

UNIVERSITY OF DELAWARE
NEWARK, DELAWARE
19711

UNIVERSITY FACULTY SENATE
303 HULLIHEN HALL
PHONE: 302-738-2829

October 21, 1975

MEMORANDUM

TO: All Faculty Members
FROM: E. Paul Catts, Vice President
University Faculty Senate
SUBJECT: Regular Senate Meeting, November 3, 1975



In accordance with Section IV, paragraph 6 of the Constitution, the regular meeting of the University Faculty Senate will be held on Monday, November 3, 1975 at 4 PM in room 110 Memorial Hall.

AGENDA

- I. Adoption of the Agenda.
- II. Approval of the Minutes of the last regular Senate meeting on October 6, 1975.
- III. Announcements:
 - A. Senate President Braun
 - B. Review of the activities of the Office of the Treasurer by J. R. Harrison, Treasurer (presentation 10 minutes, open discussion 10 minutes; for background reference see Memo from the Office of the Treasurer, October 12, 1975, concerning comparison of the budget to actual expenditures, 1974-75).
- IV. Old Business - None
- V. New Business
 - A. Proposal from the Committee on Graduate Studies concerning the Master of Public Administration degree (Attachment 1).
 - B. Proposed revision of Faculty Bylaws concerning faculty engagement in political activity, from the Faculty Welfare and Privileges Committee (Attachment 2).
 - C. Recommendation from the Committee on Committees concerning the Svec proposal to abolish the University Promotion and Tenure Committee (Svec proposal is attached to the September Senate Agenda). Recommendation from the Committee on Committees to follow when available.
 - D. Such items as may come before the Senate. (No motion introduced at this time may be acted upon until the next meeting of the Senate.)

Attachments are in the hands of your Senators. Distribution also includes one copy for each ten faculty members of each department.

