



ESTABLISHING GRADUATE CERTIFICATES
ARIZONA STATE UNIVERSITY
GRADUATE COLLEGE

This form should be used by programs seeking to establish a new graduate certificate. All sections should be completed. Current graduate certificate guidelines may be found at http://graduate.asu.edu/faculty_staff/policies/other_opportunities.

The graduate certificate is a programmatic or linked series of courses in a single field or one that crosses disciplinary boundaries. The graduate certificate facilitates professional growth for people who already hold the baccalaureate degree and may be freestanding or linked to a degree program. The virtue of the graduate certificate is that it enables the university to respond to societal needs and promotes university interaction with corporate, industrial, and professional communities.

Submit the completed and signed (chairs, unit deans) proposal to the **Office of Graduate Academic Programs** in the Graduate College. Mail code: 1003 and electronic copies to Joan.Brett@asu.edu or Denise.Campbell@asu.edu

Please type.

Contact Name(s): Arnold Danzig	Contact Phone(s): 602-496-0450
College: College of Public Programs (COPP)	
Department/School: School of Public Affairs (SPA)	
Name of proposed Certificate: Graduate Certificate in Public Administration	
Requested Effective Term and Year: Spring 2013 (e.g. Spring 2012)	
Do Not Fill in this information: Office Use Only	
CIP Code:	

1. OVERVIEW. Below, please provide a brief overview of the certificate, including the rationale and need for the program, potential size and nature of the target audience, information on comparable programs (at ASU and/or peer institutions), how this program would relate to existing programs at ASU, and any additional appropriate information.

Increasing demand for public services and retiring baby boomers has created an increase in job opportunities for graduates in the public sector. The federal government is the nation's largest employer with nearly 2 million people employed by the federal government across the country, and 84.6% of those jobs exist outside the Washington, D.C. area. The Partnership for Public Service estimates that the federal government alone will hire more than 270,000 new employees by the end of 2012 for mission-critical positions. Students with a preparation in academic areas related to public administration will have an advantage in that market. In addition, as many state and local governments recover from the recession, they will begin to hire employees at all levels.

The Graduate Certificate in Public Administration prepares students for work in government at all levels and nonprofit organizations through comprehensive coverage of topics in public administration, management and policy. Students discover the challenges of management, learn how to lead a public organization, and understand the process of policy development. The certificate is designed to give students a solid foundational understanding of administration, leadership and policy analysis in the service of public goods.

Opportunities for service, from the local to the national levels are available at almost every level of government for almost every type of skill and qualification. Local, state, and the federal government hire public administrators for a myriad of jobs. Those with a public administration certificate have an advantage that makes a difference – an understanding of government and administration that many other degrees do not provide. Graduates of this program should expect to find employment in the middle to upper levels of government, and in private and nonprofit organizations. Jobs range from department manager for a local municipality to budget analyst at a federal government agency to executive director of a nonprofit organization. Some graduates will continue their study in Ph.D. programs.

The certificate program will be of interest to graduate students in disciplines such as public policy, planning, political science, nonprofit management, social work, criminology, and other related fields. In addition, the market for potential students includes those who hold a previous graduate degree and wish to supplement or update their skills and knowledge base. Finally, this certificate will be of interest to those who hold a bachelor's degree and are not able or

willing to commit to a full graduate degree program. In accordance with Graduate College policy, students may apply some of these credits toward a graduate degree at a future time. (Please also see section 4G).

One target audience for this program is public policy graduate students in School of Public Affairs interested in extending their study and research into public administration. Another target audience is MPP graduates and alumni who are interested in developing a more specialized focus within public administration without completing a second master's degree. These former students may be upgrading their knowledge, competencies and skills for career purposes related to public administration as opposed to policy. The third target audience is other graduate students at ASU enrolled in variety of disciplines in which administration has an important component (nonprofit management, healthcare administration, sustainability, education, planning). A final target audience is community members interested in furthering their knowledge, competencies and skills for career purposes related to public administration. These students are not interested in pursuing a master's degree in public administration because they may already have a graduate degree or are not interested in a full graduate degree at this time. The difference between all targeted audiences and other certificates offered by the school is that this certificate focuses exclusively on public administration and public management principles and practices. ,

No new courses are necessary for these students. They will attend regularly scheduled classes. The school has the resources to increase capacities for classes or add additional sections based on demand.

