Proposed Modification: Master of Arts Program in Political Science

Date: April 18, 1974

TO: President Albert E. Brown
FROM:蜥蜴千 patents, president.
SUBJECT: Proposed Modification. Master of Arts Program in Political Science.

I. Recommendation (Urge the Fitness of) Meeting on April 18, 1974 (submitted to the Faculty Senate on March 1, 1974).
II. Other (outlets, request, report, etc.)

Distribution:

Others as Identified.

II. III.

a. Accepted. Effective Date: March 1, 1974.

Signed:

First Name:
Last Name:

(see attached)
Proposed Modification

Master of Arts Program

in

Political Science

(Urban Administration Option)

Prepared by:

Dr. Leon L. Haley, Assistant Professor
Department of Political Science
State University College
Brockport, New York

February 8, 1974
I. Current Programs and Proposed Modification

At its December 5, 1973 meeting, the Department of Political Science faculty approved the inclusion of an Urban Administration option within the Political Science Master of Arts Program. It is intended that this option would be offered beginning with the Fall term, 1974.

Currently two programs leading to the Master's degree are offered by the department. One program requires twenty-four hours of course work, and the completion of a Master's thesis which is considered the equivalent of six academic hours of work. This program is strongly recommended for those graduate students who intend to pursue a Ph.D. in political science at another institution. A second program involves thirty hours of course work and no Master's thesis. The General Studies program is designed for those students not intending to go on to advanced work, who are typically already in a professional career, e.g., teaching or administration, and who wish to undertake graduate work for professional advancement within their careers.

Students in both of these programs are expected to develop competence in a primary and a secondary field of study, to complete 21 hours of 600 level courses (which includes six credits and thesis work for those in the pre-Doctoral program), to take the required scope and method course at the beginning of their studies, to complete the special research skills requirement, and to take the oral examination at the completion of his or her course work. The three current fields from which students may select their competencies are American Political Systems, International Relations and Comparative Government,
and Political Thought. Nine hours of course work are required in
the primary field and six in the secondary field.

Under the approved modification the department would add a
fourth, but single, field of concentration in Urban Administration.
This option, intended to prepare individuals for managerial, research,
or policy-making roles at the local, state, or federal government
levels, will emphasize professional training in urban public adminis-
tration.

This document describes the Urban Administration option, the
core curriculum, admission and degree requirements, and other concerns
related to the program's development. At appropriate points in the
document, the differences between the existing M.A. programs in
Political Science and the Urban Administration option are delineated.

II. Program Justification

The Urban Administration Program is an outgrowth of the concerns
voiced by the students enrolled in public administration courses
who are interested in a "career-oriented" academic program, the
expressed desire on the part of Rochester and Monroe County top and
middle management level people for additional professional training
in administration, and the realization of the growing demand for skilled
administrators to meet the managerial needs of our increasingly
urbanized society. This we believe to be especially true of cities
and metropolitan areas with populations between 100,000 to one million,
many of which appear to be moving toward the increased professional-
ization of their management.
To illustrate the potential market for urban administrators, the following comment from Occupational Outlook For the 1970's, published by the U.S. Department of Labor about city managers is relevant:

"The employment of city managers is expected to increase very rapidly through the 1970's as methods for dealing with the problems of growing cities become more complex. Examples of this complexity are computerized data, collection of police information, advanced in technology of traffic control, and the application of systems analysis to urban problems." ¹

An earlier study of local government manpower problems published by the International City Management Association in 1968 reached a similar conclusion:

"Not enough people to fill existing managerial and professional positions.... Nearly every aspect of local government services is covered by this manpower shortage. This problem is not confined to the large central cities, nor is it found in selected areas of the country. No one form of local government is immune."²

The potential level of urban and urban-related professional manpower needs is graphically illustrated by 1967 census figures which indicate that there are 35,000 municipalities and townships; 21,000 specific districts, and some 3,000 counties in the United States.³ In 1967,


local governments in the U.S. including counties, municipalities and townships employed 2,929,093 persons in non-educative functions. Approximately 1,011,219 of whom were employed by local governments located within the 233 standard metropolitan statistical areas. The State of New York, alone, employed 335,753; also in functions other than education.

