ASS	SESSING LEARNING EFFECTIVNESS IN PUB	LIC MANAGEMENT PROGRAM	IS			
GR/	ADUATE PROGRAM, MASTER OF PUBLIC AD	MINISTRATION	I			
		PA 611	PA 613	PA 617	PA 620	PA 623
		Introduction to public management	Organizational analysis	Healthcare issues	Administrative ethics	Economics and finance for public managers
COF	RE/EMPHASIS	core	core	HSA emphasis	core	core
SEC	QUENCE	Year 1, Semester 1	Year 1, Semester 1	Year 2, Semester 1	Year 1, Semester 2	Year 2, Semester 2
	ALS					
1	Obtain advanced managerial education applicable to a broad range of public sector, nonprofit, and health care organizations. Curricular coverage as identified by the National Association of Schools of Public Affairs and Administration (NASPAA) in its Standards for Professional Master's Degree Programs in Public Affairs/Policy. For HSA emphasis, utilize general content to explore issues unique to the US healthcare system.	Describe key concepts in the history, current status of, and emerging trends in public management on the federal, state, and local levels	Discuss and apply foundation writings in management and organization theory through case analysis and interpreting their own organizational environments	Discuss participants and roles in the US healthcare system, their history and impacts on systems and individuals including cost, access, financing, regulation and quality.	Examine ethical issues and responsibilities of administrators. Historically, ethics has focused primarily on the conduct of individual human beings, their honesty, fidelity, courage, and the like; certain individuals (e.g., doctors, lawyers, counselors) have special moral responsibilities. PA 620 focuses on administrative or managerial ethics.	and various techniques for financing public agencies. Examine the effects of the
LEA	RNING OUTCOMES					
1	Demonstrate professional level oral and written communication skills, including ability to communicate and facilitate work processes effectively in person or online.			three term papers, one presentation		three 4-6 page papers analyzing markets, tax sources, and public financing of capital projects
2	Discuss and apply well-regarded techniques to plan, evaluate and manage public programs.		Identify and organizational behaviors and apply responses suggested by theories. Critically assess the applicability of particular management theories.		Master practical ethical applications through cases, codes, organizational strategies, and reflection on current events	
3	Demonstrate understanding of, and develop a process to regularly update, knowledge regarding information technologies utilized in the management of public organizations.	introductory foundation for in-depth study in later courses		Describe technological advances and their impacts on quality, cost and access.		
4	Describe and apply concepts in public sector economics and finance	introductory foundation for in-depth study in later courses	Critically assess the applicability of particular management and organizational theories to public sector organizations.	Describe and contrast how major provider types are organized, regulated and financed.		Describe how and why governments make decisions to influence allocation of goods and services. Explain public goods, externalities, incidence, and elasticity. Discuss how government structure and borrowing impacts taxing and spending decisions. Describe taxes and fees and their impacts.

GR.	ADUATE PROGRAM, MASTER OF PUBLIC AD	MINISTRATION				
		PA 611	PA 613	PA 617	PA 620	PA 623
		Introduction to public management	Organizational analysis	Healthcare issues	Administrative ethics	Economics and finance for public managers
CO	RE/EMPHASIS	core	core	HSA emphasis	core	core
SEC	QUENCE	Year 1, Semester 1	Year 1, Semester 1	Year 2, Semester 1	Year 1, Semester 2	Year 2, Semester 2
GO	ALS					
5	Discuss and apply human resource management functions and skills	introductory foundation for in-depth study in later courses				
6	Develop and apply effective leadership and teamwork skills	identify ethical, legal and political issues and values; start to articulate a personal code of ethical standards	Select from a spectrum of organization theories and apply ideas to improve the behavior and structural aspects of organizations.			
7	Analyze public policies; develop and present credible alternatives to status quo	introductory foundation for in-depth study in later courses		Analyze the various approaches for cost containment and quality improvement.		
8	Develop and apply quantitative research and analytical skills	conduct focused independent library and Internet research on issues of public sector management and policy				
9	Develop and analyze budgets; describe how organizational performance is managed via budgetary processes			Identify and analyze the various sources and types of expenditures for healthcare services.		

