A Proposal to Form a

School of Government and Public Affairs

submitted by
Department of Political Science
and
School of Public Administration and Policy

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Summary
This white paper proposes establishment of a new School of Government and Public Affairs comprised initially of the current Department of Political Science in the College of Social and Behavioral Sciences and the School of Public Administration and Policy (SPAP) in the Eller College of Management. The stated mission of the University as a modern land-grant institution will be advanced by the School, whose own mission can be stated most succinctly as enhancing public service and civic engagement in Arizona and beyond. Although the size and synergies of the combined faculties will likely lead to substantial growth in students, as initially constituted the School will serve more than 1200 undergraduates with the Bachelor of Arts in Political Science and the Bachelor of Science in Public Administration. Graduate level degree programs will lead to the Masters in Public Administration, Masters of Arts in Political Science, and the Ph.D. in both political science and public management. The School will also serve as a source of research and outreach through centers and executive training programs.
Introduction
Consolidation of the Department of Political Science and the School of Public Administration and Policy (SPAP) into a new School of Government and Public Affairs in the College of Social and Behavioral Sciences will advance the University’s mission as a land-grant institution by strengthening both units' research, teaching and service/outreach activities. Accordingly, the core mission of the School will be to enhance public service and civic engagement in Arizona and beyond. The reinforcing and complementary strengths of faculty in Political Science and SPAP naturally form an intellectually coherent unit that will accomplish this mission efficiently and effectively. The School will also serve as a hospitable environment for public policy oriented research and outreach activities such as those undertaken by the Udall Center, the Southwest Institute for Research on Women and the Drachman Institute. Finally, the proposed School stands up exceedingly well to SPBAC's Program Prioritization Guidelines, as we demonstrate below.

Centrality to Mission and Priorities of the University
The School envisioned here is absolutely central to the mission of the university as stipulated in the Five Year Strategic Plan 2009-2013. First, the School will directly contribute to area IB by offering in-class and on-line instruction on the U.S. and Arizona constitutions as required for Arizona teacher certification. Second, Political Science is already the second largest major on campus and SPAP undergraduate enrollments are sure to grow substantially as their offerings become more visible outside of the Eller College, thus addressing the enrollment issues of area IC. Third, SPAP and Political Science currently exhibit considerable diversity among undergraduate majors and SPAP's MPA is a major source of underrepresented public servants, in line with area ID. Fourth, the School will contribute to area IIA by educating students to value public service and civic engagement “as engaged and productive members of society.”

Fifth, the School will contribute in two areas of world class research specified in Strategic Plan area IIIB. Specifically, “climate, environment, water” will be enhanced by the synergy produced by joining together two specialists in water policy research, and “law, public policy” will be a direct focus of a majority of faculty in the new unit. For example, both SPAP and Political Science have received numerous NSF grants for projects focusing on conflict management over water issues, the legal implications of immigration reform, state high court independence, treaties establishing international organizations, and so forth. This type of research is expected to accelerate with the interdisciplinary interaction that will accompany formation of the School.

Sixth, the School will undoubtedly enhance current activities to “partner with and serve the people of Arizona” as called for by Strategic Plan areas IVB and IVC. The School will seek to enhance SPAP’s service to Arizona by training a vital resource—public and nonprofit managers—that is certain to remain in very high demand. It will also provide service and training to public, nonprofit and for-profit agencies through executive education, public lectures, and sponsored research. School faculty volunteer their time in public and non-profit agencies by sitting on public commissions and boards, consulting on policy development and evaluation, and providing technical expertise and service to the media. Some examples of current partnerships are with Project Vote Smart, the League of Women Voters and the United Nations Association of Southern Arizona. The merger is also likely to significantly increase the number of undergraduate interns working in the community each semester.
Quality of Research, Teaching and Outreach

Political Science is ranked 49th in the entire world for the productivity and impact of its faculty's research by the British journal *Political Studies Review*. Both constituent units comprising the School have placed highly in the US News reputational rankings: 36 of 269 for SPAP and 37 of 115 for Political Science. SPAP's MPA program is accredited by the National Association of Schools of Public Affairs and Administration, one of the first programs in the country to be accredited. Faculty in both units have won numerous professional awards for books, articles and papers. In addition, at least half of the faculty in the two units have been cited more than 100 times, and some even more than 500 times, which is a sure sign that their research is having an impact. Faculty members in SPAP have been named to the National Academy of Public Administration. Faculty from SPAP and Political Science have also won several teaching awards, including the prestigious Five Star Award (twice), the Provost's Outstanding Teaching Award for General Education, and numerous Eller and SBS awards for teaching excellence. Finally, it is worth pointing out that both Political Science and SPAP have placed their Ph.D. students extremely well at institutions such as Columbia, Duke, Georgia, Illinois, New Mexico, Rice and Texas A&M.

