**MPA Program Meeting Agenda**

**February 27, 2020**

**1:00 -2:30 p.m.**

**Lab I 3033**

**Materials**: Agenda; AD position description; Contingency plan for addressing application decline; Combined UG/G policy proposal; Hyogo MOU; snacks

**1) Announcements (5 minutes)**

Summer 2020 and AY 2020-2021 Catalogs are up

--- Please check your entries

--- By March 13th, please send me course descriptions (where available) and preferred dates on weekend sessions.

March 17th curriculum meeting: Please come with advantages and drawbacks of both proposed formats for the concentration requirement.

Native Cases Institute: Registration open. June 25-26 at Little Creek. Let me know if you need the registration information again.

Requests for Summer Institutes are out (due March 9) and so will be submitting a proposal for us to host an institute on the MPA program to obtain community feedback. If you would like to assist/sponsor, let me know.

Alumni newsletter: Dhara is seeking items. Aiming for April for next newsletter

Dhara taking over responsibility for our relationship with Advancement and their Raiser’s Edge database concerning alumni. If you have updated contact info on alumni, let Dhara know.

**2) MPA Staff Updates (15 minutes)**

1. **Assistant Director search**

--- Anna’s last day: Friday, March 13th.

--- Have informal approval to move ahead. Position description is submitted and under review with Budget and HRS.

--- Search committee: Mike, Puanani, Dhara, Lucky, and a yet to be named outside person.

--- Have interim coverage on Anna’s responsibilities:

--- Puanani to do the visit in week 1 or 2 of spring quarter to talk about hooding and graduation

--- Student ambassadors: Puanani

--- Weekly newsletter: Mike (content) and Dhara

--- Social media: Mike and Dhara

--- Student permission to walk: Puanani

--- Potential and prospective student inquiries: Puanani

--- Current student advising: Mike

--- GA time sheet approval: Mike

1. **Quarterly Check-In with Jen**

--- Met with Jen Drake and Larry Geri on February 5th for our quarterly MPA check-in meeting

--- Discussion focused primarily on recruitment and enrollment (will discuss this later)

--- Also updated Jen and Larry on curriculum re-design. Jen and Larry indicated that we would need an external review process for whatever proposal we develop, either:

--- Review by Deans and/or Provost

--- Review by a graduate program committee (MPA, MES, MiT)

I am still unclear on what they have in mind or what this means and have not received any further information.

1. **Legislative Assistant Program**

--- Cali and Jeremy Mohn have prepared a draft proposal. Are working on a budget. Next steps will be review by Jen.

--- Conceptualized as a professional certification program (so no academic credit per se)

--- A consideration for us is if we would like to offer students who complete this program credit towards an MPA, and if so how much.

1. **Hyogo Prefecture Program**

David McAvity has reached a tentative agreement with Hyogo Prefecture that the students they sponsor will pay in-state tuition in consideration for participating in the MPA program.

Hyogo has asked for greater flexibility on our expected TOEFL score for MPA students. Our website says that our expectation is a score of 100. Their students typically score in the range of 60-70.

UW’s standard is a minimum TOEFL of 80, and a preferred score of 92. Would like to indicate that we expect something similar.

1. **Event Planning**

--- Charles Mennifield visit: Lucky is planning, MPA has committed $500

--- Chuck Marohn, Strong Towns: City of Olympia may organize a visit, have volunteered MPA as a co-sponsor at $500 if it goes forward.

1. **Graduation/Hooding ceremony planning**

--- Possible difficulty in using the Longhouse, are investigating alternative venues

1. **Concentration transcriptability**

Meeting set with Lori Klatt for March 11th.

**3) Recruitment and Enrollment for AY 2020-2021 (20 minutes)**

Background: Anna and Puanani will provide an update on recruiting for the 2020-2021 academic year. Please come prepared with ideas on how to support outreach and recruitment to prospective students.

