SPECIAL REPORT

of the

ACADEMIC MATTERS, ACADEMIC PRIORITIES, GRADUATE, PROGRAM AND BUDGET AND RESEARCH COUNCILS

concerning the

ESTABLISHMENT OF A SCHOOL OF PUBLIC POLICY

**Presented at the
749th Regular Meeting of the Faculty Senate
May 7, 2015**

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ACADEMIC MATTERS COUNCIL

This proposal seeks to create a School of Public Policy within the College of Social and Behavioral Sciences. The School will be formed from an administrative re-ordering of the Center for Public Policy and Administration, and is intended to raise the profile of policy-related research and teaching at the University. There will be no change to any academic programs, including the current undergraduate certificate program.

The Academic Matters Council requested and received clarification that the tenure home of the Director of the School will be in a department partnered with the School (since schools within colleges do not have tenure lines).

At its meeting on April 1, 2015, The Academic Matters Council voted unanimously to recommend Faculty Senate approval of the Establishment of a School of Public Policy. It was submitted as proposal #1695 in the Course and Curriculum Management System.

ACADEMIC PRIORITIES COUNCIL

Through an email vote concluding on Monday, April l3, 2015, the Academic Priorities Council recommended endorsement of this proposal – the Establishment of a School of Public Policy.

GRADUATE COUNCIL

The Academic Standards and Curriculum Committee (ASCC) of the Graduate Council met on March 4, 2015 and reviewed the proposal to Create a School within a College: Public Policy. The ASCC recommended this proposal for approval.

On Wednesday, March 11, 2015, the Graduate Council approved the Creation of a School within a College: School of Public Policy.

PROGRAM AND BUDGET COUNCIL

This proposal recommends the creation of a new entity to be known as the School of Public Policy. It has been submitted by the faculty of the Center for Public Policy and Administration (CPPA) and by the Provost's School of Public Policy Advisory Committee.

The School aims to draw together the variety of policy-related work taking place throughout the university. It will more appropriately house the existing research program within CPPA with the academic programs that currently include two master's degrees, four dual Master's degree programs (with EPRA, LARP, SOM, and SPH) and the undergraduate certificate in public policy and administration. The participating units will include the College of Social and behavioral Sciences (SBS), the College of Natural Sciences (CNS) and the College of Education.

The establishment of this entity will significantly elevate the profile of policy-related research, teaching and outreach at UMass Amherst. This supports an important goal of the University's Strategic Plan to be a destination of choice for students. There are also administrative advantages to the new configuration. The administrative change does not impose additional costs beyond a new tenure-track position for a Director, the funds for which will be provided by the Office of the Provost.

At its meeting on April 15, 2015, the Program and Budget Council unanimously approved the School of Public Policy.

RESEARCH COUNCIL

At its regular meeting on Friday, April 24, 2015, the Research Council voted unanimously to approve the proposal for a School of Public Policy that it had been asked to review. The Council forwards its endorsement with these narrative comments, in hope that the proposers will find them useful going forward.

The Research Council's (RC's) evaluation of the proposal for a *School of Public Policy* was generally positive and the RC endorses the overall proposal as it relates to its impact on research within SBS and beyond. With that said, the RC raised several questions and minor concerns. While the RC forwards the proposal to the Faculty Senate with a favorable review and endorsement, the Council recommends that these questions be addressed as the school develops.

The proposed School of Public Policy represents the evolving need for an administrative re-ordering of the Center for Public Policy. The RC acknowledges the strong justification to house the Center of Public Policy and Administration's (CPPA) research program and its related academic programs (including masters degrees and undergraduate certificate programs) under one roof. Furthermore, the proposal documents impressive growth of the current Center, with the number of Masters in Public Administration degrees increasing by a factor of ~four since the Center's inception in 2000. The RC also acknowledges that elevating the Center's status to a 'School' would increase the visibility of the program in the national eye, which could facilitate student recruitment and expand future funding opportunities. In sum, based on the Center's demonstrated growth, the need to effectively consolidate the research and academic components of the existing program, and the clear benefits of elevating the Center's status to that of a 'School', the RC concludes that the proposal provides adequate justification for morphing the existing Center into a *School of Public Policy.*

A few specific aspects of the proposal raised questions and concerns during the RC's discussion of the proposal. The RC acknowledges that several of these extend beyond those strictly related to 'research' per se. In these cases, the RC defers to other reviewing entities on campus for additional expert evaluation and critique.

