



Welcome to the 2020 NASPAA Accreditation Institute!

REPEAT SESSION 1

Facilitators

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Facilitators' Bios

RaJade M. Berry-James, PhD

- **NC State University, School of Public and International Affairs**
- **Associate Professor**
 - **MPA Capstone, Social Equity, Cultural Competence, Program Evaluation**
- **NASPAA Executive Council**
- **NAPA Fellow**
- **NASPAA Committee on Diversity, Equity & Inclusion (DEI)**
- **Chair of COPRA, NASPAA**

Calvin C. Johnson, PhD

- **Visiting Professor, Bowie State University**
 - **Public Policy Analysis, Evaluation Research**
- **Deputy Assistant Secretary, Research, Evaluation and Monitoring (HUD)**
- **University of Pennsylvania**
- **Executive Office of the Mayor, District of Columbia**
- **The Urban Institute**
- **PhD, University of MD**

Standard 7 Matching
Communications with Mission

Standard 6 Matching Resources
with Mission

Standard 5 Matching Operations with
Mission: Student Learning

Standard 4 Matching Operations
with Mission: Serving Students

Standard 3 Matching Operations with
Mission: Faculty Performance

Standard 2
Matching Governance with Mission

Standard 1
Managing the Program Strategically

Visual Roadmap

Institute Structure

- 5 Sessions
 - Three sessions in the morning
 - Two sessions in the afternoon
- 50-minute sessions, 10-minute breaks, 60-minute Lunch
- Interactive and program-focused
- Assumes familiarity with accreditation documents and videos

Expectations and Assumptions

- We do not repeat the videos (watch them and download the PPTs with notes).
- We apply concepts and tools.
- You will not write your self-study.
- **Goal: Return home motivated and prepared with knowledge and strategies to engage your stakeholders in strategic program management, to document what you do in your self-study report, and/or to prepare for the Site Visit.**



Session 1:
10:00am-10:50am

Holistic Strategic Management

Overview

- Managing your program strategically is a foregone conclusion in every program. It is critical that programs look at all of their operations when making decisions that could significantly alter their programs.
- Hence, the goal of this session is to consider how strategic planning can be used to develop your short- and long-term goals.

Session Description

NASPAA is the global standard in public service education. NASPAA expects an accredited program to be explicit about the public service values to which it gives priority; to clarify the ways in which it embeds these values in its internal governance, and to demonstrate that its students learn the tools and competencies to apply and to take these values into consideration in their professional activities. In this session, member institutions use their program's vision to develop mission, value and goal statements to strategically examine the institutional context, faculty assets, and curriculum design to manage program growth and advance program quality. The goal of the “Holistic Strategic Management” session is to develop a clear strategic vision that describes your program’s long-term and short-term plans to create bold and relevant learning opportunities for your graduate degree program. You should bring your mission statements as well as any accrediting documents that would help you frame your plan for advancing or solidifying your standing in the field. For NASPAA members who attend this session, we will use your vision and mission statements to set the direction of your program, discuss the challenges that program directors face in their institutional climate and describe your ability to make strategic choices and programmatic changes to promote public service values within your graduate degree program.

Standard 7 Matching
Communications with Mission

Standard 6 Matching Resources
with Mission

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Mission: Student Learning

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Standard 2
Matching Governance with Mission

Standard 1
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Visual Roadmap



Glossary | Strategic Program Management, Goals & Objectives

- Defined as:
 - **Strategic Program Management** is a mission-based process by which a program makes evidence-informed decisions in pursuit of continuous programmatic improvement.
 - **Program Goal** is a clear, mission-based outcomes statement that defines a program's specific aims or desired results.
 - **Program Objective** is a measurable step or action taken to achieve a program goal.

Getting Started

Vision
Mission
& Values

Preconditions | Accreditation Review

NASPAA wants to promote innovation and experimentation in education for public affairs, administration and policy, programs must provide evidence of:

- Program Eligibility
- **Public Service Values**
- Primary Focus
- Course of Study

NASPAA | Public Service Values

Emphasized in the mission, governance and curriculum; Important and enduring beliefs, ideals and principles about what is good and desirable and what is not to guide public and nonprofit professionals; Values consistent with globally recognized sustainable development goals to build effective, accountable, and inclusive institutions

- Pursuing public interest with accountability and transparency;
- Serving professionally with competence, efficiency and objectivity;
- Acting ethically to uphold public trust;
- Cultivating global and local awareness;
- Promoting participation and inclusiveness by demonstrating respect, equity and fairness in dealings with members of society, stakeholders, and fellow public servants

Standard 1 | Manage the Program Strategically

1.1 Mission Statement: The program will have a statement of mission that guides performance expectations and their evaluation, including • its purpose and public service values, given the program's particular emphasis on public service • the population of students, employers, and professionals the program intends to serve, and • the contributions it intends to produce to advance the knowledge, research, and practice of public service.