ASSESSING LEARNING EFFECTIVNESS IN PUBL GRADUATE PROGRAM, MASTER OF PUBLIC ADM		15			
GRADUATE TROGRAM, MASTER OF TOBER ADT	INISTRATION				
	PA 611	PA 613	PA 617	PA 620	PA 623
	Introduction to public management	Organizational analysis	Healthcare issues	Administrative ethics	Economics and finance fo public managers
CORE/EMPHASIS	core	core	HSA emphasis	core	core
SEQUENCE	Year 1, Semester 1	Year 1, Semester 1	Year 2, Semester 1	Year 1, Semester 2	Year 2, Semester 2
GOALS	·		·		·
Describe and discuss U.S. health care systems, legal policy, and managerial issues. Apply theory to practice in an organization.			Describe the US healthcare system and its history, governmental involvement and key players: payers, controllers, providers, and consumers		

ASS	SESSING LEARNING EFFECTIVNESS IN PUB	<u> </u>				
	ADUATE PROGRAM, MASTER OF PUBLIC AD					
		DA 633	DA (22	DA 626	DA 620	DA C44
		PA 632 Pubic policy analysis	PA 633 Public sector budgeting	PA 636 Human resource planning	PA 638 Emerging technologies for	PA 644 Strategic planning and
		Table policy unarysis	Table sector badgeting	and management	public managers.	implementation
	RE/EMPHASIS	non-HSA emphasis	core	core	core	non-HSA emphasis
	QUENCE	Year 2, Semester 1	Year 2, Semester 2	Year 1, Semester 3	Year 1, Semester 3	Year 2, Semester 1
1 1	Obtain advanced managerial education applicable to a broad range of public sector, nonprofit, and health care organizations. Curricular coverage as	analysis. Describe stages of the policy process, the role of interest group politics, and the use of viable policy	formats and techniques used to analyze budgetary data. Practice forecasting, cost-benefit analysis, and	substructure of civil service; the current environment of public sector human resource management; and the techniques needed to recruit,	Discuss the use of technologies supporting public managers. Describe and apply aspects of management of information systems, web applications, aspects of telecommunication, and project management. Respond to issues of ethical considerations and confidentiality.	Discuss and apply the skill necessary to become effective strategists, specifically the strategic planning process and organizational change management.
	RNING OUTCOMES					
1	Demonstrate professional level oral and written communication skills, including ability to communicate and facilitate work processes effectively in person or online.	three interim analyses, one comprehensive analysis, one presentation	chart; spreadsheet			two memoranda, one strategic planning document
2	Discuss and apply well-regarded techniques to plan, evaluate and manage public programs.	Analyze policies from multiple perspective	Distinguish technical and political aspects of budgeting. Describe the budgetary process at the state and local level and how it differs and relates to the process at the federal level.		Explain how technology and specific software applications affect the job and specific functions of the public manager.	
3	Demonstrate understanding of, and develop a process to regularly update, knowledge regarding information technologies utilized in the management of public organizations.			performance of human resource management functions	Describe practices that increase the likelihood of success in selecting, procuring, implementing, improving or replacing technology for a public administration entity.	Define the strategic planning process and its importance for organizational viability. Apply a ten-step strategic planning process.
4	Describe and apply concepts in public sector economics and finance		Discuss the various types of budgets and the advantages and disadvantages of each type.			