EPC/b



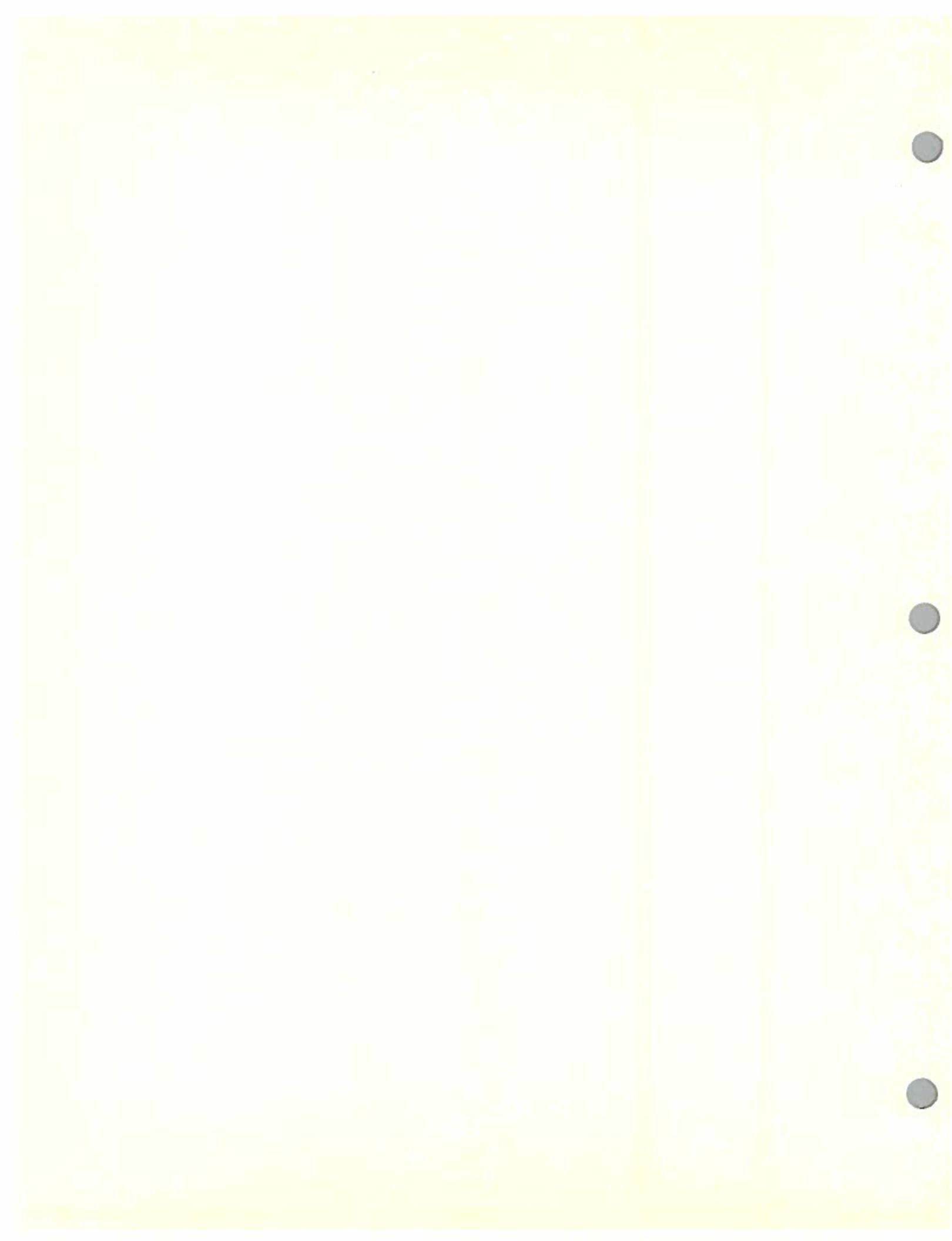
A PROGRAM DESIGN SUMMARY
FOR A
MASTER'S DEGREE IN PUBLIC ADMINISTRATION*

The proposal to establish a Master of Public Administration degree program at the University of Delaware was compiled jointly by the Division of Urban Affairs and the Department of Political Science. Responsibility for the MPA program would be shared by the Department of Political Science and the Division of Urban Affairs. The vehicle for its administration would be the proposed MPA Program Committee with representatives from the graduate committees of both Urban Affairs and Political Science. The program will be directed by Dr. Jerome R. Lewis, who holds the title of Assistant Director for Public Administration Programs in the Division of Urban Affairs and a Joint Appointment in the Political Science Department. Copies of the complete proposal and program design are available at the Faculty Senate Office. The following pages summarize this proposal, originally submitted in January 1975.

Background of the MPA

Universities across the United States have, since the first quarter of this century, been developing extensive programs designed to better prepare the public manager for his administrative responsibilities. The University of Delaware, which has increasingly shown evidence of this trend throughout the past decade, recently determined that the need for advanced education in the field of public administration had reached a level that demanded immediate attention. It is appropriate that the Division of Urban Affairs and

*This program has been approved by both the University Faculty Senate Committee on Graduate Studies and the Coordinating Committee on Education.



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the Department of Political Science collaborate in a graduate program in public administration because they share kindred interests in public administration study, practice and education.

As a result of this broadening recognition for education in this area by members of the University community, research was conducted during the summer of 1974 to determine the extent and nature of the demand for an expanded program in public administration within the State of Delaware. The Public Officials Study, described in detail within the original proposal, sought information from a sample of publicly employed administrative personnel within the major jurisdictions of Delaware. The questions in the interview dealt with the employees' present job responsibilities, past experiences, future career aspirations, and their relationship to formal classroom educational experiences in the field of public administration. The general feeling of those interviewed was that an advanced degree in public administration would be the most useful preparation for someone in an administrative position within their office, agency or jurisdiction. Because of the difficulties involved in commuting great distances while holding a full-time position, the respondents expressed the need for classes in administrative subjects to be offered within the State of Delaware.

