

SIMON FRASER UNIVERSITY
Senate Committee on University Priorities
Memorandum

S.02-62

TO: Senate

FROM: John Waterhouse
Chair, SCUP
Vice President, Academic

RE: Master's of Public Policy
Program Proposal

DATE: August 22, 2002

At its July 17, 2002 meeting SCUP recommended the following motion:

Motion

That Senate approve and recommend to the Board of Governors the proposal for a Master's of Public Policy program in the Faculty of Arts as outlined in S.02-62

Attached is the proposal from the Faculty of Arts for the establishment of a Master's of Public Policy program. In April 2001, the Senate Committee on University Priorities (SCUP) approved in principle the Master's of Public Policy program and development of the program proposal commenced. Subsequently, the proposal has been reviewed by a number of constituencies/groups including the Faculty of Arts, the Assessment Committee for New Graduate Programs, five external reviewers and finally, the Senate Graduate Studies Committee.

SCUP reviewed the final program proposal and relevant documentation at its July 17, 2002 meeting. The following documentation is provided here to Senate in support of the proposal:

- Memorandum from the Dean of Graduate Studies
- Memorandum from N. Olewiler
- Timeline summary of the development of the proposal
- Program proposal document
- Library review of the resources for the program
- Reports of the five external reviewers

While the framework of the program appears to be well advanced in its development, SCUP raised some concerns in relation to the fiscal, human and physical resources required for this program. Specifically, these concerns included the tuition fees for the program, the recruitment of faculty as well as program space at the Harbour Centre campus. SCUP expects that these concerns will be addressed by the program developers without delay and prior to the implementation of the program itself in Fall, 2003. A memorandum from N. Olewiler, providing updated information in relation to the concerns of SCUP is provided with the materials.

Irrespective of these concerns, SCUP unanimously approved the Master's of Public Policy program proposal.

In addition, there has been further support dedicated to this program from my office. This includes \$40,000 of base funding committed as of April 1, 2002 for general administration and base funding effective March 28, 2002 for an aP4 position.

Anyone who wishes to access the course proposals for the program, which have previously been approved by the Senate Graduate Studies Committee, should contact Bobbie Grant (3168), the Senate Assistant.

encl.

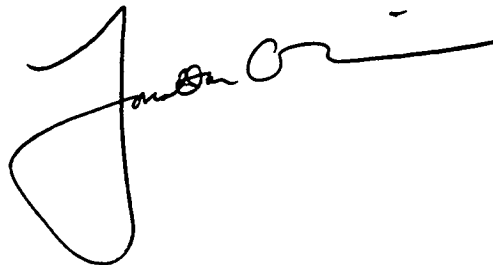
c: R. Blackman, Acting Dean of Arts
J. Driver, Dean of Graduate Studies
N. Olewiler, Department of Economics

SIMON FRASER UNIVERSITY
DEAN OF GRADUATE STUDIES
MEMORANDUM

TO: Senate Committee on University Priorities
FROM: Jonathan Driver, Dean of Graduate Studies
SUBJECT: Master's of Public Policy
DATE: 7th June 2002
Cc: Dr. J. Pierce, Dean of Arts, Dr. N. Oleweiler, Economics

On the recommendation of the Assessment Committee for New Graduate Programs, Senate Graduate Studies Committee has approved a proposal for the establishment of a Master's of Public Policy program in the Faculty of Arts. The enclosed documentation includes a complete program description, course outlines, library report, copies of relevant correspondence, and external reviews.

I believe that this program provides an excellent model for the future development of professional graduate programs at SFU. It is interdisciplinary, but has a strong set of core courses; it fulfils a need for professional education in the community; most importantly, it builds on the research strengths of our faculty members.



Please Note: Additional correspondence regarding the revisions that led to the production of the final proposal as well as the initial proposal can be obtained from the Dean of Graduate Studies Office.

**PUBLIC POLICY PROGRAM
AT
SIMON FRASER UNIVERSITY**

TO: JOHN WATERHOUSE, VICE-PRESIDENT, ACADEMIC
FROM: NANCY OLEWILER, ACTING DIRECTOR, PUBLIC POLICY PROGRAM 
SUBJECT: RESPONSE TO MEMO FROM SCUP RE: PROPOSAL FOR MASTER'S IN PUBLIC POLICY
DATE: 9/3/02
CC: ROGER BLACKMAN, ACTING DEAN OF ARTS; JON DRIVER, DEAN OF GRADUATE STUDIES

We appreciate SCUP's unanimous endorsement of the proposal for the Master's in Public Policy graduate program and would like to comment and provide further information on the concerns raised by SCUP:

1. The determination of tuition fees for the degree program;
2. Recruitment of faculty; and
3. Program space at Harbour Centre.

Tuition Fees: The MPP program is designed to be a partial cost recovery program. The initial tuition fees will be proposed to the Board of Governors as \$3,000 for each of the four semesters. Fees may change over time to be competitive with Canadian programs and if the MPP program's share of the differential fee changes. This fee was established by working backwards from a budget that made the following assumptions:

- In accordance with university policy, a portion of the tuition fees will be directed towards covering the program costs and a portion will be retained by the House to cover the common costs.
- The rationale for setting fees above the standard graduate fee is as explained in the proposal. The MPP is a professional program that will significantly enhance its graduates' earning potential and will be competitive with similar programs across the country. The additional revenue is required to secure teaching resources for the program from other departments and faculties at SFU, and for operating expenses. The fee must also be set high enough to provide a fund to cover tuition support for students with proven financial need. The fund set aside at this fee would provide \$2000 support per semester for approximately 25 percent of the students. A detailed proposed budget is available upon request.

Faculty Recruitment: There are 3.5 faculty positions associated with MPP: a Director (.5, funded by the Faculty of Arts), an aP4 allocated by the Vice-President Academic, a CRC – Tier 1 to be allocated by the Faculty of Arts, and a Senior Policy Fellow (funded by Arts, the V-P Academic, and the MPP).

- Recruitment of the aP4 position is well underway. Ads have been placed to appear in the September 2002 issues of University Affairs, CAUT Bulletin, and a number of web job sites (e.g., Jobs for Economists, Association of Public Policy Analysis and Management). Letters will be sent in early September to chairs of social science departments in Canada and MPP programs that have Ph.D. program. The start date for this position will be September 2003.
- It is expected that there will be some CRC – Tier 1 allocations to the Faculty of Arts and if so, the plan is to allocate one to the MPP Program. The Faculty of Arts is waiting for confirmation from SSHRCC that it will have its anticipated total number of CRCs. This seems highly likely due to the success rate of SSHRCC researchers this past year in obtaining research grants.
- The Director's position is currently filled by an Acting Director. A Director will be appointed once the program is approved. An internal SFU person is expected to fill the position.
- A very strong candidate has been identified for the position of Senior Policy Fellow and is very keen to join the new program. Details on salary, terms, and a full review by the MPP Appointments Committee of the candidate will occur shortly if the position is approved in principle by the Dean of Arts and V-P Academic. With this core faculty allocated to the MPP, approximately eight courses could be offered per year for the program; leaving a maximum of six courses to secure SFU faculty to teach on a buyout.

Space at Harbour Centre: The Dean of Arts office is working with the V-P for Harbour Centre to secure space for the MPP at Harbour Centre. Warren Gill has indicated that MPP is on his priority list for incremental space that will become available at Harbour Centre with the relocations to the Segal Centre. The Faculty of Arts is planning to house its professional graduate programs at Harbour Centre as a group, with the Master's in Publishing and Gerontology already located there. It would also be advantageous for students and for recruiting faculty to the Program.

PROPOSAL FOR MASTER OF PUBLIC POLICY PROGRAM

11 April	2001	Approved "in-principle" by Senate Committee on University Priorities
08 March	2001	Approved by Faculty of Arts
06 April	2001	Received by Dean of Graduate Studies
28 June	2001	Reviewed by Assessment Committee for New Graduate Programs
17 July	2001	Received revised version by Dean of Graduate Studies
07 August	2001	Reviewed by Assessment Committee for New Graduate Programs
30 October	2001	Sent revised version to five External Reviewers by Dean of Graduate Studies
29 November	2001	Received External Reviewers' reports (5) by Dean of Graduate Studies
30 November	2001	Sent External Reviewers' reports to Political Science by Dean of Graduate Studies
09 January	2002	Reviewed by Assessment Committee for New Graduate Programs
19 March	2002	Received revised version by Dean of Graduate Studies
09 April	2002	Reviewed and approved by Assessment Committee for New Graduate Programs

**Program in Public Policy at SFU
MPP Degree & Centre for Public Policy Research
Proposal**

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I. Background and General Information

1. General Information

This proposal provides for the establishment of a new program at Simon Fraser University – the Program in Public Policy. The Program will be housed in a proposed new Division of Professional Programs of the Faculty of Arts.¹ The Program in Public Policy (PPP) will consist of the Centre for Public Policy Research (CPPR), a Schedule A research centre and the graduate degree of Master's of Public Policy (MPP). The PPP will bring together existing faculty expertise from across Simon Fraser University to create a new and innovative graduate teaching program and research centre.

The MPP is a four-semester program to be taken over two years.² The MPP will emphasize the development of techniques to undertake and manage public policy analysis and planning in public, private, and non-governmental organizations. The goal is to produce public policy analysts and managers who can scrutinize a problem, interpret and analyze relevant data, then evaluate alternative paths of action. This will be a professional degree program that emphasizes practical application of principles and analysis from the social science disciplines. Students will be expected to master a set of core skills in policy analysis, politics, economics, research methods, and quantitative methods. The MPP is a relatively unique degree in Canada.³ Graduates will find employment in provincial and federal governments, NGOs, crown corporations, and the private sector. As indicated by the external reviewers, there is considerable demand in Canada for graduates with MPP and MPA (Master's of Public Administration) training.

Subject to approval, the MPP will begin in Fall 2003. The Centre for Public Policy Research will commence in the Fall of 2002. Expected enrollment for each cohort in the MPP program will be approximately 20 students. Total enrollment (first and second year) is thus expected to be approximately 40 students.