- The RC acknowledged the establishment of the School has the potential to greatly expand the number of undergraduates interested in studying Public Policy at UMass Amherst, however; a clear plan to accommodate such growth (or the desire for such growth at the undergraduate level) is not articulated.

- The RC notes that the establishment of the School is largely an administrative reorganization, with few expected changes to existing programs or significant cost to the University. The exception to this is a new "director" position to oversee the School and coordinate the linked faculty. The RC comments that a new director position may be fully justified, but a clearer case for the position should be made in the proposal.

- The proposal describes impressive growth in extramurally supported research by Center participants; however, it was not clear to the RC how much of the stated $2.5m in funding in 2013 is directly related to CPPA activities, or more loosely linked to participating/collaborating faculty. More importantly, the RC is surprised that the new funding opportunities that the School might attract were not touched on in the proposal. The RC considers this a missed opportunity and an important omission that should be considered in future versions of the proposal.

- Perhaps most importantly, the proposal describes an ambitious long-term plan to add "clusters" of policy related research throughout the university and "new faculty hires", "joint hires with other departments", and the addition of "internally recruited" faculty. Several members of the RC noted that it is not clear how such ambitious growth will be achieved, or whether it will require funding for new faculty lines. This issue dominated the RC's discussion of the proposal, and in the eyes of the RC, is the primary deficiency of the current proposal.

MOVED: That the Faculty Senate approve the Establishment of a School of Public Policy, as presented in
40-15   Sen. Doc. No. 15-053.

Please explain your proposal.
This proposal recommends the creation of a new entity called the School of Public Policy that will emerge from an administrative re-ordering of the Center for Public Policy and Administration. A School of Public Policy reflects a commitment to raise the profile of policy-related research and teaching at the University, the need for greater interdisciplinary efforts to address local and global problems, and ongoing efforts to strengthen the public mission of the University. This proposal is submitted by the faculty of CPPA and by the Provost's School of Public Policy Advisory Committee.

Proposal for a School of Public Policy

This proposal recommends the creation of a new entity called the School of Public Policy that will emerge from an administrative re-ordering of the Center for Public Policy and Administration. A School of Public Policy reflects a commitment to raise the profile of policy-related research and teaching at the University, the need for greater interdisciplinary efforts to address local and global problems, and ongoing efforts to strengthen the public mission of the University. This proposal is submitted by the faculty of CPPA and by the Provost's School of Public Policy Advisory Committee.

The School aims to provide a robust platform for drawing together the rich variety of policy-related work taking place throughout the university but which gets less attention than it should by remaining within disciplinary silos. The first step, however, is to more appropriately house the existing research program within the Center for Public Policy and Administration (CPPA) with the academic programs that currently include (1) two master's degrees, one in public policy and administration (MPPA) and one in public policy (MPP), (2) four dual Master's programs (with EPRA, LARP, SOM, and SPH), and (3) an undergraduate certificate in public policy and administration. Ultimately, the school leadership, the faculty and school advisory committees will help develop a set of research and teaching clusters that draw on the unique strengths of the entire University. The proposed school, like CPPA and most of the affiliated academic programs, will be located in the College of Social and Behavioral Sciences (SBS) and its Director will report directly to the Dean of SBS.

The participating units will include the same units that currently share faculty with the research and academic programs. These include SBS, the College of Natural Sciences (CNS) and the College of Education, which currently share at least one joint faculty member with CPPA and the affiliated academic program. In the future, the School of Public Health and Health Science, Isenberg and Engineering will be participants in shaping the direction of the school and contributing to its mission through their policy-related work. At present, there are no proposed changes to existing programs or significant additional costs, with staffing levels remaining the same and one faculty hired, approved and funded by the Provost's office in 2015-16 for a new director. This document explains the rationale and process for transferring administrative responsibilities from CPPA to a School of Public Policy within the College of Social and Behavioral Sciences (see Senate Doc. No. 12-021A, "Special Report of the Provost Concerning Schools Within Colleges").