Online and face-to-face information sessions are currently scheduled. This will allow current graduate students at ASU, as well as non-degree students, to attend information sessions explaining all the degree and certificate programs offered through the school. In addition, most prospective students explore degree options through the school website. The school will use web-based marketing procedures to disseminate information on these new certificate programs. The school also recruits graduate students, locally and nationally, by attending information sessions and visiting universities and other educational fairs. This will allow the opportunity to recruit professional adults, as well as current university students, to these certificate programs.

The academic infrastructure and current faculty, along with additional hires for the upcoming academic year, provide the necessary support for these new programs

There are similar graduate certificates in public administration available at Florida State University, Indiana State University, University of North Dakota, Kansas State University, and Villanova University. Most of these range 12-18 credit hours.

2. ADMINISTRATION AND RESOURCES

- A.** How will the proposed certificate be administered (including recommendations for admissions, student advisement, retention etc.)? Describe the administering body in detail, especially if the proposed certificate is part of a larger interdisciplinary agenda. How will the graduate support staff for this proposed certificate program be met?

The certificate will be administered by the School's Graduate Director who, along with the Master's Committee, is responsible for the overseeing and implementing of all masters-level programs in the School of Public Affairs. The Graduate Director is responsible for evaluating all admission applications and any issues relating to the curriculum. Any exceptions to program policy and curriculum are at the discretion of the Graduate Director. Curriculum changes to core course requirements, as well as the culminating experience course must be submitted to and approved by the Graduate College. Each student will work with the Academic Success Specialist as their graduate advisor. The advisor is responsible for any initial advising on the program and electives. Additionally, the full-time administrative staff of the School of Public Affairs will be responsible for monitoring student progress, processing information regarding internships and job placement opportunities, processing petitions, plans of study, admissions applications, and other relevant forms and procedures.

- B.** What are the resource implications for the proposed certificate, including any projected budget needs? Will new books, library holdings, equipment, laboratory space and/or personnel be required now or in the future? If multiple units/programs will collaborate in offering this certificate, please discuss the resource contribution of each participating program. Letters of support must be included from all academic units that will commit resources to this certificate program.

Current Library Relevant Holdings: Current library resources are sufficient to support this program.

Additional Library Acquisitions Needed: Current library resources are sufficient to support this program.

Existing Physical Facilities: Current classroom facilities are adequate to support this program.

Additional Facilities Required or Anticipated: Current classroom facilities are adequate to support this program.

Other Support Now Available: The School's support staff includes an Executive Assistant, Public Policy Liaison, Academic Support Specialist, Senior Specialist, Career Services Manager and Senior Office Assistant.

Other Support Needed Next Three Years: Current staff is sufficient to support this program and student service resources for the next three years.

3. ADMISSIONS PROCEDURES AND CRITERIA

A. Admission criteria – Applicants must meet the admissions criteria for the Graduate College. Please also include any other additional admission requirements, e.g. type of undergraduate degree, minimum GPA, tests and/or entry-level skills that are required for this certificate program.

http://graduate.asu.edu/faculty_staff/policies/admissions

Applicants to the certificate will be accepted year-round. Students may be granted admission for Fall, Spring, and Summer semesters. Students must meet all Graduate College admissions requirements. Potential applicants who hold a bachelor's degree from a regionally accredited institution are eligible to apply to the program. Students from related fields (such as public policy, political science, planning, urban and metropolitan studies, sociology, as well as other social science degrees) might in particular be interested in this program. However, all eligible students will be considered. Although the target students would most likely come from the aforementioned degree fields, there is no specific undergraduate degree major required for admission – the school will accept applicants with undergraduate degrees from all educational backgrounds. Regular admission may be granted to applicants who have achieved a grade point average of 3.0 or better (on a 4.0 scale) in the last two years of coursework leading to a bachelor's degree.