2. Relationship to University Research Priorities

The 2000 SFU Strategic Research Plan⁴ establishes ten research priority areas. These areas were singled out due to their actual record of, or potential for, research

¹ The Division of Professional Studies in the Faculty of Arts may also include the Master's in Publishing and Gerontology Program. New programs may be added as they are developed.

² The program will be discontinuous with the summer semester between the first and second year used for employment or an internship.

³ The MPP has been a degree program in the United States for many years. The SFU program will have a number of common elements with these programs. The Master's of Public Administration is the predominant program in Canada. While the MPA has common elements with the MPP, they may differ in emphasis with the MPP focusing more on policy analysis and the MPA on managing the policy process.

⁴ Simon Fraser University Canada Research Chairs - Strategic Research Plan at URL <http://www.sfu.ca/vpresearch/crc/crcsumff.html>

excellence, their ability to foster innovative research, their ability to promote intra-and extra-university collaboration, their ability to create research niches within British Columbia, and their overall ability to meet the criteria set out in the overall university research plan. Plans for creating an MPP credential accord with the priorities established by the SFU University Research Plan which establishes "Policy, Management and Leadership" as one of ten priority areas for University advancement.

Creation of an MPP program would:

- *"build upon our existing strengths and research excellence and maintain our reputation as the best comprehensive university in Canada";* by creating a nodal point for already existing but scattered SFU faculty expertise in areas such as labour-markets, trade, environment, health, education, economics, housing, immigration, land use, technology, foreign policy, national and international security policy, international development policy, Canadian and international political economy and other policy areas.. The creation of the Centre for Public Policy Research would also increase the visibility of SFU faculty and research through a research paper series, seminars, public lectures, workshops, speaker's series, regular conference activity, and enhanced publication of policy-relevant research.
- *"support and create opportunities for the pursuit of new knowledge, discovery and innovation";* by bringing together existing SFU expertise in policy analysis, policy implementation and evaluation in a number of University units in several faculties, including Criminology, Economics, Geography, Philosophy, Political Science, and Sociology within the Faculty of Arts, Communications and Resources Management within the Faculty of Applied Science, and the Faculties of Business and Education.
- *"promote strategic alliances and cross-disciplinary research within the University and seek new collaborations with all our communities to foster intellectual, social, cultural, and economic development in the province of BC";* by developing a graduate level professional credential for the public and private sectors;
- *"recruit and retain outstanding faculty to enhance research capacity and provide leadership for new initiatives and key research programs";* by recruiting faculty for an aP4 position and CRC, and providing a collegial atmosphere for research and teaching in public policy for faculty in many SFU departments; and
- *"enrich the learning experience of our students through participation in, and exposure to, the ground-breaking research and new knowledge being generated by our outstanding researchers so they can fully participate in the knowledge society of the 21st Century";* through the creation of the new teaching and research opportunities listed above.⁵

⁵ Simon Fraser University Canada Research Chairs - Strategic Research Plan Summary 31 July 2000
<http://www.sfu.ca/vpresearch/crc/crcsumff.html>.

3. Governance

The Program in Public Policy will be a unit within the Faculty of Arts and managed by a Director. The Director will be appointed by the President on the recommendation of the Dean of Arts and the Advisory Board of the Public Policy Program. The Director will report to the Dean of Arts and the Advisory Board of the PPP and is responsible for the on-going administration of the program. The Advisory Board will consist of up to 20 members. These will be drawn primarily from the Programs, Schools, Departments and Faculties participating in the MPP program, and also include at least two students from the MPP program (one from each year of the program), one staff member, and at least three external members drawn from the public policy community. The Advisory Board will be appointed by the Dean of Arts for a period of three years and will oversee the general directions of program, including both the MPP and the CPPR. It is expected that the Advisory Board would meet once or twice a year. A Steering Committee will be responsible for the on-going governance of the PPP, including the MPP and CPPR. The Steering Committee will consist of the Director, 6 faculty members from departments and faculties that actively participate in the PPP, and 1 student. The Director, or his/her designate will serve as the Chair of the Steering Committee. The Dean of Arts in consultation with the Director will appoint the faculty and student to the Steering Committee for a one-year renewable term. The Steering Committee will serve as the Appointments Committee for the PPP. A Graduate Program Committee, overseeing the MPP, will consist of 3 faculty members from the Steering Committee plus one student representative from each year of the program. The Director plus the faculty members of the Graduate Program Committee will serve as the Admissions Committee for the MPP program. This is the committee structure that is envisioned at this time. If the PPP grows, modifications may be made to the program's governance.

II. Academic Merit and Structural Integrity of the Program

Proposed Calendar language is set out in Appendix I. The following provides background information and additional explanatory material.

1. Relationship to Similar Existing Canadian Programs

There are currently ten graduate level professional programs in public administration in English in Canada, with their key characteristics indicated in Table 1.⁶ Two programs exist in Western Canada; the only current program in British Columbia is located at the University of Victoria. SFU's MPP will share common elements with MPA programs, but have a greater emphasis on policy analysis and relatively less on public

⁶ The largest French language program is located at the Ecole Nationale d'Administration Publique. It offers an MPA and Ph.D. degree with approximately 40 faculty and over 100 students.

policy management than the MPA programs in Canada. However, SFU MPP students will be able to opt for public policy management courses as part of their electives.

Table I: Canadian MPA Program Data - 2001-2002⁷

University/ URL	FTE Faculty	Program Type/Fees	# Courses Program Length	Institutional Location	Project	# of students (total enroll- ment)
Carleton http://www.carleton.ca/spa	20	MPA/PHD under-grad program, MPP \$2110/ semester for grad programs	16 2 years – have intro- duced a 1-year option	School of Public Administration. Number of different specializations: Canadian, Development Innovation, Science and Environmental Administration	No	55
Concordia http://www.concordia.ca	15	MPA/MPP Total program cost = \$4314 for Que. Resident \$7612 other province for program	13 2.5 years	In Department of Political Science	Comp. exam	
Dalhousie http://www.mgmt.dal.ca/spa/	25	MPA \$6500 for program	15 2 years	Faculty of Management different types of programs	Practi- cum	25

⁷ Most of this information is available on line through the WWW homepage of the Canadian Association of Programs in Public Administration (CAPPA) at URL: <http://uregina.ca/~rasmussk/> and updated to 2001-02 Academic year from each program's web pages. More information on specific programs can be found on their individual web sites as shown in Table 1.

Manitoba/ Winnipeg http://www.uwinnipeg.ca/student/calendar/poli-sci.html http://www.umanitoba.ca/faculties/arts/political_studies/mpa.htm	5	MPA \$8206 for program	16 2 years	Joint Program through Depts. of Political Studies (has a one-year option)	Optional thesis or exams	10-15
Regina http://uregina.ca/~rasm	6	MPA \$110/credit hour	14 (30 credit hours)	Faculty of Administration	No	5-10
McMaster/Guelph http://www.socsci.mcmaster.ca/polisci/grad/collaborative.htm	4	MPPA \$4422 per year	9 1 to 2 years	Joint through Depts of Political Science	Comp Exams	8-10
Queen's http://qsilver.queensu.ca/sps	10	MPA \$5837	12 1 year	School of Policy Studies	Optional	60
Western http://www.ssc.uwo.ca/localgovernment/MPA-Right.htm	2.5	MPA \$5622	16 credits 1 year	Dept. of Political Science Local Government Emphasis	Yes	18-22
York http://www.schulich.yorku.ca/ssb-extra/mpa.nsf	4	MPA \$12,500 per year	12 2 years	Faculty of Administration Very management oriented	No	10
UVIC http://web.uvic.ca/padm/	13	MPA \$966 per semester	17 4 terms of courses + 3 coop terms	School of Public Administration; Diploma in Aboriginal Management/ Public Sector Management plus Certificate Programs and jt. MPA/LL.B.	Yes	50
SFU Proposal	3.5 + buy-outs	MPP \$12,000 for 2-year program	14 2 years	Public Policy Program, Faculty of Arts, Division of Professional Programs	Yes	30

The SFU program will employ a relatively small complement of permanent faculty to teach core courses. It will utilize course buy-outs to access the teaching time of senior faculty members present in four university faculties (Arts, Applied Science, Education and Business Administration) to teach specialized courses and perhaps team teach. Detail on proposed MPP faculty resources is contained in section 3.1 below. The core-specialization

arrangement provides for continuity in the program while allowing students to maximize their options in designing their program of courses and pursuing specific subjects of interest. It allows a flexible, yet rigorous, program to be created at relatively little cost.

2. Admissions

The program is intended for students desiring a professional career.

Students are normally admitted to the MPP program with a four-year Bachelor's degree. Depending upon the nature of the degree, the successful completion of qualifying courses may be required prior to admittance to the program. While work experience will not replace academic qualifications, admission decisions, which will be taken by the MPP program Director and the Admissions Committee, will take into consideration both academic and experiential qualifications.

3. Curriculum

Graduate courses will be offered in the fall and spring semesters of each year. All students will enter the program in the fall semester and will complete seven core courses in the first two semesters of study. In the fall and spring semesters of their second year of the program, students will complete seven additional courses that include five electives in their fields of concentration and the two-semester advanced policy analysis project core course. This course will build on the introduction to policy analysis and require the student to produce a project that addresses a current public policy issue.

It is expected that students will be full-time due to the sequencing of courses, particularly in the first year of the program.⁸ An internship to be completed during the summer semester between the first and second year of the program will be required. The internship will appear as a course on student's transcript without credit hours attached to it. A work report will be required and assessed by the Director. No project is required for the Internship as the project component of the degree is handled in the Advanced Policy Analysis two-course sequence. Students who have had work experience in a public policy setting may receive advanced standing for the internship. The Steering and Advisory Committees will help identify internship opportunities and the Director will ensure that appropriate placements are made. The Admissions Committee, will assess an applicant's work experience upon acceptance to the program and notify each student at this time as to whether an internship is required or not.