The Need for an MPA Program at the University of Delaware

Indication of the need for an MPA program at the University of Delaware goes beyond the systematic analysis performed through the Public Officials Study. Since that study was completed in September 1974, a number of distinct events have provided additional support for the proposed program. There is every indication that the MPA program also promises to be a good generator of

financial and other forms of non-tangible support for the University from public agencies at the local, state and national levels. Specific evidence of the desire for the program are as follows:

1. Members of the Delaware Association for Public Administration (DAPA), the major organization of professional public officials throughout the state, have repeatedly expressed a desire for a public administration program at the University of Delaware. At the hearing for the MPA program held by the Graduate Committee of the University Senate, the President of DAPA read a statement in support of the MPA program and pledged the efforts of the organization to raise scholarship money for the new program. DAPA has worked closely with the University to develop a number of programs. Most specifically, DAPA sponsors and the University's Division of Urban Affairs staffs the Delaware Public Administration Institute. The Institute has become a service unit of the University to promote cooperative efforts, training and technical assistance in a variety of projects to improve public management throughout the state. To date the DPA Institute has utilized over \$200,000 of outside financial resources. The Institute will enhance the new MPA program, serving as an outlet for field research and internship experiences.

The Division of Urban Affairs and DAPA have recently joined in sponsoring a grant application to develop new training resources for the University in critical areas of municipal management. This project, stressing close practitioner-academic relationships, has been funded as one of ten programs in a national competition of 64 project applications. The receipt of this grant gives good indication that a public administration academic program at the University of Delaware can compete favorably for national attention and resources.

2. Further indication of the ability of the University of Delaware to command the attention of national grantors was provided last spring when the Division of Urban Affairs applied for financial assistance to improve its public service education programs under Title IX of the Higher Education Act of 1965 (education for the public service financial aid program). Two categories of financial assistance were requested: an institutional grant of \$68,000 and a request for fellowship assistance valued at approximately \$26,000 annually. The fellowship assistance grant has been awarded and is now being utilized. The institutional grant was denied. The main reason given for the denial of institutional support was the lack of clarity on the status of the MPA program. Title IX has been refunded for the current fiscal year, and it will again be the intent of the Division of Urban Affairs to reapply for both institutional and fellowship assistance. Approval of the MPA program by the University would greatly strengthen the case for financial assistance in the next round of grant applications. Priority in the Title IX program is given to practitioner-oriented masters degree programs with a strong public management focus. Potential new resources to be gained from a Title IX institutional award could be in the nature of \$50,000 - \$100,000 annually in addition to the fellowship assistance already granted.

3. Another indication of the unmet demand for formalized degree programs in public administration has been the development of several programs of off-campus instruction in public administration in and immediately near the state of Delaware. These programs indicate the extent of the interest and demand for graduate level public administration training which is not now being provided by the University of Delaware. While the format of the programs will not necessarily be copied, they include a masters program in public administration

by Central Michigan University at the Dover Air Force Base, a program of public administration sponsored by Nova International University at the Brandywine Sheraton Hotel and a Masters of Science in Administration degree program sponsored by George Washington University and offered at the Aberdeen Proving Grounds in Aberdeen, Maryland. This program alone is reported to have enrolled 50 percent of its students from the state of Delaware.

4. A number of students have already enrolled in master's programs in Political Science or Urban Affairs in the expectation that a new MPA program would be approved and offered in the near future. Several other potential students have expressed a desire to enter the new graduate program once it is established. There have been about forty solid expressions of interest and about 100 additional inquiries about the new Delaware MPA program. A good deal of the interest in the program comes from University staff members.

5. Another expression of interest in the University of Delaware as a focus for professional public administration training has come from the U.S. Civil Service Commission, which has established one of its major residential training programs for federal executives in connection with the University of Delaware Division of Continuing Education. The new MPA program could link in well with this new center for the mutual benefit of both programs.

