SUMMER 2010: PA council approves Strategic Plan and associated timeline. SWOTS are distributed to PA Council members, PA advisory board members, employers and stakeholders.

SPRING 2011: First Strategic Planning meeting February 26th in Mount Pleasant. Meeting to set 8 areas of focus for the program (See Step 1).

SPRING 2011: PA Advisory Board meets February 27th in Mount Pleasant and approves Strategic Plan

SPRING 2012: PA Council begins to work on curricular revisions related to Strategic Plan

SPRING 2012: Dual meeting of Strategic Planning committee and PA Advisory Board held March 17th in Mount Pleasant (See Step 2).

FALL 2012: PA Advisory Board meets in Auburn Hills, Michigan on October 6th. Strategic Planning and assessment progress discussed including: focus group, mission statement revisions, pre and post surveys.

FALL 2013: New program director Thomas Greitens. Competency plan created and curricular revision started. (See Step 3)

SPRING 2014: Dual meeting of Strategic Planning committee and PA Advisory Board held April 19th in Mount Pleasant. New faculty to assist in new Non-profit concentration, Dr. Nathan Grasse. Competency plan approved by both strategic plan committee and board members, integrating Strategic Planning recommendations and NASPAA accreditation standards.

FALL 2014: PA Advisory Board meets in East Lansing, Michigan to discuss how the program can incorporate deliverables into the new competency plan. (See Step 4)

Deliverables include:
- stronger focus on competencies
- application of competencies into employment of graduates
- creating a possible online program
- where should program be in future
- how to move program up in rankings.

FALL 2015: PA Advisory Board meeting August 22nd in Mount Pleasant, Michigan. 2025 Strategic Plan started, program threats discussed, logic models reviewed and approved. Elections to be held electronically.
**STEP 1 (SPRING ‘11): 8 Areas of Focus for the Program**

1. Retention of NASPAA accreditation is inherent to the MPA program. All current and future goals and plans should incorporate NASPAA guidelines as well as the mission of the University and the MPA program.

2. What would be an appropriate level of growth?

3. What are the current and new markets for the program?

4. Should the MPA program consider an open cohort format?

5. Does the program want to continue offering concentrations?

6. What are current and new course delivery modes that should be considered?

7. How can the MPA program utilize and activate alumni?

8. Are there any curricular changes needed?

**STEP 3 (FALL ‘13): Decided Public Service Values the MPA Program Specializes in:**

- Rule of law (defined as foundation of government)
- Transparency (communication)
- Accountability
- Responsiveness
- Effectiveness
- Efficiency
- Trust in Governance
- Ethical
- Adaptability/Collaboration

**STEP 2 (SPRING ‘12): From those initial questions, round table discussions then shaped critical strategic issues:**

<table>
<thead>
<tr>
<th>Question</th>
<th>Political</th>
<th>Economic</th>
<th>Social</th>
<th>Technology</th>
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<tbody>
<tr>
<td>What would be an appropriate level of growth?</td>
<td>-Student enrollment goals</td>
<td>-Layoffs in Public Administration</td>
<td>-Lack of baby boomer exodus</td>
<td>-CMU technology out of date to support alternative delivery</td>
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<tr>
<td>-Student enrollment</td>
<td>-Best practices in discipline</td>
<td>-Adjunct and Tenure faculty pay and incentives</td>
<td>-Wisconsin and other state’s approach to Union’s and public workers</td>
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<tr>
<td>-Program location</td>
<td>-Current political parties in control Federal, State and Local through CMU board of trustees</td>
<td>-Retirement money/stock market concerns</td>
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<td>-Program certificate</td>
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<tr>
<td>-Internationalize the program</td>
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</table>

| How to improve marketing of the program and activate or engage alumni? | -No Richmond Alumni group sponsored through CMU | -Limited marketing budget | -Tapping into the word of mouth advertising | -Utilization of social based networks |
| | -Alumni newsletter | | | -Increase of technological advertising methods |

| What are alternative delivery options? | -Quality assurance concerns | -Investment in resources needed | | -Online quality and oversight concerns |
| | | | | -Open enrollment availability |

| Does the program want to have concentrations or certificates? | -Program prioritization | -NASPAA accreditation | | |
| | -NASPAA accreditation | | | |

| What curricular changes are warranted? | -Capstone project change needed | -Retooling the concentrations to certificates | | |
| | | | | |

**STEP 4 (SPRING/FALL ‘14):**

Competency initiatives underway

NASPAA assessments applied to all courses

Data collection begun
VISION STATEMENT

The Masters in Public Administration (MPA) program at Central Michigan University offers a nationally accredited applied professional degree that seeks to be an internationally recognized program for enriching public service and educating practitioners and pre-service students to lead and manage in a variety of public sector settings.

MISSION STATEMENT

The mission of the MPA program at Central Michigan University is to provide practitioners and pre-service students enriching learning experiences that prepare and advance their intellectual growth, ensure effective and accountable decision-making as they lead, manage, and serve in the public sector, and increase the likelihood of successful public governance via respect for citizens and clients in a variety of public service settings, from government organizations to non-profit agencies and international bodies.

THOSE WHO ATTENDED INCLUDED:

- Laura Orta, CMU MPA Program
- Dr. Larry Sych, CMU MPA Program, PSC/PA Department Chair
- Dr. Thomas Greitens, CMU MPA Program
- Dr. David Jesuit, CMU MPA Program, Core Faculty
- Dr. Nancy Quarles, CMU MPA Program, Core Faculty
- Fred Kaiser, CMU Off-Campus Programs; Marketing
- Vickie Oliver, CMU Off-Campus Programs; Call Center
- Paula Catanzaro, CMU Off-Campus Programs; Warren Location
- Kimberly Werkman-Howe, CMU Off-Campus Programs; Auburn Hills
- Brian Smith, Union Township; Township Manager
- Precia Garland, Mercy Hospital Cadillac, MI; Foundations Manager
- Barbara Harding, VA Coordinated Care VCU Health Systems; Director
- Jeff Lawson, Mackinaw City; City Manager
- Mark Taylor, Health Systems IT Manager and Adjunct Instructor Macomb Community College
- Dominic Romano, City of Livonia; Administrator
- Steve Duchane, City Manager, City of Eastpointe
- John Kaczynski, Director of Center for Public Policy and Service, SVSU
- Valerie Waller, MPA Alumni, PhD Student
- Pamela Lavers, Assistant County Executive at Macomb County Government

If interested in copies of the Competency Plan, Strategic Planning minutes, and Advisor Board minutes, please contact either Laura Orta or Thomas Greitens.

Laura Orta: Laura.Orta@cmich.edu
Thomas Greitens: Thomas.Greitens@cmich.edu