1. Vision and Rationale for a New School

A. Background

In 1971, the Department of Government (now Political Science) proposed a program for a Master of Public Administration to attract students to public service. Twenty-six years later, in 1997, the College of Social and Behavioral Sciences built on the existing MPA program by creating a new center and program, distinct from the political science department, that would more fully incorporate insights from interdisciplinary social science in training students for careers in policy analysis and administration (see Senate Doc. No. 98-017). This transition reflected a broader movement among top-tier universities to put a greater focus on teaching masters students how to conduct policy analysis and draw on evidenced-based research in addressing public problems. The new center also drew more broadly on strengths across SBS and other colleges in the university, emphasizing the interdisciplinary nature of public policy and the continued importance of public management and administration. The Faculty Senate approved a new Master's program in Public Policy and

Administration. From the 1970s to date, most Centers for Public Policy in the country progressed to institutes and then to schools and colleges. For a variety of reasons, this evolution did not happen on our campus, thus putting the campus out of step with comparative public universities.

Under the current structure, the Director of CPPA reports directly to the Dean of SBS. CPPA inaugurated the new program in 1998 with its first joint hire in Political Science and Public Policy and later hired joint tenure-track faculty with several departments, including those currently in SBS (Anthropology, Communications, Economics, Political Science, Resource Economics, Sociology), CNS (Environmental Conservation), and the College of Education (Educational Policy, Research, and Administration). In addition, faculty, most notably in Economics, as well as in other departments (LARP, Psychology and Brain Sciences) teach, research, and engage in service to CPPA. The faculty includes both joint hires, whose tenure homes are in departments, lecturers in CPPA, and other faculty who participate actively in governance, teaching, and research in public policy and were approved as public policy faculty by the CPPA personnel committee. Additional UMass faculty include "faculty affiliates" of CPPA who make a lesser commitment but are interested in being associated with the policy program.

The current structure has contributed significantly to campus life, student success and has made an impact on wider society. CPPA faculty and staff, for example, collaborated on or contributed to cross-campus proposals in 2013 that brought in almost $2.5 million in external funding for research, including more than $450,000 in indirect costs to the university. Since its inception, the CPPA has produced an increasing number of MPA graduates (8 in 2000, 16 in 2007, 31 in 2014). Its graduates have contributed to public life in a variety of capacities. Alumni employment includes roughly 50% working for local, state or the federal government, 25% for nonprofit organizations, and about 25% across educational institutions, international organizations and the broader private sector (See Appendix B for letters from graduates of our programs). Regarding the new undergraduate programs, there has been an annual average enrollment of 22 students in the PPA certificate and pre-MPP programs. The heightened stature of a school will likely increase participation in these programs (see next section).

B. <u>Why a School</u>

We propose the creation of the new School of Public Policy for several reasons. First, the establishment of a school will elevate significantly the profile of policy-related research, teaching and outreach at UMass, enhancing the value of public policy at UMass. Of the top 25 public policy programs listed in US News and World Report, 24 are schools (see Appendix A). The current designation as a "policy center" signals that the program is smaller than competing programs. An elevation in status would help achieve greater recognition of the intellectual, curricular and service achievements that have been accomplished since the founding of the CPPA. Critically, the current name may negatively affect student recruitment because programs with a school designation have higher status for masters' students pursuing professional degrees.

We believe having a School will help in the recruitment of undergraduates to the University by making new and existing programs more visible to applicants and their parents. For example, the very successful accelerated MPP program allows undergraduates to get a BA and MPP in five years, a highly attractive and rare combination. Similarly, the school designation should also increase the value of the current undergraduate certificate and the undergraduate programs that are under development. The new School thus supports an important goal of the University's Strategic Plan, to be a destination of choice for students.

With respect to outreach, having a strong school brand will help connect the campus to policymakers and communities in Springfield, Boston, Washington and beyond. It will enhance the value of inviting practitioners to participate as teachers, guest speakers, and advisors. Finally, the heightened profile from a school designation also offers a potential naming opportunity for attracting significant gifts to support policy-related work at the University. Most top 25 public policy programs have named schools.

