

M E M O R A N D U M

May 18, 1981

TO: President Vincent O'Leary
FROM: Orville F. Poland, Dean
SUBJECT: Programs and Priorities

As you requested the other day, I have counted the number of priorities in our new Goals and Priorities Statement and have determined, in fact, that we did reduce the number from 107 to 91. Only the public service section has an increase in priorities.

The numbers are as follows:

<u>Category</u>	<u>1980</u>	<u>1981</u>
Undergraduate Educa.	21	17
Graduate Educa.	24	21
Public Service	21	23
Quality of Life	18	12
Use of Resources	<u>23</u>	<u>18</u>
	107	91

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GRADUATE SCHOOL OF PUBLIC AFFAIRS

GOALS AND PRIORITIES FOR ACTION: 1978-79 THROUGH 1980-81

GENERAL PURPOSES AND PROGRAMS

The education program of the Graduate School of Public Affairs consists of extensive curricula in political science, public administration, and public affairs. Courses also are available in other units of the University in supporting social and behavioral sciences and related professional fields. Special concentrations may be developed in a variety of public policy areas, both domestic and international. The School awards the degrees of Master of Arts in Political Science, Master of Arts in Public Affairs, Master of Public Administration, Doctor of Philosophy in Political Science, and Doctor of Public Administration. The Department of Political Science also offers two undergraduate concentrations in Political Science and Public Affairs for a Bachelor of Arts degree.

The research activities of the School are designed primarily to strengthen and support its teaching functions and to make useful contributions to a better understanding of government, the economy, public policy, and social behavior. Faculty members and students are continuously occupied with research projects of varying scope and dimension. The School assists in the publication of the results of this research in order to disseminate knowledge broadly.

The service activities of the School include assistance to the people, organizations, officials, and governmental offices of New York State and the United States in the analysis of contemporary problems. Assistance includes special courses, conferences, workshops, and institutes; research and consultation, and publications.

The School is organized into two academic departments, the Department of Public Administration and the Department of Political Science, and the Comparative Development Studies Center, a research unit, and the Public Executive Project, an executive training center.

In the fall of 1977, 437 students were enrolled in the B.A. program in Political Science, 36 students in the master's program, and 22 at the Ph.D. level. In the Department of Public Administration, 211 students were enrolled in the M.P.A. program, and 38 were working toward the D.P.A. degree. In addition to these degree candidates, the Public Executive Project continues to serve over 600 state and local government officials per year in its programs.

GOALS

1. To provide training to enable both graduate and undergraduate students to play useful roles in public and private institutions which formulate, control, or influence public policies at whatever level.
2. To educate graduate students for college and university teaching and research in areas of government.
3. To provide selected graduate courses in administration for other professional programs of the University such as Social Welfare, Library Science, and Education.
4. To conduct research designed to advance knowledge regarding governmental policy and administration and to analyze significant relevant issues.
5. To disseminate knowledge relevant to governmental programs to the public through written materials, continuing education courses, provision of technical assistance, and other means.

PRIORITIES FOR ACTION

Department of Political Science:

1. Continually assess and improve the undergraduate educational experience including development and implementation of an honors program for superior students.
2. Continue to provide doctoral students with the skills and knowledge necessary for teaching and theoretical studies, while increasing the emphasis on skills required to pursue careers in governmental research.
3. Accelerate the development of specialized courses in the field of public policy analysis and evaluation.
4. Develop and maintain relations with other campus units in order to avoid duplication of effort and to maximize the use of available personnel and research opportunities.

5. Continue to coordinate course offerings and faculty recruitment efforts with the Department of Public Administration.
6. Give increased attention to interactions with state and local government and with the local community generally, including increased emphasis on public policy research, continuing education offerings, internship opportunities for students, and participation in symposia and seminars designed to enhance citizen understanding of public policy issues.
7. Develop appropriate relationships with the new Center for Governmental Research and Services in order to facilitate faculty and student research on public policy issues.
8. Expand faculty capabilities in selected fields; and seek to increase the number of graduate assistantships.

