

School of Public Service and Justice Proposal

Executive Summary

The Department of Public Administration (the Department) is proposing the formation of the School of Public Service and Justice (SPSJ), within the College of Business Administration and Public Policy at CSUDH. The School will specialize in the fields of criminal justice administration and public administration, and be committed to the values of public service and social justice. The School will build upon CSUDH's rich history of providing opportunities for student success, academic excellence, and economic mobility; and will serve our neighboring communities and the South Bay region, and collaborate with regional organizations to promote public wellbeing and justice. The SPSJ's interdisciplinary faculty would seek to enhance CSUDH's identity and contribution to the public good, and welcome students who are committed to serving and improving our society. This School would renew our identity and purpose to facilitate student success, enhance our faculty and research, develop meaningful programs that serve the community, and build our reputation and sponsorship opportunities. The School would allow us to innovate in program development—by building curriculum around partnerships with regional organizations, skills development, life-long learning, alumni engagement—address possible challenges such as consequences from the COVID-19 emergency and demographic changes in the California.

The Department currently has three programs – a BS in Criminal Justice Administration (currently the third largest major on campus), a BS in Public Administration, and a Master of Public Administration (MPA) accredited by NASPAA (the global standard for public affairs education). Together, these programs house almost 2,000 students, 11 full-time faculty (with three additional faculty joining in AY 2020-21), and many part-time lecturer faculty. The Department runs two Institutes (the Public Policy Institute and the South Bay Economics Institute) and collaborates with regional organizations in our field on research projects, student and alumni events, and internships.

Over the past five years, the Department of Public Administration (the Department) in the College of Business Administration and Public Policy (CBAPP) has undergone favorable program review of its undergraduate majors: Public Administration (PUB) and Criminal Justice

Administration (CJA). In 2016, the Department renewed its seven-year accreditation for the Master of Public Administration (MPA). Each of these reviews has provided the Department with insightful feedback as to where improvements should be made, including the creation of the proposed School, consolidating the MPA program in general and strengthening the MPA health care policy and administration concentration in particular, and improving the full-time faculty teaching ratios in the undergraduate programs. As a Department, we work collaboratively to identify the best course of action and implement appropriate revisions for these and many further issues. This proposal includes the possibility of bringing the Organizational Leadership Studies (OLS) program (formerly Applied Studies) into SPSJ; further conversations between our faculty and the OLS committee would be needed to solidify the role of OLS within the School.

We are also proposing to move toward a hybrid budgeting approach that combines incremental budgeting with activity-based budgeting (ABB) in SPSJ. The incremental budgeting approach allocates financial resources based on the funding level of the previous year. It will be applied to the majority of the SPSJ budget: that is, the personnel expense including faculty and staff salaries and benefits (with consideration of promotions and general salary increases) as well as basic equipment and supplies. Tables 2-4 present proposed organizational charts and personnel requirements.

Table 1. Summary of SPSJ strategic planning goals

<p>Short-term (1-2 years)</p>	<ul style="list-style-type: none"> • Maintain the NASPAA accreditation of the MPA program • Promote new concentrations in CJA; strengthen existing PUB and MPA concentrations • Groundwork and research for potential new programs (MA in CJA and PUB/OLS) • Onboard new faculty hires (especially to improve undergraduate FTF ratios) • Develop stronger sense of program identity among students and alumni • Improve marketing and communications – launch School to align with I&I building • Groundwork for development & sponsors (create plan, liaise w/ Development Office) • Identify additional regional partners and begin to formalize collaborations
<p>Medium-term (2-5 years)</p>	<ul style="list-style-type: none"> • Consolidate SPSJ organizational structure and develop School Director position • Develop new academic programs; enhance/revise current programs and concentrations • Grow Institutes’ outreach events, connecting students, faculty, alumni, & partners • Solidify organizational partnerships (e.g., high schools, community colleges, government agencies, ASPA) • Create Continuing Legal Education Program to generate engagement and income • Assign faculty support staff member and internship coordinator to SPSJ
<p>Long-term (5-10 years)</p>	<ul style="list-style-type: none"> • Grow programs and institutes to enhance the School’s regional and national reputation • Seek sponsorships for student scholarships, research, naming rights, and outreach events • Maintain regional partnerships to cement public service and justice missions

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1. Vision and mission statements

The mission of the SPSJ at CSUDH is to address the pressing social, legal, and policy issues our society faces through cutting-edge empirical research, undergraduate and graduate education, and community service and leadership. The Department of Public Administration seeks to prepare students for careers/graduate education in public service, social justice, civic engagement, nonprofit management and ethical leadership, and the Organizational Leadership Studies program seeks to prepare students for “practical applications of academic subjects in the real world.” The SPSJ will be home to these academic programs that facilitate student critical learning of research, theory, and practice around social, legal, and policy issues that directly affect their local and global communities.