Second, a School of Public Policy would strengthen support for the UMass system's mission "to conduct programs of research and public service that advance knowledge and improve the lives of the people of the Commonwealth, the nation, and the world." The mission of the UMass public policy program is to teach and

conduct rigorous research to realize social change and solve problems for the common good. Addressing the world's complicated and pressing problems challenges the democratic process and governance in new ways. In this environment, UMass needs a strong, vibrant, interdisciplinary School that can connect the traditional discipline of public policy and administration with the newer emphases on movements for social change in shaping policy and on governance that spans private and public sectors.

Third, the proposed school signifies a broader evolution toward interdisciplinarity in developing and teaching public policy. The immense complexity of public problems requires a concerted effort to draw on the specialized knowledge of scholars across campus. The school platform should strengthen connections to expertise in other parts of the University. For example, the CPPA has focused largely, although not exclusively, on social issues, particularly as they relate to equity and inclusion. The new school will eventually add "clusters" of research that give greater attention to policy-related areas throughout the university, including public health, environment, energy, climate science, sustainability, computational social science, cyber security and data analytics. Several of these areas have been identified in the Strategic Plan as fields of scholarly focus that should be emphasized at the University in coming years. The school designation will be emblematic of strong connections already forged with scholars in public health, environmental sciences and urban development.

Fourth, a School advances the campus Strategic Plan in several additional ways. The campus, for example, aims to be "more effective at demonstrating value to those who hold a stake in our success. " There are few ways to have a more direct impact on public problems than through a high profile school that is charged with bringing expertise to bear on policy issues. With respect to outreach and community impact, the centralized structure provides the institutional mechanism for the campus to gather, synthesize and disseminate policy-related knowledge and ideas from across the campus through broadcast interviews, op-eds, policy websites, white papers, public talks, legislative hearings and books. Regarding goals for improving the educational experience, the school will support programs that teach undergraduates applied skills for future careers in ways that complement the disciplinary knowledge they acquire through their majors. The undergraduate certificate and 5-year MPP is perfectly aligned with the Joint Task Force on Strategic Oversight (JTFSO) report's call for UMass Amherst graduates to "be known as innovative thinkers and problem solvers, effective communicators, valued team members, and socially aware and responsible citizens." The growing ranks of masters' students in important policy-related jobs also provide career networks for UMass undergraduates to find meaningful career opportunities in public service.

Fifth, this proposal fully recognizes the growing stature of the UMass policy program in the form of a school. CPPA, for example, was named in January 2015 as among the most innovative public service programs in the U.S. by the independent group, Best Value Schools. In 2011, it earned the Social Equity Award from the profession's largest association, the National Association of Schools of Public Affairs and Administration (NASPAA), for its comprehensive approach to integrating social equity into its academic and practical work. The school designation signals a dedication to research across broader policy areas, greater cross-disciplinary teaching and wider outreach that addresses a more comprehensive set of policy problems. The school designation indicates UMass is on par with the top policy programs in the nation, and sets the University apart from its regional competitors, such as UConn, which is not a school.

Finally, from a purely administrative perspective, some advantages result by creating a school. Under current arrangements, two entities exist related to policy activities: (1) the Center for Public Policy and Administration, and (2) an academic program that includes master's degrees and certificates for undergraduates. This proposal seeks to house the CPPA and academic program under the umbrella of the School of Public Policy. Specifically, the management of the academic program, which is currently run by the CPPA, will be shifted to a school. Centers do not typically have academic programs and the proposed administrative shift rationalizes the organization of research and teaching into structures that are compatible with University norms. The structure of the Center will remain to support research and engagement efforts for the new school's faculty and students.

In sum, the move to a school designation reflects the success of the current policy program and will advance long-term objectives of the University. The higher profile of a school will attract additional attention from external scholars and policymakers. The academic programs remain as they are and the organization of the research efforts will gradually expand as new policy clusters emerge under the umbrella of the School. The

School of Public Policy will have major interdisciplinary research components and will manage its current academic programs and propose new ones. The transition should be relatively easy because both the CPPA and the academic program are housed in SBS where the new School will be created. For this reason there is no need to create procedures for cross-college governance.

