



Item: AS: A-3

COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS

Tuesday, November 15, 2022

**SUBJECT: REQUEST FOR APPROVAL OF PROGRAM REVIEW – DOROTHY F. SCHMIDT
COLLEGE OF ARTS AND LETTERS**

PROPOSED COMMITTEE ACTION

Request approval of academic program review for Public Administration (CIP 44.0401) in the Dorothy F. Schmidt College of Arts and Letters

BACKGROUND INFORMATION

Under Florida Board of Governors Regulation 6C-8.015 adopted March 29, 2007, all academic degree programs in State universities must be reviewed at least every seven years. Program reviews ensure that academic programs are administered and delivered effectively, efficiently, and consistent with FAU's mission and the Board of Governors' strategic priorities. The results of program reviews are expected to inform strategic planning, program development, and budgeting decisions at the university level, and, when appropriate, at the state level.

Academic Program Review at FAU includes a few additional steps:

- The self-study prepared by the program's department will be submitted to an independent review committee comprised of 2-5 individuals. The committee will include at least one external reviewer who will serve as a content expert in the discipline. Other members will include nominees of the head of the academic unit in consultation with the unit's faculty.
- The external reviewer will conduct a day and a half site-visit. A written report of the reviewer's findings will be submitted to the program's review committee.
- In addition to self-studies and external reviewer reports, action plans will be submitted to the Board of Trustees for approval.

IMPLEMENTATION PLAN/DATE

The Academic Program Review summary will be submitted to the BOG in November 2022 pending full Board approval.

FISCAL IMPLICATIONS

N/A

Supporting Documentation: 2022 Academic Program Review Executive Summary & PPT

Presented by: Dr. Michael Horswell, Dean, Dorothy F. Schmidt College of Arts & Letters

Phone: 561.297.3803



2020 Academic Program Review Executive Summary

School of Public Administration

Public Administration [CIP 44.0401]

Review Team

Rajade M. Berry-James (North Carolina State University)

Kurt Thurmaier (Northern Illinois University)

Paul Hart (Florida Atlantic University)

Part 1: Overview

A. Degree Programs by Level

Bachelor's (BA):	Public Management (BPM) Public Safety Administration (BPSA)
Master's (MA):	Public Administration (MPA) Nonprofit Management (MNM)
Doctor of Philosophy (Ph. D.)	Public Administration (Ph. D.)

B. Mission and Purpose

The mission of the School of Public Administration is to provide an intellectual, analytical, technical, and practical education to advance the state of global knowledge in public administration, public policy and nonprofit management, and to enhance ethical public service within our service region.

C. Major changes since the last program review

The largest change since the last Program Review was the move of the School from a now defunct and renamed College (now the College of Social Work and Criminal Justice) into the Dorothy F. Schmidt College of Arts and Letters.

Part 2: Findings

A. Strengths

1. The reviewers identified both the John Scott Dailey Florida Institute of Government and the Leroy Collins Public Ethics Academy as exemplary units that support FAU's community engagement platform. The Institute has conducted 2000 workshops and seminars in the past five years, as well as 300 technical assistance projects, all of which engaged over 40,000 public sector employees. The Academy provides training for local government agencies. The executive director for the Agency is also the chair of the Palm Beach County Commission on Ethics and the Palm Beach County Inspector General Review Committee. These units create important synergies between FAU and the community.
2. Faculty have an impressive record of success in winning grants and/or obtaining other sources of external funding. In recent years, SPA faculty have won 4 NSF (National Science Foundation) grants and have earned almost \$1.5 million in grants. Grants are important in helping FAU achieve its ambition of becoming a Carnegie Research 1 institution, in addition to contributing to the school's growing reputation, which in turn can help faculty gain additional grants. In addition, SPA faculty have a record of collaborating on grants with faculty in other units on research of mutual interest, contributing to the university's national reputation for excellence.