_	SESSING LEARNING EFFECTIVNESS IN PUB ADUATE PROGRAM, MASTER OF PUBLIC AD					
		PA 632	PA 633	PA 636	PA 638	PA 644
		Pubic policy analysis	Public sector budgeting	Human resource planning and management	Emerging technologies for public managers.	Strategic planning and implementation
СО	RE/EMPHASIS	non-HSA emphasis	core	core	core	non-HSA emphasis
SE	QUENCE	Year 2, Semester 1	Year 2, Semester 2	Year 1, Semester 3	Year 1, Semester 3	Year 2, Semester 1
GO	ALS					
5	Discuss and apply human resource management functions and skills			Describe and apply basic principles and techniques of human resource management functions as utilized in public and nonprofit organizations		
6	Develop and apply effective leadership and teamwork skills	Demonstrate ability to discuss controversial topics in public settings.		Explain the concept of public service culture as it relates to the motivation and behavior of public employees		Explain the role of "visioning" in the strategic planning process, includin the importance of innovation in organization viability. Identify obstacle:
7	Analyze public policies; develop and present credible alternatives to status quo	Identify concepts in policy analysis. Analyze policies from multiple perspectives. Construct multiple possible approaches to policy problems. Construct goals/alternatives matrices to evaluate tradeoffs.				
8	Develop and apply quantitative research and analytical skills	policy analysis. Positively			Discuss concepts, methods and techniques essential to effective selection, development and use of technology.	
9	Develop and analyze budgets; describe how organizational performance is managed via budgetary proceses				Develop decision making questions about essential functions to facilitate procurement and system maintenance	

ASSESSING LEARNING EFFECTIVNESS IN PUBL					
GRADUATE PROGRAM, MASTER OF PUBLIC ADI					
	PA 632 Pubic policy analysis	PA 633 Public sector budgeting	PA 636 Human resource planning	PA 638 Emerging technologies for	PA 644 Strategic planning and
CODE (EMPLIACIO	nan IICA amanbasia		and management	public managers.	implementation
CORE/EMPHASIS	non-HSA emphasis	core	core	core	non-HSA emphasis
SEQUENCE GOALS	Year 2, Semester 1	Year 2, Semester 2	Year 1, Semester 3	Year 1, Semester 3	Year 2, Semester 1
Describe and discuss U.S. health care systems, legal policy, and managerial issues. Apply theory to practice in an organization.					

	ESSING LEARNING EFFECTIVNESS IN PUB					
GRA	ADUATE PROGRAM, MASTER OF PUBLIC ADI	'			ONE OF TW	O COURSES
		PA 650	PA 660	PA 670	PA 688	PA 698
		Integrative seminar	Managed care and health care law	Quantitative methods	Independent study: health care administration	
COI	RE/EMPHASIS	core	HSA emphasis	core	HSA emphasis	non-HSA emphasis
	QUENCE	Year 2, Semester 3	Year 2, Semester 1	Year 1, Semester 2	Year 2	Year 2
GO,	ALS					
1	identified by the National Association of Schools of Public Affairs and	traversal of the curriculum. Produce a case analysis,	physicians, physician organizations, hospitals, ancillary providers, employers, and governments. Review legal	DIscuss and apply research methodologies used for public decision making. Specify and develop questions to guide inquiry, explain the basis for causal inference, acquire quantitative data, address reliability and validity issues via descriptive and inferential statistics. Develop skills in designing, conducting, and analyzing research	Under faculty supervision, d	
-	DNING OUTCOMES					
1	RNING OUTCOMES  Demonstrate professional level oral and written communication skills, including ability to communicate and facilitate work processes effectively in person or online.		two 8-page essays; one oral debate presentation		Write up and present resear organizational decision maki	
2	Discuss and apply well-regarded techniques to plan, evaluate and manage public programs.	critically examine educational experience, strengthen and enhance content and skill areas of deficiency and/or greater interest, and design a development plan				
3	Demonstrate understanding of, and develop a process to regularly update, knowledge regarding information technologies utilized in the management of public organizations.					
4	Describe and apply concepts in public sector economics and finance					

	SESSING LEARNING EFFECTIVNESS IN PUBL					
GR	ADUATE PROGRAM, MASTER OF PUBLIC ADI				ONE OF TW	O COURSES
		PA 650	PA 660	PA 670	PA 688	PA 698
		Integrative seminar	Managed care and health	Quantitative methods	Independent study: health	
		integrative seminar	care law	Qualititative methods	care administration	administration
$\overline{\Omega}$	RE/EMPHASIS	core	HSA emphasis	core	HSA emphasis	non-HSA emphasis
	QUENCE	Year 2, Semester 3	Year 2, Semester 1	Year 1, Semester 2	Year 2	Year 2
	ALS		rear zy semieste. z	rea: 17 comesce: 2		100. 2
5	Discuss and apply human resource management functions and skills					
6	Develop and apply effective leadership and teamwork skills					
7	Analyze public policies; develop and present credible alternatives to status quo					
8	Develop and apply quantitative research and analytical skills			Demonstrate understanding of and literacy in statistical techniques common in public management. Conduct research or field work to explore the content and principles of quantitative analysis for public sector policy research or program evaluation.	Plan, develop and conduct a organizational issue or probl	
9	Develop and analyze budgets; describe how organizational performance is managed via budgetary proceses			evaluation.		