The Curriculum Design

The 42-credit Masters of Public Administration degree is designed to provide professional training for public managers. Based upon the 1974 publication of the National Association of Schools of Public Affairs and Administration (NASPAA), Guidelines and Standards for Professional Master Degree Programs in Public Affairs and Public Administration, the proposed curriculum would include

21 credit hours of core courses, distributed among five program areas, as outlined below.

I. A strong background in the traditions of the public service in the United States will be expected of MPA graduates. This will include a good working knowledge of American political, social, and economic history; the development of governmental institutions in the United States and Western Europe; and major social movements that have altered the form and content of governmental activity. Particular emphasis will be given to the role of public administration in serving democratic institutions through open access to public service jobs, the fulfillment of merit principles through high levels of technical competence, and a dedication to honesty and serving the "public interest." Graduates of the MPA program should not only be able to understand the political, social, and economic forces that have shaped the public service in the United States, but should also possess the skills necessary to make use of this body of knowledge.

II. A strong knowledge in organizational and group process, including the ability to deal effectively in organizational settings, is essential for the professional public administrator. The public administration practitioner must constantly undertake his/her professional activity in an organizational setting. These settings are extremely diverse and may literally vary from machine-like rigidity to near chaos. The professional administrative practitioner must provide leadership in these settings; chair meetings; make oral, written and graphic presentations. He/she must learn ways to use time effectively as a participant in a variety of group activities. The ability to maintain proper individual perspective while getting things done in the midst of complex and changing organizational environments is of the utmost importance.

III. The public administrator trained at the master's level should have a strong background in the public policymaking and analysis process. Policy and administration, while conceptually distinguishable, have become recognized to be inextricably intertwined in practical operations. Administrators help to formulate policy as well as implement it and, therefore, must be well versed in this area of activity. Good analytic tools in the policy area are essential for the professionally trained public administrator.

IV. Administrative management or the core public administration functions are the most critical areas of training for the professional public administrator to learn. This body of skills and knowledge includes personnel administration, financial administration, intergovernmental program administration, and related systems of managing and organizing work. Specific skills for the professional administrator to learn include:

- a. Knowledge of administrative planning and the design and structure of organizations.
- b. Knowledge of personnel management and development techniques.
- c. Knowledge of financial management and budgeting.
- d. Knowledge of management systems development.

V. Quantitative analytic skills will be an essential ingredient for the new master of public administration degree. Quantitative skills to be learned should meet the test of usefulness to the public manager once he/she is on the job. Naturally, the intensity of demand for these skills will depend on the setting in which the practitioner works. Since many public administration students will not know exactly in what setting they will be working and, in any case, may plan careers in which a variety of work experiences are contemplated,

some general quantitative skills, including statistics, accounting and budgeting, must be required of the prospective master's graduate.

Program Specialization

In addition to the core public administration training and background knowledge in political, social, and economic factors that surround the practice of public administration, a mastery of a program specialization will be expected. The NASPAA guidelines list the standard program specializations in two categories--the first being specialization by level of government activity and the second area of functional program specialization. It is expected that the Delaware MPA program will use these categories of program specialization, but mainly on an individual basis, at least during the first years of the new program. Course offerings in areas of program specialization will receive additional supporting strength through off-campus internships and special problems and independent study courses in connection with ongoing research and service projects of the Division of Urban Affairs, the Department of Political Science, and, where appropriate, other academic units of the University.

THE PROGRAM REQUIREMENTS

The MPA degree program requirements have been set to coincide with the above-stated curriculum standards. The minimum requirements for the proposed MPA program will be 42 credits, to be divided among the areas of study in the following manner:

Core courses, distributed among the 5 program areas	21 credits minimum
Area of specialization	15 credits minimum
Internship or thesis	<u>6 credits maximum</u>
Total	42 credits minimum

Core Courses

In fulfillment of the basic requirements for skills and knowledge in the area of political, social, and economic background of the American public service, all students will be required to complete the course, Public Administration-History, Theory, and Practice, for three credits. The content of the core courses will be derived from the standards established in the preceding pages.

To insure that all students have the minimal understanding of organizational theory and behavior, they will be required to study Organization Theory and Group Process (three credits).