3. The School has an exemplary advisory board whose members include representatives from state, county, and city governments, as well as the non-profit and private sectors, current students, and alumni. The members of the board serve as ambassadors for the school to the community and to potential donors, providing opportunities to advance the School's interests.
4. The relocation to the Dorothy F. Schmidt College of Arts and Letters has led to strong support from the College's Dean, including approving new hires and advocating for the non-profit management area of the School to be viewed as complementary to the College's other programs. This provides the opportunity to expand the scope of non-profit management in the School, increase the number of prospective students, and align the area with other programs and priorities in the College.

B. Challenges

1. The review team notes that it is important for the School to obtain new streams of income/funding, given the level of state funding and the low tuition rates (compared to other SUS institutions). The challenge is to develop entrepreneurial initiatives (like self-supporting programs) and marketing strategies to attract more students (and perhaps more donors) to the School.
2. The review team notes that while the School of Public Administration has made strides toward becoming more diverse and inclusive in terms of both its faculty and student populations, there is still work to be done in this area, particularly in the racial and ethnic diversity of students in the graduate programs. This is a university-wide challenge, but SPA has made initial steps towards addressing this challenge by revising hiring processes for new faculty (which should improve faculty diversity and graduate student diversity, as graduate students frequently choose their university on the basis of specific faculty members).
3. SPA continues to run five academic programs, despite the recommendation of the previous program review to consider shutting down one of them. Even with recent new hires, it is unclear that there are enough resources to support all five. The challenge is to allocate limited resources effectively (particularly teaching resources) to effectively deliver all five programs.
4. The review team notes the challenge of continuing progress toward becoming a Research 1 university, given the available resources. While SPA has been contributing to the effort to progress toward R1 status through obtaining external grants, it will be a challenge to continue to grow in this area without the ability to provide differential teaching loads to research active and productive faculty. Without resources to replace the teaching of research active faculty, productive faculty may not have additional time to obtain additional grants.
5. In the wake of the global pandemic, SPA, like many other units and universities, is faced with the challenge of balancing the expected shift to online instruction with the pedagogical needs of its students, as well as the imperative to draw students back to campus.

C. Recommendations and Opportunities

1. The review team recommends pursuing synergies between the Ethics Academy, the Institute of Government and the degree programs. These synergies could create new revenue, promote the mission of the school, and strengthen the SPA brand. The Institute and Academy could create experiential learning opportunities (and thus job training) for students, as well as paid or unpaid internships, and research opportunities for graduate students.
2. The review team recommends creating and identifying strategic marketing strategies for the School, incorporating both internal and external stakeholders. Consulting the advisory board and community partners on the strategies to use, as well as using leading national SPA's as benchmarks should help define the strategy.
3. The review team recommends establishing a program-specific diversity plan in order to attract more diverse faculty and students, making a climate of inclusion integral to the school's mission. The review team recommends attending recruitment events supported by national organizations that support this mission. Likewise, they recommend including Diversity, Equity and Inclusion as part of the School's assessment process.
4. In line with the previous program review, the review team recommends scrutinizing whether one of the degree programs, the Master's of Nonprofit Management, is necessary. Though they acknowledge the niche demand for the skills the MNM offers, they ask that the School consider making nonprofit management a track or concentration within the Master's of Public Administration.
5. The review team recommends considering differential faculty loads for research active faculty, in the interest of helping the university achieve R1 status. They recommend 2:2 teaching loads for research active faculty. They also recommend encouraging collaborative research, as this is standard in the discipline, rather than the single-authored publications SPA's tenure and promotion documents emphasize. In accordance with this recommendation, they encourage SPA to more clearly articulate tenure expectations by referring to rankings of academic journals and emphasizing highly ranked journals as venues for faculty publications. This recommendation should also help attract Ph. D. students, as it should improve the scholarly reputation of the School.
6. The review team notes that faculty are insufficiently informed of the Office of Sponsored Research's policies on distribution of indirect costs for grants back to the School and to the Primary Investigator. Improving communication on these policies may increase faculty participation in sponsored research.
7. The review team recommends that faculty gain certification for online instruction from COCE (including eDesign, Quality Matters, and ACUE certification) in order to ensure the quality of online instruction. There are financial incentives for faculty to do so, of which they should be informed.



