



UNIVERSITY of
WASHINGTON
Daniel J. Evans
School of Public Affairs

November 14, 2005

Suzanne Ortega
Vice Provost and Dean
The Graduate School

Dear Vice Provost Ortega:

Thank you for forwarding the committee report on the review of the Evans School of Public Affairs. We appreciate the attentive and thorough work of the committee and the breadth of the review. The report has been circulated to the faculty and served as a primary source of discussion at the faculty retreat that opened our academic year. We have initiated conversations to address many of the recommendations and we are developing a time-line for our work ahead.

The review committee's report highlighted strengths that distinguish the Evans School, including:

- Strong integration of public policy and management in an innovative MPA curriculum
- Policy and management concentrations that provide students an opportunity for a coherent cluster of advanced studies in topical and skill areas relevant to careers in public affairs
- A nationally recognized, multi-disciplinary faculty with recent recruitments of highly trained junior faculty from outstanding institutions
- Major public service contributions to the community, exemplified by the Public Service Clinics, which connect MPA students to agencies and nonprofit organizations throughout the region
- A "solid cadre" of research active faculty and centers that make "major contributions to the School's research, teaching and service missions"
- Vitality and growth at the School, indicated by upward trending enrollment

The report noted that we are "a mature unit poised to develop a PhD program." In the past year, as we drafted our self-study report and underwent our review, we thought hard about how to assure that the Evans School research enterprise would meet the needs of future PhD students. We are confident that we are now prepared to launch a successful doctoral program, particularly as we move forward with addressing key committee recommendations related to the development of doctoral education at the Evans School.

Our response highlights recent initiatives and other efforts to address committee recommendations:

- Expand the research enterprise to accommodate the needs of future PhD students
- Align faculty resources with the needs of the PhD program
- Improve and enhance mentoring of junior faculty
- Broaden the School's mission and standing
- Continue to strengthen and expand diversity efforts

The Evans School has recently completed implementation of a strategic plan developed in 1998. Our goal was to complete our Graduate School review prior to developing a new vision and strategy for the future. We have begun a strategic planning process and will build on our Graduate School review as we move forward. Our Strategic Plan will be completed by late summer 2006 and we will then be in a better position as to how the University and the Graduate School might best support our continued ascendance regionally and among schools of public affairs internationally.

Review committee recommendations and efforts underway to address them

- **Expand the research enterprise to accommodate the future needs of PhD students, align faculty resources with the needs of the proposed PhD program, and enhance junior faculty mentoring.**

The review committee praised the Evans School's strong "culture of graduate teaching" and our strong and growing faculty extramural research program. Our faculty publish in top quality publications outlet and are well known in their disciplines; new faculty have been hired for their research interests as well as contributions to the teaching program; and our extramural research program continues to expand. The committee encouraged us, however, to increase our conversations about our individual research efforts to develop a "signature" research program that uniquely distinguishes the Evans School among schools of Public Affairs. The committee suggested that we work to develop a research culture that is as strong as the culture we have built around our instruction programs. They encouraged us to look at the scope of program offerings and our degree requirements to assure that we had sufficient capacity to continue these offerings and add the PhD program and they suggested that added faculty capacity would likely be necessary.

We agree with the committee's assessment regarding our "research signature" and the need to determine the desired balance between disciplinary based research and our policy focused research and to communicate that clearly to our faculty. We address below what we are doing and need to do to address the issues raised.

Faculty hires to strengthen teaching and research capacity

The recent growth of our faculty will have a direct, positive impact on both MPA and PhD teaching and research at the Evans School. The School grew significantly over the past decade and the added faculty capacity was essential to meet current program needs and to build capacity for the PhD program. Our faculty hires in the past two years have been from outstanding institutions. They include:

Full Evans School appointments:

- Laura Evans, Assistant Professor of Public Affairs
- Joaquin Herranz, Assistant Professor of Public Affairs
- Mark Long, Assistant Professor of Public Affairs

Partial Evans School appointments:

- Michael Blake, Associate Professor of Philosophy and Public Affairs (25 % Evans appointment)
- Sara Curran, Associate Professor of International Studies and Public Affairs (25 % Evans appointment)
- Sanjeev Khagram, Associate Professor of Public Affairs & International Studies (75 % Evans appointment)
- Andrew Light, Associate Professor of Philosophy and Public Affairs (50 % Evans appointment)
- Anne Steinemann, Professor of Civil & Environmental Engineering and Public Affairs (18 % Evans appt)

The expansion of our faculty has enriched the School's teaching and research strengths in public policy and management, urban and regional affairs, international affairs, and environmental policy and ethics. These faculty will positively impact efforts to strengthen the School's culture of research and provide substantive research opportunities for future PhD students. A senior faculty search is also underway in the field of public management and we hope to appoint a faculty member in 2006-07 to enrich our capacity in this area.