The third area of knowledge and skill required of the MPA student is that of public policymaking and analysis. A minimum requirement of one course, Public Administration and Policy Analysis (three credits), will insure that the student has a broad understanding in this area.

The fourth area of required study includes the basic core managerial knowledge and skills essential to effective administration. At the minimum, the student will be required to complete one course in Financial Administration (three credits) and a course in Personnel and Management Systems (three credits).

The final area of study, as laid out in the curriculum standards, is that of quantitative analytic skills. To meet the minimum standards in this area, the students will be required to complete one course in Statistics for the Social Sciences (three credits) and one course in Government Accounting and Budgeting (three credits).

Internship

The Public Officials Study and the NASPAA Standards both indicated that a field experience in an administrative, public agency, or jurisdiction is highly desirable. Therefore, the MPA student who is not presently working in an administrative capacity will be required to complete an internship program before completing his degree requirements. This internship should involve the student for approximately three months for which he/she shall receive up to six credits. The internship will be carefully selected to support the areas of specialization and meet each individual student's interests and needs. The students may participate in their internships either during the last semester or during the summer months.

Research Requirement

Those students classified as "midcareerists" or "inservice," for whom the regular internship would not be beneficial given their past experiences as a practitioner, must involve themselves in some analytic problem-solving experience which enables them to apply their classroom training to an identifiable administrative problem. This problem may be related to the student's regular work responsibilities. Upon completion, the research project should be submitted as a master's thesis in partial fulfillment of the MPA degree.

BUDGET SUMMARY

The following budget statement was prepared by the sponsoring departments at the request of the members of the Faculty Senate Coordinating Committee on Education. It represents the Division of Urban Affairs and the Department of Political Science's best estimates of expenses to be incurred by the proposed Master's program. The Division of Urban Affairs and the Department of Political Science each have 2½ incumbent faculty in public administration. One should take note of the fact that the figures on this page represent only those additional recurring expenses resulting from the new program; the remainder of the program costs for the MPA will be absorbed by the sponsoring units. Given existing and predicted resources, total expected income generated by the MPA in academic year '76-'77 is approximately \$53,000 and during academic year '77-'78 will be approximately \$79,000. Recurring expenses are estimated to be approximately \$70,000 annually for these two years.