Importantly, the administrative change should not impose additional costs. The school will have a new tenure-track position for a Director (funds provided by the Provost; see letter of support). There will be no additional staff hires since the work of 5 CPPA staff will be transferred to the School. By establishing a school before the end of the 2015 Spring term, the new school can advertise for the position and begin the search process in the Fall 2015 semester.

2. Initial College Organization and Governance

With the administrative shell of the policy program being transferred to a school structure, there will be some changes to the governing structure. The School of Public Policy will have the following elements:

1. Director. The Director of the new school will be appointed by the Dean of SBS with the advice and consent of the Provost. The Director will oversee the operations of the school. This is similar to the arrangement that currently exists under CPPA. The CPPA director position will no longer exist.

2. Governance. The School will be governed by the Director and the school faculty. The faculty of the School will include existing CPPA faculty plus new faculty hires, including joint hires with other departments, and scholars recruited from UMass Amherst tenure-track faculty at any time through nomination of the Provost, deans, Director or by self-nomination, and by application to the School's personnel committee. Faculty status will be granted to those who meet the following criteria:

> (1) sharing an interest in the study of public policy and administration, in the use of scholarly research to analyze existing or future public policies, or in other policy-relevant research;
> (2) being willing to participate in faculty governance, including regular attendance at faculty meetings and participation on School committees;
> (3) being willing to teach a policy-relevant course in the program on a regular basis (at least once every two-three years) and approval from a dean and department chair to allow such courses; such courses could be cross-listed with home departments but must also be approved by the School curriculum committee;
> (4) being willing to advise students at the School of Public Policy.

3. Advisory committees. The school will also have a campus advisory committee comprised of 12-15 members, potentially including faculty, deans and staff from across the university, who will advise the School on how to fulfill its broader commitments to the university and all its stakeholders. The campus advisory committee will be appointed by the SBS Dean, with the advice and consent of the Provost. Following typical university review and governance procedures, the campus advisory committee will submit an annual written report to the Dean and Provost to help evaluate the School's progress in fulfilling its mission and make recommendations for ongoing performance improvement. Finally, the school will have an external advisory board, including for example, alumni, public officials, and community members, for the purposes of advising the school and promoting the school publicly.

4. Review: the School will be reviewed according to University guidelines for AQAD reviews.

3. Budget

There will be no major new expenses in changing the administrative structure to a school. Staffing levels will remain the same, with current CPPA staff continuing to serve both the research and academic needs of the School. One tenured hire will be provided for a new director to be hired in 2015-16.

4. <u>Approvals</u>

The concept a school of public policy has been discussed frequently in the past several years, and CPPA faculty have been working toward a school for the last three years. The Provost strongly supports the creation of a School, which would enlarge the policy-related portfolio of the University to include multiple disciplines and a broader audience for its research, teaching and service. The Dean of SBS also supports the creation of a School that provides the intellectual foundation and applied mechanism for drawing on the insights of social science and many other disciplines for policy-related research and teaching. The Deans who currently have joint faculty with the CPPA (SBS, CNS and Education) all endorse the change from a center to a school. The current faculty of CPPA also endorse the transition to a school. Letters of support are attached.

<u>**Appendix A**</u>**: Top Graduate Programs in Public Policy Analysis (US News and World Report 2012)**

