Mission
The mission of Wichita State University’s Hugo Wall School (HWS) of Public Affairs is to advance excellence in public service through integrated teaching, research and community service. The school prepares individuals for positions of leadership and responsibility in public and nonprofit organizations through the Master of Public Administration (MPA) degree program and various professional development activities; expands and disseminates knowledge in the areas of public management, public finance and public policy; and engages communities in ways that serve the public good through applied research and technical assistance. HWS is unique at Wichita State University (WSU) in that one-quarter of each faculty member’s time is budgeted to the School’s Centers which conduct applied research and provide consultation, technical assistance and professional development for state and local governments, professional organizations and nonprofit organizations. The academic model that integrates community engagement with teaching and research is a major strength of the Hugo Wall School. Research and technical assistance conducted by faculty inform classroom instruction, ensure curricular relevance and expose graduate students to rigorous applied research and program evaluation. Technical assistance and professional development offered through the Centers are based on the latest academic research and apply best practice in public and nonprofit management to maximize impact and solve community problems. Participation in Center activities keeps faculty attuned to the emerging issues in the community and exposed to emerging research questions. Professional development offerings focus on training local government and nonprofit practitioners to improve the efficiency and effectiveness of their organizations. Contacts made and fostered through research and technical assistance aid in the placement of interns and graduates, as well as in student recruitment.

In FY 2014, the Hugo Wall School has 6.5 FTE faculty. In addition, the school employs eight professional staff members (7.75 FTE) and two full-time support staff. HWS offers one degree: the Master of Public Administration. It also has four graduate certificates in city & county management, nonprofit management (which includes an elective course in public history), public finance, and economic development (which includes a course in real estate). The total number of students, graduates and credit hours in the MPA program have been stable over the past decade averaging 76 majors, 18-20 graduates and 960-970 SCH. All MPA coursework is offered after 4:00 pm with all core courses offered at night. A majority of the students are part-time. Students in the MPA have regular contact with professional public and nonprofit managers through guest speakerships and face-to-face social networking opportunities.
The overall placement rates for graduates and career advancement of in-service students are very high.

Faculty and graduate assistants in the MPA are all engaged in the work of the School’s outreach activities that include the Public Policy and Management Center (formally the Center for Urban Studies), the Kansas Public Finance Center and the Environmental Finance Center for Region 7 of the U.S. Environmental Protection Agency. The grant and contract work of the School has grown significantly over the past four years. The growing demand for these services is evidence of another major strength of the School, i.e. the high quality applied research, technical assistance and professional development work that is consistently produced. In 2012, HWS provided more than 15,000 hours of professional development for public and nonprofit professionals. Between fiscal years 2010 and 2013 while state GU funding decreased 4 percent the number of RU-funded FTE in the Centers increased from .27 to 6.63 and RU salaries and benefits increased from $25,043 to $460,967. Total grant and contract activity in the School totaled $540,000 in FY 2013. For the first half of FY 2014, more than $650,000 in grants and contracts have been awarded.

Goals
The goals proposed by the Hugo Wall School align with WSU’s goals and with the School’s mission. They build on strengths and opportunities that have been identified. They involve strengthening the academic program though enhancing applied interdisciplinary experiences, improving the ranking and national reputation of the MPA through more visible faculty research and publication, and expanding the outreach activities of the School’s Centers to increase their impact on communities, increase visibility for WSU and generate revenue to support the mission of HWS and WSU. HWS is ready to expand its reach to broader audiences. In FY 2013, the Environmental Finance Center conducted training in asset management, energy efficiency, utility rate setting, and drought and water loss not only in the 4-state EPA region of Kansas, Missouri, Nebraska and Iowa, but also in Oklahoma, Michigan, Mississippi, Connecticut, Idaho, Maryland and Virginia.

Each goal listed below includes measures to assess progress toward its achievement and identifies the strengths and opportunities that justify the goals inclusion.

Goal 1: Guarantee an applied learning experience for every student
• Strengthen WSU’s Master of Public Administration degree program and professional development programming by expanding recruiting, enhancing the HWS’s online course offerings, and creating an interdisciplinary undergraduate emphasis. There is an opportunity to use electronic delivery for both the academic program and for professional
development offerings. This builds on the existing strength of the integrated model. Measures: Number of applications, enrollments and graduates

- Develop projects that simultaneously improve the classroom and the community to advance the public interest by increasing student involvement in School projects and by insuring the integration of faculty research into the MPA curriculum. This goal builds on the major strength of the HWS, i.e. the integrated model, by exposing more students to applied learning opportunities. Measures: the number of school projects used for class assignments and the number of courses with applied projects. Assessment of student learning will provide indication of the effectiveness of adding hands-on projects. Assessment measures will parallel student learning assessments required by both WSU and the Network of Schools of Public Policy, Administration and Affairs (NASPAA), the accrediting body for MPA programs.

- Enhance career-related experiences and professional networking opportunities through use of more and different internship models. Students benefit from the well-established relationships that faculty and staff have built with professional practitioners in the region, which are a major strength of the HWS. Measures: number of guest speakers who are practicing professionals, number of students participating in internship and other career-related options and number of students placed.