ANNUAL RECURRING COSTS

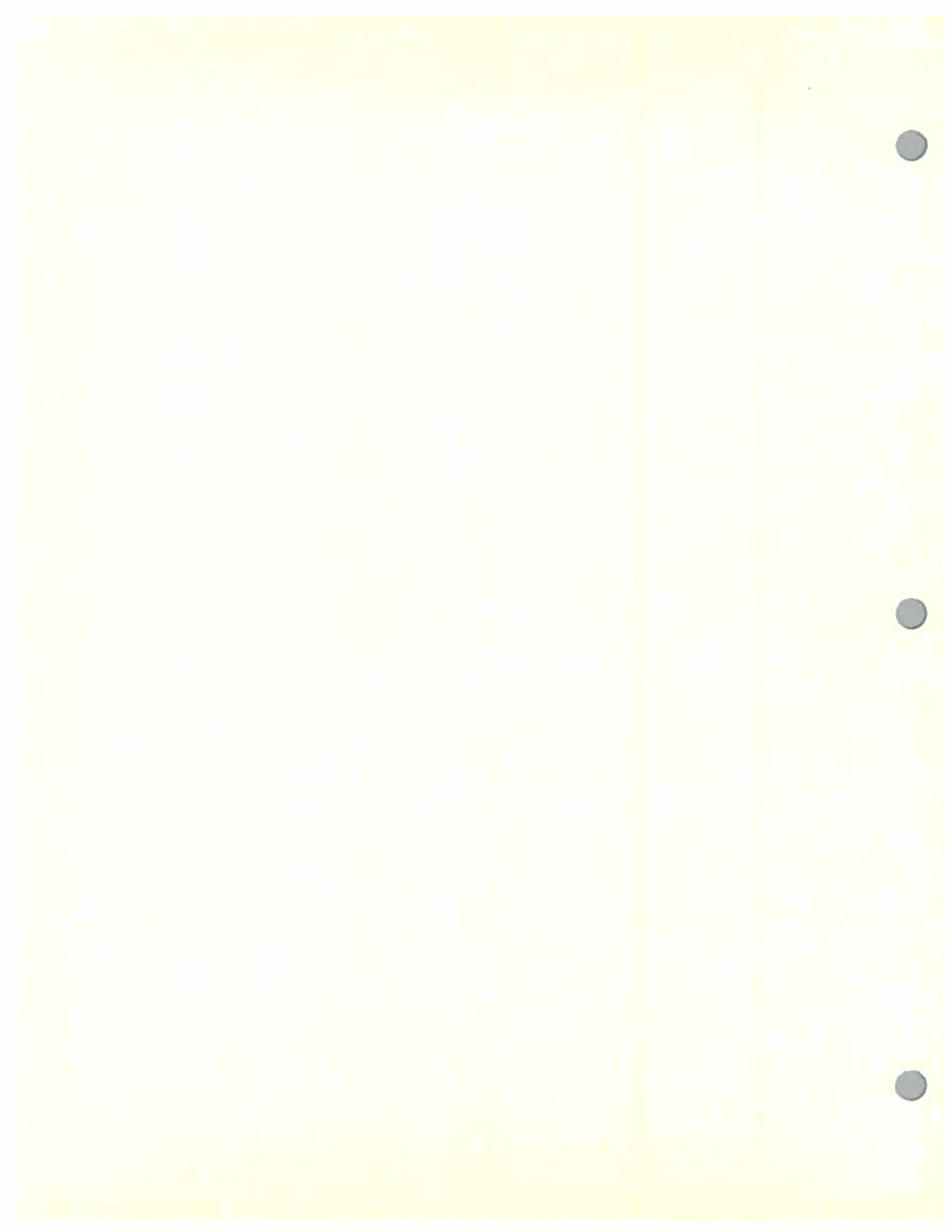
I. Faculty	\$40,000
2 full-time positions, assistant professor level (includes fringe benefits)	
II. Secretarial Costs	7,000
1 full-time position (includes fringe benefits)	
III. Supplies & Expenses	5,000
IV. Graduate Stipends	<u>18,000</u>
4 per year @ \$4,500	
Total Expenses	<u>\$70,000</u>

1000



PROPOSED DRAFT FOR REVISION OF FACULTY HANDBOOK, III-Y
ON FACULTY ENGAGEMENT IN POLITICAL ACTIVITY

The position of the University of Delaware as a tax-assisted but nonpolitical institution imposes on all employees special responsibilities for the use of good judgment in political matters. The University also recognizes the constitutional right of its faculty members to assume the responsibilities of citizenship in governmental affairs, and such activity of itself shall not be a negative factor in the continuing University appraisal of faculty members' professional worth or competence. Faculty members proposing to run for election or accept an appointment to a public office or position in a political party are expected to notify the President of the University in advance. The President will require only that the contemplated activity will not prevent the faculty member from meeting University responsibilities and that it will not pose a legal conflict of interest. If the activity will preclude meeting University responsibilities or result in a legal conflict of interest, the President will require the faculty member to apply for leave of absence without pay. Under the Charter of the University, neither University facilities nor University equipment may be used to support political parties or candidates.