In forming this unique identity, we hope that we can continue to attract high quality faculty and students to our campus and better organize and promote the diverse activities currently under way among these academic departments and centers. A more clearly defined and visible focus on service, civic engagement, and social justice will also facilitate increased opportunities for proactive partnerships, collaboration, and continuous learning with the surrounding communities we serve.

Specifically, our vision is that the SPSJ would allow us to:

- Foster student success in terms of increased graduation and retention rates, and career opportunities for students across all programs.
- Forge a new identity for the Department faculty, students, and administrators and grow into regional prominence.
- Continue to grow the student body and faculty through improved brand awareness and marketing opportunities.
- Develop new programs, including potentially self-support programs (e.g., a Master's in Criminal Justice Administration, a BS/MA in Organizational Leadership Studies, graduate certificate programs; and Continuing Legal Education programs).
- Develop new events and fundraising opportunities that lead to increased student scholarships, research support, and travel.

2. School organization

The SPSJ within CBAPP would be “home” to one department, Public Administration, and four programs (BS in Organizational Leadership Studies, BS in Public Administration, BS in Criminal Justice Administration, and Master of Public Administration). Within the SPSJ, these programs share a unique identity of focusing on public service and social justice, which complements other programs in CBAPP. Like Organizational Leadership Studies, which seeks to prepare students for “practical applications of academic subjects in the real world,” the Public Administration programs seek to provide students with a high-quality education that prepares them for public service. With this unique focus, students in these programs may consider careers in leadership, non-profits, government, law, and management.

Beyond the academic programs, the SPSJ will also house the Public Policy Institute and the South Bay Economic Institute. The Social Justice Distinguished Speaker Series (funded by the Office of the President) will also be organized through the SPSJ.

Tables 2-4 present the proposed SPSJ Organizational Charts, including several assumptions:

- The SPSJ will be supported by administrative support staff (administrative assistants/coordinators and internship coordinator) assigned from the CBAPP.¹
- The duties of the PUB department chair and OLS program coordinator will remain essentially the same as they are now, in collaboration with the SPSJ Director.
- The Internship Coordinator will support the CJA, PUB, and OLS internship programs.
- The proposed Homeland Security Studies and Forensic Science and Criminal Investigation concentrations are highlighted as they will likely attract student interest, possibly necessitating additional faculty.
- The Public Policy Institute and South Bay Economic Institute highlight the SPSJ's role as a center for research and community engagement.

¹ This assumes all admin support staff report to the college centrally. If so, the Director can remain a faculty position. If admin support staff report to the Director, then the Director position would have to be a MPP.

Table 2. Organizational Chart of CBAPP, including the School of Public Service and Justice