1. University of California – Berkeley (Goldman School of Public Policy)
2. Harvard University (Kennedy School of Government)
3. University of Michigan – Ann Arbor (Gerald R. Ford School of Public Policy)
4. University of Chicago (Harris School of Public Policy Studies)
5. Princeton University (Woodrow Wilson School of Public and International Affairs)
6. Duke University (Sanford School of Public Policy)
7. Carnegie Mellon University (Heinz School of Public Policy and Management)
8. Syracuse University (Maxwell School of Citizenship and Public Affairs)
9. Indiana University – Bloomington (School of Public and Environmental Affairs)
10. University of Wisconsin – Madison (Robert M. La Follette School of Public Affairs)
11. University of Texas – Austin (Lyndon B. Johnson School of Public Affairs)
12. University of Southern California (Price School of Public Policy)
13. New York University (Robert F. Wagner Graduate School of Public Service)
14. University of Washington (Evans School of Public Affairs)
15. Georgetown University (McCourt School of Public Policy)
16. University of Maryland – College Park (School of Public Policy)
17. University of California – Los Angeles (Lusk School of Public Affairs)
18. University of Minnesota – Twin Cities (Humphrey School of Public Affairs)
19. George Washington University (Trachtenberg School of Public Policy and Public Administration)
20. Ohio State University (John Glenn School of Public Affairs)
21. University of Georgia (School of Public and International Affairs)
22. University of Kentucky (Martin School of Public Policy and Administration)
23. University of North Carolina – Chapel Hill (School of Government)
24. Cornell University (Institute for Public Affairs)
25. George Mason University (School of Policy, Government, and International Affairs)

SPECIAL REPORT

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ESTABLISHMENT OF A SCHOOL OF PUBLIC POLICY

Presented to the Faculty Senate
March 5, 2015

KATHERINE S. NEWMAN
Senior Vice Chancellor for Academic Affairs and Provost

The attached proposal for the establishment of a School of Public Policy results from the ongoing success of policy programs through the Center for Public Policy and Administration (CAAP) and the desire to create a higher profile institution that integrates more broadly the vital policy-related work across the University. The campus administration fully endorses this proposal ad presents it jointly with the faculty of CPPA to the Faculty Senate for consideration.

The rationale for this change is detailed in the proposal, but several considerations deserve special note:

1. The research and teaching related to public policy is core to the public mission of the university. While all research at the university aims to advance knowledge and improve the lives of people, a school of public policy is uniquely situated to advance applied knowledge to public problems and teach undergraduates and graduate students the invaluable skills of public service. This school is a significant step in the direction of promoting public service among students and faculty, which is a strategic priority of the Board of Trustees.

2.   The current form of the organization is clearly outdated and holding back the University from full recognition as a highly-esteemed policy program. Among the top 25 programs in the country only one is not a school. By remaining a center we forfeit the profile that attracts new students, faculty and wider support from the Commonwealth, the national community and potential donors.

3. The new form will enable broader, more efficient participation by units throughout campus. The restructuring of administrative functions into a school will provide the support and incentives for wider contributions beyond the SBS disciplines., which currently form the core of the organization. The transformation to a school will enable the development of a truly interdisciplinary institution, with policy clusters in public health, engineering, data science and the natural sciences. Rather than compete for resources and attention, this effort provides the infrastructure to facilitate analyses of the policy implication of research already being done across the campus. The school designation signals strongly that the university wants an institution with several policy clusters that will be fortified by the research and teaching across the university.

4. The creation of a school is fully consonant with the goals of the strategic planning process campus wide. Not only will the school nurture student interest in public service, but will attract the attention of prospective students with policy related interests. Given that there is limited competition among public universities in the region, I believe this organizational change positions the university as a destination of choice. Moreover, the

expanded portfolio of research and teaching will include areas identified in the strategic plan for scholarly focus, including sustainability, environment, public health, computational social science and data analytics. In this way, the School reinforces efforts to elevate the profile of these areas of interest.

5. The school platform will attract a mix of practitioners and faculty who will advance vital outreach efforts in Springfield and the Commonwealth. I have charged an advisory committee with developing fresh ideas for supporting urban development in the Springfield area and engaging students directly in this process. The new school will also organize a tighter link between legislative students directly in this process. The new school will also organize a tighter link between legislative offices in Boston and Washington to provide internships and career opportunities for our students.

It is important to note that this proposal affects only the administrative organization of policy programs. All faculty appointments will continue unchanged, and all academic programs will continue as currently approved. To help launch the new school I am providing funds for a tenure-track position for a Director, which would allow for a national search starting this fall.

I urge the Senate to join the CPPA faculty, interim Dean John Hird of SBS, and the campus leadership in supporting this timely step that moves us more firmly in the direction of the University's public mission. The new School will provide a robust institutional mechanism for producing the highest quality interdisciplinary policy research, teaching and outreach. I am confident its growing stature will attract attention from multiple constituencies within and outside the Commonwealth.

