

A MPA SPECIALIZATION IN PUBLIC MANAGEMENT

AND

A CERTIFICATE IN PUBLIC MANAGEMENT

Introduction:

American local governments collectively employ more persons in civilian jobs than any other level of government. When you add state government to that, you see where the delivery of direct services to the citizens in the nation occurs. So, the quality of state and local management is critical. It is essential to provide for the quality of life factors in communities and the maintenance of the political values and practices.

Capable, professional leadership in government has to be stimulated, nurtured and prepared. Those attracted to leadership positions must be transformed into highly qualified and dedicated public leaders who accept and advance the standards of professionalism. Professionals in public management interact regularly with elected officials and residents of communities that they serve.

There are fewer numbers of mid-career professionals in public management today. The baby-boomers are beginning to retire and that trend will accelerate. Yet, there are fewer young professionals to take their place. The greatest turnover will be in the administrative and managerial occupations. A case in point: 53% of federal workers currently qualify for retirement! Another case in point: in 1970 5% of city managers were over age 50. Today 43% of city managers are over age 50! And 86% are age 41 or older!

Having become aware of the data above in Fall 2006, the Masters in Public Administration (MPA) program began exploring both a MPA specialization and a certificate program in public management. It is anticipated that some of the current Masters students will choose to participate in a specialty program. A recent informal survey of students and former students, during the Summer and Fall semesters, showed a strong support for this initiative.

There are few opportunities for the leadership of public management organizations to receive advanced training in organizational leadership, management, and policymaking. The proposed certificate and specialization in public management will teach professionals the necessary skills to manage and lead in this new environment.

The Illinois Institute of Technology (IIT) MPA program located at the IIT Downtown Campus is uniquely qualified to offer a program in Public Management. First, the MPA program has a proven track record of providing high quality graduate training in public sector management and especially with public management professionals. Second, the MPA program has several faculty members who are well versed and experienced in the

public management profession. Third, IIT has much expertise in the fields of information technology, engineering, and legal studies all related to public sector management.

The Metropolitan Chicago area hosts a small number of programs in public management with six programs being the main providers of these services. Other programs are delivered in an on-line format:

- University of Illinois at Chicago provides a masters program with a specialized concentration in public management with emphasis in innovative management practices, program evaluation, and special topics as well as doctorate degrees.
- DePaul University offers a public services graduate program with a masters degree
- Governors State University offers a masters program in public administration
- Northern Illinois University offers a masters of public administration
- University of Chicago offers a public policy studies program with masters and doctorate degrees.

The MPA program:

The current MPA program at IIT requires 32 credit hours to graduate and the successful completion of a comprehensive exam. A thesis is not required for this degree. In its place, the student must complete a final research-based semester project, addressing a real-world administrative, organizational or operational problem in the capstone course, PA 509 Practicum in Policy Analysis.

The normal program of study requires 24 credit hours in the administrative processes core curriculum as follows:

PA 501 Introduction to Public Administration
PA 502 Complex Organizations
PA 503 Public Administrative Law
PA 510 Managerial Communications*
PA 522 Public Personnel Administration
PA 532 Principles and Practices of Public Finance
PA 542 Planning for Governments and Agencies
PA 509 Practicum in Policy Analysis

* Can be opted out of with successful completion of communications writing exercise.

In addition, the program requires nine (9) to twelve (12) credit hours of electives selected from either PA courses offered at the 400 series level by the department or from any other department at IIT such as architecture, business, city and regional planning, civil engineering, computer science, design, environmental engineering, humanities, psychology, social sciences or law.

This flexibility of choice in electives is designed to allow the student to customize his/her curriculum to meet his/her professional needs and help further the student's career objectives.

The program already offers a number of attractive specialty or dual degree programs:

- **MPA with a specialization in public works** – Begun in 1982, students from public works agencies take the regular MPA core curriculum and PA 551 (Public Infrastructure Management), and appropriate engineering courses for elective credit;
- **MPA with a specialization in Public Safety & Crisis Management/Certificate in Public Safety & Crisis Management** – Born in 2005, students from public safety agencies take the MPA core curriculum and three or four public safety and crisis management courses and/or an internship for elective credit. The Certificate is nine credit hours of the electives and one core course.
- **MPA with a specialization in Nonprofit Management/Certificate in Nonprofit Management** - Born in 2005, students from nonprofit agencies take the MPA core curriculum and three or four nonprofit management courses and/or an internship for elective credit. The Certificate is nine credit hours of the electives and one core course.
- **B.A./M.P.A.** - The B.A. in Political Science/M.P.A. may be completed in five years of full-time study. Qualified students interested in careers in the public sector are encouraged to begin their preparation at the undergraduate level and follow a course of study that will allow them to move directly into the M.P.A. program.
- **J.D./M.P.A.** - A J.D./M.P.A. offered in conjunction with IIT's Chicago-Kent College of Law, allows students to receive both a J.D. and a MPA degree in a reduced course commitment;
- **M.B.A./M.P.A** - The M.B.A./M.P.A. offered in conjunction with IIT's Stuart School of Business reduces course requirements by as many as six courses from the requirements for the two degrees taken separately.

The Proposal:

It is proposed that a two component MPA program in Public Management be housed at the IIT Downtown Campus at 565 West Adams, where the MPA is currently located. Component 1 is built on the current MPA program offering a specialty in public management. Component 2 would offer a certificate in Public Management.

Component 1: MPA with specialization in Public Management. In keeping with the overall posture of the current MPA program, this would be a program designed for the working professional combining rigorous instruction with

practical orientation toward public management and policy analysis. In addition to the core courses noted above Students would be required to:

- **Take 9 of their 12 elective credit hours, 3 courses, from a list of public management offerings:**

PA 539 Local Government Management – This course examines the governmental structure in which public administrators work and studies the interrelationship of public administrators with the rest of the organization. The leadership and management roles of public officials, finances & budgeting in local government, and ethics in the profession will be examined.