The core courses for the program are intended to cover the basic foundations of policy analysis and ensure students have the requisite background in the politics and economics of public policy making and analysis, as well as the necessary quantitative and qualitative research skills required to undertake analyses in specialized policy fields. Once these core courses are completed, students will choose program specializations from those offered by faculty members seconded to the program or already offered in existing courses

⁸ At SFU, a student is part-time if he/she takes one course or less per semester. We do not expect to admit students who wish to take one course or less per semester.

at SFU. There will be considerable flexibility in designing one's second year of the program. The Director and faculty associated with the PPP will assist students in accessing electives available each year (depending on the availability of courses) commensurate with their backgrounds and interests. Upon the approval of the Director, students may also include advanced language training opportunities, particularly French, available at SFU as part of their program.

Students may be granted advance credits towards their degree, following the criteria established in the general regulations for all graduate programs.⁹ The Admissions Committee will assess each applicant's record to determine if advanced credit will be awarded and students will be notified accordingly in their acceptance letter. In no case, however, shall the degree be awarded with students taking fewer than 7 courses at SFU.

Nine new three-credit core courses will be created for the MPP program:

1. **Economic Foundations of Policy Analysis I and II:** A two-semester sequence that examines the basic operation of a market economy and introduces students to key economic concepts and techniques and how to apply them to public policy issues.
2. **Political Foundations of Policy Analysis I and II:** A two-semester sequence that examines the structure of government in Canada and its context in the evolving Canadian political economy, as well as the nature of the political process at the federal, provincial and local levels. Students are introduced to the nature of the Canadian policy process with specific attention paid to the behaviour and activities of key actors in it; including state structures and agencies, societal actors such as pressure groups, social movements, think tanks and other associations. Aspects of the organizational behaviour of these actors are examined as are the formal and informal institutions and rules which affect them in their deliberations and decisions.
3. **Research Techniques and Quantitative Methods I and II:** A two-semester sequence that covers research techniques to include survey design, implementation and analysis, qualitative approaches, and statistical quantitative methods for policy analysis, including analysis of variance, and regression techniques.
4. **Introduction to Policy Analysis:** An introduction to techniques of public policy analysis, evaluation, and simulation techniques. Group projects on current public policy issues will constitute a major portion of this course.
5. **Advanced Policy Analysis I and II:** Advanced techniques for public policy analysis are covered and applied to individual projects on current public policy issues. Each student's research project is presented and critiqued by the students and course instructors. This course will constitute the project component of the program. The faculty teaching this course will be responsible for the supervision of the students' projects.

⁹ See <http://www.sfu.ca/dean-gradstudies>.

Elective courses in year two will be chosen from a large list of courses offered by MPP and other graduate programs at SFU. MPP electives will be added to the program as resources for teaching permit. As noted above, MPP teaching will be done by faculty hired for the program (the CRC, Policy Associate, and aP4 positions) and by purchasing teaching services from departments and Faculties at SFU. Students will be expected to choose electives that fit together into one or two areas of specialization. The groupings below are illustrative of the types of specialization possible, given existing courses at SFU; other specializations have been proposed and may be developed over time as interest and resources dictate.¹⁰ All departments or faculties offering these courses has been consulted and have agreed in principle to allow MPP students to take these courses if the MPP student has sufficient prerequisites (if these exist) and there is space in the course.¹¹ The Director and faculty associated with the PPP will work with the MPP student and graduate chairs of other programs to ensure MPP students select courses appropriate with their backgrounds and interests. Availability of specific elective courses will differ each semester.

1. **Governance and Public Management:** Includes courses on subjects such as institutional and policy design; organizational behaviour; public finance, and public administration.

BUS 831-4	Industrial Relations
BUS 836-4	Human Resource Practices for Managers
BUS 837-4	Effective Leadership & Management in Organizations
BUS 839-4	Organizational Assessment and Planned Change
BUS 872-4	Seminar in Managerial Accounting
EDUC 817-5	Policy Processes
REM 625-5	Risk Assessment and Decision Analysis for Management of Natural Resources
REM 644-5	Public Policy Analysis and Administration
REM 651-5	Project Evaluation and Non-Market Valuation Methods
ECON 890-4	Public Finance

2. **Local, Urban and Regional Government:** Includes courses on subjects such as city management; regional and urban planning; and urban politics.

REM 642-5	Regional Planning I
REM 643-5	Environmental Conflict & Dispute Resolution

¹⁰ These may include such areas as **Democratic Administration** – which would includes courses on subjects such as public participation, freedom of information and privacy, and alternative dispute resolution processes; **Administrative Ethics** - including material on the politics and philosophy of the public sphere, as well as the moral and ethical aspects of public sector behaviour and conduct; **Political Communications** - including courses on subjects such as public relations; media relations; and surveys and polling; and **First Nations Public Policy** issues.

¹¹ Discussions are ongoing with the Faculty of Business about the specific courses that might be appropriate for MPP students.

- REM 645-5 Resource Development Communities
- REM 652-5 Community Tourism Planning and Development
- ECON 865-4 Regional Economic Theory
- GEOG 626-4 Multinational Corporations and Regional Development
- GEOG 640-4 Selected Topics: Social and Urban Geography
- GEOG 644-4 Regional Development and Planning
- GERO 810-4 Community Based Housing for Older People
- GERO 811-4 Institutional Living Arrangements
- URB 630-4 Urban Development, Planning & Policy
- URB 640-4 Urban Regions & Urban Change
- URB 650-4 Urban Governance
- URB 660-4 Economy, Land Use, and Transportation in Cities

3. Social Policy and the Political Economy of Public Policy: Includes courses on social policy subjects such as the family, health, and labour markets as well as subjects such as political economy and the state.

- ECON 881-4 Labor Economics
- GERO 801-4 Health Policy & Applied Issues in Gerontology
- GERO 802-4 Development & Evaluation of Health Promotion Policies for The Elderly
- POL 825-5 Canadian Political Economy
- POL 827-5 Issues in Canadian Government and Politics
- POL 856-5 Issues in Social and Economic Policy
- POL 861-5 Issues in Political Development
- WS 800-5 Methodology in Women's Studies Research
- SA 886-5 Selected Problems in Social Analysis

4. Contemporary Policy Issues: Includes courses on a number of possible policy issues. Two examples are shown below: environmental and resources policy and an international policy focus. Other policy areas may include science and technology, immigration, education and others taught by associated faculty (see Figure II above).

Environmental & Resources Policy

- REM 613-5 Current Topics in Fisheries Management
- REM 621-5 Ecological Economics
- REM 647-5 Parks & Outdoor Recreation Planning
- REM 649-5 Tourism Planning & Policy
- REM 650-5 Energy Management and Policy
- REM 652-5 Community Tourism Planning & Development
- REM 655-5 Water Planning & Management
- ECON 860-4 Environmental Economics
- ECON 861-4 Natural Resource Economics
- GEOG 620-4 Selected Topics: Economic and Environmental Geography
- GEOG 645-4 Resource Management
- GEOG 685-4 Resources, Environment and Food Production

International Policy Focus

ECON 855-4 Theories of Economic Development
ECON 857-4 Studies in Economic Development
GEOG 622-4 Theories and Practices of Development
GEOG 666-4 Geography, Development Theory, and Latin America
LAS 815-5 Latin American Economics & Society
LAS 835-5 Latin American Politics and the State
POL 843-5 Canadian Foreign Policy
POL 844-5 International Political Economy
POL 845-5 Foreign Policy Analysis
POL 846-5 International Security Studies

5. Law and Society: Includes discussion of the administration of justice, legal issues surrounding regulatory processes, and state-society relations.

CRIM 810-3 The Phenomena of Crime I
CRIM 820-3 Criminal Justice Policy Analysis I
CRIM 830-3 Law and Social Control I
CRIM 870-3 Directed Readings (topics vary by semester)
ECON 888-4 The Economics of Legal Relationships
ECON 889-4 Seminar in Law and Economics
GEOG 681-4 Law and the Geographies of Power
PSYC 790-5 Proseminar in Law and Psychology
PSYC 815-3 Mental Health Law and Policy
REM 641-5 Law and Resources

III. Adequacy of Faculty and Other Resources

1. Faculty

Simon Fraser University is currently home to several of Canada's outstanding experts in fields such as labour-markets, environment, trade, social policy, immigration, Canadian and international political economy, policy analysis, international development policy, First Nations, housing, land use, gerontology, communication, demographics, foreign policy, national and international security policy, among others. SFU faculty have authored widely used texts in public policy processes and analysis as well as within specific policy fields. At present, this expertise is fragmented. Although many faculty members at Simon Fraser currently teach in the areas of public policy, public administration and public management, no specific research centre or professional degree in public policy analysis or management is currently awarded.

Teaching resources for the program will be based in core courses offered by a relatively small continuing faculty and the utilization of many specialized courses already existing throughout the university. Over time, if demand for the program and its graduates warrants, additional faculty for the PPP may be sought. Faculty areas of teaching and research among interim Steering Committee members are set out in Figure II below for illustrative purposes. Brief resumes and full CVs of contributing faculty are set out in Appendix II.

Figure II - Teaching Specializations and Research Interests of SFU Faculty

Department or Unit Name	Faculty	Research and Teaching Interests
Economics	Arts	Microeconomic and macroeconomic policy, labour economics policy, public sector economics, resource and environmental policies, education, immigration (RIIM), urban and regional economic policy, quantitative methods for policy analysis
Political Science	Arts	Public sector management, provincial politics, policy process, resource and environmental policy, national and international security policy, foreign policy, labour market policy, Canadian and international political economy, international development policy, comparative public policy, urban and regional policy, and governance
Criminology	Arts	Law and society, crime, forensics
Geography	Arts	Land use, resource policy, tourism
Gerontology	Arts	Health, aging, demography
Philosophy	Arts	Ethics, philosophy of the public sphere
Psychology	Arts	Law and society
Sociology	Arts	Demography, immigration, family and gender policy, aboriginal policy, social policy
Resource and Environmental Management	Applied Science	Resource and environmental policy, alternate dispute resolution, conflict management
Communications	Applied Science	Science and technology, communications policy, industrial policy, agricultural policy, comparative administration, political communications, management, media studies
Professional Programs	Business	Social policy, Canadian political economy, policy evaluation, microeconomics, policy process, management, human resource policy
Graduate Programs	Education	Policy evaluation, education policy, policy analysis, policy cultures

This faculty complement is consistent with similar programs found in other Canadian provinces (See Figure I above). With the faculty expertise currently at SFU, it is possible to offer an exceptional program at relatively low cost and to assist in coordinating and showcasing public policy research at SFU through the CPPR.