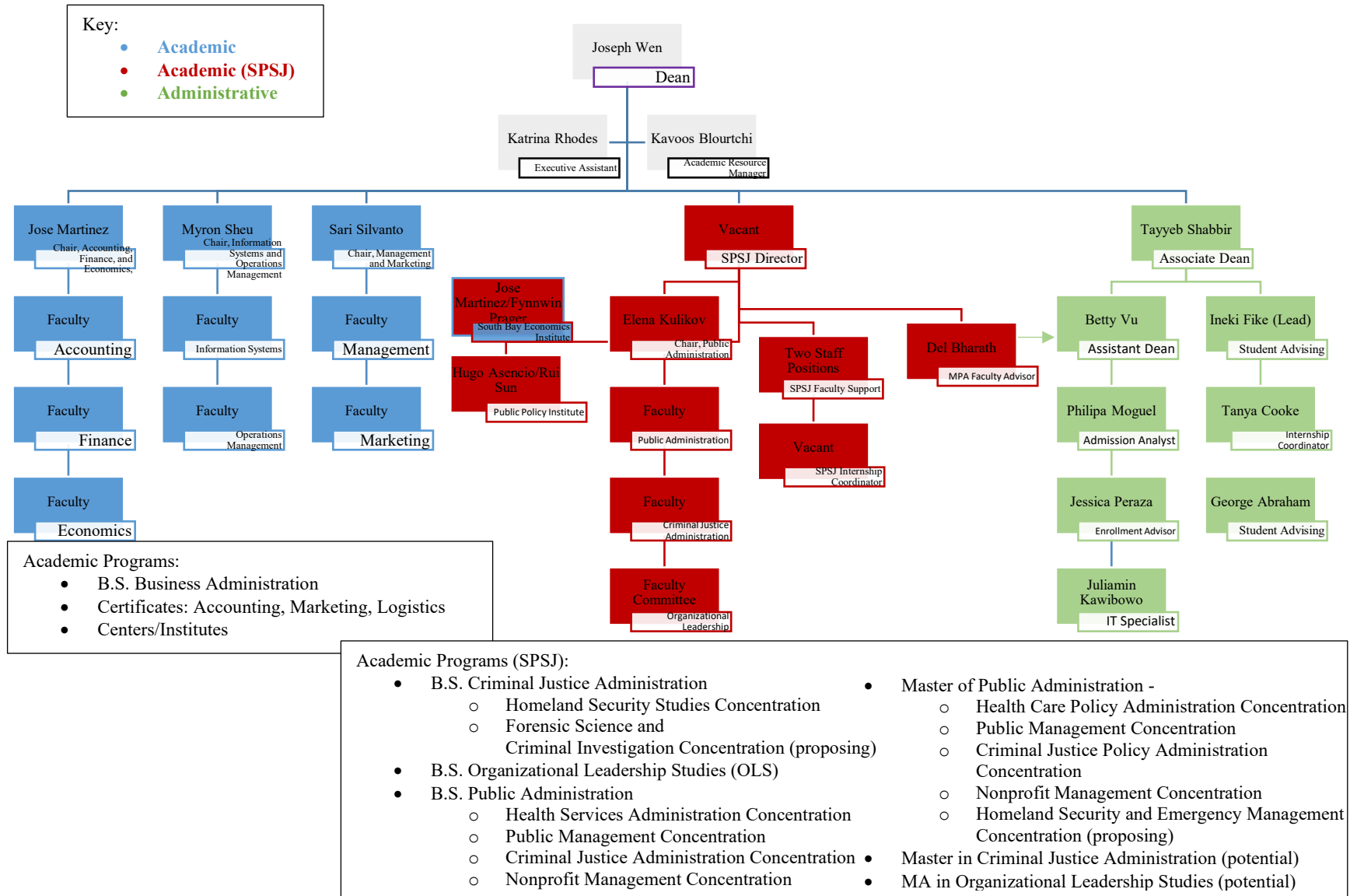


Table 3. Organizational Chart of School of Public Service and Justice

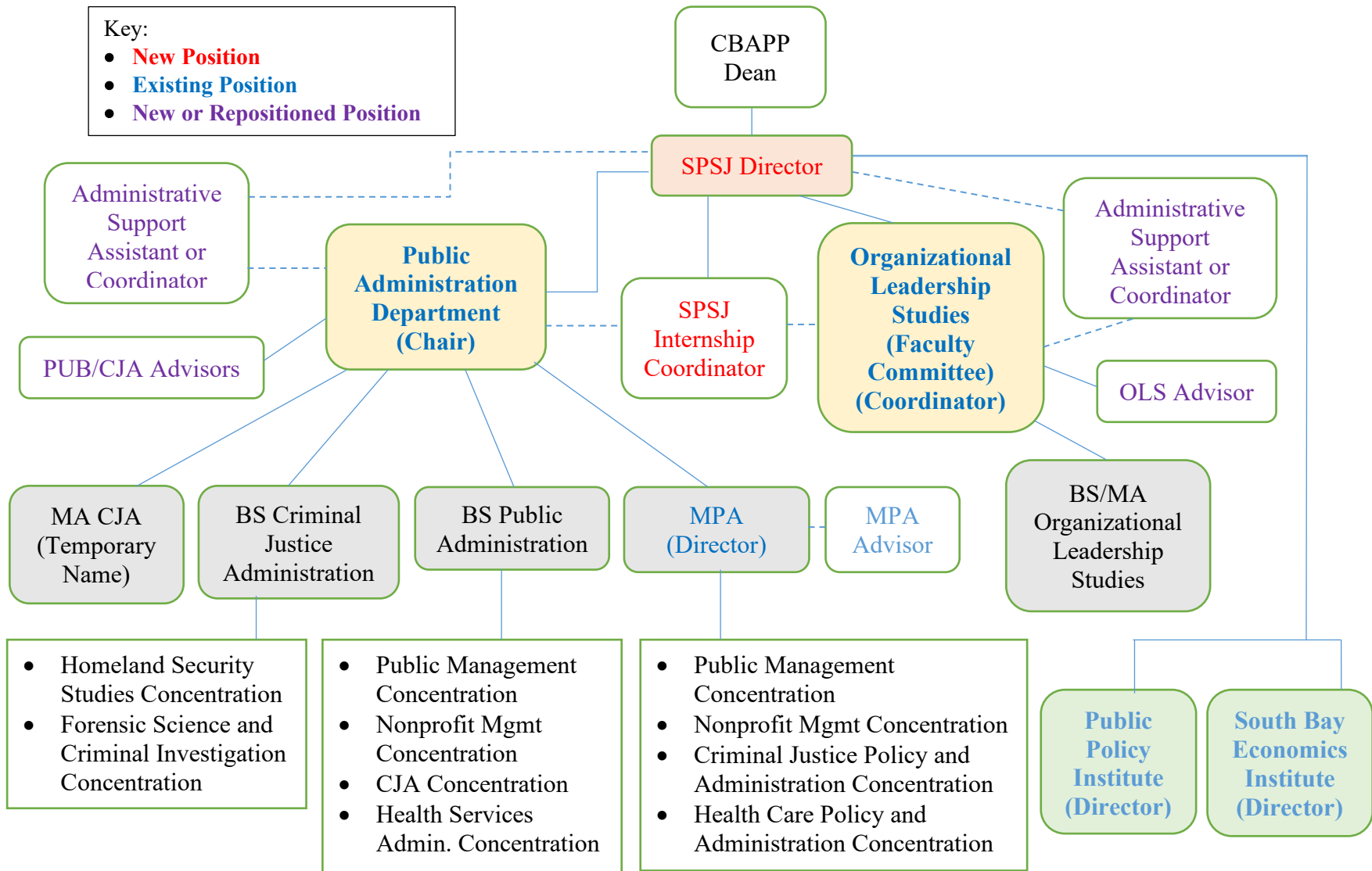


Table 4. School of Public Service and Justice Proposed Personnel

Proposed Personnel	Position Description
Director of the School of Public Service and Justice	<ul style="list-style-type: none"> • New position. • Tenured faculty classification.
Chair of the Department of Public Administration	<ul style="list-style-type: none"> • Existing position. • Tenured faculty classification.
MPA Director	<ul style="list-style-type: none"> • Existing position (currently undertaken by Assistant Dean). • Administrator classification.
Admission Analyst, Graduate and Professional Programs	<ul style="list-style-type: none"> • Existing position • Share with CBAPP graduate programs
IT Specialist	<ul style="list-style-type: none"> • Existing position • Share with CBAPP graduate programs
MPA Advisor	<ul style="list-style-type: none"> • Existing position • Currently advisor/instructor role
Faculty Committee of the Organizational Leadership Studies Program	<ul style="list-style-type: none"> • Three existing positions. • Faculty classifications.
Program Coordinator of the Organizational Leadership Studies Program	<ul style="list-style-type: none"> • Existing position (currently undertaken by Assistant Dean) • Administrator classification.
SPJS Internship Coordinator	<ul style="list-style-type: none"> • New position specific to SPSJ. • Staff classification.
Advisors	<ul style="list-style-type: none"> • One existing position (MPA). • Two new or repositioned positions (CJA, PUB and OLS). • Staff classifications.
Administrative Support Assistant or Coordinator	<ul style="list-style-type: none"> • Two new or repositioned positions. • Staff classifications, to be determined.

Key:

- **New Position**
- **Existing Position**
- **New or Repositioned Position**

3. Budget