As we look forward, an additional two or three faculty hires would further strengthen our capacity. Joint appointments, in partner with other schools or departments, would build upon our existing cross-disciplinary relationships in both teaching and research programs. Our strategic planning process will identify areas where additional faculty could strengthen our research and teaching program. For example, we have limited faculty capacity to address key issues in science policy, in health policy and foreign policy and trade. Added capacity in these areas would provide further opportunity for the School to develop its signature research program.

Supporting PhD students and strengthening our research enterprise

The PhD committee has been conscious of the need to cultivate research positions for future PhD students, so as not to displace current MPA student assistantships that benefit students in our masters' programs. The Provost's approval of a permanent allocation of state funds to annually support three PhD pre-doctoral research assistantships is a valuable investment in the doctoral program. This will augment the endowment funds we will allocate to support two PhD assistantships annually. In addition, our \$40 million capital campaign seeks additional funding for graduate fellowships to support PhD students.

We have also had notable success in garnering large research awards that will help to support future PhD students. Our research centers have been one mechanism to focus our extramural research program. The School's extramural research funds exceeded 12 million dollars in 2004-05. With the receipt of major new research awards in the past six months and over 2.5 million dollars in recently submitted proposals, we anticipate continued expansion of our extramural research awards in 2005-06 and in coming years. We feel confident that the continued growth of the School's extramural research awards, both through individual faculty research and center research, will provide a strong funding base for future PhD students.

We are also proud to announce our partnership with the UW School of Social Work. We have been awarded one of three regional Poverty Research Centers in the nation. The West Coast Poverty Research Center (WCPRC) will be housed at the Evans School. It is a collaborative venture between the Evans School, Social Work, and the UW departments of Economics, Geography and Sociology. The Center aims to be a hub for research, education and policy analysis leading to a greater understanding of poverty in the West Coast states. A \$1.2 million three-year grant from the U.S. Department of Health and Human Services will fund the center's creation and testifies to our expanding research capacity.

In addition to support for PhD students via research, several teaching assistant positions are also available at the Evans School. TA positions currently held by second-year master's students may be transferred to PhD students better equipped to provide support for the core quantitative courses in our MPA program.

Reviewing the configuration of our MPA programs

The committee's report included a specific recommendation for the Evans School to address the current MPA degree program configuration, particularly in regard to the number of programs offered with our current faculty configuration and curricula. Their sense was that we might be stretched with the current array of programs leading to the MPA degree. They noted also that while we have been able to continue to grow in part because of our differentiated MPA offerings, market demand may not be quite as segmented as we had originally believed. We are in the process of analyzing future demand, particularly as it relates to our evening mid-career program.

- The **Mid-Career MPA program** is currently under review at the School. We recognize the challenges currently facing the program, including student satisfaction, potential market saturation and need for faculty leadership. We expect a faculty decision regarding the program's future direction later this academic year. In addition, collaboration with UW-Bothell and UW-Tacoma could be explored, in regard to the offering of an MPA program in the Puget Sound region for working professionals.
- Our MPA degree programs are currently under review as we seek **accreditation** with the National Association of Schools of Public Affairs and Administration (NASPAA). Members of NASPAA's Commission on Peer Review and Accreditation are expected to complete a site visit at the School during Winter Quarter 2006. We anticipate an accreditation decision in the summer of 2006. There is a national effort underway, of which we are a participant, to rethink graduate education in public policy and management.
- The faculty voted recently to seek approval for an **Executive MPA** degree to recognize the substantive differences between our Traditional MPA. While our program is considered a national

model in the growing field of executive public affairs education, we want to seek accreditation as a distinct degree programs.