For non-degree seeking students (those not admitted to a graduate degree program at ASU):

Applicants will be required to submit an official ASU graduate online application, official transcripts of undergraduate and graduate (if applicable) coursework, and a statement of career and educational goals.

For graduate-degree seeking students (those admitted to a graduate program at ASU):

Applicants will be required to submit an official ASU graduate online application and a statement of career and educational goals.

B. Application Review Terms

Indicate all terms for which applications for admissions are accepted and the corresponding application deadline dates, if any:

To select desired box, place cursor on the left side of the box, right click mouse, select **Properties**, under **Default Value** select **Checked**, press **OK** and the desired box will be checked

Fall Deadline (month/year): Rolling deadline

Spring Deadline (month/year): Rolling deadline

Summer Deadline (month/year): Rolling deadline

C. Projected annual admission/enrollment

How many students will be admitted immediately following final approval of the certificate? What are enrollment projections for the next three years?

Enrollment projections are below. These include students currently enrolled in a degree program at ASU and also non-degree seeking students.

Year 1: 20

Year 2: 40

Year 3: 60

4. ACADEMIC REQUIREMENTS

A. Minimum credit hours required for certificate (15 credit hours minimum)

Students will complete a total of 15 credit hours: 6 credit hours of required coursework and 9 credit hours of electives.

B. Please describe the primary course delivery mode, (e.g., online, face-to-face, off-site etc.). Please note: If this proposed initiative will be offered completely online, clearly state that in this section.

The certificate will be delivered primarily through face-to-face meetings. However, many of the courses offered in the program are also available online. Students can choose the delivery mode based on personal preference and on course availability. Each course in this program is offered, at minimum, once a year either face-to-face or online.

C. As applicable, please describe culminating experience required (e.g., internship, project, research paper, capstone course, etc.)

There is no culminating experience required for this certificate.

D. What knowledge, competencies, and skills (learning outcomes) should students have when they graduate from this proposed certificate program? Examples of program learning outcomes can be found at (<http://www.asu.edu/oue/assessment.html>).

OUTCOME 1	Graduates from this certificate will examine and comprehend the historical, institutional, and political context of the public administration field along with current trends and issues
Measure 1.1	PAF 503 Public Affairs
Performance Criterion 1.1	80% of students will earn a rating of 80% or higher on final exam in PAF 503.
Measure 1.2	PAF 503 Public Affairs
Performance Criterion 1.2	80% of students will earn a rating of 80% or higher on final paper in PAF 503.

OUTCOME 2	Graduates from this certificate will critically analyze policy problems, articulate relevant decision making criteria for policy analysis, and evaluate alternative policy options.
Measure 2.1	PAF 505 Public Policy Analysis
Performance Criterion 2.1	80% of students will earn a rating of 80% or higher on final public policy paper in PAF 505.
Measure 2.2	PAF 505 Public Policy Analysis
Performance Criterion 2.2	80% of students will earn a rating of 80% or higher on final paper in PAF 505.

- E. How will students be assessed and evaluated in achieving the knowledge, competencies, and skills outlined in 4.D. above? Examples of assessment methods can be found at (<http://www.asu.edu/oue/assessment.html>).

A successful student must earn a minimum cumulative 3.0 grade point average in the certificate to successfully complete the program. In addition, students will be expected to achieve a mastery level or above in outcomes outlined for each of the two required classes (PAF 503 and PAF 505).

- F. Satisfactory student academic progress standards and guidelines (including any time limits for completion).

Dismissal from the certificate program will be recommended to the Graduate College if a student has received two (2) "C" and/or lower grades in course work taken after admission to the program.

Per ASU Graduate College policy: "Grades of 'D' or 'E' cannot be used to meet the requirements for a graduate degree, although they are used to compute the GPAs. A student receiving a 'D' or 'E' must repeat the course in a regularly scheduled (not independent study) class if it is to be used on the plan of study.