Consistent with the direction the university is taking, we propose a hybrid budgeting approach that combines incremental budgeting with activity-based budgeting (ABB) in SPSJ. The incremental budgeting approach allocates financial resources based on the funding level of the previous year. The majority of the SPSJ budget will use this approach: that is, the personnel expense including faculty and staff salaries and benefits (with consideration of promotions and general salary increases) as well as basic equipment and supplies. The remainder of the SPSJ budget will be using an ABB approach that requires the identification of both unnecessary activities (thus, reducing costs) and revenue-generating activities (thus, increasing revenue). For higher education, revenue-generating activities could include professional development and research activities attracting external funding, marketing for increased enrollment, consulting, contracting, and partnerships to further community engagement.

In short, we believe that this hybrid-budgeting approach provides the SPSJ with the budget stability allowing the school to carry its missions and plan multiple years into the future, as well as encourages instructional and research innovations, and improves administrative efficiency and fiscal accountability. The budget process should be transparent and involve all stakeholders in decision-making. We also recognize that some programs may be at more of a disadvantage than others simply due to disciplinary differences (at least in the short run) and there is a crucial need of infrastructural support from the university and college.

Specially, we are looking to improve the following aspects of the budget:

Marketing budget:

1. To capitalize on launching the SPSJ and the new I&I building, the MPA and OLS programs—that are both self-support programs that can generate income for CBAPP—need appropriate advertising. The marketing budget has fluctuated in recent years (with no funds being allocated during AY 2019-20), and further research needs to be undertaken across CSUDH to better understand the relationship between advertising spending and enrollment in online programs. However, both programs have a proven record of revenue generation for CBAPP, and hence investment is important.