1.2 Performance Expectations: The Program will establish observable program goals, objectives and outcomes, including expectations for student learning, consistent with its mission.

1.3 Program Evaluation: The Program will collect, apply and report information about its performance and its operations to guide the evolution of the Program's mission and the Program's design and continuous improvement with respect to standards two through seven.

Standard 1 | Rationale

Accreditation standards reflect NASPAA's commitment to support programs for professional education that 1) commit to the public service values of public affairs, policy and administration and model them in their operations; 2) direct their resources toward quantitative and qualitative outcomes; and 3) continuously improve, which includes responding to and impacting their communities through ongoing program evaluation.

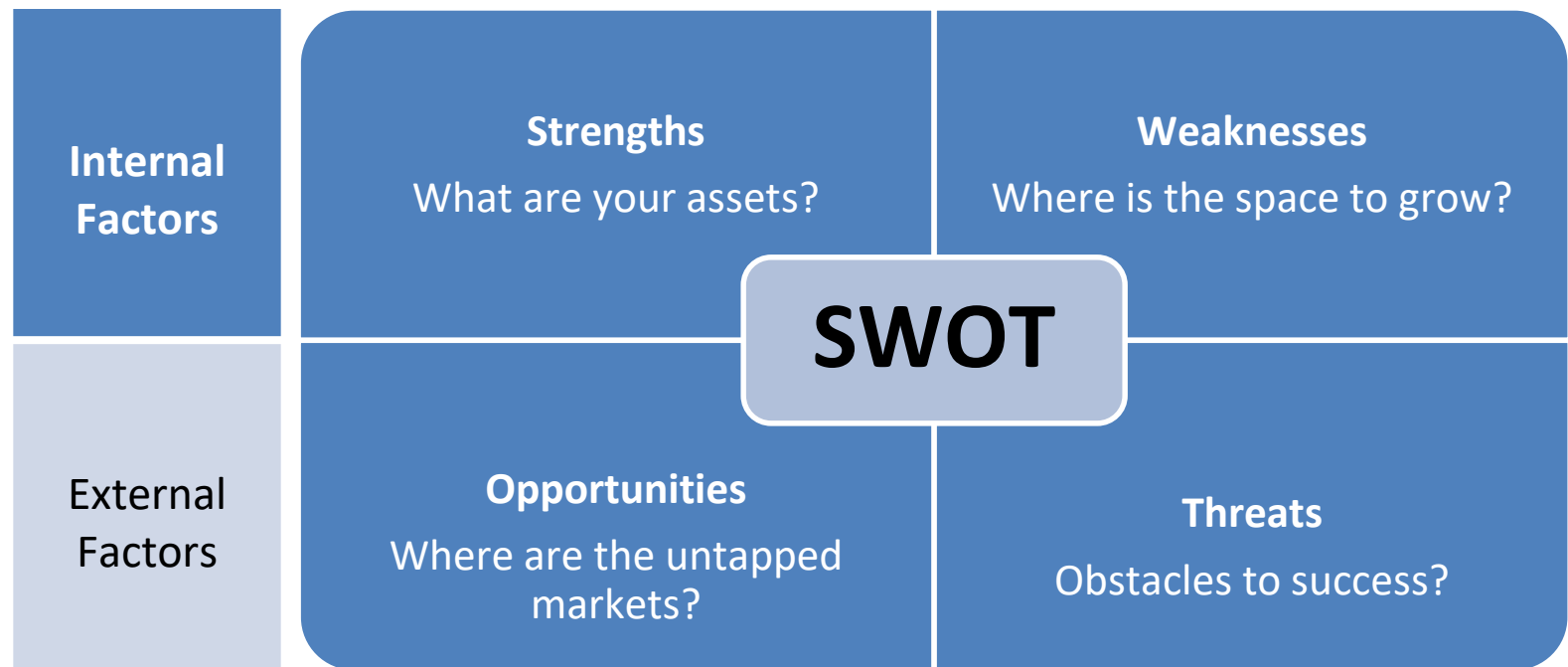
- The commitment to public service values distinguishes NASPAA-accredited programs from other degree programs. The expectation that the Program will:
 - **Define and pursue a mission** that benefits its community through education and disseminating knowledge about public affairs, administration and policy reflects NASPAA's commitment to public service values for example civic virtue, participatory processes and social equity;
 - **Direct resources toward observable and measurable outcomes** reflects NASPAA's commitment to public values of transparency and accountability;
 - **Evolve and improve** reflects NASPAA's commitment to public values of responsiveness and sustainability;
- In this way, NASPAA's accreditation process promotes public service values as the heart of the discipline.