While these statistics represent a wide range of job levels, they do suggest the magnitude of the public employment sector. It should be noted that the ratio of management/supervisor to non-management positions varies considerably. It seems, however, reasonable to estimate that at least 10 percent of the 2,929,093 (or 290,000) local government positions are likely to be classified as administrative and supervisory. Finally, an assessment of the potential job market for urban administration graduates takes cognizance of the need to replace workers who leave the public sector labor force due to death, retirement or other reasons. In short, we are confident that a viable market exists in local government for future urban administrators trained at the masters level. Moreover, similar needs for competent professional knowledge and skill in urban systems will be required at the state and federal levels to manage agencies and bureaus with increased urban servicing responsibilities. Among these we include

---


the environmental, metropolitan, transportation, and housing and "new town" development fields. Support of this increased role in urban problem-solving by state government is reflected in the creation within the last five to seven years of state administrative departments with assigned responsibility of both research and service to urban communities.

III A. Program Duplication Concerns

In September, 1971, a moratorium was declared on the development of new masters programs in the SUNY system. This step was taken to allow for a review of current programs, and for the purpose of examining SUNY priorities in graduate studies for the decade ahead. In November, 1972, the moratorium was lifted, but with a set of guidelines for institutions to follow in developing future programs. While the proposed Urban Administration Concentration to be offered with the M.A. Program in Political Science does not meet the specifications of a new degree program, it is appropriate that some of the relevant concerns of the new guidelines be considered. Significant in this regard is SUNY Central Office concern that emerging needs in certain vocationally oriented fields, e.g., environmental studies, urban affairs, and health, be considered. Likewise, the guidelines caution about duplication of similar graduate programs throughout the SUNY system.

The proposed Urban Administration program at SUC, Brockport addresses itself to both of these concerns. In the first instance, the program has a vocation orientation as opposed to the traditional academic orientation. Secondly, our review of "Urban administration"
programs, or their similarities in other SUNY units indicates that there is a gap. The following is a review of several SUNY units, both four year colleges and university centers in and outside the Western Region, and their corresponding masters programs in Political Science or Administration, or lack thereof.

<table>
<thead>
<tr>
<th>Institution</th>
<th>Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>College at Geneseo</td>
<td>No M.A. in Political Science</td>
</tr>
<tr>
<td>College at Fredonia</td>
<td>M.A. in Political Science (Traditional)</td>
</tr>
<tr>
<td>College at Buffalo</td>
<td>No M.A. in Political Science</td>
</tr>
<tr>
<td>SUNY at Buffalo</td>
<td>Master of Business Administration, with Urban Affairs Option*</td>
</tr>
<tr>
<td>SUNY at Ringhamton</td>
<td>M.A. in Public Policy and Administration</td>
</tr>
<tr>
<td>SUNY at Albany</td>
<td>K.A. in Political Science (Traditional)</td>
</tr>
<tr>
<td>SUNY at Stony Brook</td>
<td>Masters in Public Administration</td>
</tr>
<tr>
<td></td>
<td>Master of Arts in Urban and Policy Sciences,**</td>
</tr>
</tbody>
</table>

This review would suggest that the initiation at SUNY Brockport of a one-year program in Urban Administration would not represent a duplication, particularly in Region I of SUNY. The most clearly

*The option requires students to complete all the required M.B.A. courses. Objective of program is to provide students with specific techniques of management necessary to the public sector.

**Program emphasis competency in problem-solving skills, design of alternative solutions to public policy problems and systematic analysis.
related programs in this region are the Urban Affairs option and
the M.A. in Public Policy and Administration at SUNY, Buffalo. The
former is heavily weighted toward a business management approach, and
in our opinion this emphasis raises some ideological question as to
its appropriateness for training urban administrators who would be
expected to understand the social, cultural and political (as well
as the economic), dimensions of urban life. The latter program
recently developed and scheduled for Fall, 1974, implementation,
will emphasize skill development in quantitative techniques of
research and policy analysis.

IV. Urban Administration Curriculum

The curriculum for the Urban Administration concentration would
include the following:

1) An Urban Administration Core (21 credit hours in
the following courses)

   PLS 5__ Administrative Theory
   PLS 651 - Urban Policy Analysis
   PLS 6__ Supervision and Personnel Administration
   PLS 681 - Urban Management
   PLS 691 - Evaluative Research Methodology
   PLS 5__ Urban Financial Administration
   PLS 6__ Intergovernmental Relations

This core would constitute the student's primary field of competency.

A secondary field (as in the present Political Science M.A. programs)
would not be required. Of the above seven courses, one (Urban Policy
Analysis) is presently offered in the department. In addition, some
portion of the contents of four others (Administrative Theory, Urban
Management, Evaluative Research Methodology and Urban Financial
Administration) is taught in the Political Science Department under
different course titles. Advanced students entered the program with demonstrated competencies and experience in some of the core course (e.g. personnel, research and fiscal management) could apply for exemption. (Core Course Descriptions are listed in Appendix).