At our quarterly check-in meeting, Jen requested a contingency plan for addressing MPA enrollment. Here is what I provided:

**MPA Program Application Count**

The first round (priority) deadline for MPA program applications was Monday, February 3rd. As of that date, the Master of Public Administration program had the following numbers of applications for the two cohorts for which it is recruiting in Fall 2020:

|  |  |
| --- | --- |
| **Olympia PNAPP Cohort** |  |
|  | Applications |
| Fall 2017 | 119 |
| Fall 2018 | 70 |
| Fall 2019 | 63 |
| Fall 2020 (as of February 3) | 34 |
|  |  |
|  |  |
| **Tribal Governance Cohort** |  |
|  |  |
| Fall 2016 | 35 |
| Fall 2018 | 25 |
| Fall 2020 (as of February 3) | 12 |

**Possible Contributing Factors**

MPA program staff believe the following factors may contribute to this change:

1) Economy: A strong economy typically encourages potential students to delay graduate education

2) Declining Evergreen undergraduate enrollment: About 40% of the MPA program’s enrollment consists of students who earned their undergraduate degree at Evergreen.

3) Tacoma program success: It is possible that some students who would have applied in Fall 2020 and live in Pierce or King County are waiting until Fall 2021 to apply for the next Tacoma cohort.

4) Institutional reputation: lingering concerns since events in 2017 may discourage applications, as well as negative student experiences attributable to reduced staff in student support services.

5) MPA program reputation: Since 2018, we have seen unusually low student satisfaction scores in our annual MPA student survey, possibly generating negative word-of-mouth

6) Rising tuition and fewer tribal resources to support Tribal Governance students

7) Concern over the future of the Evergreen employee tuition waiver (2 applications this year, compared to 7 or 8 in other years)

**Short-Term Strategies**

In response, MPA staff are exploring the following options to increase applications for Fall 2020:

1. Setting a second deadline for March 9th and continuing social media and personal contact strategies to encourage applications
2. Consider moving to a rolling admissions process for Fall 2020, accepting applications through spring and summer 2020.
3. Lower our enrollment targets for our Fall 2020 cohorts and readjust curriculum to serve a smaller cohort:
   1. Olympia PNAPP cohort: 30
   2. Tribal Governance cohort: 15

This strategy will require that we re-allocate MPA faculty and may have implications for EWS and/or the Tacoma undergraduate program, since we had planned to draw on them for faculty to support our core courses.

**Long-Term Strategies**

1. Non-enrollment survey: Follow up with potential students who started but did not submit applications on their reasons for discontinuing the process.
2. Data analysis: Use application pool data to describe who we are reaching and to identify possible missed opportunities.
3. Marketing campaign: Use revisions in the MPA program’s curriculum to promote and re-brand the program (for instance, addition of a weekend-intensive option).
4. Responding to demand for online and hybrid options
5. Engaging alumni as a means to generate positive word-of-mouth
6. Weekend intensive option to supplement Tribal Governance program
7. Move towards admitting cohorts every year in Tacoma
8. Build relationships with political science departments in “feeder” programs (NWIC, WWU, UWT, UPS, St. Martins)
9. Explore additional academic programs (legislative assistant program and graduate certificate programs)
10. Explore ways to increase flexibility in the MPA program (reducing barriers to entering program, to completing the degree, and increasing options for part-time students)

**4) Human Subjects Review process (25 minutes)**

Background: The human subjects review process for course, capstone, and ILC projects has recently altered (see outline of concerns courtesy of Amy Gould below). Mike is seeking guidance on what sort of review process we would like to see for MPA student projects and how to assure students hold to standards for ethical research in capstone projects. Please come prepared with concerns or questions about HSR for MPA student projects and with thoughts about what we should ask from administration about HSR review.

