



THE GRADUATE SCHOOL
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November 17, 2015

To: Sandra Archibald, Dean
Evans School of Public Policy and Governance

From: David L. Eaton, Vice Provost and Dean *David Eaton*
Rebecca Aanerud, Associate Dean for Academic Affairs and Planning *Rebecca Aanerud*

RE: Evans School of Public Policy and Governance 2014-2015 Review

This memorandum outlines the recommendations from the review of the Evans School of Public Policy and Governance graduate degree and graduate certificate program. Detailed comments can be found in the documents that were a part of the following formal review proceedings:

- Charge meeting between review committee, school, and administrators (February 2, 2015)
- School's self-study (March 14, 2015)
- Site visit (April 2-3, 2015)
- Review committee report (April 30 2015)
- GPSS report (April 22, 2015)
- School response to the review committee report (June 12, 2015)
- Graduate School Council consideration of review (October 15, 2015)

The review committee was comprised of the following faculty:

Robert Crutchfield, Professor, UW Department of Sociology (Committee Chair)
Mark Ellis, Professor, UW Department of Geography
Angela Evans, Professor, Lyndon B. Johnson School of Public Affairs
University of Texas, Austin, TX
Ellen Schall, Professor, Robert F. Wagner Graduate School of Public Service,
New York University, New York, NY

A member of the Graduate School Council presented findings and recommendations to the full Council at its meeting on October 15, 2015. Specific comments and recommendations regarding the school and its graduate programs include the following:

School's Strengths

The Review Committee detailed several notable strengths of the Evans School.

- A key strength is the ability, experience and commitment of the leadership and staff team that has successfully navigated difficult financial constraints and managed to improve the quality

of the students, faculty and programs of the School. This has been evidenced by an increase in external rankings, greater research productivity, improved placement of graduates, and increased quality of faculty members.

- More importantly, the review committee applauded the launch of the PhD program in 2006, which while of modest size, has been largely successful and notably has not diminished the quality of the MPA and EMPA. All of these Evans School programs have experienced increased quality and good placement statistics. Notably, the EMPA program has been particularly well received by students and its outreach to students from Asia evidences strategic inspiration.
- The Evans School has worked assiduously to implement continuous curricular review and improvement. It has also worked to increase diversity and inclusion both within the curriculum and on the leadership team. The Review Committee particularly noted the appointment of a Chief Diversity Officer. Finally, the Committee noted that the Evans School has cultivated a committed Alumni Council and Advisory Board.

Challenges & Risks:

The Review Committee identified several challenges and risks in its review.

- One challenge is to improve and renew the Evans School's narrative to clarify and enhance their role both within and outside the UW Campus. The Committee urged the School to enhance its collaborations with other units within the University and also advance its global reach. It noted that consideration of an undergraduate program could benefit from collaboration with other units in the University.
- The Committee suggested that the Evans School more fully exploit its strengths in policy analysis and public administration by assisting the University, local and national communities by offerings courses, seminars, training and mentoring to a greater universe of recipients. This will function both to increase the Schools relevance within the University community and potentially enhance the global reach as well. This increased reach could be potentiated by greater investment in distance learning methodologies. The Evans School is encouraged to renew and develop a narrative of the School that furthers this mission of outreach and relevance.
- Both the PhD and Master's programs should seek to continuously monitor and enhance the curriculum and its implementation. With respect to the PhD, there is a risk of the curriculum not being matched to the marketplace in terms of potential placement opportunities. Notably, the committee suggested attention to demand for public policy PhDs, current trends with respect to opportunities in social science fields, and seeking ongoing feedback from graduated students. In the Master's programs, there was an articulated need to address issues of diversity; the need for increased attention to technology, politics and social entrepreneurship; and to the pressing need for funded internship opportunities.
- The Evans School faces space constraints. Its venerable building does not meet the student, faculty and collaborative needs of its programs. Given financial constraints, the School is seeking to redesign and reconfigure its current space. Finally, there is overall financial stress

resulting from the implementation of ABB and its overall deleterious impact on graduate programs, especially those not buttressed by a robust undergraduate program.

Areas of Concurrence:

The Evans School largely concurred with the findings and recommendations of the review committee.

- It noted the School has made significant strides in expanding the reach of its programs nationally and internationally. The applications from out-of-state and international students have increased dramatically (239%) in the last ten years. Similarly, there has been a marked increase in diversity with 24% of the incoming MPA class identifying as US minorities. The School agrees that there is a need to grow greater capacity for post-graduation career counseling and placement.
- The EMPA program received an extremely favorable review and the Evans School is committed to creatively increase its reach and scope, using more aggressive and comprehensive networking coupled with technology and marketing. Their new Global EMPA track is designed to further this mission in Asia.
- With respect to the PhD, the Evans School largely agreed with the favorable review. It noted that the PhD has already sought to streamline the curriculum and believes its time-to-degree rate is well within the normal range. There is commitment from the Dean to seek funding so that students are adequately funded for the expected time to achieve the PhD degree.
- With respect to collaboration with other units on campus, the Evans School concurred and highlighted several examples of such collaboration, including interdisciplinary research projects, joint appointments and concurrent degree programs. It is committed to continue this outreach to potential partners on campus. The Evans School appreciated the guidance with respect to its consideration of an Undergraduate program and is committed to pursuing this venture in a careful and collaborative manner.
- Finally, there is appreciation for the concern and recognition of the infrastructure constraints faced by Evans School's programs. The School is currently pursuing funding to renovate Parrington Hall to better meet the needs of the School's programs.
- Both The Evans School and the Review Committee noted that the GPSS survey was submitted too late to be of any use to the Committee in its review. Moreover, the Evans School expressed concern that the generic GPSS survey was ill-suited for many of the Master's programs and suffers from a low response rate – significantly lower than the Graduate School's exit survey.

Graduate School Council Recommendations:

- The Review Committee commended the Evans School for its strong programs, productive faculty, excellent staff and stellar leadership team. It urged the Evans School to exploit its strengths in policy analysis and public administration for both the benefit of the University and to further its global aspirations.

- A key theme of the review was the need for increased collaborations with other departments, schools and partners with the aim of providing benefit to both students in the MPA, EMPA and PhD programs and to further opportunities for both students and faculty.
- Finally, the School's continued efforts with respect to diversity and inclusion are recommended.
- The Graduate School Council supported the Review Committee's recommendations. The Council reaffirmed continuing status of the School's graduate programs, with the next review to occur in 10 years, specifically in the 2024-2025 academic year.

We concur with the Council's recommendations.

cc: Joaquin Herranz, Associate Dean for Academic Affairs, Evans School of
Public Policy and Governance
Adam Sherman, Assistant Dean of Institutional Studies, Evans School of
Public Policy and Governance
Patricia Moy, Associate Provost for Academic and Student Affairs,
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