

May 4, 2015

To whom it may concern:

The Faculty in the Department of Political Science voted to approve the RME for the School of Management and Marketing. This new school includes the move of the Masters of Public Administration Program from the Department into the new school. The vote was five yes and one no votes, with five abstentions. As chair, I did not vote. This letter is my endorsement of the new school and the move of the MPA program.

I support the plan to move the Masters of Public Administration program to a new School of Management and Marketing. The new School of Management and Marketing would bring together management programs that are currently spread across four colleges. This is an excellent example of re-aligning programs with a common focus.

This is supported by the faculty in public administration because this as an opportunity to invigorate our already outstanding academic programs, expand our research and grantmaking capacity, provide students with a world-class education, and prepare students to work in both the private and public sectors through an applied degree program. I anticipate that this faculty will continue to be a part of the PhD program in Political Science (which includes public administration as a field) and the BA in Political Science.

Nationally, Public Administration is closely tied to Business Administration. The major difference is that Public Administration focuses on government and nonprofit organizations rather than for-profit organizations. Given the similarity between public administration and business administration, in universities across the country, it is common to house public administration in business colleges or other schools or management. SIU's Public Administration program includes a nationally accredited Masters of Public Administration degree program, with faculty active in researching public management and organizational behavior and graduate students who intern in government agencies. Doctoral students with a specialization in public administration are highly sought after for faculty positions. In our view and the opinion of our colleagues in Business Administration, Public Administration is a natural fit for the School of Management and Marketing.

Public administration is a management program. As such, it should be placed in a school with other management programs. Public administration is an interdisciplinary program that provides public servants with necessary skills for conducting the business of government and nonprofit organizations. Indeed, Public Administration already teaches students from

hospitality management, recreation, business administration, and other programs in the School of Management and Marketing.

Placing public administration with other management programs is a win-win for students, the College of Business, our already-existing Public Administration Program, and SIU. The move will help the College of Business distinguish itself from competitors by providing a specialization in nonprofit and government management, both of which are growing sectors. For public administration, the move fits the growing practice of separating public administration from political science in favor of other structural arrangements that advance their applied, professional missions. One alternative structural arrangement includes situating public administration programs in Colleges of Business. *This arrangement has served well at other prestigious peer institutions* including Louisiana State University, Brigham Young University, University of Miami, and the University of North Dakota among others. In our view, it would be beneficial to follow the model at these universities and relocate Public Administration at Southern Illinois University to the School of Management and Marketing.

Moving public administration into the new school will result in growth opportunities not available under the current department-centered structural arrangements:

1. **Collaboration across administration degree programs.** By situating the M.B.A. and M.P.A. programs in the same school more students would be able to pursue these degrees jointly. This makes students more marketable and provides a useful recruiting tool for those who would like both degrees.
1. **Expand accredited programs.** It will situate our nationally accredited Master of Public Administration (M.P.A.) program among other nationally accredited professional programs in the School of Management and Marketing, and may open additional accreditation opportunities.
1. **Broaden the curriculum.** It will reduce unnecessary curricular overlap (Appendix B provides the M.P.A. core curriculum), freeing up faculty to teach other courses, which would benefit students by increasing the number of courses available in current business administration programs and public administration.
1. **Increase research productivity and collaboration.** The move will bring together faculty with similar research interests in organizational behavior, management, and other topics in administration that are currently separated by artificial departmental structures.

Additional growth opportunities would likely be possible in the future, but these represent the immediate benefit.

The proposed changes would move tenure-track faculty to a School of Management and Marketing. The reassignment of faculty would have a *minimal impact on the teaching mission of the political science degree programs*. The tenured faculty being reassigned, teach almost exclusively in the MPA program; there is almost no teaching in the BA or PhD programs. Public administration will continue to teach courses that currently listed in political science but will now be cross-listed with public administration. Overall, there will be little impact on the ability of faculty to cover the political science BA, MA, and PhD degree programs. Any real reduction in curriculum coverage should be mitigated by efficiencies created by the political science's new school, which should eliminate redundant courses in research methods and other topics.

The changes will have a positive impact on both graduate and undergraduate students. The move to the School of Management and Marketing will expand the curriculum available to students. It will reduce unnecessary curricular overlap; the result will be greater capacity to increase the courses available to students in current business administration programs and in public administration. In addition, students in public administration will be able to take courses in other management programs within the new school, and students in business administration will be able to take public administration courses as a specialization or as concentrations in ways currently unavailable.

The proposed changes would not include any net financial costs. There will be additional savings from increased efficiencies that will result from the elimination of redundant courses and collaboration between degree programs.

We use the IBHE Public Agenda Peers and Southern at 150 peers to identify peer universities to see which universities a) place public administration outside of political science and b) place public administration in a school of business or management. It is common for peer institutions to have separate departments of public administration, place public administration within schools of public affairs, or to otherwise not locate public administration within a department of political science. Institutions where public administration is *not* housed in a political science department include:

- Louisiana State University
- Ohio University
- University of Colorado-Boulder

- University of Kentucky
- University of Missouri-Columbia
- University of Missouri-Kansas City
- University of North Dakota
- West Virginia University
- Wright State University

In addition, there are several peer institutions that place Public Administration in a school of business or management:

- Louisiana State University
- University of Missouri-Kansas City
- University of North Dakota

The proposed changes will improve the ability of the university to increase its research status. By moving the public administration program and faculty into a new School of Management and Marketing, the university will be adding research-productive faculty with a strong record of graduate student mentorship to the business administration doctoral program. There will be increased demand for the doctoral program because it will have an additional specialization in public administration.

There will also be an expected increase in grant-funded research for public administration faculty. There are more grant opportunities for faculty located within a business school than those in a traditional political science department. Faculty will be able to maintain their current funding opportunities, but they will be able to expand the number of potential grantees by moving to business. In addition, we expect to form collaborative partnerships across the college that will increase the likelihood of receiving grants for research.

There will be little negative impact on the Political Science master's and doctoral degree programs, and there is the potential for a positive impact. The current programs allow students to specialize in up to five subfields. This move will eliminate two of these fields (public administration and political behavior) without greatly reducing the number of faculty actively teaching in the MA/PhD curriculum. As a result, the programs will have the opportunity to focus and stand out among graduate programs in political science.

I look forward to seeing the new school put into place. I will miss working with each of the faculty and staff moving into the new school. It will be an adjustment to Political Science to

operate without them. But it is in the best interest of the students and the university for this move to occur. I wish them the best in this new endeavour.

Sincerely,
J. Tobin Grant

Chair and Professor of Political Science
Southern Illinois University