Obstacles concerning HSR/IRB reviews for student projects in ATPS and Capstone (Amy Gould):

1) Due to staffing changes/desk responsibilities in the Deanery, there is not a functioning IRB at this time. Instead, Karen Gaul and 2 readers might provide "feedback" on applications, but the formal review process is dysfunctional/non-existent at this time. Especially for research deemed "exempt"<<https://nam02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.evergreen.edu%2Fhumansubjectsreview%2Fhsrdefined&amp;data=02%7C01%7Ccrawm%40evergreen.edu%7C960d6b82302a48e0496e08d7a98fe253%7C22adcff7c06f49a68f2050711c40ddaa%7C0%7C0%7C637164307766742209&amp;sdata=q4fY0%2FwqP7Kpu%2Fiw5i%2BF1RkBPNbohECDQnCS3az26ZE%3D&amp;reserved=0>>, students do not need to submit an HSR and faculty are encouraged to provide ethics oversight to student projects via classroom activities/assignments. We usually always include the HSR as part of our deliverables in ATPS and Capstone with submission to the Deans for review. However, it seems this is no longer an option.

2) This is not only due to staff changes at TESC. It is mainly due to changes in federal law.

Some changes to the federal Common Rule as of Feb. 2016:

\* “harmonization”= one IRB for all federal agencies,

\* online review process,

\* more exemptions for ‘low risk’ studies,

\* clearer informed consent agreements that must include future uses of bio specimens

The main concern is with “more” exemptions for “low risk” studies. The Feds already deem studies approved by a Department or Agency head for “public benefit” as exempt. Also, Feds deem anything not “generalizable” as “not research”, low risk, and therefore exempt. But just because a study isn’t “generalizable” doesn’t mean it can’t do harm. Part of their definition for "generalizable" includes statically generalizable. Meaning, a random sample with interval/ratio level data to run inferential statistics. Very few of our students do this due to the nature of the research questions they are asking and the purposeful/targeted/non-random sample populations they are researching. Therefore, by default most of our student projects are "exempt" and do not need to go through the HSR process. In the past, we had staff in charge of our HSR process at TESC who still wanted to review all applications to ensure quality research (exempt or not; even after the law changed in 2016). However, now with skeleton crews on staff, this is not a viable option.

Key question: What comments or concerns should I raise with administration on IRB process as applied to MPA student research?

**Considerations**

1. IRB policies by and large do not apply to student research that is not generalizable, i.e. is not intended for presentation or publication. Research involving human subjects (case studies, oral histories, interviews, surveys) that are classroom exercises and not intended for an audience beyond the campus are generally excluded from IRB review. Faculty review is sufficient.
2. Thesis and honor project research usually is considered generalizable when they are made publicly available.
3. Research projects that turn into projects producing generalizable research (e.g. Lucky’s water project) need to go under IRB once a decision is made to pursue publication.
4. Unclear about whether capstone research done on behalf of a client organization would be considered “generalizable.”
5. Faculty are obliged to supervise student research through an ethical lens regardless of IRB review.

**5) Policy on Combined Undergraduate/Graduate Degrees (20 minutes)**

Background: The Master in Teaching program is proposing a joint undergraduate/graduate degree program (see draft proposal below). The proposal creates a template that the MPA and MES programs could use in order to develop joint degree proposals of their own. The team drafting the proposal is requesting feedback from graduate program faculty on how well the proposed template would serve a potential joint undergraduate/graduate degree program for MPA and MES.

Considerations:

1. Policy provides a framework by which MPA or MES could also offer early-entry
2. But Jen also mentioned that if this framework were not adequate for our needs, we could adopt a second framework that would meet needs
3. Policy restricts credit transfer to graduate program to 25% of the graduate program requirement. For MPA, that would be 15 credit hours. Is that sufficient?

**6) Meeting wrap-up (5 minutes)**

--- Farewell to Anna: present card

**New Academic Programing Model:** Proposal for Sequential Combined Undergraduate/Graduate Degrees

**PROPOSAL**  
Graduate programs can create a sequential combined undergraduate/graduate degree program according to the following guidelines. Proposals for such degree programs must be submitted and approved by the Provost Office for each degree combination.