2. Administrative, Faculty, Library and Budgetary Needs

Library and other start-up costs for the new program will be minimal as instruction in most of the areas covered in the program already exist in the University.¹² Allowance in the budget for the MPP has been made for future library needs. These are expected to be modest as much public policy material is web-based and/or already part of the acquisitions for individual departments.

Initial faculty staffing for the program consists of a CRC-1, aP4, Senior Policy Fellow, and course buyouts for SFU faculty from their home departments. A senior academic position has been authorized from the University allocation of Canada Research Chairs (Tier I renewable indefinitely). Confirmation from SSHRCC and SFU's administration of the total number of CRCs available to Arts is required before the position will be officially authorized. Authorization is expected in the Fall 2002. Recruiting for this position has been on an informal basis to date, searching for potential expressions of interest. The VP Academic has authorized aP4 position for the PPP and a support staff position.¹³ Recruiting for the aP4 commences in Fall 2002. Advertisements and a list of venues for them have been prepared and approved by the Dean of Arts office. Advertisements will begin to appear in September 2002. The Faculty of Arts is providing funding for administrative release and course time for an Internal Program Director, and funding for the Senior Policy Fellow position which will include at least a one-course teaching load. If the Policy Fellow has a higher teaching load, additional funding will be sought. The Policy Fellow will be an experienced public policy practitioner who will be in residence, teach, and be an active member of the CPPR. This will be a contract position for a variable number of years; not to exceed five. Combined, these positions will provide a permanent base for approximately 8 semester courses, including most of the program core courses. The fees for the program are intended to cover course equivalent buy-outs for existing faculty in order to cover costs associated with teaching needs for the core program and electives that cannot be provided by other departments/faculties.

Infrastructure costs will be covered at least in part from CFI New Opportunities grants associated with the CRC position. To help cover the costs of operating the program, fees in excess of the regular graduate fees per semester must be charged. As noted above, both the Dean of Arts and Vice-President Academic have provided support in the form of faculty and staff positions, however, these are not sufficient to cover the operating expenses of the program, nor the buyouts of additional faculty needed. This fee is required to offset the additional costs associated with mounting a multi-faculty, multi-disciplinary program without a large enough core faculty or base budget for salaries and reflects the additional earning capacity graduates will attain as a result of their specialized, professional training. A portion of the fees collected from the program will be allocated to financial assistance for

¹² Approval from the Library has been received and is attached to the proposal.

¹³ It is expected that there may be sharing of support staff with the other programs in the proposed Division of Professional Studies.

students with demonstrated need.¹⁴ Research assistantships with faculty associated with the program may also be possible. The precise fee will be set as soon as final approval is received from the Administration about the share of the fees in excess of regular graduate fees the MPP will be able to use to run the program. It is anticipated that the fee for the two-year (four-semester) MPP program will be approximately \$12,000 or \$3000 per semester for each of the first four semesters.

V. Demand for the Program from Prospective Students

Creation of a graduate-level professional program in public policy directly benefits the external community. This includes local, regional, provincial and federal agencies and Crown Corporations, as well as NGOs, think tanks, community associations, and other non-government actors, and furthers University priorities in these areas such as those set out by the President's Committee on University Planning and others.¹⁵ The program will enhance the learning experience of students through participation in, and exposure to, groundbreaking research, and provide increased student understanding and practice of diverse research approaches, paradigms, and perspectives.

It is expected that the majority of admitted students will be relatively recent university social science graduates with some policy-related job experience who are seeking to acquire specific additional skills and knowledge in order to enhance their employment and career prospects. However, it is also expected that mid-career entrants who are willing and able to pursue full-time study for at least one consecutive two-semester period will also enroll in the program in order to further their training and career possibilities.

V. Demand for Graduates from Prospective Employers

Graduates of the MPP program can expect to find employment in a variety of public, private and not-for-profit enterprises and organizations who partake in public policy-making in the local community, the province and the country as a whole. The establishment of such a program will improve the capacity of SFU to train future participants in public policy-making and management in British Columbia, Canada, and abroad and provides obvious benefits to the University and University community in so doing.

It is expected that there will be significant growth in the demand for public policy analysts and managers over the coming years. The public sector (and economy as a whole)

¹⁴ There are no teaching assistantships available for the MPP students because the PPP does not have any undergraduate teaching. The PPP could not impose on other departments/faculties/programs to employ its MPP students as teaching assistants in their undergraduate courses.

¹⁵ President's Committee on University Planning, Graduate Studies and Research Discussion Paper, Burnaby: Supplement to Simon Fraser News, October 19, 1995

faces labour shortages in many areas due to demographic factors and economic growth. For example, the *Ottawa Citizen* reported that the civil service is to hire 12,000 new employees per year over the decade to replace retiring baby boomers.¹⁶ The Canadian Occupational Projection System (COPS) projects employment in senior management occupations to grow at an annual rate of 2.2%, faster than the average for all occupations. According to this projection, 7,770 positions will become available from 1998 to 2008. Slightly more than half these openings will result from growth in the number of new positions, and the rest will result from retirements.¹⁷ The external reviewers of the MPP all noted that there should be high demand for the MPP graduates in a variety of occupations and sectors of the economy for most of Canada, but also in the U.S. and abroad.¹⁸

The academic credentials for employment and promotion in the analyst and managerial ranks continue to increase. Employment opportunities in the non-profit sector are also significant and are expected to increase over the next decade. There are an increasing number of opportunities in private sector organizations with an interest in public policy issues and business-government relations.

¹⁶ *Ottawa Citizen*, August 13, 2000, "Decade-long hiring sprees to replace retiring baby boomers".

¹⁷ Electronic data available at URL: http://workfutures.bc.ca/En/def/occs/00___e1.html

¹⁸ While the current climate for public sector hiring in British Columbia is not robust, MPP graduates will be able to compete favourably with MPAs for jobs across Canada.

APPENDIX I - Proposed Calendar Language

MPP Program

Program Director

TBA

Faculty

TBA

This program offers the skills, insights and frameworks that public sector and non-profit policy analysts and managers need to prepare for their careers. The program focuses on the political and economic contexts of public policy analysis and offers opportunities for specialized study in a number of policy areas. The program is designed to develop the strategic and global perspective required of tomorrow's senior policy analysts and managers. The program uses a cohort model where students take courses in the same sequence, and encourages student interaction and co-operation. An individual research project undertaken in the Advanced Policy Analysis course sequence is an integral part of the program of study.

The MPP program consists of fourteen courses plus an Internship to be taken as follows:

Year 1:

Seven core courses:

Economic Foundations of Policy Analysis I and II

Political Foundations of Policy Analysis I and II

Research Techniques and Quantitative Methods I and II

Introduction to Policy Analysis

Summer Internship

Year 2:

Two core courses:

Advanced Policy Analysis I and II

Five elective courses.

Admission

For admission, a student must have a bachelor's degree from a recognized university, normally in an Arts or Social Sciences discipline. Students admitted with other credentials

or those with Arts degrees who in the judgement of the Program Director are without adequate foundation in the social sciences, may be required to make up any deficiency without graduate credit.

Students are normally admitted in September. It is expected that approximately 20 students will be directly admitted in any one year to the program. The normal minimum undergraduate grade point average required for admission is 3.0 (or equivalent), although the Admissions Committee and Program Director may take relevant work experience into account in determining eligibility for admission to the program. Criteria for admission, in addition to undergraduate grades, include strong letters of reference, an essay, and for students whose native language is not English, acceptable TOEFL scores (570 minimum) and a score of 5 or above on the Test of Written English.

Courses are sequenced through the fall and spring semesters. The maximum course load is four courses per semester. The full-time student is expected to complete the degree program within two years.

Application

Students must submit the following documentation when applying.

- Simon Fraser University graduate application form.
- Official transcript of undergraduate grades (mailed directly from the granting institution).
- Three confidential letters of reference (mailed directly by the referees), at least two of which come from faculty members at universities. This requirement may be waived for mid-career applicants with professional experience. In this case, letters from employers may be substituted for references from university faculty. (Forms are supplied for references.)
- A one-page essay that explains why the applicant wishes to pursue the MPP degree.
- A student whose first language is not English and whose undergraduate degrees have not been obtained at an institution where English is the language of instruction, require scores on the Test of English as a Foreign Language (TOEFL) and the Test of Written English.

Degree Requirements

To qualify for the MPP degree, the candidate must complete nine core MPP courses, a summer internship, plus five additional elective courses approved by the MPP Program Director.

Core Courses

MPP 801 - Economic Foundations of Policy Analysis I

MPP 802 - Economic Foundations of Policy Analysis II

MPP 803 - Political Foundations of Policy Analysis I
MPP 804 - Political Foundations of Policy Analysis II
MPP 805 - Research Techniques and Quantitative Methods I
MPP 806 - Research Techniques and Quantitative Methods II
MPP 807 - Introduction to Policy Analysis
MPP 808 – Advanced Policy Analysis I
MPP 809 – Advanced Policy Analysis II
MPP 850-0 Internship

Elective Courses

The MPP Program Director, in consultation with the student, selects supporting courses, from graduate courses offered in units affiliated with the program. MPP 810, MPP 811, MPP 812, MPP 813, MPP 825 and MPP 826 may be used when appropriate to satisfy elective requirements.