FLORIDA ATLANTIC UNIVERSITY

Dorothy F. Schmidt

College of Arts and Letters

Academic Program Review

School of Public Administration

COLLEGE OF ARTS AND LETTERS

Board of Trustees
Committee on Academic
and Student Affairs
November, 2022



College of Arts and Letters Overview

School of the Arts

Music, Theatre & Dance, Visual Arts & Art History, Creative Writing, Theatre Lab and the University Galleries

School of Architecture

Humanities

English; History; Languages, Linguistics & Comparative Literature; Philosophy

School of Communication & Multimedia Studies

Social Sciences

Anthropology, Political Science and Sociology

School of Public Administration

Peace, Justice, and Human Rights

University platform including the Arthur and Emalie Gutterman Family Center for Holocaust and Human Rights Education, Barb Schmidt Fellowship: Cultivating Community Involvement, Advocacy and Social Change, and the Leon Charney Diplomacy Program

School of Interdisciplinary studies

Body, Mind, & Culture; Women, Gender & Sexuality Studies; Comparative Studies (Ph.D.); Data Science in Society (MS); Global Studies; Jewish Studies; and the Center for the Study of Values and Violence after Auschwitz

...and so much more!

2021-22 Program Review
Dorothy F. Schmidt
College of Arts and Letters
School of Public Administration

Review Team:

RaJade M. Berry-James (North Carolina State University)
Kurt Thurmaier (Northern Illinois University)
Paul Hart (Florida Atlantic University)

“If ever our civilization collapses, it will be mainly due to the breakdown of administration.” – W. B. Donham



School of Public Administration

Degrees

Bachelor's in Public Management (BPM)

Bachelor's in Public Safety Administration (BPSA)

Master's in Public Administration (MPA)

Master's in Nonprofit Management (MNM)

Ph. D. in Public Administration

Undergraduate Majors: 296 (144 BPM, 152 BPSA)

Graduate Majors: 70 (57 MPA or Ph. D., 13 MNM)

Grants: SPA Faculty have been awarded almost \$1.5 million in grants, including 4 NSF grants.

Faculty: 11 tenured or tenure-line, 1 instructor



The School of Public Administration's graduate programs were recently ranked 81st in the nation for Public Affairs

School of Public Administration Highlights



Associate Professor Qiozhen Liu recently published a peer-reviewed journal article examining the relationship of overhead expenditures to attendance at events held by arts and cultural non-profit organizations. His findings were included in an article in *The Conversation*, which has received more than 29,000 views and were also reprinted in the *Chronicle of Philanthropy*.



Ph. D. Candidate Ryan J. Lofaro was recently chosen as a Founders' Fellow by the American Society for Public Administration (ASPA). He will present his work at the ASPA national conference. He will also receive year-long mentorship from a professional in his field.



The Leroy Collins Public Ethics Academy has been researching ethics and providing training for local government agencies since 2009. Since 2017, the institute has coordinated approximately 2000 workshops and seminars, and 300 technical assistance projects, engaging over 40,000 public sector employees. The Academy also provides training for local government agencies. The executive director serves as the chair for the Palm Beach County Commission on Ethics and the Palm Beach County Inspector General Review Committee.

School of Public Administration

Selected Program Review Recommendations

- Develop synergies between the Leroy Collins Public Ethics Academy (LCPEA), the Institute of Government (IOG) and the degree programs in the School of Public Admin.
- Develop marketing strategies, incorporating both internal and external stakeholders.
- Consider making the nonprofit management Master's degree (MNM) a track within the more popular Master's in Public Administration (MPA) in order to consolidate resources
- Establish combined degree programs for BPM to MPA and BPSA to MPA in order to attract students to graduate programs and produce more degrees
- **Actions to be taken in response:**
 - Focus on fundraising through the LCPEA. Explore further internship and technical assistance opportunities for SPA students through the networks created by the LCPEA and the IOG.
 - Work with College Communications and university-wide digital marketing initiatives in order to better market SPA programs.
 - Continue to promote and build the MNM degree through Spring of 2024, at which time the School will revisit this suggestion and reorganize as a track within the MPA if necessary.
 - Design, propose and approve combined degree programs from BPM and BPSA to MPA and MPA.