p>	<p>250-301-Organizational Behavior 250-480-Management Info Systems 820-320-Public Policy and Administration 820-330-Public Policy Analysis 820-344-State and Local Government 820-489-Seminar in Public Administration</p>
<p>Cognitive Development Objective 2: All majors will better understand the nature of government and public policy.</p>	<p>820-320-Public Policy and Administration 820-330-Public Policy Analysis 820-344-State and Local Government 820-489-Seminar in Public Administration</p>
<p>Skill Objective 1: All majors will exhibit writing proficiency.</p>	<p>220-353-Business Communication OR 680-370-Advanced Composition OR 680-372-Technical and Scientific Writing OR completion of significant writing in the form of major project or research paper in an advanced Political Science course with verification by the instructor</p>
<p>Skill Objective 2: All majors will exhibit the ability to take material they have learned in classes and apply it in their</p>	<p>820-493-Internship in Political Science</p>

Appendix C: Audit and Review Report from Last Review

Appendix D: Trend Data included from University=s Fact Book

Appendix F: Table of Faculty and Staff

Selected Faculty/Staff responsible for teaching selected required courses. As was stated in the body of the report, the Public Policy and Administration Program does not have its own faculty. It draws from faculty in several departments, most predominantly Political Science and Management. For the purposes of this review, a core of Public Policy and Administration faculty have been identified.

See attached Curriculum Vitae/Resumes for Teaching/Research/Service information.

Name	Title	Department
Christine Clements	Associate Professor	Management
Yezdi Godiwalla	Professor	Management
Craig Heatwole	Lecturer	Political Science
Robert D. Heidorn	Associate Professor	Political Science
Susan Johnson	Assistant Professor	Political Science
John Kozlowicz	Professor	Political Science
Xia Lollar	Assistant Professor	Political Science
Marcia Pulich	Professor	Management
George Sargent	Associate Professor	Management
John Washbush	Associate Professor	Management

Public Policy and Administration Program Assessment Report 2002-2003

Prepared by Susan Johnson, Coordinator
May 1, 2003

At the direction of the Audit and Review Committee and Associate Vice Chancellor for Academic Affairs, I am providing this report on the assessment activities undertaken by the Public Policy and Administration Program (PPAD) since its audit and review. As a result of comments and recommendations from the audit and review committee, the Public Policy and Administration Program has instituted new assessment measures and improved on the assessment measures already in place.

Three-year Graduate Survey

The second three-year graduate survey was conducted during Summer 2002. The first such survey of all graduates was completed in 1999. At that time, all graduates were asked to answer a series of questions about the program. The second survey was administered last summer to all PPAD students who graduated between 1999 and 2001. During this period, 33 students graduated with a PPAD degree and of that 33, 66 percent mailed back a completed survey.

Based on suggestions from the audit and review committee, the questionnaire was modified from its 1999 form. Graduates were asked about specific experiences (senior seminar, internships, overall curriculum, etc). Overall, graduate responses to the closed-ended questions indicated satisfaction with the program.

Graduate Survey Results

Have you received any graduate degrees or are you currently pursuing a graduate degree?

Yes	No
27%	73%

What was your area of concentration within the Public Policy and Administration Program?

General Management	Public Policy	Planning Budget	Public Personnel	Legal Affairs	Police & CJ	Urban Affairs	Individual
43%	5%	0%	14%	14%	10%	0%	14%

To what extent do you believe that the courses offered as part of the Public Policy and Administration Program curriculum prepared you for your current career (or graduate studies)?

Very Well	Well	Adequately	Poorly	Very Poorly
18%	41%	36%	0%	5%

To what extent do you believe that the required internship provided you with skills and experiences that you are able to apply in your current career (or graduate studies)?

Very Well	Well	Adequately	Poorly	Very Poorly
36%	27%	23%	14%	0%

To what extent do you believe that the Seminar in Public Administration provided you with skills and experiences that you are able to apply in your current career (or graduate studies)?

Very Well	Well	Adequately	Poorly	Very Poorly
14%	36%	45%	0%	5%

To what extent do you believe that the Public Policy and Administration Program provided you with skills and experiences that you are able to apply in your current career (or graduate studies)?