No student may have more than two (2) incompletes at any one time. A student is barred from taking further course work until one or more of the incompletes is removed.

All coursework used toward the certificate must be completed within six (6) consecutive years.

- G. Will this proposed certificate program allow sharing of credit hours from another ASU degree program to be used as part of this certificate program? (Please note that a maximum of 9 hours taken as a non-degree student at ASU, including as a part of a certificate program, may be used towards a future graduate degree at ASU).

Nine credit hours of coursework for the certificate are electives. Students participating in this certificate can use 6 elective credits from another ASU degree program if the coursework is relevant and appropriate. At least 3 elective credit hours must be taken from the elective list (see below). The other 6 credit hours are required courses for the certificate program.

- H. Below, please list all required and elective courses in the appropriate boxes (you may attach additional pages if necessary).

Please ensure that all *new core* course proposals have been submitted to the Provost's office through Curriculum ChangeMaker online course proposal submission system. Please note: a minimum of 2/3 of the courses required for a graduate certificate must be at the 500-level or above.

Required Courses			Credit Hours
<i>(Prefix & Number)</i>	<i>(Course Title)</i>	<i>(New Course?) Yes or No?</i>	(Insert Section Sub-total) 6
PAF 503	Public Affairs	No	3
PAF 505	Public Policy Analysis	No	3
Electives <i>(Students will choose three courses)</i>			Credit Hours
<i>(Prefix & Number)</i>	<i>(Course Title)</i>	<i>(New Course?) Yes or No?</i>	(Insert Section Sub-total) 9
PAF 506	Public Budgeting and Finance	No	3

PAF 507	Public Human Resources Management	No	3
PAF 508	Organization Behavior	No	3
PAF 520	Public Management	No	3
PAF 522	Public Labor Relations	No	3
PAF 523	The City and County Manager	No	3
PAF 525	Public Entrepreneurship	No	3
PAF 529	Organization Change and Development	No	3
PAF 530	Management of Urban Government	No	3
PAF 534	Urban Infrastructure	No	3
PAF 562	Intergovernmental Relations	No	3
PAF 564	Political Economy	No	3
	Other electives may be substituted with approval by the School of Public Affairs		
<u>Culminating Experience (if applicable)</u>			<u>Credit Hours</u> (Insert Section Sub-total)
Not applicable			
Total required credit hours			15

5. PRIMARY FACULTY PARTICIPANTS - Please list all primary faculty participants for the proposed certificate, including home unit and title. You may attach additional pages if necessary.		
Name	Home Unit	Title
Thomas Catlaw	School of Public Affairs	Associate Professor
Jeffrey Chapman	School of Public Affairs	Professor
Elizabeth Corley	School of Public Affairs	Associate Professor
Arnold Danzig	School of Public Affairs	Professor
Nicole Darnall	School of Public Affairs	Associate Professor
Janet Denhardt	School of Public Affairs	Professor
Cathy Eden	School of Public Affairs	Professor of Practice
Chris Herbst	School of Public Affairs	Assistant Professor
Erik Johnston	School of Public Affairs	Associate Professor
Yushim Kim	School of Public Affairs	Assistant Professor
Jonathan Koppell	School of Public Affairs	Professor
Zhiyong Lan	School of Public Affairs	Professor
Joanna Lucio	School of Public Affairs	Assistant Professor
Spiro Maroulis	School of Public Affairs	Assistant Professor
Gerald Miller	School of Public Affairs	Professor
Kathryn Mohrman	School of Public Affairs	Professor of Practice

Afsaneh Nahavandi	School of Public Affairs	Professor
Laura Peck	School of Public Affairs	Associate Professor
Daniel Schugurensky	School of Public Affairs	Professor
James Svava	School of Public Affairs	Professor

6. REQUIRED SUPPORTING DOCUMENTS
(Please label accordingly, i.e., Appendix or Attachment A, B, etc.)

Please include the following with your proposal:

- A. Sample plans of study for students in the proposed program
- B. Statements of support from all deans and heads of impacted academic units

7. APPROVALS - If the proposal submission involves multiple units, please include letters of support from those units.

DEPARTMENT CHAIR or SCHOOL DIRECTOR (PRINT/TYPE)	
SIGNATURE	DATE

DEAN (PRINT/TYPE)	
SIGNATURE	DATE

The following section will be completed by GC following the recommendations of faculty governance bodies.