MPP 810-3 Issues in Public Policy I
MPP 811-3 Issues in Public Policy II
MPP 812-3 Selected Topics in Public Policy I
MPP 813-3 Selected Topics in Public Policy II
MPP 825-3 MPP Directed Readings I
MPP 826-3 MPP Directed Readings II

MPP Core Course Descriptions

MPP 801-3 Economic Foundations of Policy Analysis I: An examination of the basic operation of a market economy and introduction to key economic concepts and techniques.

MPP 802-3 Economic Foundations of Policy Analysis II: Application of economic concepts and techniques to a variety of public policy issues.

MPP 803-3 Political Foundations of Policy Analysis I: The first of a two-semester sequence that examines the basic structures and processes of government policy-making in Canada. This first course outlines the basic institutions of government in Canada and their context in the evolving Canadian political economy. It also introduces students to key actors in the policy process and examines their structure and behaviour. Examples of relevant actors include federal, provincial and local state structures and agencies, and a

variety of societal actors such as pressure groups, social movements, think tanks and other associations.

MPP 804-3 Political Foundations of Policy Analysis II: Building upon MPP 803, this course provides a detailed examination of the policy process - the stages through which public policies are developed. The course outlines the nature of the policy cycle and examines the formal and informal institutions and rules that affect policy actors in their deliberations and decisions. Specific attention is paid to the nature of policy communities and policy networks in Canada and their impact upon policy content and policy change.

MPP 805-3 Research Techniques and Quantitative Methods I: An introduction to research techniques to include survey design, implementation and analysis, statistical inference, and qualitative methods of analysis.

MPP 806-3 Research Techniques and Quantitative Methods II: Application of statistical quantitative methods for policy analysis, including analysis of variance, and regression techniques.

MPP 807-3 Introduction to Policy Analysis: An introduction to techniques of public policy analysis, evaluation, and simulation techniques. Group projects on current public policy issues will constitute a major portion of this course.

MPP 808-3 Advanced Policy Analysis I: Advanced policy analysis techniques, public affairs, communication, and client interaction are covered and applied by students to individual projects on current public policy issues. This course will constitute the project component of the program.

MPP 809-3 Advanced Policy Analysis II: Advanced policy analysis techniques are covered and applied by students to individual projects on current public policy issues. This course will constitute the project component of the program. Students are required to present and defend their projects in this course.

* **APPENDIX II - Resumes and CVs of SFU Faculty who may be members of the Steering Committee**

Iris Geva-May
Michael Howlett
Catherine Murray
Nancy Olewiler
John Richards
Aidan Vining

Other faculty members have expressed interest in teaching in the program and being affiliated with the Centre for Public Policy Research. Their CVs are available upon request.

* NOT INCLUDED IN THIS DOCUMENTATION

W.A.C. Bennett Library
Simon Fraser University
Memorandum

To: Jon Driver, Dean, Graduate Studies
Subject: Library Review for MPP changes

From: Todd M. Mundle *TM*
Associate University Librarian
tmundle@sfu.ca

Cc: Gwen Bird, Head, Collections Management
Nancy Olewiler, Acting Director, Public
Policy Program
Jack Corse, Liaison Librarian

Date: June 4, 2002

I have reviewed the changes to the numbering and credits of the Masters in Public Policy program as outlined in the memo from Nancy Olewiler, dated June 3, 2002. These changes do not change my original course assessments and therefore do not have any library costs at this point. The addition of MPP 850 (Internship) will also have no affect on available library resources to support this program.

Costs:

THERE ARE NO COSTS ASSOCIATED WITH THESE CHANGES

If you have any questions regarding these assessments, please don't hesitate to contact me by phone (3266) or by email, tmundle@sfu.ca.

Memorandum

To: Todd M Mundle, Head, Collections Management, Library
CC: Jon Driver, Dean of Graduate Studies
From: Nancy Olewiler, Acting Director Public Policy Program, (and Economics)
Date: 03/06/2002
Re: Revised course numbering and outlines for proposed Master's in Public Policy

I attach the revised course outlines for the MPP program and ask if you could please prepare a memo that says that your initial assessment of the Library's costs for each course (no costs) still applies. Below is a table explaining the changes that indicates that they are basically dividing what was 5-credit single courses into two 3-credit courses. In one case, we have added an additional course, but this is a project/seminar course (MPP 809) that does not have library resource implications.

If you could send this memo to Jon Driver before June 12th, I'd greatly appreciate it. I would be happy to answer any questions you might have.

I attach the revised course outlines.

Changes from original proposal to revised proposal:

<u>Original</u>	<u>Revised</u>
MPP 801-5	MPP 801-3 and MPP 802-3
MPP 802-5	MPP 803-3
MPP 804-5	MPP 804-3
MPP 805-5	MPP 805-3 and MPP 806-3
MPP 803-5	MPP 806,807,808 – courses revised with fewer library resources needed than in original 803.

MPP 810, 811,812, 813, 825, 826: no change in course outline/content. Only change is switch from 5 to 3 credits.

MPP 820,821 deleted as no coop option in program

nothing MPP 850 (internship) – no library resources as this is a work placement without a research paper requirement

W.A.C. Bennett Library
Simon Fraser University
Memorandum

To: Roger Blackman, Associate Dean
Faculty of Arts

From: Todd M. Mundle TM
Head, Collections Management
tmundle@sfu.ca

Subject: Program Assessment for MPPM

Date: March 1, 2001

Cc: Jack Corse, Liaison Librarian for Political
Science

Attached you'll find the entire course assessments associated with the courses in the proposed Masters in Public Policy and Management program. Given that we have all the courses rather than just the idea concerning the new program we were able to do a more thorough examination of library resources for the program as a whole.

It seems as though the librarians for Political Science, Economics and Business Administration have been doing a masterful job of collecting books and journals in the area of public administration, public policy and management. There appear to be no glaring gaps in the collection and I am very confident that when this program is up and running we should be able to meet most of the information needs of the students with our existing resources.

There will likely be hiring of new faculty as this program develops. When hiring such individuals it would do well to compare the compatibility of their research interests with existing Library resources. If a mismatch is determined and new resources are required, payment for new books, journals or databases would have to come out of the existing library materials budgets assigned to Political Science.

Costs:

THERE ARE NO EXTRA LIBRARY COSTS ASSOCIATED WITH THIS PROGRAM.

If you have any questions regarding this assessment, please don't hesitate to contact me by phone (3263) or by email, tmundle@sfu.ca.

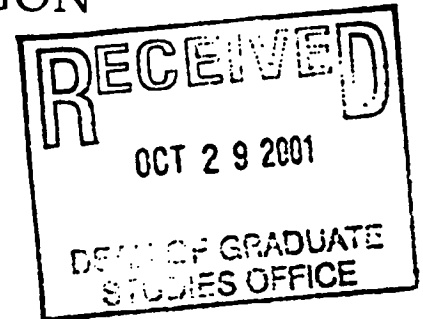
**EXTERNAL REVIEW FOR MASTER OF PUBLIC POLICY &
MANAGEMENT**

**Dr. Michael Hibbard
Planning, Public Policy & Management
School of Architecture & Allied Arts
1209 University of Oregon
Eugene, OR 97403-1209 U. S. A.**



UNIVERSITY OF OREGON

October 19, 2001



Jonathan C. Driver
Dean of Graduate Studies
Simon Fraser University
Burnaby, B.C. V5A 1S6
CANADA

Dear Dean Driver,

Thank you for the opportunity to comment on Simon Fraser University's proposed new Master of Public Policy & Management program.

Based on our own experience and on my knowledge of similar programs, I think your proposed program is generally sound. I have organized my comments in response to the questions you raise in your letter of August 24.

- **Demand for the program among prospective students and demand for graduates of the proposed program**

The target audience for this program is in-career students in the Vancouver metropolitan area – people already in the local professional community seeking to upgrade their knowledge and skills. I don't have specific knowledge about Vancouver; however, the absence of a program in public policy/administration would seem to be an obvious problem for a major metropolitan area, and an opportunity for SFU. And the travel time between Vancouver and Victoria suggests that it is doubtful the program at the University of Victoria could meet the need.

- **The academic merit and structural integrity of the proposed program**

Regarding academic merit, the proposed curriculum appears to be solid, though I have a concern and a caution. The five new core courses provide a sturdy foundation in policy analysis, and the areas of program specialization should appeal to a broad range of students. I am also pleased to see that you plan to require each student to complete a research project.

My caution is this. I note that an internship is optional. I suspect that very few in-career students will elect to do an internship. They are working, so time is an issue for them;

DEPARTMENT OF PLANNING, PUBLIC POLICY AND MANAGEMENT

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and they believe they don't need an internship because they already have professional experience. In my view the opportunity to work in a different organization, on new tasks, under different supervision is an important part of graduate professional education. Therefore I encourage you to consider making the internship a requirement of all students.

My concern about the curriculum is more basic. The rationale for this new program as discussed on pp. 2-3 of the proposal focuses on the changing organizational structure of public organizations and the consequent need for new management skills. However, the proposed curriculum focuses on policy analysis. At various points the proposal mentions the links between policy analysis and administration, but the core courses don't seem to make that link – either individually or collectively.

I am not suggesting that the curriculum needs a re-think. To the contrary, a program emphasizing policy analysis makes sense, especially given the administrative focus of the UVic program. However, I think it would be worthwhile to more closely specify the aims of the SFU MPPM program.

Regarding structural integrity, the strength of the program is its connection with the new Centre of Public Policy Education and Research. (By the way, I again note the emphasis on public policy.) If there are potential concerns they are in the dual reporting of the program director to the Centre and to the Political Science Department, and in the dual loyalties of many of the faculty to their home department as well as the MPPM program. Although they make for complex organizational charts, such arrangements are not unusual in universities. Success in this case would seem to depend on the degree of administrative support for the Centre and the MPPM program – and moral support will be at least as important as more tangible resources.

- **The adequacy of the faculty and other resources**

The quality and number of faculty dedicated to this enterprise are impressive. The approach of adding only a few new courses and drawing largely on existing courses should enrich the educational experience for the MPPM students; they will benefit from being in courses in which they are exposed to the thinking of the general student population.