Very Well	Well	Adequately	Poorly	Very Poorly
29%	38%	33%	0%	0%

Would you recommend the Public Policy and Administration Program at UW-W to someone who was interested in a degree in Public Policy and Administration

Yes	No
100%	0%

Additionally, graduates were asked three open-ended questions: (1) Please state a few specific things about the program that you found particularly useful; (2) Please state a few specific things about the program that you believe need to be changed or added; (3) Please offer additional comments regarding the Public Policy and Administration Program.

A copy of the questionnaire and responses to the open-ended questions may be found in Appendix A.

Internships

Another suggestion by the audit and review committee was to maintain more systematic data on the internships that students complete. All PPAD student are required to complete an internship. At the end of the internship, the intern's supervisor is asked to write a letter of evaluation. Internship coordinator, Dr. John Kozlowicz, has begun to request more detailed evaluations of interns on certain specific criteria. This will provide better data to assess whether students are gaining useful skills while serving as interns and also to determine whether the students are prepared for their internships.

Program Advisory Board

The Public Policy and Administration program shares an advisory board with the Political Science Department. The board is comprised of individuals in both the private and public sector including a Wisconsin state assemblyperson (Steve Nass), an attorney and UW-W graduate (Mark Ohm), a lobbyist (Sharon Cook), a former Wisconsin state assembly speaker who also taught a few classes at UWW (Tim Cullen), the sponsor of the departmental writing award (Lee Davis) and a few others.

This advisory board (1) reviews the program curriculum, (2) meets with students to discuss the program, (3) meets with faculty to discuss the program and (4) offers suggestions to enhance the program.

The board was pleased with the program's required internship and agreed that such an experience provides a leg-up for students looking for employment after graduation. The board also thought that the variety of emphases and courses allowed students a number of different options within the program. One of the things that the board stressed was the need for good writing skills.

Exit Interview

The PPAD program has used the Political Science Department exit interview for several years. Beginning this year (Spring 2003), PPAD students have received an exit interview more suited to the PPAD program, but not ideally suited. The Political Science Department has appointed a committee (comprised of the PPAD program coordinator, the International Studies Coordinator and the department's representative on the assessment committee) to develop an exit interview that is more in keeping with the type of assessment data that the university would like collected from graduating students. It is anticipated that the new exit interview will be in place in a year.

Public Policy and Administration Program Committee/Curriculum Review

The Public Policy and Administration Program Committee is comprised of representatives from the College of Business and Economics (Stephen Havlovic, Louise Tourigny, Russ Kashian) and the College of Letters and Sciences (John Kozlowicz, Xia Lollar, Craig Heatwole, Susan Johnson). In its Spring 2003 meeting, the committee completed a review of the curriculum and recommended two changes. First, based on the comments of the Advisory Board and observations by instructors in the program, the committee agreed to modify the writing requirement to mandate that students complete a writing course. In the past the students had the option of taking a writing class or completing significant writing in an advanced Political Science course, the committee agreed that the latter requirement should be removed. At this point, the change has been approved by the college curriculum committee and has been forwarded to the university curriculum committee. Second, based on student responses to the last graduate survey, an interest from current students and an interest from others on campus, the committee recommended that a Health Administration Emphasis be added to the program. The committee approved a list of courses and the emphasis will formally be proposed.

Other

In addition to the assessment activities discussed above, the program would also like to point to other, more anecdotal, measures of program success. First, the program has made a greater effort to encourage students to consider graduate school and, as a result, more students are applying and enrolling in graduate programs. In the past few years, students have been accepted in masters' degree programs in public administration, urban planning and business administration. The program coordinator and core faculty have invited graduate school representatives to campus and they have been impressed with the program offerings and the quality of the UWW students that have applied to their programs. Second, and also related to graduate school, a 2001 Public Policy and Administration graduate will be earning his Masters' in Public Administration degree from Northern Illinois University this May. The NIU program is ranked third in the country for local government management, his area of focus. This UWW graduate went on to great success in this nationally ranked program and was recently awarded the American Society for Public Administration Outstanding Student Award, as well as the Academic Achievement Award and the Distinguished Manuscript Award for his capstone paper.

Appendix A