EXECUTIVE VICE PROVOST FOR ACADEMIC AFFAIRS AND DEAN OF THE GRADUATE COLLEGE	
SIGNATURE	DATE

Please note: Proposals for new certificates also require the review and recommendation of approval from the University Graduate Council, Curriculum and Academic Programs Committee (CAPC), the Academic Senate, and the Office of the Provost before they can be put into operation.

The final approval notification will come from the Office of the Provost.

GF0311G-89

APPENDIX A

Sample Plan of Study – Public Administration (graduate certificate)

Term 1 PAF 503 Public Affairs PAF 505 Public Policy Analysis	Term 2 Certificate Elective *
Term 3 <i>Students have the option of taking an elective.</i>	Term 4 Certificate Elective * Certificate Elective *
Example Certificate Elective Options *Choose from: PAF 506, PAF 507, PAF 508, PAF 520, PAF 522, PAF 523, PAF 525, PAF 529, PAF 530, PAF 534, PAF 562, PAF 564	

Dean Approval Signature

Kathryn Mohrman	School of Public Affairs	Professor of Practice
Afsaneh Nahavandi	School of Public Affairs	Professor
Laura Peck	School of Public Affairs	Associate Professor
Daniel Schugurensky	School of Public Affairs	Professor
James Svava	School of Public Affairs	Professor

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Please include the following with your proposal:

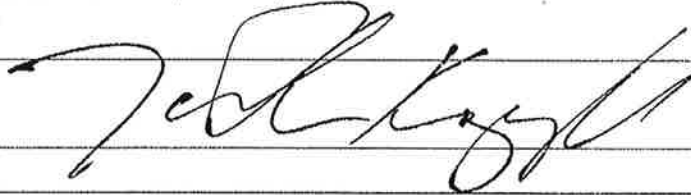
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7. APPROVALS - If the proposal submission involves multiple units, please include letters of support from those units.

DEPARTMENT CHAIR or SCHOOL DIRECTOR (PRINT/TYPE)

Jonathan Koppell

SIGNATURE



DATE

3/20/12

DEAN (PRINT/TYPE)

Jonathan Koppell

SIGNATURE



DATE

3/20/12

The following section will be completed by GC following the recommendations of faculty governance bodies.

EXECUTIVE VICE PROVOST FOR ACADEMIC AFFAIRS AND DEAN OF THE GRADUATE COLLEGE

SIGNATURE

DATE

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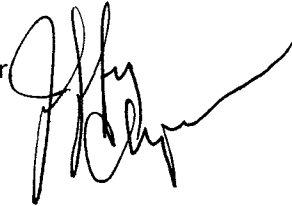
The final approval notification will come from the Office of the Provost.

GF0311G-89

March 6, 2012

To: Jonathan Koppell, Dean
Nancy Rodriguez, Associate Dean
College of Public Programs

From: Jeffrey Chapman, Associate Director
School of Public Affairs



Attached is the proposal to establish a graduate certificate in Public Administration. The Certificate in Public Administration prepares students for work in government at all levels and nonprofit organizations through comprehensive coverage of topics in public administration, management and policy. Students discover the challenges of management and learn how to lead a public organization and understand the process of policy development. The certificate is designed to give students a solid foundational understanding of administration, leadership and policy analysis in the service of public goods.

The certificate has been reviewed and approved by the School of Public Affairs graduate committee and by the School's faculty as a whole.

The certificate relies on existing courses that are regularly offered as part of the graduate curriculum in the School of Public Affairs. Many of these courses are undersubscribed and therefore have the capacity for additional enrollment. No additional faculty or staff will be needed to implement this concentration.