Department of Public Administration:

1. Continue to strengthen the doctoral program: implement core courses already authorized; consider two tracks for preparation of professional and research careers; develop new courses as appropriate; increase study opportunities for part-time students; consider developing a certificate program beyond the master's degree; consider developing a specialization in legislature administration; recruit more minority group students and women; recruit more full-time American students; review the Department's participation in the Political Science doctoral program.
2. Implement needed changes in the master's program; achieve and maintain an enrollment of 250 full-time equivalent students; centralized and better control the student internship program; initiate courses in administration for other campus units; explore ways to make the summer program more effective; strengthen offerings in legislative administration.
3. Define and realize an expanded commitment to continuing education: attempt to offer off-campus courses; develop special program for mid-career students; establish seminars for senior officials and legislative staff; organize colloquia and lecture series

on timely themes; explore the possibility of temporary assignment of faculty to governmental positions.

4. Intensify collaboration with other units in the Graduate School of Public Affairs (Department of Political Science, Public Executive Project, and Comparative Development Studies Center) and in SUNYA (Center for Governmental Research and Services and others) to specify and develop an expanded role in policy research and consultation on state government problems.
5. Encourage both basic and applied research activities and obtain new funded projects to increase the faculty time available for research.
6. Continue to conduct research in such areas as delivery of mental health services, comparative budgeting systems, productivity in higher education, problems of income maintenance policy, manpower planning in public employment, and other areas.
7. Develop research programs in information systems, environmental protection, administration of energy programs, welfare system management, school finance, local government finance, urban management, and transportation.
8. Add new faculty strength in public management.
9. Continue to hire adjunct professors from among practitioners to provide courses that draw heavily on governmental experience.
10. Continue to participate actively in professional societies and other aspects of the professional life of local and national communities.

Public Executive Project:

1. Expand and diversify the offerings of the Public Executive Project by:
 - a. Developing and conducting at least one off-campus credit granting program in public administration for governmental employees.
 - b. Developing and offering at least one new public management course each year.

- c. Developing appropriate mechanisms for awarding continuing education credits or other incentives to participants.
2. Actively explore the possibility of converting the Project into a full scale staff college for state and local government into which its existing courses could be integrated.
3. Hold cost per student to the lowest practical levels contingent upon the delivery of high quality instruction.
4. Assess the educational needs of agencies and officials on a continuing basis and design individually tailored courses as appropriate.
5. Expand course participation by ten percent each year.
6. Assist and support other campus units in expanding continuing education programs in public management.
7. Work with faculty to conduct research on major problems and issues facing public managers.
8. In cooperation with University officers, improve (a) the coordination of continuing education offerings on campus, (b) incentives for faculty participation, and (c) various procedures which now must be followed for payment of honoraria.
9. Develop new sources of support so that at least two positions may be funded permanently.

Comparative Development Studies Center:

1. Develop the Comparative Development Studies Center as a disciplinary focused research arm for the enrichment of academic programs of the Graduate School of Public Affairs by:
 - a. Mobilizing and coordinating research abilities and interests of GSPA faculty to meet state, national and international public policy needs.
 - b. Broadening the scope of CDSC involvement in public policy issues to take into account GSPA faculty and student capabilities and interests.

- c. Encouraging GSPA faculty participation in the planning and implementation of CDSC goals and priorities through the establishment of appropriate advisory committees.
2. Continue to conduct research on problems of concern to the New York State Legislature and other state legislatures, emphasizing the study of information systems and staffing requirements.
3. Emphasize the special needs and problems of women in government and what the Graduate School of Public Affairs can do to meet these needs and solve these problems.
4. Disseminate research findings broadly, and continue to integrate the results of research into the curriculum of the School.
5. Develop training programs and workshops for legislative staff from developing countries, and act as a clearinghouse for legislative reforms and innovations, both nationally and internationally.
6. Develop new programs in the area of human rights in order to facilitate implementation of government programs and development strategies.
7. Increase the funds available to the Center in order to expand the staff available for program development and research.