Productivity in Educational Offerings and Research

Both Political Science and SPAP are highly productive units in instruction and research. Political Science successfully manages nearly 900 undergraduate majors and approximately 35 graduate students with only 18 track faculty. By standard metrics such as state expenditure per degree or SCH, Political Science is among the most productive units in the entire University. SPAP is similarly productive though on a smaller scale having 8 track faculty and 2 full time lecturers with approximately 350 undergraduates, 55 MPAs and about 8 Ph.D. students. The MPA and BS degree programs also contribute to productivity by generating fees in support of the programs. Moreover, the combined faculties in the School will enable both the MPA and BS programs to grow considerably larger. Historically SPAP has offered a full time, residential MPA but it recently approved an evening MPA program that will dramatically increase enrollment and program fees.

Efficiency of Operations

Using the SPBAC cost effectiveness “C-ratio” measure, the two constituent units are highly efficient. Political Science has a C-ratio of 1.79 ranking 27th of 76 campus departments and programs; SPAP's C-ratio is 1.58 ranking 36th. It is expected that once joint operations in the School are fully in place the combined ratio will be considerably larger due to increased SCHs and replacement of state funds by program fees. The School will also be an attractive target for donors interested in public service and civic engagement. SPAP has already received gifts of the Providence Service Corporation Chair, the Spencer Program in Applied Organizational Ethics and the Rombach Endowment to support criminal justice programs.

Demand for Research, Services, and Graduates

Political Science is the second largest undergraduate major at the University and nothing in this proposal or the larger transformation process will change that. The Political Science curriculum also includes a course required for Arizona Teacher Certification as well as courses contributing to other programs such as International Studies and, along with SPAP, Pre-Law. SPAP's three undergraduate majors—Criminal Justice, Public Management, and Health and Human Services—are expected to grow by at least 50% when brought into the proposed School. This is because these majors will be much more visible to the undergraduate population when positioned alongside Political Science and because the Eller GPA
requirement will be eliminated. Once these programs are in place, the total number of undergraduates
served by the School is expected to approach 1500.

Graduates of the School's constituent programs are already in high demand and there is evidence that
demand will continue to grow. The Ph.D. programs in Political Science and Public Management have a
long history of excellent placements at both public and private institutions such as Columbia, Duke,
Georgia, Illinois, Missouri, New Mexico, Rice, Texas Christian and Texas A&M. Other recent placements
have been at regional institutions such as Buffalo State College, Grand Valley State University, University
of New Orleans and University of West Georgia. The key point is that virtually all Ph.D. graduates of
these programs who have sought academic positions have been successfully placed and, in many cases,
are now tenured. Indeed, three Political Science Ph.D.s now serve as college presidents.

The SPAP MPA program responds to a fast growing need for public and nonprofit managers in Arizona.
The Eller College Economic and Business Research Center forecasts strong growth in state and local
government employment in Arizona through 2015 and Careerbuilder.com documents government
employment at all levels to be second in demand only to health care. Clearly it is imperative that Arizona
continue to benefit from professionally trained public and nonprofit managers and the School proposed
here will ensure that. Moreover, School faculty have already begun to plan for increasing the

The School will have significant political benefits to the University through its alumni network and
outreach activities. Arizona MPA graduates provide a key source of outreach to local and state
policymakers by serving in positions in the Governor's office, the Joint Legislative Budget Committee
and other legislative bodies, and as city and county analysts and managers. Arizona Political Science
graduates work on political campaigns for federal, state and local office and serve as counselors and
analysts for legislators and policymakers. This merger would enhance the University’s relationship with
two large and powerful groups of alumni in key governmental positions.

Consultation
This proposal to establish a School of Government and Public Affairs is unanimously supported by core
faculty in both the Department of Political Science and the School of Public Administration and Policy.
Dean Ed Donnerstein is supportive of the School being constituted in his reorganized College of Social
and Behavioral Sciences. Staff members in both units have been consulted and have participated on the
drafting team. Although we believe transformation to the School will be largely transparent to students,
they too have been consulted. Outside constituencies of both units have been consulted less systematically
at this stage, though every effort will be made to solicit input from them as the process moves forward.
Budgetary Considerations
While it is premature to present specific budget estimates for the proposed School, it is possible to identify both potential revenue enhancements and cost savings. Some potential revenue enhancing measures include:

- increased revenues from MPA fees with increased enrollment with the advent of the evening program (and a fee structure based on the SIRLS model would enhance revenues even further);
- increased revenues from BSPA fees with increased enrollments brought about by increased visibility of the program and absence of a GPA limit;
- increased revenues from implementation of the already approved Executive MPA program;
- increased revenues from dropping partial tuition waivers that are now in place for Political Science Summer internship credits;
- increased revenues from private donations attracted by the clear public service and civic engagement mission of the new School.

Some potential cost-saving measures would include:

- use of program fees to cover current state funding for MPA Program Manager;
- use of BSPA program fees to cover costs of 400:1 undergraduate advising commitment undertaken by the University;
- use of MPA and BSPA program fees to cover current state funding of some GAT and GAR lines;
- savings from more efficient delivery of some graduate seminars in the School;
- reduction in administrative salaries with consolidation of two units into one;
- reduction in administrative staff salaries with consolidation of two units into one.