Development and Communications support:

2. To further capitalize on launching the SPSJ, and to lay the groundwork for potential partnerships and sponsorships, additional support from the Office of Advancement (especially in the areas of Development and Communications) would be ideal. We currently work with the CSUDH Development Office through an assigned officer for. Ideally, a designated officer would focus on Public Service and Justice-related sponsorship and partnerships. There are major government operations—for example, the County of Los Angeles employs over 100,000 staff, there are 216 cities in the Southern California region, and numerous Federal operations—and non-profits in the region, and sponsors have been shown to support efforts which promote community engagement, student empowerment through social mobility, and criminal justice reform.

4. Student resource needs

Many of our students experience economic and other challenges balancing full-time work, supporting and caring for families, along with taking numerous courses in a given semester. We currently have a few scholarship programs within CBAPP that our students can apply for, including: the Donald Jones Endowed Memorial Scholarship (\$1,000), Jerry Groomes Endowed Scholarship (\$1,000), Krushkhov Memorial Scholarship (\$500), Pi Alpha Alpha Scholarship (\$500), Senator Joseph M. Kennick Scholarship (\$500), Vicente Sarmiento Memorial Scholarship (\$1,000), and others (<https://www.csudh.edu/cbapp/students/scholarship-info/>). In the mid or long term, we would like to expand the number and amount of scholarships and create new fellowships and assistantships available to students, both for general educational support, and specifically for conference attendance and travel purposes.

5. Staff support needs

Please refer to Table 3 for a detailed breakdown of the proposed personnel, including those currently in CBAPP, new positions to be added, and those being repurposed. In the short term, the school does not request additional staff support. In the mid and long term, administrative support staff members would be assigned to the SPSJ to assist with administrative support, events management, travel, syllabi and scheduling issues.

6. Faculty needs

We have continued to receive support in hiring new faculty from Provost Spagna and CBAPP Dean Wen. The Department needs to meet the minimum criteria of 50% of MPA program classes being taught by full-time faculty in accordance with our NASPAA accreditation standards. In prior years, this has negatively affected the number of tenured and tenure-track, and other full-time, faculty teaching in the PUB and CJA undergraduate programs. Recent hires have enabled us to increase the ratio of full-time faculty teaching in the undergraduate programs, but as it is, CJA has approximately 1100 students and 5 tenured faculty (with two new tenure-track to begin Fall 2020).

7. Strategic planning goals in the short, medium, and long term

Here, we describe the actions we need to undertake to reach our desired short-, medium-, and long-term goals and apply and make practical our broader vision for the SPSJ. We as faculty will be avid advocates for this effort to become a school. We are also realistic about the level of faculty involvement and support needed to achieve our goals. This section outlines plans for the growth and development of SPSJ.

Short Term Plans

Summary of 1-2 years plans

- Maintain the NASPAA accreditation of the MPA program
- Promote new concentrations in CJA and strengthen the existing concentrations in PUB (BS) and MPA
- Lay groundwork and conduct research for potential new programs (MA in CJA and PUB/OLS)
- Onboard new faculty hires (especially to improve undergraduate FTF ratios)
- Develop a stronger sense of program identity among students and alumni
- Improve marketing and communications – launch School to align with I&I building
- Lay groundwork for development & sponsors (create plan, liaise w/ Development Office)
- Identify additional regional partners and begin to formalize collaborations

Maintain the NASPAA accreditation of the MPA program

Following achieving NASPAA accreditation renewal in 2016, Faculty in the Department have focused on student success by implementing and refining high-quality assessment processes, “closing the loop” through revision of the faculty evaluation process, improving teaching quality through faculty retreats and meetings, and revising the curriculum of each program. In addition to growing faculty numbers with new hires, and other internal program improvements such as improving internship offerings, the MPA program is now on a much stronger footing to maintain NASPAA accreditation. Launching a new School—and highlighting public service, a central principle of NASPAA—will support our case for reaccreditation.

Promote new concentrations in CJA and strengthen existing PUB (BS) and MPA concentrations

Recently the CJA program has developed two new concentrations in Forensic Science and Criminal Investigation and Homeland Security Studies. The launching of the new SPSJ will be an opportunity to promote these concentrations, which highlight faculty expertise in the fields.

In addition, both the PUB (BS) and MPA programs have recently revised their curriculums. The PUB (BS) program also consolidated its concentrations into four: (1) Public Management, (2) Nonprofit Management, (3) Criminal Justice Administration, and (4) Health Services Administration. The MPA program has four similar concentrations: (1) Public Management, (2) Nonprofit Management, (3) Criminal Justice Policy and Administration, and (4) Health Care Policy and Administration. The new SPSJ will continue strengthening these existing concentrations in PUB(BS) and MPA programs.