**Goal 2: Pioneer an educational experience for all that integrates interdisciplinary curricula across the university**

- Strengthen the MPA by expanding course offerings, leveraging resources and advancing the public interest through partnerships with other departments to create cross-department graduate certificates including graduate certificates in Public School District Administration with the College of Education and Social Service Administration with the School of Social Work. Public administration is by definition an interdisciplinary field with roots in economics and political science. There is an opportunity to build on this strength to broaden partnerships with faculty in other colleges and departments. Measures: Completion of curricular change requirements by December 2015, the number enrolled in first course offering in fall 2016 and the number of certificates awarded. We will track enrollments to assess marketing and content of the certificates. We will also monitor the career progress of certificate recipients.

- Create an online multidisciplinary undergraduate emphasis in public administration. Measure: Course offerings and enrollment.

**Goal 3: Capitalize systemically on relevant existing and emerging societal and economic trends that increase educational opportunities**
• Continue to conduct periodic interdisciplinary summits focusing on emerging societal and economic trends. Summits will produce a related publication. This goal builds on the HWS strong history of public engagement. Measures: Number of summits held, attendance, number of departments that participate, qualitative evaluations, citation of associated publications.

• Insure that the MPA curriculum and professional development offerings continue their strong tradition of promoting the best in public administration, insuring relevance to current and emerging trends, and meeting the needs of target audiences by regular, rigorous assessments of all offerings. Measures: Annual assessment of student learning, reaccreditation from NASPAA, changes in the curriculum in response to evaluations.

• Enhance the on-line presence of HWS to share information and promote knowledge of best practices in public and nonprofit administration. This goal reflects an opportunity to expand the geographic reach of the School. Measures: track updating of the website, number of hits, and citations of HWS studies.

**Goal 4: Accelerate the transfer of new knowledge**

• Create the Public Policy and Management Center (PPMC) that will embrace interdisciplinary expertise from across campus. The purpose of the PPCM is to strengthen WSU’s capacity to analyze a wide range of issues, to inform public discussion and decision making, to support the implementation and evaluation of public policies, and to advance excellence in public management. This will create a wider culture of consistent collaboration and outreach across campus and capitalize on a major strength of HWS, i.e. well-established relationships with public/nonprofit officials and professional organizations in Kansas. The PPCM also offers an opportunity to expand content areas of policy evaluation in environmental affairs, sustainability, health, education and others. Measures: completion of design, implementation, and undertaking of the PPCM’s first research projects. Monitor the number of projects undertaken, faculty involvement, and revenue generated.

• Improve the regional and national reputation and ranking of the MPA by increasing faculty publications in academic and professional outlets. Measure: number of faculty publications.

**Goal 6: Be a campus that reflects – in staff, faculty and students – the evolving diversity of society**

• Expose students to experiences, cultures and world-views different from their own, and incorporate a broad range of diversity topics into core courses. Measures: the number of presentations and/or class assignments that immerse students in diversity topics and experiences.
Resources
Increasing enrollment in the MPA and creation of an undergraduate emphasis will require additional resources. A faculty member to replace a 2014 retirement will be essential. Increased recruitment, development of alternative internship models and placement and supervision of graduate students will require a full time professional. This individual would also be able to teach undergraduate courses and advise students. We estimate costs at $125,000-$135,000 per year plus benefits for both positions. Any increase in staff beyond these two positions will require additional space.

Expansion of interdisciplinary offerings and new graduate certificates in Public School Administration and Social Service Administration should be achievable with existing resources. Increasing the online presence of the Hugo Wall School to share research and other products will require additional resources in web content and marketing. We believe that these costs can be incorporated into the design of the Public Policy and Management Center.

The Public Policy and Management Center will be a major undertaking. It will require administrative and program staff and will cross college and department boundaries. Our current rough projections are that resources from the University for each of the next five years would be: $235,000; $400,000; $365,000; $260,000; and $170,000. These figures include two research associates, an economic geographer faculty position, a marketing/development position and administrative support. All figures are preliminary and subject to change. We estimate that the Hugo Wall School would contribute between $100,000 and $160,000 annually for start-up of the Center and that within 5-7 years the Center will reach a stable business model of 25% institutional support and 75% revenue generation.

Impact of Resources
Acquisition of the requested resources will position WSU as the “go-to” place in Kansas and surrounding states for public policy analysis and public/nonprofit management development. It will provide faculty and departments that possess content expertise an opportunity to expend policy-related research, student experiences, and revenue. The Center will play a role in the development, implementation and evaluation of public-private partnerships that have the potential to enhance the economic and cultural well-being of the state and region. It will broaden the geographic footprint of WSU for student recruiting (particularly graduate students), contract research and revenue generation. Current projections call for the Public Policy and Management Center to generate at least $400,000 by year five of its existence. These requested resources should also increase the national visibility and ranking of the MPA degree and the University as a whole.
Growth

The Hugo Wall School has experienced dramatic growth in its revenue generating activities over the past four years. Demand for applied research, professional development and technical assistance continues to increase. The most significant future growth will come from broadening participation in the Public Policy and Management Center to other departments and faculty on campus and expanding the geographic reach of the School’s research and public service activities.

Credit hours will increase through growth in MPA enrollments and development of an undergraduate specialization in public administration. This growth will be modest relative to WSU’s total academic offerings, but it will integrate well with other departments that touch on public policy, public service and public and nonprofit administration and provide interdisciplinary applied learning opportunities for more students.