Advising MPA students

Our self-study report noted, as did the committee's report, that many of our MPA students have expressed desire for improved advising at the School. Faculty and staff in both the Student Services and Career Services offices are working diligently to improve advising for students, in regard to both academic planning and professional development, in each of our master's programs. A number of efforts underway will help:

- The School is completing a **Two-Year Course Plan** so that entering students, with the support of faculty advisors, can better plan for and design their coursework over two years.
- A strong effort to **clarify advising responsibilities** in the Student Services Office has led to:
 - An increased course and curriculum advising and oversight role for the Director of Student Services in collaboration with the Director of Graduate Studies
 - Cross-training of Student Services support staff to ensure that all positions are equipped to advise students in each of the MPA programs about credit and degree requirements, registration, graduation, and other frequently asked questions
 - Building leadership and professional development conversations and curricular material into new student orientation and core coursework in the first year
- The Dean is developing ways to **support faculty efforts to increasing their personal connections with students**, including:
 - Brown-bag lunches where faculty members are invited to informally talk with students about their own research or service efforts, international travel related to research, or other areas of interest to students
 - Monetary support to faculty who host dinners for student advisees at their homes
 - Identifying key time-points for faculty to connect with students throughout the academic year and opportunities for faculty and student groups to interact.
- A Web Redesign Committee is working towards the launch of a **re-designed website** later this academic year. Through a more user-friendly and informative website, we expect to offer more comprehensive information to prospective and current students about our degree programs.
 - Posting sample curriculum plans for each of our gateway specializations, alongside key advising and course planning information, will provide a *centralized home to much of the School's primary advising information*.
 - Providing more detailed content on the website will help clarify expectations, provide degree program guidance, and enable students to take greater responsibility in their own course planning. Faculty advisors will also have access to current advising information.
- The Director of Career Services and the Alumni Relations team are increasingly working together to plan events that better **connect alumni with current students**. Students have noted that direct connections with alumni, via alumni panels and mentor relationships, provide opportunities to learn about internship and career opportunities, as well as the type of skill-sets in high demand in particular public affairs fields. Supporting student professional development is high priority.

□ **Broaden the School's mission and standing.**

As our self-study report indicated, we are proud of the increasing strength of our reputation both regionally and nationally. Per the committee's recommendation and our own recognition of greater potential in this area, we are working to further distinguish the Evans School and the stature and scope of our academic programs and research in a number of ways, as outlined below. In our strategic planning process we will address priorities for growth in international programs, mid-career programs, training for public and non-profit managers, civic engagement and policy outreach.

Civic engagement

Our civic engagement and service efforts are growing at the Evans School. The research centers were designed initially to focus research efforts and to provide a mechanism for disseminating research to the policy community. They are also a vehicle to draw other faculty from the University into our policy research. This has worked to some degree but the potential for greater involvement exists. The challenge is a management one. We are considering whether or not a broad umbrella such as a "Policy Institute" would better serve our goals and be a more manageable administrative structure. We need to determine the best mechanism for the School to meet its civic engagement responsibilities. Exploring partnerships with other units in the University and or the community need to be investigated as we move forward with our planning.

We have a number of on-going initiatives in civic engagement involving faculty and students on which to build. The School has established a position of "*Distinguished Visiting Practitioner.*" The first appointment was held by Sue Donaldson, former President of the Seattle City Council. Former Mayor Norman Rice has accepted a three-year appointment to this position, commencing in January 2006. Former Mayor Rice is regionally renowned for his outstanding commitment to public service and we welcome the leadership role he will play in our public service programs.

The majority of our students are actively engaged in public service, both on their own and through Evans School programs. Multiple programs at the School provide opportunities for students to get engaged:

- The *From the Forum TVW Series* provides opportunities for students to design and organize speaking events and panels at the School, broadcast on TVW (the statewide public affairs cable channel). Student groups, including those organized around policy specialization areas, organize events that engage fellow students and the community in conversation about key policy and management issues. The Dean allocates funds annually to support student efforts in this area.
- Our *Public Service Clinics* now draw nearly 100 proposals each year from public agencies and nonprofit organizations from across the Puget Sound region, seeking MPA students to complete analytic work, such as program evaluations to inform organizational growth or analyses in regard to policy issues faced by city and county departments. We are considering possibilities to expand and bring more students to the Clinics, as the demand is currently greater than we can meet.
- In collaboration with the Law School, the new *Olympia Quarter Fellows Program* will provide an avenue for law and public affairs students to intern in Olympia during legislative session. In addition, we are working with the Governor's office to develop a *Gubernatorial Intern Fellows Program* to offer policy internships for MPA students interested in state government. Strengthening connections to Olympia broadens the School's public service reach and provides students invaluable educational, leadership and professional opportunities.
- The Evans School's *Cascade Center for Public Service* has a twenty year record of providing training to public and non-profit managers and leaders in the region. There is significant potential to expand this self-supporting outreach effort not only within the State and Region but internationally. We are exploring the possibility of doing so.