Lay groundwork and conduct research for new programs (MA in CJA and PUB/OLS)

During this phase, faculty will explore potential program development, especially pathways toward Masters-level programs. The recently developed Forensic Science and Criminal Investigation Concentration and Homeland Security Studies Concentration in the CJA program are both areas of potential growth. We are interested in exploring the potential for further program development, especially toward a Masters of Criminal Justice Administration.

The following are different approaches that could be taken to develop concentrations. These will be discussed and evaluated in detail by faculty before being trialed. One approach here could be to first further-develop the MPA concentrations to include these specializations, as a pathway to assessing student demand. Another approach would be to develop MPA elective courses in the short-term, and then maybe develop a graduate certificate in the medium term. Another potential area for a new Master's program would be an MA in Organizational Leadership Studies. This program would be overseen by the Organizational Leadership Studies Faculty Committee, and would reflect the B.S. in Organizational Leadership Studies, but including respective graduate level classes from the MPA.

Faculty have identified some principles to guide development of new programs:

- New programs should be based on a combination of faculty expertise and data-driven market analysis of student demand.
- New programs should prioritize student outcomes, including program graduate opportunities for future employment and academic careers.
- Decision making should be informed by all key stakeholders, including faculty, staff, students, alumni, and administration.
- New programs should not detract from current program offerings, whether in terms of student demand, faculty teaching loads, or staff support capacity.

Onboard new faculty hires (especially to improve undergraduate FTF ratios)

Recent faculty appointments in the Department provide us with the opportunity to redress imbalances in FTF ratios for the undergraduate programs. NASPAA accreditation requires 50% FTF ratios for the MPA program, which has left the undergraduate programs under-resourced. While the FTF ratios are lower in the BS in Public Administration, we can ensure that all students in that program will take some classes with T/TT and other full-time faculty. Due to the scale of the Criminal Justice Administration program, the same commitment is not possible, leaving some students without any T/TT faculty contact during their degree. Our recent additional hires allow us to start addressing this concern; more are needed to ameliorate this problem.

Develop stronger sense of program identity among students and alumni

Establishing the new SPSJ will allow us to develop a stronger sense of program identity among students and alumni. However, we will also need to develop programming to support this effort. We are currently enhancing the webpages for the two undergraduate programs in our Department, and this content can be easily transitioned across to the new School website. We have also recently augmented our student engagement approaches, including launching the student organization “Graduate Society for Public Administration” and a CSUDH chapter of NOBLE (National Organization of Black Law Enforcement executives). Faculty have also revamped the Alpha Phi Sigma and Pi Alpha Alpha honors programs, to engage further with alumni, and have conducted focus groups with MPA alumni.

We will borrow ideas from other campuses to recruit more alumni to return for additional connection to the classroom. During our meeting with him, the Provost shared that alumni miss the ability to participate in learning opportunities. Ideas include:

- Creating a traveling lecture series held in private spaces (e.g., an alumnus’ home). Here alumni would be invited to attend a 20-minute talk by 1-2 CSUDH faculty on their research followed by a reception.
- Setting up a day on campus (similar to “Professor for the Day”, but now a “Student for the Day”), where alumni return to campus to sit in 2 of 4 “classes” of their choosing. We could have four faculty present (for 10-15 minutes each) on their recent research and lecture on an interesting topic, and then let alum choose which classes they attend. Alumni could sit in on the lectures, and then host a reception or networking benefit. This may also work well for Development to attend and canvass potential donors.

Improve marketing and communications – launch School to align with I&I building

We would like to align the launch of the new School with the opening of the I&I building, either simultaneously, or in the following semester or year. This would allow us to capitalize on the additional attention granted to the campus from the new I&I building. However, it is important to note that this is not a current area of expertise for our faculty. We met with Jeff Poltorak (Senior Associate Vice President for University Advancement) and Sherry Wickware (former Director of Development) to gain further direction and insights. They saw the

opportunity for our programs and CSUDH to benefit from the name change and rebranding. However, this would require planning and resource support from Communications, Development, and Events at CSUDH.

It was suggested we reach out to the Vice President for University Advancement to get a better understanding of the additional resources that would be needed to take advantage of the marketing opportunities and visibility—and hence potentially more students or donations—that a name change would offer.

Lay Groundwork for development and sponsors (create plan, liaise w/ Development Office)

There appear to be few if any major naming rights donors in the pipeline for CSUDH. However, the Development office is working to create lasting relationships with community companies and partner organizations.

Identify additional regional partners and begin to formalize collaborations

Currently the Department of Public Administration has three faculty who are Board members of the American Society for Public Administration (ASPA) Southern California Chapter. Together we host a Student Professional Dinner in the Fall each year, in which we bring to campus leading public managers in the region in federal, state, and local government. There is the opportunity to expand this format. For instance, we intend to learn more about high-school/junior-high forensic tracks, and conduct outreach to the students at those schools to introduce them to the Forensic Science and Criminal Investigations concentration in CJA (e.g., with Inglewood Unified, where there has been a demonstrated interest). Similarly, we can explore whether any tracks exist in government for similar efforts related to PUB.

