

2006 Approved Strategic Plan Public Administration Program San Francisco State University

Mission Statement

The mission of the Public Administration Program is to enhance individual, organizational, social and governmental capacity in the public and nonprofit sectors through innovative teaching, research and service.

SWOT Analysis

Before goals and objectives were identified, the faculty conducted an exhaustive SWOT analysis to identify the Program's strengths, weaknesses, opportunities and threats. These will be identified later in this section.

The Program's goals, separated into three categories (Pedagogical, Student Learning and Programmatic) are presented below, along with the related objectives.

Strategies (Goals) and Objectives

Pedagogical Goals

Goal 1: Ensure all students leave the program with an understanding of the mechanics and values of contemporary public services.

Goal 2: Ensure the Program emphasizes real, hands-on learning through long-term joint learning team projects, applied projects in the community and other learning opportunities.

- *Objective 1:* Provide all students the opportunity for at least one "substantive" individual or team-based service (applied) project—"the community as a learning lab"

Goal 3: Work to enhance and increase connections for students with other students, other departments, and other academic institutions (through technology or other means).

- *Objective 1:* Create web of faculty and student connections to Bay Area and University resources

Goal 4: Work to balance practice and theory in instruction.

Goal 5: Emphasize innovative thinking in administration, instruction, pedagogy, advising, service and research by encouraging innovation as a value and by emphasizing cutting edge ideas/concepts in the classroom.

- *Objective 1:* Encourage faculty to stay on the cutting edge of current practice and pedagogy

Student Learning Goals

Goal 6: Provide students with substantive knowledge about the depth and breadth of public affairs today.

- *Objective 1:* Develop an understanding of the theoretical and intellectual knowledge underpinning the discipline of public affairs - the history and theories of the field, the importance of social, economic, and political institutions, and the public policy process.

Goal 7: Provide students with the skills necessary to be leaders in today's and tomorrow's organizations.

- *Objective 1:* Enhance students' critical thinking skills.
- *Objective 2:* Develop the essential professional skills necessary for students to succeed in public service--research skills, budgeting and policy analysis skills, skills in organizational development and change, skills in personnel management, and the skills necessary in today's environment of shared governance, like collaboration and negotiation.
- *Objective 3:* Develop students' skills so that they can write effectively and concisely for an audience of professionals.
- *Objective 4:* Develop students' oral presentation skills so that they can effectively present to small and larger groups (by providing both experience and the opportunity to develop confidence while speaking in public).
- *Objective 5:* Enhance students' abilities to work in groups and teams, providing positive experiences and the opportunity to assess the importance of using teams to accomplish organizational tasks.
- *Objective 6:* Train students to utilize the predominant computer and Internet applications as tools appropriate for the public and nonprofit workplace.

Goal 8: Provide students with the ability to be sensitive and knowledgeable about ethical, diversity and international issues in the public and nonprofit sectors.

Goal 9: Provide students with the substantive knowledge about a specialized area of public affairs.

Programmatic Goals

Goal 10: Continue to be an effective and high quality Program.

- *Objective 1:* Become and remain a learning organization that changes when change is required.
- *Objective 2:* Work collaboratively to take advantage of ideas and expertise outside the Program.
- *Objective 3:* Continue to evaluate the Program and its successes and failures in order to improve its operation and education.
- *Objective 4:* Improve and enhance the management of the Public Administration Program itself, thereby enhancing our effectiveness and stretching existing resources.
- *Objective 5:* Work towards a diverse student body and faculty.
- *Objective 6:* Recruit and retain high quality students in both the public and the nonprofit sectors.
- *Objective 7:* Utilize the University's resources in a cost-effective fashion while still meeting the needs of our students and providing for the professional development of our faculty.
- *Objective 8:* Take advantage of the Program's location in San Francisco and on the Pacific Rim in order to broaden the focus of our Program.

Goal 11: Research: Contribute to the body of applied and theoretical research in public and nonprofit administration and policy, gaining recognition as faculty experts in our fields.

Goal 12: Community Engagement: Emphasize value and service to the community.

- *Objective 1:* Bring the resources of the Public Administration Program to the community through applied research and faculty / student involvement.
- *Objective 2:* Bring the resources of the Public Administration Program to the community through faculty and student involvement in organizations and communities.
 - Develop strong community ties that can foster internships, jobs and mentorships
- *Objective 3:* Bring the resources of the Public Administration Program to the community through active involvement in professional associations.
- *Objective 4:* Bring the community to us by taking advantage of the expertise in the community for our classrooms, our research and other activities.

Goal 13: Create a reliable “pathway” to graduation for all students.