2) Electives in Related Academic Areas (9 credits)

We have examined urban/urban-related course offerings in the other departments of the College (Sociology, Anthropology, Geography and Economics) and are suggesting these as electives.

3) An Internship (6 credits)

The requirement for an administrative internship in a public or quasi-public agency will provide an additional learning opportunity for the student whose professional work history is limited, or deficient in terms of administrative experience. We expect to develop internships in the various administrative units of Rochester, Monroe and Genesee County governments, and in such agencies as the Rochester Housing Authority, the Genesee/Finger Lakes Regional Planning Board, the Regional Transit Authority and others. The internship is intended as a means for drawing upon the professional and intellectual resources of practicing urban administrators in assessing student competency in applying practice skills to administration. In summary, the internship serves to link the classroom and the operational field of the prospective urban administrator in a joint learning experience. The internship would commence upon completion of the class requirements in the Spring term and extend through two consecutive five-week terms of the Summer session. For persons entering the program with significant administrative experience, the internship requirement could be
waived after favorable action on a request for evaluation of applicant’s work history.

V. Interdisciplinary Cooperation

At the present time interdisciplinary cooperation in the development of the Urban Administration program has been limited to discussions pertaining to enrollment in the elective courses which were referred to previously. It should be noted that the Department of Political Science has attempted to develop a cohesive, professional program around a common core of knowledge and skill requisites basic to the practice of modern public administration. Thus, teaching the required core courses in the Department became essential. Current developments at SUNY Brockport to increase administrative course offerings in other departments and divisions should, however, provide the opportunity for more interdisciplinary teaching cooperation, including core courses. Further, we expect cooperation to develop between the Urban Administration program and the proposed graduate Urban Studies program.

VI. Degree Requirements

To meet the requirements for awarding the degree of M.A. in Political Science (Urban Administration), a student must fulfill the following requirements:

A. Complete the minimum of thirty (30) course credit hours under a program of study developed jointly between the student and his/her advisor.

B. Maintain an accumulative average of B.
C. Complete an internship, unless waived by the Department.

D. Pass a written comprehensive examination, supplemented with an oral defense.

1. Option: Complete a research paper on a significant urban administrative problem, supplemented with an oral defense.

Degree requirements should be met within a five-year period from the time of initial matriculation to ensure continuing credit of courses taken in earlier years toward the degree. Except for the six hours of internship, the requirements for the M.A. in Urban Administration is consistent with current department M.A. degree requirements.

VII. Admissions and Recruitment

Admissions

Admission to the M.A. in Urban Administration will emphasize the personal attributes of applicants. In this regard, criteria should include emotional stability, motivation, maturity in handling interpersonal relations, and potential leadership characteristics. For persons entering the program with administrative experience, reference letters from persons in a position to assess applicants' potential for assuming high-level administrative positions will be required. Also, it is desirable that applicants have a social science undergraduate background. Academically, applicants must demonstrate on the basis of undergraduate performance and the general Graduate Record Examination the ability to perform on a graduate level.

Recruitment

The primary source for recruitment of potential applicants are public agencies. This source is like to produce a sizeable
reservoir of young, professionally-oriented persons who would want to acquire the academic training necessary for career advancement. Seniors at SUNY units throughout the state who have demonstrated exceptional academic and leadership potential would also be recruited for admission.

Because of the increasing minority group concentration in urban areas, especially in large central cities, special recruitment would be directed toward these groups. The lack of women in key public administrative positions dictates that special recruitment efforts should be directed toward this group as well. Finally, we would hope that recruitment would be done among non-Americans, who are also coping with the problems of urban management. Recruitment from among the above populations would provide the heterogeneity and diversity to provide each student with an exciting and stimulating experience, and enhance his own ability to function effectively in a pluralistic environment.

VIII. Faculty Resources and Justification for Additional Instructional Staff

Presently two members of the Department of Political Science, one a full-line position and the other a half-line position, are allocated to the Urban Administration Program. The occupant of the latter position shares the remaining half of his instructional line in the Division of Human Services. A discussion of the faculty-instructional resources for the Urban Administration concentration must take into consideration two factors. One, the continuing needs of the Department to meet its commitment to the maintenance
of its undergraduate offerings in public administration. Two, the allocation of faculty time for the administration of the Urban Administration Program.