We also intend to create more connections to South Bay, LA and OC attorneys by creating a CLE (Continuing Legal Education program), which to our knowledge, would be the first of its kind at a CSU. Many universities across the nation (e.g., UCI) offer CLE programs and allow for some of the lectures we hold on campus (e.g., Social Justice Distinguished Speaker Series) to count toward attorneys' mandatory CLE credits. Those who attend for this purpose are charged a fee, which builds revenue for the program as well. We will identify a leader and committee within SPSJ for this program and work together with Development (and other relevant offices on campus) to facilitate this new program. Additionally, these functions can

serve as informal “meet and greet” networking events for students where they may interact with attorneys and learn more about law school, obtain internships, and inquire about other career opportunities and preparation. Of course, we will ensure we are compliant with the CLE rules – for example, as they relate to required qualifications for speakers, materials to include, etc.

Similarly, a Certified Public Manager (CPM) program (<http://cpmconsortium.org/>) could be a source of revenue for the school that would also build the capacity of public managers in the community. Additionally, it can be a pipeline for students into the MPA. This would be innovative for the area as the closest program of this kind is in San Diego and there are not many in California. The CPM programs are short programs that can be completed in approximately one year. An example program is at University of Nebraska, Omaha (<https://www.unomaha.edu/college-of-public-affairs-and-community-service/public-administration/professional-programs/index.php>).

We can also engage in more outreach to our local community colleges, providing presentations on our programs (similar to the Major/Minor fair). We will work with Communications and events staff to draft the narratives around this work and maximize marketing opportunities.

Medium Term Plans

Summary (2-5 years)

- Consolidate SPSJ organizational structure and develop School Director position
- Develop new academic programs; enhance/revise current programs and concentrations
- Grow Institutes’ outreach events, connecting students, faculty, alumni, & partners
- Solidify organizational partnerships, especially high schools, community colleges, government agencies, ASPA
- Create Continuing Legal Education Program to generate engagement and income
- Assign administrative support staff members and an internship coordinator to SPSJ

Consolidate SPSJ organizational structure and develop School Director position

The proposed SPSJ organizational structure provides us with a framework for growth and solidification. In particular, the role of School Director is an important one to fill, either via an internal appointment or through a nationwide search, depending on resource availability and the broader vision of CSUDH and CBAPP executives. In addition, we would ideally like to fill the remaining administrative support staff positions, and plan for further growth with experience.

Develop new academic programs; enhance/revise current programs and concentrations

This phase would involve the implementation of academic program plans developed during the short-term phase.

Grow Institutes' outreach events, connecting students, faculty, alumni, & partners

Through this period there will be a focus on solidifying revenue-generating programs. An enhanced Public Policy Institute might be a good venue for such activities, as Foundation accounts can be used to manage funds, and then provide the SPSJ with more flexibility and discretion around event planning and marketing. There are some models at CSUDH that the SPSJ might learn from and benefit directly from:

- The South Bay Economic Forecast events, which have grown in capacity and quality each year, are now bringing in revenue to CBAPP. These events feature local innovative businesses and economists from CSUDH and UCLA. The audience features considerable presence from regional city governments and public organizations; hence, the reputation of CSUDH and CBAPP in general has improved. These events serve as a great opportunity for the new SPSJ to connect with regional policy makers, potential students, and internship opportunities, as well as to grow our reputation.
- Institutes across campus have developed a regional presence. The South Bay Economics Institute is housed within CBAPP and the Department and has developed relationships with community organizations—the World Trade Center Los Angeles, the Los Angeles Economic Development Corporation, the South Bay Cities Council of Governments, the South Bay Workforce Investment Board, the South Bay Aerospace Alliance, and

Goodwill South Los Angeles County—and brought in significant research grant funding. These efforts have helped to create an increased level of regional reputation.

- The Public Policy Institute is housed within the Department of Public Administration. This institute has been active in supporting the ASPA Student Professional Dinner (that invites the federal, state, and local government administrators as guest speakers to discuss public service values) as well as the Social Justice Distinguished Speaker Series (which now is funded by the CSUDH President’s Office and invites prominent national Criminal Justice scholars to campus). There is the potential for the SPSJ to develop this institute and use it as an avenue for additional event management as well as possible revenue generation through event charges, training fees (such as the Continuing Legal Education and Certified Public Manager programs), and other consulting or contracting activities.
- The Mervyn Dymally African American Political & Economic Institute is a non-partisan public policy center which funds research, cultural events, and scholarly talks with national figures on the history of African American elected officials, business, and community leaders. This institute is funded by a donation from California State Assemblyman Mervyn Dymally. The new SPSJ might be able to engage with this institute and explore opportunities for mutual benefit, especially as they relate to the role of African American students and alumni in public administration.