STUDENT JUDICIAL SYSTEM

1975-76

HEARING BOARD MEMBERS

	<u>Term</u>
Students:	
Sonia Martinez (79)	1
Karen Carey (78)	2
Denise Hayman (77)	1
James Foster (77)	2
Alternate:	
Wayne S. Hanna (78)	
Faculty:	
Diana A. Krikorian	1
David Frey	2
Alternate:	
John Rosenberger	
Professionals:	
Edward Spencer	1
Patricia Nagle	2
Alternate:	
Ronald Callahan	

APPELLATE COURT MEMBERS

Students:	
Delores Bailey (76)	1
Adele DiMarco (78)	2
Robert Lipstein (77)	2
Alternate:	
Cynthia Ann Engquist (79)	
Faculty:	
Samuel Gaertner	1
Elizabeth Stude	2
Alternate:	
Professional:	
Stephen Showers	2
Karen Schaefer	1
Alternate:	
Michael Lee	

Year	1950	1951	1952	1953	1954	1955	1956	1957	1958	1959	1960	1961	1962	1963	1964	1965	1966	1967	1968	1969	1970	1971	1972	1973	1974	1975	1976	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100																				
Population	150,000,000	155,000,000	160,000,000	165,000,000	170,000,000	175,000,000	180,000,000	185,000,000	190,000,000	195,000,000	200,000,000	205,000,000	210,000,000	215,000,000	220,000,000	225,000,000	230,000,000	235,000,000	240,000,000	245,000,000	250,000,000	255,000,000	260,000,000	265,000,000	270,000,000	275,000,000	280,000,000	285,000,000	290,000,000	295,000,000	300,000,000	305,000,000	310,000,000	315,000,000	320,000,000	325,000,000	330,000,000	335,000,000	340,000,000	345,000,000	350,000,000	355,000,000	360,000,000	365,000,000	370,000,000	375,000,000	380,000,000	385,000,000	390,000,000	395,000,000	400,000,000	405,000,000	410,000,000	415,000,000	420,000,000	425,000,000	430,000,000	435,000,000	440,000,000	445,000,000	450,000,000	455,000,000	460,000,000	465,000,000	470,000,000	475,000,000	480,000,000	485,000,000	490,000,000	495,000,000	500,000,000	505,000,000	510,000,000	515,000,000	520,000,000	525,000,000	530,000,000	535,000,000	540,000,000	545,000,000	550,000,000	555,000,000	560,000,000	565,000,000	570,000,000	575,000,000	580,000,000	585,000,000	590,000,000	595,000,000	600,000,000	605,000,000	610,000,000	615,000,000	620,000,000	625,000,000	630,000,000	635,000,000	640,000,000	645,000,000	650,000,000	655,000,000	660,000,000	665,000,000	670,000,000	675,000,000	680,000,000	685,000,000	690,000,000	695,000,000	700,000,000	705,000,000	710,000,000	715,000,000	720,000,000	725,000,000	730,000,000	735,000,000	740,000,000	745,000,000	750,000,000	755,000,000	760,000,000	765,000,000	770,000,000	775,000,000	780,000,000	785,000,000	790,000,000	795,000,000	800,000,000	805,000,000	810,000,000	815,000,000	820,000,000	825,000,000	830,000,000	835,000,000	840,000,000	845,000,000	850,000,000	855,000,000	860,000,000	865,000,000	870,000,000	875,000,000	880,000,000	885,000,000	890,000,000	895,000,000	900,000,000	905,000,000	910,000,000	915,000,000	920,000,000	925,000,000	930,000,000	935,000,000	940,000,000	945,000,000	950,000,000	955,000,000	960,000,000	965,000,000	970,000,000	975,000,000	980,000,000	985,000,000	990,000,000	995,000,000	1,000,000,000
GDP	100,000,000,000	110,000,000,000	120,000,000,000	130,000,000,000	140,000,000,000	150,000,000,000	160,000,000,000	170,000,000,000	180,000,000,000	190,000,000,000	200,000,000,000	210,000,000,000	220,000,000,000	230,000,000,000	240,000,000,000	250,000,000,000	260,000,000,000	270,000,000,000	280,000,000,000	290,000,000,000	300,000,000,000	310,000,000,000	320,000,000,000	330,000,000,000	340,000,000,000	350,000,000,000	360,000,000,000	370,000,000,000	380,000,000,000	390,000,000,000	400,000,000,000	410,000,000,000	420,000,000,000	430,000,000,000	440,000,000,000	