BGSU MPA COMPETENCIES

	Public Governance	(1) **Does not meet standard**	(2) **Approaches the standard**	(3) **Meets the standard**	(4) **Exceeds the standard**
1a	**Capacity to understand accountability/ democratic theory**	Does not demonstrate an understanding of the relationship between democracy and accountability	Is able to explain in simple terms why accountability is important to democratic systems	Can illustrate how accountability in a democratic society persists within particular cases and contexts	Is able to critique the extent to which a robust accountability framework is evident in particular cases and contexts
1b	**Capacity to understand the governance structures of government, nonprofits and for-profits**	Does not demonstrate a clear understanding of what distinguishes government from businesses and nonprofits; Cannot explain why governance is important to understand	Can provide a basic articulation of how different social sectors are governed; Can explain in basic terms what governance is and why it is important to PA practice	Can illustrate how governance dynamics as they unfold within specific social sectors and across social sectors play a role in the execution of public policies in particular cases and contexts	Is able to evaluate the trade-offs and synergies that persist within social sectors and across social sectors; Can make recommendation for the design of new governance arrangements
1c	**Capacity to identify and eventually manage public, private, non-profit collaboration/overcome conflicts**	Cannot provide explanations for why and how collaboration and conflict persists within individual organizations and between organizations in public service settings	Is able to provide a set of examples of where collaboration and conflict persist within single organizations and between organizations	Can illustrate how collaboration and conflicts arises within organizations and between organizations, ascertaining how they come about and what may be done to improve the effectiveness of collaborations and/or overcome conflicts in particular cases and contexts	Can not only illustrate the drivers of collaboration or conflict in specific contexts and cases, but can also prescribe solutions for conflict and/or avenues to foster deeper collaboration
1d	**Capacity to understand and apply administrative authority (top down/bottom up/lateral)**	Cannot distinguish between command and control structures from horizontally arranged administrative structures; Cannot generalize why one form of administrative authority is better than another	Can distinguish between types of administrative authority and surmise which types of authority is working in particular cases and contexts	Can illustrate how administrative authority persists within specific cases and contexts and level critiques as to the efficacy of particular administrative arrangements	Can not only illustrative how administrative authority plays itself out in specific cases and contexts, but can offer alternatives to those arrangements that are perceived to be less effective or efficient
1e	**Capacity to apply knowledge of system dynamics and network structures in PA practice**	Does not understand the basic operations of systems and networks; Cannot explain why understanding PA cases and contexts in terms of systems and networks is important	Can provide a basic overview of what systems dynamics and network structures are and illustrate how they are evident in particular cases and contexts	Is able to undertake an analysis of a complex public administration issue, problem or context using basic system dynamics and network frameworks	Can apply system dynamics and network frameworks to existing cases and contexts to derive working solutions or feasible alternatives to pressing administrative and policy problems

	Policy Process	(1) Does not meet the standard	(2) Approaches the standard	(3) Meets the standard	(4) Exceeds the standard
2a	**Capacity to understand political theory & practice**	Possesses limited capacity to utilize any political theory and/or practice to describe observed phenomena.	Possesses some capacity to utilize any political theory and/or practice to describe observed phenomena.	Employs political theory and past experiences to describe and evaluate observed phenomena. Employs this analysis to seek solutions.	Can demonstrate a mastery over more than one political theory or political experience and it capable of applying these frameworks to study and/or transform an existing situation.
2b	**Capacity to understand and apply policy streams, cycles, systems foci upon past, present and future policy issues**	Possesses limited capacity to utilize policy streams and systems theory to describe observed phenomena.	Possesses some capacity to utilize policy streams and systems theory to describe observed phenomena.	Employs a policy streams or systems theory approach to the study of observed phenomena.	Employs a policy streams or systems theory approach to the diagnoses of a problem raised in real life policy dilemmas.
2c	**Capacity to understand how problem identification impacts public administration**	Can isolate simple problems from solutions, but has difficulty separating ill structured problems from solutions.	Possesses some capacity to define how problems are framed by different policy actors.	Can demonstrate how problem definition is defined within specific policy contexts and deconstruct the relationship between problem definitions and solutions.	Can articulate how conflicts over problem definition contribute to wicked policy problems.
2d	**Capacity to understand and carry out effective policy implementation**	Possesses limited capacity to distinguish between policy creation and policy implementation phases of the policy cycle.	Possesses a rudimentary understanding of policy implementation processes within specific contexts.	Can undertake a detailed assessment of policy implementation within specific contexts.	Is capable of comparing policy implementation processes across different policy domains, and decipher challenges to effective policy implementation processes.
2e	**Capacity to directly or indirectly undertake policy analysis/evaluation**	Possesses limited capacity to systematically evaluate the effectiveness of specific policy tools or interventions.	Have some exposure to carrying out policy analysis/evaluation, employing simple evaluation methods and approaches.	Can undertake an independent piece of policy analysis, successfully rendering new insights and applicable findings for policy makers.	Can employ sophisticated analytical techniques to render a policy analysis or evaluation that provides new insights and actionable items for policy makers.