The risk of this approach – part-time, in-career students being taught largely by “contributing” faculty from across campus – is that there will be inadequate opportunities for informal learning. Faculty-to-faculty, student-to-student, and faculty-to-student hallway encounters are a key element of graduate education. It will be important for the Centre and full-time faculty to facilitate such encounters.

With respect to concrete resources, I am not familiar enough with Canadian academic programming to comment on the discussion on p. 12 of the proposal.

I hope you find these comments helpful. If you have any further questions don't hesitate to contact me. Again, thank you for the opportunity to review this very interesting proposal. Good luck in your next steps.

Very truly yours,

A handwritten signature in cursive script, appearing to read "Michael Hibbard".

Michael Hibbard, PhD
Professor and Department Head

**EXTERNAL REVIEW FOR MASTER OF PUBLIC POLICY &
MANAGEMENT**

**Dr. Luc Bernier
École nationale d'administration publique
Université du Québec
4750, avenue Henri-Julien, 5e étage
Montréal, Québec H2T 3E5**

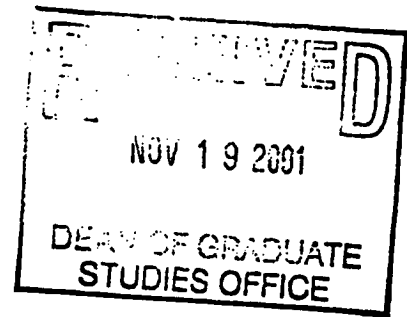


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Direction de l'enseignement et de la recherche



November 14, 2001

Mr. Jonathan C. Driver
Dean of Graduate Studies
Professor of Archaeology
Simon Fraser University
Burnaby, British Columbia
Canada V5A 1S6

Mr. Driver :

I join my comments on the new program your school will launch next year. Thank you for giving me the opportunity to review this excellent initiative. I would like to know how things develop.

Truly yours,

Luc Bernier
Directeur de l'enseignement et de la recherche

p. j.

Evaluation of the *Master of Public Policy and Management Program*

This report will be short for two reasons. First, writing in a second language makes the flow of words shorter but more importantly, this is an excellent program that should be launched. This is a very interesting program that will be taught by one of the best group if not the best group of professors of public policy in Canada. By creating this program, SFU makes good use of its competitive advantage.

1. Academic merit and structural integrity of the program.

The important thing in creating a new program is to make sure that policy analysis is not done from only a critical perspective but that people are trained to develop public policies. Another essential key is to make sure that graduates have some managerial knowledge so that they can handle their first promotion.

The five core courses are classical. I presume that the different approaches to policy analysis are covered. In the first specialization, I hope that the EDUC 817-5 Policy processes does not overlap with the new core course? I would suggest that a management course should be added to the second, third and fifth ones. Another possibility would be to have a core course on public administration that would cover the new public management material. This is not to say that the new public management is such a great idea but it has the advantage of challenging the traditional doctrine in public administration and to create interesting debates. What should be done to manage policies is at the core of the current management debates in several governments. Such a course could help to fill the academic trenches between economics and political science (see further).

The flexibility of the program is exactly what students at l'ENAP would love to have.

I have one apprehension about the program from the days I reviewed the Master program at Laval in public policy. Relations between economics departments and political science have a tendency to be difficult. Economics professors consider that the students in joint programs are unable to understand what they would teach normally at the undergraduate level. Moreover, there are at Laval and in my school important ideological differences, or more politely theoretical perspectives, between economists and political scientists that make difficult to maintain the unity of the program. To take an example at random, is government intervention required because of market failures or is there a single positive reason in an economic perspective for public policies? So, why locate the program in the political science department? For professors coming from other departments, will it be a drawback or a plus to be associated with this department? I know nothing of the internal politics at SFU so it is your call. I would suggest that you reinforce the links between the departments through and for the program so that chairs around the university do not develop resentment when the time arrives that their best professors look like they are

teaching in another department. Is it possible to have joint appointments to departments or the tradition at SFU is flexible enough for what you have in mind?

2. Faculty

The faculty assembled to take care of the program is excellent. To my knowledge, SFU has one of the most dynamic group of scholars in the country in public policy. They are active in various associations. They have written very interesting articles and books over the years. My understanding that the ones I know form a very cohesive group that, moreover, is still relatively young for people who have produced so much. They should be around to take care of the program for a number of years. This is certainly an elite group of scholars.

3. The demand among prospective students

My sense is that political science students and people from various fields in applied sociology such as communication, etc. are often looking for a graduate degree with a professional flavour. MPA programs attract students who have already made the choice that an MBA program is not for them. You should have no problem attracting students. The co-op internship option is always a good idea in this regard but attracts students that are less interested by theoretical debates and research. It forces a more applied material in class.

The experience at Concordia University in Montreal has been that if you limit the enrollment, you create pressure for more applications. Programs too easy to get in have a tendency to have a bad reputation. By the way, why isn't Concordia on your list of programs? Exclusive selection builds a program reputation and makes possible to take care of the admitted students.

Following closely the first cohorts is essential to make sure that incremental improvements are made to the program and its processes. Our experience is that qualifying courses we initially imposed on students were not such a good idea. You have enough core courses that good students coming from disciplines further away should not have problems adapting. Making the course work too long with qualifying courses deters interesting people from applying. Such courses also make the core courses boring for students who have covered some of the material in the qualifying ones.

4. The demand for graduates

Our experience with graduates in public policy and program evaluation is that there is a shortage of people well trained in program evaluation, strategic management and policy analysis. Such demand is fuelled by the current popularity among governments of managing by results and thus an urgent need with people trained to measure such results, to do some strategic or business planning, etc. Moreover, the federal government is looking for graduates with the training you propose.

Everywhere in Canada, there is an apprehended shortage of qualified civil servants for the years to come. This program is timely.

I believe that the University of Victoria, although making efforts to improve the teaching of public policy, cannot offer what SFU wants to do.

There is also a huge market for people in what Americans would call government-oriented companies that could gain from your program. Public utilities such as phone companies have strategic planning departments that do hire MPAs.

So in conclusion, this is a very interesting program that will fill a gap in graduate training in Canada.

I will be glad to answer any question about this report.

Luc Bernier
Directeur de l'enseignement et de la recherche
École nationale d'administration publique

**EXTERNAL REVIEW FOR MASTER OF PUBLIC POLICY &
MANAGEMENT**

**Dr. Evert Lindquist
School of Public Administration
University of Victoria
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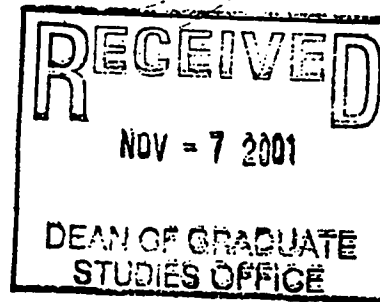


University of Victoria

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School of Public
Administration

challenge minds
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November 5th, 2001

Jonathan C. Driver
Dean of Graduates Studies
Simon Fraser University
Burnaby, BC V5A 1S6

Dear Professor Driver,

Thank you for the opportunity to review the proposed Master of Public Policy and Management program at Simon Fraser University. My comments are informed by my three-year experience as Director of the School of Public Administration at the University of Victoria, thirteen years of teaching and research in the field of public policy and administration, and my graduate work at the University of California's School of Public Policy. I will organize my remarks around the themes that you suggested and offer some other suggestions.

Academic Merit and Structural Integrity

There should be no doubt about the academic and professional merit of the proposed program: scores of public policy and management programs have been established across North America and proven themselves to be vital programs for their host institutions. If structured well, they can provide an important vehicle for mobilizing insight and teaching resources across faculties and disciplines, thereby enhancing research and providing a teaching focus for students.

The proposed admissions policy is sound and the idea of granting advanced standing for capable students is a good one. I think that the core-specialization approach, with a major and minor to be declared, has great merit. The core course complement looks sound, although for a program that declares itself as emphasizing 'policy analysis' more than the UVic MPA program, it devotes too much time on political science perspectives. I would suggest that you consider consolidating, in some measure, the two year-long courses on Political Foundations and on The Policy Process so that you can expose students to the many other disciplines and perspectives that are important for good policy analysis and research, rather than leave that for the major and minor elective streams.

The proposed internship and co-operative education program is a very good idea, but it is not clear as to whether students are expected to find their own internships during the summer or if SFU and the MPPM program will actively assist students in this regard. Moreover, the proposal does not make a distinction between internships and co-operative education: the latter program should have dedicated resources, a clear connection to the graduate program, academic credit for work completed, and feedback loops into the academic learning experience of students.

Adequacy of Faculty and Other Resources

A strong feature of this proposal is that it builds on considerable expertise already distributed throughout SFU in different programs, and it always helps a new program to be mentioned in the university strategic plan! The key issue here, then, is whether there will be sufficient capacity to manage and sustain the program.

The proposed model is certainly viable, with Queen's University demonstrating its effectiveness over many years with one director (then Richard Simeon) and a budget for "purchasing" teaching from other units and from practicing professionals. However, in recent years Queen's has greatly expanded its core resources, the amount of administrative support, and located the program with its School of Policy Studies along with several policy-related organized research centers. A great deal will rest on the person chosen to lead the program; they need to have boundless energy and vision – they will be the glue of the program. The commitment of the University to supply the program with Tier 1 and Tier 2 CRC chairs, as well as course release for the Internal Program Director and funding for a Senior Research Fellow, is an excellent way to begin the program!

A key issue does not appear to be addressed in the proposal: what sort of administrative support will there be for either the internship or co-operative education programs? More generally, very little is said in the proposal about the amount of administrative support that should be in the base budget. Given the amount of boundary-spanning that is inherent in leading and managing such programs, this will be a critical matter to address and clarify.

The proposed administrative arrangements seem sensible as long as there continues to be clarity about the modalities for academic and administrative reporting. The proposal to create a Board of Directors to which the Director of the Centre of Public Policy and Education Research will report should deal with an obvious potential problem: so much core teaching will be done by political scientists (either from the Department or elsewhere at SFU) that the MPPM may quickly become perceived as a Political Science enterprise.