PA 560 Information Technology in Public Administration - The course examines the general management challenges that the use of information technology presents for governments and enables students to apply best practices to the management of computer hardware, software, networking, and other technologies in government along with gaining an appreciation of how the use of “electronic government” technology can transform government and be able to help governments develop and manage effective programs of e-government use.

PA 508 Seminar in Public Management - Students attend lectures and make site visits to state and local agencies and governments, learning about special problems encountered by leadership for each agency and the solutions that the agencies have devised. Course offers students an opportunity to interact with a group of agency directors, public officials and staff about their experience, and solutions to common management problems. Students compare experience of local leaders with theoretical public administration material.

PA 513 Public Policy Analysis and Evaluation - Explores techniques of policy analysis and program evaluation having practical application in such fields as transportation, education, housing, criminal justice and environmental quality. Includes those research and analytical methods most frequently applied in governmental decision-making.

PA 533 Advanced Financial Management - An advanced course focusing on the application of techniques used by financial managers to evaluate government financial condition and performance. Students conduct case studies in which they apply tools such as performance measurement, budget analysis, priority-setting and financial indicator analysis to evaluate core public financial documents including budgets, capital improvement plans and audited financial statements.

PA 556 Tools of Government - In the United States, an increasing proportion of the goods and services traditionally provided by governmental employees in the context of a governmental bureaucracy are now provided by outside contractors, or through indirect means such as social, economic regulation, tax policy, loan guarantees, vouchers, and manipulation of incentives for the private sector. This course is intended to provide students with an understanding of various tools used by governments throughout the

West as the traditional rule based bureaucracy is replaced by other types of institutions and other means to provide goods and services traditionally provided by government.

PA 562 Urban and Metropolitan Government - Analyzes the decision-making process in urban and metropolitan governments. Emphasizes the role of elected and appointed officials, business, organized labor, community organizations and the electorate. Also focuses on the major problems of city-suburban relations.

PA 512 Public Advocacy - Public advocacy is the study of effective argument. The course is designed to allow students to focus their prior learning experiences through problem analysis and advocacy. Using individual topics, students will address the problems of advocacy: different types of advocacy situations, requiring different information, analyses and presentations. Substantive topics of current interest and controversy will be discussed in the context of developing and advocating a particular position.

- **Undertake a 3 credit hour internship with an existing public organization.** The internship will provide students an opportunity to gain experience in public management activities as well as offering an opportunity to apply the lessons they are learning in the classroom setting. Students will have 3 options regarding this requirement:
 - A) Attend a weekly 4 hour placement outside their current employment and a monthly meeting with a MPA faculty field placement supervisor;
 - B) If the student currently works for a public organization, the student, with the approval of the MPA program director, may choose to serve their 4 hour weekly internship in another division of the organization. Students would be required to document that they would be using and learning different skills from those in their present division/assignment. Students would also be required to attend a monthly meeting with a MPA faculty field placement supervisor;
 - C) A full-time employed student may petition the MPA program director to have the internship requirement be replaced by fourth 3-hour credit elective course from the list of courses offered in this specialization;
- **Prepare a PA 509 Practicum in Policy Analysis project focused on issues in public management.** A prerequisite for PA 509 is PA 542, currently known as Strategic Planning. The practicum project would require the student to focus the project on public management issues and to work with a faculty advisor familiar with the public management field.

Component 2: The Certificate in Public Management is designed for those interested in increasing their knowledge and skills in the public management field but do not currently have the time to pursue an MPA with a specialization in Public Management.

The program is intended to be a 4 to 5 semester program during which the student will:

Take 3 of the courses described above and below:

- PA 539 Local Government Management;
- PA 560 Information Technology in Public Administration
- PA 508 Seminar in Public Management
- PA 513 Public Policy Analysis and Evaluation
- PA 533 Advanced Financial Management
- PA 556 Tools of Government
- PA 562 Urban and Metropolitan Government
- PA 512 Public Advocacy

Take 1 MPA course

- Recommended is PA 501, Introduction to Public Administration;
- With permission from the MPA program director the student may take another course of the student's choosing.

As the program grows students, MPA students specializing in Public Management and Certificate students will have an opportunity to participate in public management research which may focus on service delivery or policy.

Admission - The criteria for admission to the certificate will be the same as that used for admission to the MPA degree program. Students whose most recent academic work predated their application by many years and whose academic record would not qualify them for immediate admission to the program may be recommended for admission as non-degree special students if the program director believes they are likely to succeed in the program based on their post BA work experience. When such students apply for the certificate program their work in the courses they have completed in the program will be considered as part of the admissions process. University rules governing the number of courses such students may complete prior to admission to a degree or certificate program shall be applicable to these students.

Faculty: The MPA program already has faculty with considerable experience in the public management:

Karl Nollenberger, Academic Director, has worked in local government management for 35 years.

Scott Peters, J.D. Senior Lecturer, has worked with public safety organizations for much of his career.

Roland Calia, Visiting Professor, has extensive experience in governmental budgeting and financial management and working with associations studying governments.

Rick Kuner, Adjunct Faculty, has experience in planning analysis and policy analysis.

Phase In:

Both components of the program are already in place. A certificate student beginning in August of 2007 could, conceivably, complete all the course requirements by the end of May 2009. A MPA student specializing in Public Management could also complete the course work presuming they took other MPA courses by May 2009, as well as the comprehensive exam and the 509 Policy Analysis Practicum.