To: **Faculty Senate**
From: **John A. Hird, Interim Dean SBS**
Re: **Proposal to establish a new School of Public Policy**
Date: **March 2, 2015**

I am writing to endorse with enthusiasm the establishment of a new School of Public Policy (SPP) at the University of Massachusetts-Amherst.

The new School is one of the top priorities in the College of Social and Behavioral Sciences, and advances several of our goals. Along with other institutes and initiatives associated with or housed in SBS, the new SPP will advance the contribution of the social sciences and other disciplines to important contemporary issues, including inequality, science and technology, climate change, and myriad others. As well, public policy is inherently interdisciplinary and acts as a bridge between the social sciences and engineering, the sciences and humanities, public health, and other disciplines and applied fields on campus. The SPP should become the focal point for research-based connections to multiple public policy constituencies in Springfield, Boston, DC, and elsewhere. By dint of being a School rather than a Center, the SPP will raise the profile of public policy on campus and beyond, helping to attract top faculty and graduate students to its programs and serving more effectively the University's strategic goals of being a destination and investment of choice.

Creation of a School of Public Policy will place our policy programs on similar footing to those found in other public research universities, and will permit future growth in education and research. Possibilities include the establishment of a robust undergraduate program in public policy, development of new research area aligning faculty research interests with pressing problem in society, developing and sustaining connections among scholars and policymakers, developing enhances online instruction within and beyond Massachusetts, and generally showcasing the breadth and depth of campus expertise on a wide range of policy issues. As a School, it will serve as a platform for considerable future growth in all aspects of public policy.

Finally, the current School proposal will not require significant additional resources beyond hiring a Director, which will be funded centrally, and therefore will not compete for scarce resources with other programs in SBS. This is the next step in the evolution of public policy programs in many other public research universities, and we should welcome its development at UMass-Amherst as well.

March 11, 2015

Dear colleagues,
The faculty of the Center for Public Policy and Administration are happy to submit this proposal for the School of Public Policy to you. The faculty voted unanimously to support this proposal. We have been working toward this goal for several years, with many discussions. Four of our faculty members are serving on the provost's School of Public Policy Advisory Committee, which was also involved in developing the proposal.

We see this as an important step toward a more visible public policy program and a broader, bigger, and stronger program that serves the needs of the campus, Commonwealth, and other important stakeholders.
I would be happy to provide any further information that would help with your deliberations on this important proposal.

Yours truly,

M. V. Lee Badgett
Director, Center for Public Policy and Administration
Professor of Economics

MEMORANDUM

Date: March 12, 2015

To: Katherine Newman, Provost

From: Steve Goodwin, Dean, CNS

Subject: School of Public Policy

The College of Natural Sciences (CNS) supports the formation of a new School of Public Policy that has the goal of developing and supporting a university-wide focus on issues of policy. CNS has a long tradition of supporting the public mission of the University, and we look forward to future collaborations with colleges, schools, institutes and centers across the university that will strengthen our efforts to address societal challenges at local, state and global levels. Given the need for broad interdisciplinary efforts to address the complex problems facing our society, such as climate change, energy needs, sustainability and inequality, expertise in the natural sciences will be vital to developing innovative and sustainable solutions.

TO: Katherine Newman, Provost and Senior Vice Chancellor for Academic Affairs

FROM: C. Marjorie Aelion, Dean School of Public Health and Health Sciences

DATE: March 12, 2015

RE: Proposed School of Public Policy

Dear Provost Newman,

As Dean of the School of Public Health and Health Sciences (SPHHS), I strongly support the formation of the proposed School of Public Policy (SPP) submitted by the faculty of Center for Public Policy and Administration (CPPA) within the College of Social and Behavioral Sciences (SBS). Forming a SPP will capitalize upon existing CPPA public policy related research strengths, and enhance the value of public policy at the university. The SPP will provide the platform for an expansion of current academic offerings, and several joint degree programs across campus, including the existing SPHHS and CPPA joint degree program, the Master of Public Health (MPH) with a concentration in Health Policy and Management/Masters in Public Policy Administration (MPPA). An interdisciplinary SPP would also strengthen existing research collaborations with the SPHHS, including in the areas of environmental health sciences, public health and health policy, health equity and inclusion, health analytics, and comparative effectiveness research, to which the SPHHS is strongly committed.