- We have been approached by the US based office of the *Winston Churchill Centre* to become engaged in their annual Seminar series. The Centre was founded in 1968 to foster leadership, statesmanship, among democratic peoples worldwide. Other policy centers in the State have approached us about exploring partnership opportunities in addition to existing collaborations. We clearly have many opportunities to expand our civic engagement. We are limited by human and monetary resources.

Involvement with national public affairs academic organizations

The Committee noted the national visibility of our current and past deans. This tradition continues but the goal is to extend our national reach to both faculty and students. School faculty is increasingly present in the leadership and editorship ranks of leading professional and academic organizations in the field of public affairs and related disciplines. This prominent involvement is increasing our national visibility.

- Dean Archibald serves on the Executive Council of the National Association of Schools of Public Affairs and Administration (NASPAA) and as the Senior Vice President of the Association for Public Policy Analysis and Management (APPAM).
- Associate Dean Steven Rathgeb Smith is the incoming President of the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA).
- Several faculty serve on editorial boards and many are active in other ways in national public affairs organizations. At the recent APPAM conference in Washington, DC, fifteen (more than fifty percent) of Evans School faculty presented papers or moderated panels, a testament to the extensive research activity and expertise of our faculty.

The Evans School's successful bid to host the 2007 NASPAA national conference means that we will soon be welcoming colleagues from public affairs schools across the country to Seattle and the University of Washington. This major conference will provide an opportunity for us to convey the strength of our faculty, degree programs, research and service efforts, as well as our strong and vibrant presence in the region.

We are expanding the number of internships for students in Washington, DC and are exploring the feasibility of joining with other colleges at the University to establish a residential program for graduate students in Washington, DC.

International exchange opportunities and global outreach

This year, an International Program Review Committee will review our current international program offerings and explore new opportunities for us to strengthen our role as an emerging leader in the international public affairs field. The recent hiring of two faculty with joint appointments with the Jackson School of International Studies (one with a 75 percent Evans School appointment and one with a 25 percent Evans School appointment) reflects our commitment to globalizing our teaching and research efforts.

Following the Dean's September 2005 participation in Governor Gregoire's Asia Delegation, preliminary discussions regarding exchange opportunities are underway with schools of public affairs at Fudan University and Tsinghua University in China, as well as in Japan with the University of Hyogo and Waseda University. With the growth of public affairs education in China and Japan, and Seattle's position as a gateway to Asia, we look forward to strengthening ties to universities in both of these countries. We are currently exploring faculty, curriculum and student exchanges as well as training opportunities for public officials.

Research at the Evans School

The Evans School's growing research enterprise will be a major contribution towards our rising national standing. Enhancing interdisciplinary conversations about our research programs will contribute to development of a research signature for the School. The increased emphasis on supporting research and conversations about research at the School has shaped multiple efforts initiated last year or in development this year. A number of these initiatives were geared to improve mentoring for junior faculty.

- The two year old **Dean's Seminar Series** brings in prominent public affairs scholars to discuss their research with the Evans School community.
- The **Faculty Seminar Series**, coordinated by junior faculty, creates a forum for faculty to discuss new findings in public affairs research and implications for future research. The series follows two tracks. First, it brings faculty from other universities to the Evans School, to promote the exchange of ideas and findings. Second, it provides a forum for internal, works-in-progress presentations, where faculty can provide feedback to one another on ongoing research projects.
- A **Visiting Professorship**, supported by the Dean, has been established at the School. Professor Timothy Swanson of the Department of Economics at University College London joined us in 2004-05. American University Professor of Public Affairs Howard McCurdy joins us in 2005-06.
- A **Working Paper Series** is in development and we expect to launch the series on our website later this academic year. The series will provide an opportunity for our own faculty, and colleagues nationally, to confer about faculty research projects at the School.
- A half-time **grant-writer** is on staff to support faculty in developing larger grant proposals that would bring together faculty across disciplines.
- The elected faculty council will revisit our **faculty handbook and tenure guidelines** to assure that they are clear with regard to expectations for teaching, research and service. We are also restructuring the School's Academic Affairs committee to better integrate annual merit evaluations with the annual performance reviews presently conducted by the Dean and Associate Dean. We are still discussing the best way to provide informal guidance to junior faculty.