Solidify organizational partnerships, especially high schools, CCs, government, ASPA

Medium term goals include attracting sponsorships for events, community engagement programs, research and scholarships. Partnerships might be either event-based or embedded within specific organizations. Efforts at this phase would build upon goals outlined in the short term phase. Increased sponsorships is an approach that the new SPSJ could help to facilitate, but it would require faculty and staff—ideally including support from new University Advancement Development staff—to design a development plan that includes marketing, community outreach and networking, alumni outreach, and events. These activities would enable us in the short term to build our reputation and visibility within the Southern California community, and from this basis work toward medium-term and long-term goals. Initial discussion of plans is provided in the following sections.

Create Continuing Legal Education Program to generate engagement and income

Faculty will develop programs based on research and groundwork conducted in the short-term phase. See further discussion above.

Assign administrative support staff members and an internship coordinator to SPSJ

In the mid-term, it would be ideal for SPSJ to have two assigned administrative support staff members and an internship coordinator. We appreciate that any such investments would have to be made by the Dean within the budget constraints of the College and University. There is a significant need for additional support to be provided to the large internship program offered by the BS in Criminal Justice Administration program in particular. In addition, we would ideally like to offer more internship support to students in the MPA and BS in Public Administration programs, especially as a growing number are not working full-time.

Long Term Plans

Summary

- Grow programs and institutes to enhance the School's reputation as a regional destination
- Seek sponsorships for student scholarships, research, naming rights, and outreach events
- Maintain regional partnerships to cement public service and justice missions

The SPSJ's longer-term aspirations would be to leverage these activities and develop appropriate policies and procedures should a major philanthropic donation opportunity materialize. Through the first phase, we will have developed a list of activities that would be worthy of funding (e.g. community service, events, student scholarships, faculty research, faculty positions [endowments], institutes). We also hope to attract a naming grant from a sponsor that is committed to our School and shares our values and vision. From the perspective of faculty, this is about programs that have a meaningful impact on our students and alumni, and local communities. Community-related projects are often appealing to private donors, so developing such projects in the short- and medium-term can help to support private donations in later periods. The SPSJ will collaborate with the Development office to identify specific donors and partnerships that we aim to target, including particular individuals, organizations, and issues.

8. SWOT analysis

Table 5 presents a Strengths-Weaknesses-Opportunities-Threats diagram for the current Department of Public Administration. This effort informed our strategic decision making to propose the SPSJ, and will continue to inform our thinking as we develop the new School. In particular, we have used our summarized strengths to consider how to take advantage of opportunities. It is on this basis that we are considering developing new certificates and Master’s programs. We have also used the weaknesses to identify areas for improvement, and threats to inform us as to the practical reality of investing resources in new areas.

Table 5. SWOT Diagram for the Department of Public Administration

Strengths	Weaknesses
<ul style="list-style-type: none"> • Faculty research, teaching, service • Faculty hiring trend in recent years • Campus resources (e.g. Library, FDC) • Program Curricula • MPA NASPAA Accreditation since 1983 • Strong online programs • Long legacy educating public administrators in the region (PA since Fall 1973; CJA since Fall 2005) • Students – committed, resilient, diverse • Public Policy Institute • South Bay Economics Institute • Social Justice Distinguished Speaker Series • Growing Student Organizations 	<ul style="list-style-type: none"> • Communications, marketing, website • Constrained resources to promote further growth • Low FTF ratios in CJA and PUB undergrad programs • CJA – very large student numbers lead to some resource constraints (e.g. internships) • PUB – ignored until recently • MPA – issues revealed in assessments • Graduation and retention rates need to improve for all • Awkward structure (multiple programs within one department) • OLS – how would it fit in? • Limited support from Office of Development
Opportunities	Threats
<ul style="list-style-type: none"> • SPSJ • Naming rights/gift potential • Rebrand opportunities • Support from Dean and Provost • CJA Master’s program • OLS Master’s program • Professional training certificates • CLE program • CSULA impacted declaration • New I&I building • Large governments/nonprofits in region • CSUN much larger MPA program – cohort/partner model; potential for growth • Potential Support from Marketing 	<ul style="list-style-type: none"> • Reputation of other similar programs in CSU – attracting our best graduates? • Losing faculty (retirements or move to different institutions; unlikely in the short term) • Budget cuts at CSU, especially following COVID-19 outbreak • Dropping enrollment at community colleges (may lead to lower numbers of transfer student) • Recent decline in enrollment for MPA; a cancelled online cohort in one modality