**INTENT & PROCESS FOR APPROVAL**  
The intent of the undergraduate/graduate degree program is to allow undergraduate students at The Evergreen State College an opportunity for seamless transition from undergraduate to graduate education at the College. The undergraduate/graduate degree allows students ready to identify and plan their graduate course of study as an undergraduate, in consultation with a corresponding graduate program that offers an undergraduate/graduate degree program.

As a part of an approved undergraduate/graduate degree program, each graduate program may allow a defined amount of graduate-level coursework that is completed as an undergraduate to count toward a graduate degree, as detailed in the graduate studies standards below:

**ADMISSIONS**  
Each graduate program within the Graduate Studies at Evergreen has the option for creating a sequential combined undergraduate/graduate degree program admissions process. Admission will occur no earlier than when a student has junior standing. The specific timeline and undergraduate/graduate admissions criteria will be outlined by the specific graduate program to which the student is applying. Applications to the undergraduate/graduate degree program will be open to all students meeting the published undergraduate/graduate degree program admissions criteria. The qualifications for admissions of the undergraduate/graduate degree program must assure that students have appropriate background to successfully complete the program.

The student is responsible for applying to the graduate program and meeting the minimum admissions requirement for the program before being allowed to enroll as a graduate student.

The graduate program may design different admissions criteria to the graduate program for the combined undergraduate/graduate degree students.

No more than one year may elapse between undergraduate degree completion and enrolling in the graduate program. The graduate program may set a policy with a shorter limit. The program director may choose to waive this requirement on a case by case basis.

**ENROLLMENT**  
Students will NOT be registered simultaneously as both undergraduate and graduate student. Until the undergraduate degree is awarded, students are considered undergraduate with regard to all policy and tuition considerations.

Undergraduate degree and credit requirements must be fully satisfied, at which point the bachelor’s degree will be awarded and the student will officially enter the graduate program. The graduate program will create clear set of minimum requirements for combined undergraduate/graduate continuation.

**CREDIT APPLIED TOWARD THE GRADUATE DEGREE**The graduate program will define a policy regarding the amount and type of previously approved upper division undergraduate level and graduate-level coursework taken as an undergraduate that can be applied toward the graduate degree, with a maximum of up to 25% of the total credits for the program allowed. These credits must be earned after admission to the combined undergraduate/graduate combined degree program and must fulfill the specified graduate degree requirements. The graduate director may choose to accept qualifying credits earned as an undergraduate prior to admission to the combined program on a case by case basis.

Any graduate level student teaching, independent research, capstone or Master’s Thesis, may not be taken before the student is enrolled as a graduate student.

**TIME LIMITS**Students must comply with the regular time limits for completion of their graduate degree, beginning from their time of entry to the graduate program.   
  
  
**PROGRAM ENTRANCE**Upon the student’s acceptance to the undergraduate/graduate combined degree program, the specific graduate program is responsible for providing coordinated advising and creating clear documentation about the plan of study. Both the student and the program must sign off on a written plan, to be included in the student’s record (kept on file by the program).

**The Evergreen State College**

**Position Description**

**Date**: February 2020

**Position**: Assistant Director, Master of Public Administration

**Working Title:** Assistant Director, MPA

**Location**: Lab 1, Room 3024

**Organization**: Office of Graduate Studies, Academics Division

**Incumbent**: Anna Rhoads

**Position #**:

**Reports to**: Director, Master of Public Administration (MPA) Program

**Special Note**

This is a fulltime, overtime-exempt position on the Olympia Campus of The Evergreen State College. This is an “at-will” appointment, exempt from Washington State Civil Service rules and the Fair Labor Standards Act overtime requirements.

**Position Purpose**

The purpose of this position is to provide support to current and potential students, external relations, and the general administration and growth of the Master of Public Administration (MPA) Program.

**Nature and Scope**

The Assistant Director, reports to the MPA Program Director and works as part of a team with the MPA program’s other Assistant Director, MPA program support staff, Evergreen graduate program staff, MPA faculty, and other units on campus.