GRADUATE PROGRAM, MASTER OF PUBLIC ADI					
,				ONE OF TW	O COURSES
	PA 650	PA 660	PA 670	PA 688	PA 698
	Integrative seminar	Managed care and health	Quantitative methods	Independent study: health	Independent study: publi
		care law		care administration	administration
CORE/EMPHASIS	core	HSA emphasis	core	HSA emphasis	non-HSA emphasis
SEQUENCE	Year 2, Semester 3	Year 2, Semester 1	Year 1, Semester 2	Year 2	Year 2
GOALS					
Describe and discuss U.S. health care systems, legal policy, and managerial issues. Apply theory to practice in an organization.		Identify, analyze, and apply: basic elements and processes of managed care; participants with their respective roles, functions, and responsibilities; general legal principles and disciplines in contract and tort law; legal doctrines on corporate practice of medicine, informed consent and patients' rights to refuse treatment; issues affecting the delivery, management and financing of health services, and current legislative and judiciary developments affecting managed care issues.			

## **MPA Integrative Case Analysis Exam**

The written case analysis requirement in the PA 650 Integrative Seminar is an opportunity to test the stated learning outcomes by applying the concepts and skills students have learned in the MPA program to the solution of practical organizational and policy problems in a systematic and integrated way. The case suggests a number of different problems (challenges or opportunities) that one might face as a public administrator. Student responses (exam analyses) are evaluated on the basis of the criteria below as well as on demonstrated ability to focus on key issues and bring to bear relevant principles and practices of effective public management.

## Comprehensive Case Analysis Exam's Evaluation Criteria:

- 1. Mastery of background information provided in the case study and clear grasp of the basic principles called for in the exam's open-ended and more specific questions.
- 2. Thoroughness of identification of problems and issues, and how clearly and precisely they are articulated.
- 3. Soundness of assumptions, relevance, balance, and logic of the exam response answer.
- 4. Evidence of thoughtful, careful, writing by a well-prepared, knowledgeable respondent.
- 5. Sound understanding and proficient analysis of the socio-political, economic, and financial environments surrounding the organization(s) and principal actors in the case study.
- 6. Correct and effective application of organizational theory, managerial concepts, principles and research (qualitative and quantitative) to the case study's main issues and themes.
- 7. Correct and effective application of management principles, functions, techniques, and the use of related skills, including (but not limited to these principles and skills based on the content and scope of a selected case study) the following: planning, evaluating, budgeting, leadership, personnel, and performance management to concrete situations in the case study.
- 8. Consistency and compatibility of analysis and recommendations, and the recommendations' relevance to the issues involved, considering pertinent forces, internal and external to the organization, and whether they are feasible

9. Suggestions for the implementation and possible outcomes of recommendations offered.

## Procedures and assessment:

Students complete the case analysis as a take-home examination. Any group work on the case exams is strongly discouraged. Any profound similarities among the case reports lead to the students' failure of the comprehensive exam. Students are to submit their answers (excluding their names or other identifying information in the body of the electronic documents) to the program assistant by a strict deadline

The exams are graded anonymously by three evaluators on a five-point scale:

5 excellent

4 very good

3 pass

2 fail

1 poor

Students must receive a passing grade from three evaluators in order to pass the case analysis requirement. All factors included in the evaluation criteria (see above) are considered in evaluating the answers.

Students must pass the written case analysis in order to receive a grade, and therefore, credit, for the MPA 650 course, and exit the MPA program. Students who do not pass the first written case analysis exam will be provided with an opportunity to complete analysis of a different case at a later date.