Considering these factors and the current faculty resources committed to the program, only nine (9) of the twenty-one hours of the core courses can be taught during the Fall term with existing faculty resources as identified above.\(^1\) Under these conditions, it would be impossible to consider the Urban Administration program as a one-year program, offering adequate courses to enable an entering student to complete class work during two consecutive terms of full-time residence.

To adequately staff the Urban Administration program, meet the administrative needs of the program, and ensure faculty availability for teaching undergraduate courses will require the allocation of an additional half-line and one full-line to the Department of Political Science. The allocation of these new positions will make possible the full offering of core courses during the Fall and Spring terms, and reduce the teaching load of one faculty member to allow for program administration. The addition of a new full-time line will permit the department to recruit a person with specialized skill and training in administration who would also have the internship supervision as part of his/her portfolio. Further, the full complement of three full-time faculty persons assigned to instructional and

\(^1\)This does not include the one term only Evaluative Research course to be taught by one member of the Department of Political Science.
administrative responsibilities in the Urban Administration program will allow for continued undergraduate teaching for these persons.

IX. Placement

Many colleges and universities provide a placement service to their graduates. This is done to provide graduates with the widest range of professional opportunities available, as well as to enhance the image of the institution through the performance of its graduates. Normally, this service is administered by a professional staff person.

The Urban Administration program is committed to assisting its graduates in securing professional employment through faculty contacts. It is hoped that the internships, where fiscal conditions permit and mutual benefits to the agency and the student appear to obtain, can become permanent employment opportunities.

X. Program Evaluation

While administration, per se, is a well established profession and academic discipline, the emergence of urban administration as a teaching field is very recent. The development of the urban administration curriculum makes certain judgements about the skills and competencies requisite for effective administrative performance in an urban environment. It is not unlikely that gaps between classroom skill training and the necessary on-the-job competencies may become identifiable once the graduate student enters the professional world. It is proposed, therefore, that the urban administration program undertake a self-study evaluation within a reasonable period after the first full year of operation. This self-study would involve
the urban administration faculty, graduates of the program, experienced administrators, and selected others. The goal of the evaluation would be to determine the relevance and effectiveness of the existing curriculum, identify training gaps, and to consider alternative ways of preparing students for the practice of urban administration.
APPENDIX

Urban Administration Program
Core Course Descriptions

PLS - Administrative Theory

This course examines current literature and research on the theory of complex organizations. It covers traditional and modern management theories, organizational structure and behavior of the individuals and groups, various theories of decision-making, goal formation, communicative processes and theories of organizational change and conflict. Examples are drawn from a range of governmental organizations.

PLS - Supervision and Personnel Administration

This course examines the nature of the personnel function with specific reference to the role of agency executives. Stress is placed upon the application of the techniques of management by objectives and developmental personnel administration in achieving organizational goals. At a practical level, the course examines the effects of unionization, sex, and race requirements on urban personnel systems.

PLS - Urban Policy Analysis

This course will consider major urban policy categories. Analysis will be pursued from the perspective of the processes of choice, factual and normative constraints on policy-making, aims and objectives, and the consequences of decisional choices. Consideration will also be given to the application of various criteria for evaluating policy outcomes.

PLS - Urban Management

This course constitutes a study of administrative functions and problems in urban institutions. It examines the various roles which administrators are expected to perform in carrying out urban public policy, including but not limited to program development, conflict-management, public relations, community organization and planning. Stress will be placed upon how management skills are applied in problem solving.
PLS - Evaluative Research Methodology

This course will focus on the application of methodology in measuring the efficiency, effectiveness, and impact of urban programs, services and management systems. Such evaluative techniques as cost-benefit analysis, planning-programming-budgeting and simulation will be examined for their utility in enhancing the rationality of urban decision-making. The use of information retrieval systems as prerequisite to analysis of program impact will also be considered.

PLS - Urban Financial Administration

This course covers the municipal budgeting process, including programming of services and improvements, financial reporting systems, debt administration, and the financing of local government service through local revenues and inter-governmental transfers. Select problems such as budgetary control and financial accountability will also be considered.

PLS - Intergovernmental Relations

This course will survey the vertical and horizontal relations between different levels of government in terms of their impact on urban administrative processes and policy-making. Special focus will be placed upon the emergence of revenue-sharing aspects of local-federal relations, the increasing role of state in the provision of financial and technical support to local government. The limitations and constraints on urban administrative processes resulting from changing concepts of federalism will also be explored.