Sincerely,

C. Marjorie Aelion
Dean

School of Public Health and Health Sciences
Office of the Dean
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UNIVERSITY OF MASSACHUSETTS AMHERST
Arnold House
715 North Pleasant Street Amherst, MA 01003-9258
The University

From: **Christine McCormick, Dean, College of Education**

Date: **March 13, 2015**

As Dean of the College of Education, I strongly support the establishment of a School of Public Policy. The College's Department of Educational Policy, Research and Administration collaborates with the current Center for Public Policy and Administration in significant ways including a shared tenure system faculty member, cross listed courses, and a dual Master's program. The creation of a School of Public Policy can only enhance those collaborations and will afford broader participation in research and teaching related to public policy throughout the university. Given that nearly all of the top programs in public policy are offered by Schools, this change will likely increase the visibility and elevate the status of public policy research and teaching on our campus.

March 10, 2015

Katherine S. Newman
Provost and Sr. Vice Chancellor
373 Whitmore Administration Building
University of Massachusetts
Amherst, MA 01003

Dear Provost Newman,

I strongly support the formation of the School of Public Policy within the College of Social and Behavioral Sciences at the University of Massachusetts. The establishment of the School will significantly contribute to our continuing efforts to build a strong program in computation social science, as well as strengthen our research efforts in data science. Given the growing importance of quantitative data analysis in informing pubic policy, as well as the growing importance of cyber security issues, the formation of this School will be in the best interest of the University and will allow our faculty interactions to flourish.

Sincerely,

Lori A. Clarke
Professor and Chair
School of Computer Science

From: Mark Fuller <dean@isenberg.umass.edu>
Subject: public policy endorsement
Date: March 17, 2015 10:05:46 AM EDT
To: Ray La Raja <laraja@polsci.umass.edu>
Cc: Katherine Newman <ksnewman@umass.edu>, Tom Moliterno <moliterno@isenberg.umass.edu>

Dear Ray,

I enthusiastically endorse the proposal to transform the Center for Public Policy & Administration into a School of Public Policy.

Best
Mark

_____
Mark A. Fuller, PhD
Dean, and Thomas O'Brien Endowed Chair
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To: **Ray La Raja,**

From: **Tim Anderson, Dean of the College of Engineering** *Tim Anderson*

Date: **March 5, 2015**

Subject: **Proposal to establish a School of Public Policy**

On behalf of the College of Engineering I offer my strong support for formation of the School of Public Policy on the UMass, Amherst campus. For reasons clearly articulated in the proposal a campus wide organization with a mission of advancing education, research, and outreach in the area of public policy makes immense sense. Collecting the significant activity on campus under one umbrella will promote collaboration amongst its members, leading to increased research scope and funding, expanded educational opportunities, and raised awareness of our excellence in the field. The benefit-to-cost ratio will be high for the proposed restructuring as evidenced by the success of campus-wide public policy schools and institutes many other esteemed universities across the U.S.

Although the College of Engineering is not directly involved in the Center for Public Policy and Administration, public policy is closely connected to the engineering profession. Engineers translate the intentions of public policy when they design and make tangible products, including automobiles, building products, and our civil infrastructure. They also collect data and perform research that guide policy creation and enforcement in areas such as air and water quality, climate change, transportation safety, and energy generation and distribution. It is the informed dialogue between engineers and the crafters of public policy that make policies sensible and effective.

I foresee engineering interacting with the proposed School in Public Policy in both research and education. The funding of university research has been shifting towards more collaborative efforts and larger programs to be able to address a wider range of problems. Major exiting research areas opportunities in areas of prime interest to UMass, Amherst engineering include: renewable energy, climate variability and adaptation, natural resources and sustainability, and biomedical devices. The College of Engineering views the formation of the School as a significant opportunity for collaboration.