450,000,000,000	460,000,000,000	470,000,000,000	480,000,000,000	490,000,000,000	500,000,000,000	510,000,000,000	520,000,000,000	530,000,000,000	540,000,000,000	550,000,000,000	560,000,000,000	570,000,000,000	580,000,000,000	590,000,000,000	600,000,000,000	610,000,000,000	620,000,000,000	630,000,000,000	640,000,000,000	650,000,000,000	660,000,000,000	670,000,000,000	680,000,000,000	690,000,000,000	700,000,000,000	710,000,000,000	720,000,000,000	730,000,000,000	740,000,000,000	750,000,000,000	760,000,000,000	770,000,000,000	780,000,000,000	790,000,000,000	800,000,000,000	810,000,000,000	820,000,000,000	830,000,000,000	840,000,000,000	850,000,000,000	860,000,000,000	870,000,000,000	880,000,000,000	890,000,000,000	900,000,000,000	910,000,000,000	920,000,000,000	930,000,000,000	940,000,000,000	950,000,000,000	960,000,000,000	970,000,000,000	980,000,000,000	990,000,000,000	1,000,000,000,000																																																																																
Per Capita GDP	666.67	709.68	750.00	787.88	823.53	857.14	888.89	918.18	945.95	972.22	1,000.00	1,027.78	1,055.56	1,083.33	1,111.11	1,138.89	1,166.67	1,194.44	1,222.22	1,250.00	1,277.78	1,305.56	1,333.33	1,361.11	1,388.89	1,416.67	1,444.44	1,472.22	1,500.00	1,527.78	1,555.56	1,583.33	1,611.11	1,638.89	1,666.67	1,694.44	1,722.22	1,750.00	1,777.78	1,805.56	1,833.33	1,861.11	1,888.89	1,916.67	1,944.44	1,972.22	2,000.00	2,027.78	2,055.56	2,083.33	2,111.11	2,138.89	2,166.67	2,194.44	2,222.22	2,250.00	2,277.78	2,305.56	2,333.33	2,361.11	2,388.89	2,416.67	2,444.44	2,472.22	2,500.00	2,527.78	2,555.56	2,583.33	2,611.11	2,638.89	2,666.67	2,694.44	2,722.22	2,750.00	2,777.78	2,805.56	2,833.33	2,861.11	2,888.89	2,916.67	2,944.44	2,972.22	3,000.00	3,027.78	3,055.56	3,083.33	3,111.11	3,138.89	3,166.67	3,194.44	3,222.22	3,250.00	3,277.78	3,305.56	3,333.33	3,361.11	3,388.89	3,416.67	3,444.44	3,472.22	3,500.00	3,527.78	3,555.56	3,583.33	3,611.11	3,638.89	3,666.67	3,694.44	3,722.22	3,750.00	3,777.78	3,805.56	3,833.33	3,861.11	3,888.89	3,916.67	3,944.44	3,972.22	4,000.00																																																				

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PROPOSED DRAFT FOR REVISION OF FACULTY HANDBOOK, III-Y
ON FACULTY ENGAGEMENT IN POLITICAL ACTIVITY

The position of the University of Delaware as a tax-assisted but nonpolitical institution imposes on all employees special responsibilities for the use of good judgment in political matters. The University also recognizes the constitutional right of its faculty members to assume the responsibilities of citizenship in governmental affairs, and such activity of itself shall not be a negative factor in the continuing University appraisal of faculty members' professional worth or competence. Faculty members proposing to run for election or accept an appointment to a public office or position in a political party are expected to notify the President of the University in advance. The President will require only that the contemplated activity will not prevent the faculty member from meeting University responsibilities and that it will not pose a legal conflict of interest. If the activity will preclude meeting University responsibilities or result in a legal conflict of interest, the President will require the faculty member to apply for leave of absence without pay. Under the Charter of the University, neither University facilities nor University equipment may be used to support political parties or candidates.