The MPA program’s two Assistant Directors provide continuity in the MPA program’s delivery. Since MPA Directors and MPA faculty may rotate out of these roles, the Assistant Directors play important roles in maintaining institutional knowledge and a framework of support within the MPA program.

**Essential Functions**

***Student recruitment for the MPA Program***

* Recruit sufficient numbers of students to satisfy and/or exceed FTE goals.
* Advise potential students on admissions, requirements, financial aid and internships and assist in enrollment activities as needed.
* Maintain relationships with internal and external stakeholders and alumni.
* Develop and implement program marketing and recruiting plans.
* Collaborate with Marketing and Communications and the other graduate programs to develop and print electronic publications, identify advertising outlets, and place advertisements.
* Communicate with and advise prospective and newly admitted students about the program.
* Organize and represent the MPA Program at recruitment and admission counseling sessions, academic and career fairs, meetings and conferences.
* In collaboration with the Office of Financial Aid, assist students to identify and apply for financial aid.
* In collaboration with the other MPA Assistant Director, make financial aid decisions for incoming and current MPA students, track financial aid decisions and report to other offices as appropriate.
* Update MPA Program’s online presence including webpages and social media platforms.
* Work with Admissions, Registration & Records and other Enrollment Services staff to conduct effective and efficient enrollment management activities.
* Develop and maintain prospective student contacts and database.
* Supervise student employees in MPA program recruitment activities

***Provide services to support current students***

* Advise current students on admissions, requirements, financial aid and internships and assist in enrollment activities as needed.
* Provide career development advice to students.
* Develop and implement internship and mentoring opportunities for students.
* Manage fall orientation for new students in collaboration with MPA staff.
* Manage graduation event(s) in collaboration with MPA staff.
* Track the status of students from admission to graduation; provide support and assistance as needed in areas such as admission requirements candidacy, internships, incompletes, leaves of absence and eligibility for graduation.
* In consultation with the Director, develop and maintain the Program's online Student Handbook and other MPA Program web pages.
* Maintain appropriate confidentiality of all student information.

***Alumni affairs***

* Collaborate with College offices to maintain a current list of alumni.
* Provide lead staff support for activities and programs for improving alumni engagement.

***Collaboration with other staff***

* Serve as the primary contact for collaborative efforts with other offices at the College relevant to recruitment and retention including Admissions, Registration & Records, Financial Aid, Evening and Weekend Studies, and College Advancement.
* Participate in quarterly meetings with staff from other graduate programs, Admissions, Registration & Records and Financial Aid.
* Plan and implement MPA events.
* Assist MPA Director and the other MPA Assistant Director in tracking program data.
* Assist in regular program evaluations, production of annual reports, and regular self-studies (for accreditation and program review purposes).
* Assist and work with the Office of Institutional Research regarding managing and tracking of performance/evaluation data.
* Working with the staff team to ensure consistent and high-quality operation of the MPA Program, including basic administrative duties.
* Perform other duties as assigned.

**Knowledge, Skills, and Abilities**

* Knowledge about higher education in general, and specifically the MPA program and its policies and interest in graduate student education.
* Knowledge of appropriate methods for developing outreach programs, including social media and internet-based research and outreach.
* Ability to provide academic counseling and keep current on student recruitment, academic, and admission counseling policy and procedure.
* Skills in marketing, promotion and public relations strategies.
* Knowledge of financial aid policies, procedures, and opportunities.
* Ability to use Microsoft Office (Word, Excel, Outlook, PowerPoint, etc.), student information system (Banner), customer relationship management systems (CRMs), social media, etc.; ability and willingness to learn new technology as needed.
* High level of organizational, planning and administrative skills.
* Ability to manage time effectively and to manage multiple priorities with competing deadlines and bring projects and tasks to completion.
* Ability to take initiative, be a self starter, and work with minimal supervision.
* Excellent interpersonal and written communication skills.
* Excellent public speaking and presentation skills.
* Ability to work effectively and collaboratively with diverse individuals and groups, including current and prospective students, staff, faculty, the public, and MPA staff.
* Timely and effective project management skills, including the ability to respond to Program phone and email inquiries within 48 hours 95% of the time.
* Skill in communicating with a wide variety of individuals, in person, by phone, e-mail and on paper.
* Ability to work at a computer for extended periods of time.
* Ability to move boxes of recruitment or printed materials.
* Ability to travel (mostly locally/regionally) and remain in compliance with the college’s travel policy.
* Flexibility to work varied schedule, including evenings and weekends, and to assist with program events outside normal business hours.