The proposal allows for the possibility of expanding resources for administering the Centre and the MPPM should the program steadily grow, and this seems prudent.

Demand for Program Among Prospective Students

You should have no difficulty attracting students to the MPPM program. It will certainly have SFU undergraduate programs as a natural feeder into the program, and will attract students from other programs seeking to either live in Vancouver or specialize in a policy studies approach to public policy and management. Faculty and students from other universities across Canada and internationally will be familiar with the flagship books of Weimer and Vining, and of Howlett and Ramesh, in addition to the published research of faculty associated with the MPPM, so there promises to be a good flow of non-SFU and non-BC applicants to the program.

The strategy of ensuring scholarships and financial support from the differential fees should induce students from other parts of Canada, although these will need to be significant given the cost of living in the greater Vancouver area. You may want to consider "growing" the program so that you begin with smaller cohorts by design (say, 15-20 students) and expand from there.

Demands for Graduates

Let me assert that the impending demographic roll-over at all levels of the public sector portends a strong demand for graduate students with public policy and management backgrounds. On the other hand, the MPPM program will be introduced just as the BC public sector goes through tremendous upheaval and considerable uncertainty about public service careers in the province. Some students who would prefer to come to BC may choose programs in other provinces because the job prospects (internships, co-op placements, and more permanent appointments) seem more promising or certain. The bottom-line: even if the short-term prospects may be bumpy, there will be a great need for graduates from this program, and this should be anticipated in your planning.

Other Matters: Depiction of UVic's MPA Program and Potential Collaboration

I continue to be concerned about how the rolling proposals for this program continue to depict the School of Public Administration at the University of Victoria. I first expressed this concern when I visited SFU last Spring and subsequently in my 1 June 2001 e-mail note which, I believe, was forwarded as part of the provincial review process (I have attached a copy for your review). My concern stems from an inaccurate and unfair depiction of the focus of our program and the kind of students we attract. The current version of the proposal states that the MPPM program will

...focus on issues of public policy management rather than traditional public administration and will draw from a much larger pool of students in the private and non-governmental sectors as well as the federal, provincial, local and regional public sectors of whom the overwhelming proportion in British Columbia are located in the Vancouver-Lower Mainland area. It will offer training related to the understanding of the workings of policy processes in government as well as the social, economic, cultural and organizational contexts in which these processes occur...(p.13)

This description describes well the current complement of students that we attract and a good portion of the courses that we regularly teach, which include core courses on Public Sector Governance, The Policy Process, and the Advanced Policy Seminar, as well as courses on Managing from the Middle and on Organizational Effectiveness, and courses that focus on Research Design, The Economics of Information, etc. In fact, what is striking is the extent to which many of the courses proposed for the MPPM are similar to the MPA program, and, of course, most programs that try to teach policy analysis and public management skills. The proposed focus of the MPPM on policy analysis per se is clear and laudable, but I do not think that it is appropriate for the SFU materials to inaccurately depict what we do. I have already received unsolicited comments from colleagues back East about this depiction, which has raised several eyebrows because others in the country understand the broader focus of our program. Why not simply focus on the very good ideas, focus, and approach that underpin the MPPM, and leave out the characterizations of our program?

I must confess that I find it awkward making the above comments because my colleagues are very prepared to work on a collaborative basis with the MPPM program. We can envision, for example, ensuring that students could take courses in our respective programs when on co-op placements in either Vancouver or Victoria, undertaking research projects of scale, collaborating on executive development, co-hosting conferences, and perhaps designing a joint PhD program. These initiatives would tap into the location and considerable expertise of each institution.

Final Remarks

In conclusion, the MPPM proposal is well-conceived and builds on the great deal of expertise already in place at Simon Fraser University. I have no doubt that the program will be successful. As I have noted above, we at the School of Public Administration are very keen to collaborate with you in a variety of ways, and we look forward to discussing this with you in the future.

Sincerely,



Evert A. Lindquist
Director

attachment

Evert Lindquist

From: Evert Lindquist [evert@uvic.ca]
ent: Friday, June 01, 2001 3:41 PM
to: Valerie Kuehne
Cc: Evert Lindquist; glaundy@uvvm.uvic.ca
Subject: Degree Program Review

Importance: High

Dear Dr. Kuehne,

I am writing with regard to your memorandum of May 10th requesting the School's comments on the letter of intent from Simon Fraser University to initiate a Masters in Public Policy and Management Program.

I have been in touch with Dr. John Pierce, Dean of the Faculty of Arts at SFU, as well as Dr. Michael Howlett, Professor of Political Science, who has taken the lead responsibility for preparing the proposal. I have conveyed the message that my colleagues at the School of Public Administration have high regard for the many SFU scholars associated with this proposal who have teaching and research interests in public policy, public management, and public administration. We believe that this proposal will serve to showcase a pool of strong talent that is currently distributed across departments and faculties at SFU. It is also clear that the Vancouver region would be well served by such a program.

Moreover, I have conveyed our School's interest in collaborating with SFU colleagues with regard to launching the proposed MPPM program, given our respective locations in the South Island and Lower Mainland, and with regard to developing a collaborative PhD program and executive development activities. My views on this have developed in my capacity as President of the Canadian Association of Programs in Public Administration, partly as a result of conducting a survey on the state of programs across the country, which probed the challenges and opportunities confronting public policy, management, and administration programs. A key conclusion from the survey (and the resulting discussion at a recent meeting at the Annual University Seminar hosted by the Canadian Centre for Management Development) is that meeting the recruitment and research challenges associated with modern public sector governance outstrip the capacities of relatively small programs. My view is that a SFU-UVic collaboration could lead to creating a capacity of considerable scale that would immediately make a mark on the national, North American, and international stages. My hope is that SFU will develop its programs in such a way as to maximize the potential for such collaboration, and we would be pleased to enter into ongoing discussions on these matters.

I have also indicated to Dr. Pierce and Dr. Howlett that the proposal's characterization of our MPA program as having a focus on "administrative subjects such as personnel management and budgeting within an administrative setting" and on "traditional administrative concerns" is misleading. Our program has long been recognized across the country as one of the few programs that has always strived to balance the training of "policy analysts" and "public sector managers." One of our promotional documents begins by stating that "The School of Public Administration is widely known as one of Canada's leading graduate programs in public policy analysis and public management. In addition to offering the MPA degree program (with its Co-operative Education stream) and a Ph.D. program, the School offers high quality Diplomas in Public Sector Management and in Local Government Management." We are currently hosting a Summer Institute for Social Policy Analysis, and we have recently hired colleagues with strong interests in child policy and energy policy. Several colleagues closely monitor and conduct research on the policy-making process as well as governance issues. Regardless of the titles of our MPA courses, their content has been changing steadily as part of our ongoing Curriculum Renewal and do address many of the topics that are to constitute the core MPPM program. Likewise, to characterize our program as only drawing on "the middle ranks of the Victoria-area provincial civil service and emphasizes training to meet the traditional concerns of middle-managers with subjects such as personnel relations and financial management" is also misleading. We attract a diverse, increasingly younger group of students from Victoria and across Canada, with a great amount of social movement and non-governmental experience. They are attracted to the program precisely because of our broader and balanced perspectives on policy analysis and public management.

So, the name of our School should not be taken at face value! However, that the School of Public Administration has long been recognized elsewhere in Canada as taking seriously research and teaching in policy analysis and public management, and caters to a diverse range of students, in no way detracts from our support of the SFU MPPM proposal. Indeed, it suggests that there are greater opportunities for collaboration between our respective institutions than the MPPM proposal might otherwise suggest.

Let me close by wishing our colleagues at Simon Fraser University every success in launching their program, and reiterating our interest in exploring different modalities and levels of co-operation between our respective universities.

Sincerely,

Evert Lindquist, Director
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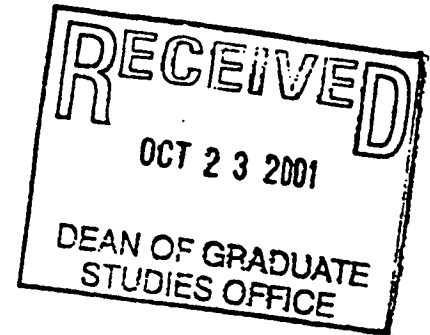
**EXTERNAL REVIEW FOR MASTER OF PUBLIC POLICY &
MANAGEMENT**

**Dr. Michael Prince
Dean, Faculty of Human & Social Development
University of Victoria
Victoria, BC V8W 2Y2**



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FACULTY OF HUMAN & SOCIAL DEVELOPMENT



Dr. Jonathan C. Driver
Dean of Graduate Studies
Simon Fraser University
Burnaby, British Columbia
Canada V5A 1S6

October 18, 2001

Dear Dr. Driver:

RE: Review of the proposed **Master of Public Policy & Management**.

Thank you for the opportunity to review and comment on the planned Master of Public Policy and Management (MPPM) program at Simon Fraser University. My comments are organized in accordance with the four main points you outlined in your letter of September 25, 2001.

For the information of your Assessment Committee, my remarks are informed by a 15 year association with the School of Public Administration here at the University of Victoria; 9 years as a faculty member of the School of Public Administration at Carleton University; and a MPA graduate of the then School of Public Administration at Queen's University. In sum, my involvement in the study and practice of public policy and administration in Canada spans 30 years.

The academic merit and structural integrity of the proposed program:

The academic merit of this professional graduate program in public policy and management is readily apparent and easily accepted as praiseworthy. In the proposal document, the program is properly situated in relation to related graduate education programs and developments in North America as well to trends in public sectors across Canada and beyond. The proposed MPPM fits well with these policy and professional trends and pedagogical developments. Furthermore, the MPPM appears to correspond with, and advance one of the priority areas in Simon Fraser University's Research Plan.