Holistic Strategic Planning

- What is your **vision**?
- What is your program **mission**?
- What are your **public service values**?
- What are your **program goals**?
- How do you measure **program objectives**?
- What program performance outcomes are achieved to reflect the program mission and what tools do you use to create an **action plan**?

Strategic Planning | SWOT Analysis

- Internal (Strengths and Weaknesses)
- External (Opportunities and Threats)



Strategic Planning | GAP Analysis

A Gap Analysis allows you to assess a challenge in your organization, create a goal to addressing it; and create a solution to solving the challenge.



Image Source: expertprogrammanagement.com

Strategic Planning | Exercise

Virtual Directions: Thinking about your program under review, what continuous improvement processes would help you to strategically managed your program. Using the CHAT feature, share your short term and long term continuous improvement idea!

	Continuous Improvement	
	Short Term	Long Term
Vision	Strategic Focus	Program Realignment
Program Mission	Adoption, Review, & Goal Setting	Adoption, Modification, & Review, Stakeholder Engagement
Public Service Values	Mission Statement & Established Values	Demonstrated & Reviewed Values
Goals	Assessment	Evaluation
Program Objectives	Annual Report	Self Study Report
Action Plan	Gap Analysis	SWOT Analysis

Before you leave ...

- Revisit your vision and mission statements?
- Determine if your vision includes public service values and an engagement strategy?
- Determine if your mission statement aligns with the vision statement for your program?
- Determine if your program goals and objectives align with the vision and mission for your program?
- Can you demonstrate that your mission influences goal-setting and decision making?
- Have you designed a process to examine if program resources, activities and assessment methods allow you to evaluate your program goals and objectives? Illustrate what you do with a logic model
- Determine if your strategic plan drives how you analyze, report and use results performance results? In planning your program, do your SMART (Specific, Measurable, Attainable, Realistic and Timely) goals and objectives align with program efforts to reach desired outcomes ?

Peer Examples | Strategic Plans

- [University of Minnesota](#)
- [The Ohio State University](#)

Source: Logic Model Peer Examples, <https://www.naspaa.org/accreditation/standards-and-guidance/peer-examples>

Peer Examples | Logic Model

- [Binghamton University](#)
- [Indiana University, Bloomington](#)
- [Northern Illinois University](#)
- [The University of Georgia](#)
- [University of Missouri-St. Louis](#)
- [University of North Dakota](#)
- [West Chester University](#)
- [Willamette University](#)

Source: Logic Model Peer Examples, <https://www.naspaa.org/accreditation/standards-and-guidance/peer-examples>

Relevant Resources

- *Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement.* John M. Bryson. 2018. John Wiley & Sons, Hoboken, NJ.
- University of Massachusetts - Amherst. (2001, Fall) Program-Based Review and Assessment: Tools and Techniques for Program Improvement. Office of Academic Planning and Assessment.
[http://www.umass.edu/oapa/sites/default/files/pdf/handbooks/program assessment handbook.pdf](http://www.umass.edu/oapa/sites/default/files/pdf/handbooks/program%20assessment%20handbook.pdf)

Thank You!

Join Us for Session 2

WORKSHOP

Accreditation Institute | Session 2: Program Evaluation



Rajade Berry-James, PhD
North Carolina State University
Associate Professor



Calvin Johnson, PhD
Bowie State University
Visiting Professor of Practice



🕒 11:00 AM - 11:50 AM EDT on Wednesday, October 14

[Add to Calendar](#) ✓

Accreditation Institute | Session 2: Program Evaluation

Keywords

ASSESSMENT

Session 2 **Program Evaluation** @ 11AM Online at <https://naspa2020.pathable.co/meetings/virtual/z2EDXhYrQKKia4GG6>