Launching the proposed PhD program

After a multiple-year planning process, we are eager (upon its approval) to launch the proposed PhD program. A PhD program is essential to further distinguish ourselves as a national player in the field of public affairs. PhD students will provide opportunities for faculty and centers to expand research efforts and for the School's entire research program to grow. We have thought hard about our own preparation for supporting doctoral education and feel confident, as highlighted earlier in this response, that we are increasingly well-equipped to support PhD students at the Evans School.

Rethinking the School's Mission

As part of the strategic planning process this year, the School will return to our mission (crafted in 1998) and address whether it's time to rethink it. At the faculty retreat, many expressed interest in both broadening and deepening the School's mission, to reflect our commitment to diversity, our partnerships with other schools and colleges and our desire to further strengthen international teaching, research, and service programs. Five years ago, the faculty voted to initiate undergraduate "minors" in public management and policy but have not yet initiated a specific program. We have also been approached by several professional schools to make available a graduate minor in public policy. We will explore these opportunities in our planning process.

□ Expand diversity efforts.

The Evans School Diversity Committee, composed of faculty, staff and students, works each year to support current diversity efforts and to creatively develop new ways to enrich conversations about diversity at the School. The School's innovative Diversity Potlucks have become an annual institution and provide an opportunity each year for students, faculty and staff to talk about diversity. The School is committed to attracting diverse cohorts of students each year and a diverse staff and faculty.

Faculty hires in both 2004-05 and 2005-06 have helped to make inroads in diversifying our faculty. Further gains will depend upon the number of faculty positions that become available through retirements, new

additions and/or targeted recruitment opportunities. Every effort is made to hire a diverse set of lecturers and practitioners.

In late 2004, we hired an experienced Recruitment Manager with skills in this area. Our Director of Student Services and Recruitment Manager have sought to improve the School's recruitment efforts throughout the greater Seattle region and the state, as well as via new pipelines to Historically Black Colleges and other areas nationally. Significant recent increases in the number and level of financial aid offers to entering MPA students are also helping with efforts to enroll increasingly highly qualified, diverse classes. In addition, two Evans School fellowships specifically support student diversity at the School: the *Gary Locke Endowed Fellowship* and the *Robert J. and Micki E. Flowers Endowed Fund in Public Affairs*.

We have also initiated preliminary conversation about the possible development of 3/2 programs with two Historically Black Colleges in Atlanta (Spelman and Morehouse). As envisioned, the Evans School would annually admit two students from each college who successfully complete a structured undergraduate curriculum, including quantitative and social science coursework, and meet Evans School and Graduate School admissions requirements.

Our students are also actively engaged in supporting diversity at the School. At the start of this academic year, our students launched a new Evans School student group: *The Latino/a Policy Association* (LPA). The stated mission of the group is: "to connect Evans graduate students with the Latino community in Washington State by utilizing our training and knowledge to build partnerships and strengthen public policy." The group is broadly interested in public policy issues affecting Latinos in our region, ranging from public health to education, the environment, and community development. In addition, the Evans student group *Partnership for Cultural Diversity* is active again this academic year. Both groups are testament to the dedicated efforts among our students to create a collegiate community supportive of diversity and committed to addressing policy issues affecting diverse groups in our region.

Concluding note

In closing, we value the opportunity that the self-study year provided us to report on and evaluate the work that we do at the Evans School. The review committee's recognition of our strengths and recommendations for continued improvement have contributed in important ways to faculty and staff discussions, committee charges, and our current strategic planning process that will shape the School's future directions.

We recognize our need to ensure consistent messaging and better communicate the Evans School's academic, research and service programs. While our strengths distinguish us regionally and nationally, we have opportunities to more strongly affirm our presence and influence in the national and international public affairs field. The emphasis on strengthening our research signature will lead to stronger national visibility.

We hope that this response has successfully addressed the committee's key recommendations. We look forward to continuing discussions about the Evans School and our strengthening role at the University, in the region, and in the national and international fields of public affairs education and research.

Sincerely,

Sandra O. Archibald, Dean and Professor
Daniel J. Evans School of Public Affairs

CC: Melissa Austin, Associate Dean for Academic Programs, The Graduate School
Augustine McCaffery, Senior Academic Program Specialist, The Graduate School