The MPPM will comprise the teaching part of a new Centre of Public Policy Education and Research to be located within the Department of Political Science. Whenever a multidisciplinary program is located in a single established department, the challenge is to truly bring together existing faculty expertise scattered across several departments and

Degrees offered include a BA (Child and Youth Care); BSN (Nursing); BSW (Social Work); BSc (Health Information Science); MPA (Public Administration); MA (Child and Youth Care); MN, MSW and MA (Interdisciplinary Studies in Policy and Practice); MA (Dispute Resolution); MA (Indigenous Governance)

faculties. The MPPM program is to be fashioned after the Queen's model (and a few others in Canada), with a small core of faculty attached to the Program with the bulk of teaching resources acquired from various units through buy-outs and other arrangements. Having experienced the Queen's model firsthand, I know it is a workable approach and quite effective for graduate student learners.

In reading through the proposal, I detected some ambiguity as to what will be the program's emphasis. Early on in the document (pp. 2-3), the stress seems to be on management and the learning of administrative skills, practices and implementation. Later (pp. 5 and 8), the emphasis is on policy analysis. Is the MPPM planned to be one or the other or a balance of the management and policy focuses? The proposed core courses suggest to me a leaning toward the policy emphasis. An accent on training and educating policy analysts would help to distinguish the MPPM from the University of Victoria's MPA which strives to balance the training of public policy analysts and public managers.

With respect to the governance arrangements described in the proposal, I wonder whether the roles and structures proposed are too complex and elaborate in terms of the number of meetings and actors involved. Perhaps this is inevitable and necessary in the early years of the program, in particular to ensure buy-in from various faculty members and faculties. Yet, it is an issue worth closely watching.

The adequacy of the faculty and other resources available to the proposed program for achieving its goals:

At first blush, the commitment of 3.5 FTEs of continuing faculty for the new program may seem modest, though this complement is similar to three or four other MPA programs across the country.

In fact, in the current and foreseeable funding environment, Simon Fraser University's commitment of faculty resources is laudatory and impressive - with Tier I and Tier II Canada Research Chairs, a program director, a senior research fellow, and at least 10 course equivalent buy-outs for existing faculty. Moreover, this level of new resources is appropriate and workable following the model at Queen's, as mentioned above.

The curriculum vitae included for nine faculty members are established and senior scholars from five different fields and disciplines. This is an impressive collection of faculty. In five of the vitae, however, no information is provided on graduate student supervisions. This may, in part, be a function of how different disciplines present their resumes. In any case, this would be useful information to have to assess the experience and capacity of faculty to contribute to this vital part of the graduate program. In addition, it is not indicated or evident which courses certain faculty (Dobuzinskis, Gee, Harris, Richards or Smith) will be teaching. This may not be essential information to have at this stage but it is, I think, worth noting its absence.

Clerical, secretarial and other administrative resources are to be provided by the Department of Political Science. No information was provided on the existing administrative resources in the Department nor on whether any additional resources would be allocated.

The demand for the proposed program among prospective students:

The proposed MPPM anticipates an annual admission of 15 students with a steady state enrolment of between 20 to 25 students. This moderate intake seems to be far exceeded by the demand and need for such a professional graduate program in Greater Vancouver region and lower mainland. The School of Public Administration at Victoria is currently the only graduate MPA in the province and one of a few in western Canada, and the student demand at our university, as measured by applications, is strong in sheer numbers and academic quality.

I believe the co-op internship option planned for the MPPM will also be an attractive feature of the program for many if not most prospective students; so too will be the ability to take the program on a full or part time basis and to combine the core courses with an equal number of specializations. With a mix of full and part time students, a co-op option and a Research Project, I wonder if the program's annual steady state will be closer to 30 students. This too is worth monitoring closely.

It is unknown, and unexplored in the proposal, what the effect of a differential fee of 50 to 100% of the regular Arts graduate tuition to be charged for the MPPM might have on student demand. It is encouraging to read, on the other hand, that a scholarship fund will be established to help offset the differential fee for students in financial need.

The demand for graduates of the proposed program:

Public sectors at all levels in Canada will soon face a crisis of staffing shortages and management succession. This is as pertinent to universities and non-profits as it is municipalities and provincial ministries. The renewal and strengthening of policy capacity within provincial, territorial, urban and First Nation governments is a related challenge facing the public service and thus a real opportunity for professional development programs such as the MPPM proposal. The Government of Canada, in particular, is taking steps to strengthen its ability to discern trends, develop long term scenarios and policy options, and identify innovative approaches and solutions to public issues.

Even with the downsizing scenarios of the Campbell government, there will be a critical need, in part because of the forthcoming retrenchments, for trained policy analysts and public managers equipped with the information and skills required for our changing political economy and society. This need includes finding new approaches to public and

private partnerships, mutually respectful relations with Aboriginal communities and First Nations, and fuller engagement with citizens and the voluntary sector.

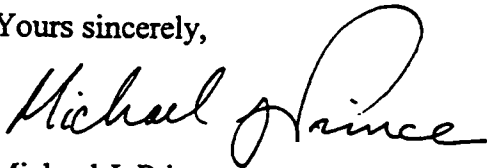
The planned Research Project, as part of the MPPM curriculum, will no doubt enable students to connect with and impress prospective employers, by completing a piece of applied work useful to an organization and manager.

Summary Remarks

The proposed MPPM is well thought out, appropriate and a strongly supported academic program for Simon Fraser University, especially given the range of established faculty with relevant teaching and research expertise. An interdisciplinary focus on public policy analysis is timely and is likely to be attractive to many students. There is, I believe, more than enough demand and requirement for two graduate programs in the province.

I wish your colleagues success in obtaining approval and funding of their proposal, and I know that my colleagues in the School of Public Administration at University of Victoria would be pleased to explore ways of cooperating and collaborating on executive development activities and possibly a doctoral program at a future date.

Yours sincerely,



Michael J. Prince
Lansdowne Professor of Social Policy
Acting Dean, Faculty of Human and Social Development

**EXTERNAL REVIEW FOR MASTER OF PUBLIC POLICY &
MANAGEMENT**

**Dr. Robert Wolfe
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Thursday, 29 November 2001

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Jonathan C. Driver
Dean of Graduate Studies
Professor of Archaeology
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Dear Professor Driver

Thank you for asking me to review the thorough proposal developed by the Department of Political Science for an interdisciplinary Master's programme in Public Policy Management (MPPM). I have no hesitation in recommending that the programme go ahead, based on my review of the proposal in light of my experience in the similar program here at Queen's. My detailed comments are attached.

Yours sincerely,

Robert Wolfe
Associate Professor

Sl.

Simon Fraser University
Proposal for a Master's programme in Public Policy Management (MPPM)

a) academic merit and structural integrity of the programme

The central claim of this proposal is that public policy and management is a distinct field of research able to support graduate level instruction. The proposal makes the further claim that SFU faculty are engaged in a sufficiently wide range of substantive domains and analytic approaches to sustain a high quality programme. I agree with both claims. I do have some concerns, however.

Length of Time: I did not see much justification for why a professional programme must run over two years, and therefore why students are limited to taking five courses each year. If the core courses were intensive research seminars in a field of interest to the students, the limit might be reasonable, but if the courses are in fact foundational, then student time might be under-employed. I do see, however, that it might be impossible for students to take more than three specialized courses at a time because of the demands normally placed on graduate students.

Core courses: In our experience, students are drawn from a wide variety of backgrounds in the humanities and natural sciences as well as the social sciences. The role of the core courses, therefore, is in part foundational and in part integrative. Given the nature of the proposed core courses, it is hard to imagine why students with no social science background would be required to undertake qualifying courses. Also in our experience, students with a degree in economics are under-represented in the program. (MPP programmes in the USA attract economics students in part because the MA in Economics is not a major option there for professionally inclined students—it is really just a stepping stone to the PhD at major universities.) It follows, therefore, that of the core courses, #1 should focus on microeconomic concepts relevant to public policy, which will be new and challenging for most students, leaving any discussion of analytic methods to #3, which is perhaps too narrowly focused on evaluation. Courses #2 and #4 reflect the different approaches to the topic of potential instructors rather than an analytic distinction that will be obvious to students. Course #5 is essential, although students with no interest in research might better understand the rationale if it were called Quantitative Methods for Policy Analysis. In my view, which is informed obviously by my understanding of what works in our own curriculum, the proposed structure lacks a course aimed at integrating diverse approaches to policy analysis. Finally, although the proposal recognizes the importance of changing ideas about public management, there is no core management course.

Research project: The proposal does not explain why a research project is included in the curriculum. Such a justification might be useful, since Figure 1 shows that SFU would be in the minority of public policy programmes that require a research project. In our experience, few students interested in research enter professional programs. Public sector employers are critical

page two

of such projects because no public servant is expected to write at such length or so independently. Team projects of some sort are much more relevant.

b) the resources (people, space, library etc.) assigned to the programme

The proposed faculty are outstanding, and the concept of having a core faculty able to draw on other teaching resources in the university is sensible, especially if all the faculty included in the proposal have a sufficient commitment to the programme that they are able to develop a common culture—students are typically critical of wide divergences in expectations among faculty within a programme. It is not clear if more than two faculty would see themselves as owing primary loyalty to the programme, which might prove a source of weakness over time.

In Figure 1, the size of the programme is given as 20; on page 17 it is suggested that no more than 15 students would be admitted in any year, which would imply a programme size of 30. In either case 3.5 FTEs would be sufficient, on the assumption that many courses would be taken in other units, although managing a research project for each student might prove to be a strain.

See comment below on fees and student funding.

c) the likely demand for the programme

The proposal presents the demand conservatively, with two caveats: students might be resistant to a two-year program, especially if they are first required to take qualifying courses, and they might balk at paying the fees. I am dubious both about the proposition (page 12) that public sector earning capacity is all that great, or that MPPM students would understand why their programme cost so much more than comparable Arts programmes. Some differential might signal that the programme is higher quality than other SFU programmes, I suppose. The proposal devotes insufficient attention to student funding—will there be opportunities for Teaching Assistantships, for example?

d) the prospects for employment of its graduates.

We think the demand for graduates of such programs will continue to be strong for many years as public sector agencies recruit new professional staff to replace the large age cohort now approaching retirement