**Minimum Qualifications**

* Bachelor’s degree.
* Two years of experience in public or nonprofit administration, student services, or closely related activities.

**Desired Qualifications**

* Master’s degree in public or nonprofit administration, student services, educational administration or the social sciences.
* Experience in administering programs in higher education and developing higher education admission and recruitment programs.

**Conditions of Employment**

* Must provide proof of identity and employment eligibility within three days of beginning work.
* May be required to pass a pre-employment background check.
* Ability to travel, work occasional evenings and/or weekends, assist with program events outside of normal business hours and move boxes of recruitment or printed materials.

Memorandum of Understanding

for the Enrollment of Employees

From Hyogo Prefecture as Research Students

in the Master of Public Administration

at The Evergreen State College

The Hyogo prefectural government (hereafter referred to as “Hyogo”) and The Evergreen State College (hereafter referred to as “Evergreen”) do hereby concur to enter into this memorandum of understanding outlining the participation of Hyogo prefectural government employees at The Evergreen State College Master of Public Administration Program (hereafter referred to as “MPA”) with the following articles and conditions:

**Purpose:**

The purpose of this agreement between Hyogo and Evergreen is the promotion of academic research exchange into the field of public administration, with the aim of deepening mutual understanding.

**Selection of Participants:**

1. Hyogo may send one (1) employee to Evergreen every two (2) years.
2. Hyogo will conduct initial screening examinations and select the employees deemed to qualify for enrollment based on their selection criteria.
3. Hyogo will notify Evergreen of the selected employee by January 1 of the year of enrollment.
4. The selected employee must fulfill the application requirements of the MPA program and be approved by Evergreen to participate. A minimum TOEFL score of 79 is required. A score of 100 is recommended.
5. If the Hyogo participant is approved to participate to enroll as a graduate student in the MPA program, Evergreen will provide supporting documentation for a student visa application.

**Enrollment:**

1. Enrollment in the MPA is limited to a period of two (2) years
2. While enrolled in MPA program Evergreen will provide a partial wavier of non-resident tuition. Participants from this agreement will pay the resident tuition rate plus all required fees.
3. Participants must maintain full-time status in order to comply with visa regulations and must make satisfactory academic progress.

**Administration:**

Hyogo and Evergreen will appoint a liaison responsible for all matters concerning the agreement, including the work of receiving and sending participants, communication with other units within Hyogo and Evergreen.

**Language of Communication:**

The language of communication between Hyogo and Evergreen will be English. The preferred method of communication will be e-mail. The final agreement will be written in both English and Japanese, and both written agreements will count equally as official texts.

**Length of Agreement:**

This agreement will take effect upon signature and will remain in force for 5 years unless one or both parties to it indicate in writing their intention to amend, terminate or renew the agreement. The decision to amend, terminate or renew the agreement must be made six (6) months prior to the termination date specified within this agreement. Early termination of this agreement will not alter the responsibilities of the parties to carry out the terms of the agreement with respect to students who have already been admitted to the host university.

**Miscellaneous:**

Whenever there are issues regarding articles not covered by this memorandum, they shall be resolved by mutual consent between Hyogo and Evergreen. In order to verify the approval of this memorandum, two copies in each language will be produced and held by both institutions, signed by authorized parties from both Hyogo and Evergreen, with copies held by each institution.

Date: / / / Date: / / /

Hyogo Prefecture The Evergreen State College

<Insert name here> Jennifer Drake

Provost and Vice President for Student and Academic Life