	Analyze, synthesize, think critically, solve problems and make decisions	(1) Does not meet the standard	(2) Approaches the standard	(3) Meets the standard	(4) Exceeds the standard
3a	**Capacity to directly or indirectly employ quantitative and qualitative research methods**	Possesses a limited capacity to employ survey, interview or other social research methods to a focus area.	Demonstrates a capacity to employ survey, interview or other social research methods to a focus area and an understanding of how such data and analysis is useful in administrative practice.	Can provide a piece of original analysis of an observed phenomena employing one qualitative or quantitative methodology effectively. Possesses capacity to commission a piece of original research.	Demonstrates the capacity to undertake an independent research agenda through employing one or more social research methods around a topic of study of importance to public administration. This research generates new knowledge about the topical area.
3b	**Capacity to directly or indirectly undertake program evaluation/action research**	Can explain why it is important to undertake program or project evaluation, but possesses limited capacity to actually carrying it out.	Can provide a rationale for undertaking program/project evaluation and explain what the possible goals and outcomes of such an evaluation might be.	Can provide a detailed account for how a program or project evaluation project should be structured within the context of a specific program or project.	Can demonstrate the successful execution of a program or project evaluation or the successful utilization of a program or project evaluation to improve administrative practice.
3c	**Capacity to engage in and eventually lead strategic planning**	Possesses a limited capacity to describe how strategic planning processes work and are used as a feature of administrative practice.	Can diagnose when a strategic planning process would be useful and begin to outline the rationale for doing so.	Can demonstrate a knowledge of one or more strategic planning processes or techniques along with an explanation for how, where and why they should be used.	Have experience in leading or contributing to a strategic planning process at the design and implementation phases.
3d	**Capacity to understand and apply sound performance measurement & management practices**	Can provide an explanation of why performance goals and measures are important in public administration, but cannot apply this reasoning to specific contexts.	Can identify the performance management considerations for a particular situation or context, but has limited capacity to evaluate the effectiveness of performance management systems.	Can identify and analyze performance management systems, needs and emerging opportunities within a specific organization or network.	Can provide new insights into the performance management challenges facing an organization or network, and suggest alternative design and measurement scenarios.
3e	**Capacity to understand and apply sound financial planning & fiscal management practices**	Can identify why budgeting and sound fiscal management practices are important, but cannot analyze how and/or if such practices are being used within specific contexts.	Can identify fiscal planning and budgeting practices for a particular situation or context, but has limited capacity to evaluate the effectiveness of a financial management system.	Can identify and analyze financial management systems, needs and emerging opportunities within a specific organization or network.	Can provide new insights into the financial management challenges facing an organization or network, and suggest alternative design and budgeting scenarios.
3f	**Capacity to understand and apply organizational learning & development principles into practice**	Is cognizant that organizational cultures exist, but cannot employ analytical lens to describe and analyze how organizational culture impacts an organization's capacity to learn.	Has been exposed to the concept of organizational learning and can explain why it is important to examine the relationship between organizational learning and developmental principles and practices. However, capacity to apply these concepts to real situations is limited.	Can conduct an analysis of an organization's culture and can identify opportunity for development and promotion of organizational learning opportunities via re-engineered performance evaluations, ongoing professional development, and evolved uses of information.	Can demonstrate the how he/she has applied organizational learning and development concepts to real situations.

	Public Service Perspective	(1) Does not meet the standard	(2) Approaches the standard	(3) Meets the standard	(4) Exceeds the standard
4a	**Capacity to understand the value of authentic citizen participation & engagement in PA practice**	Can explain why it is important for citizens to be involved in the governance of their society in a vague or abstract way, but cannot provide specific explanations or justifications applied to particular contexts.	Can distinguish between authentic and inauthentic citizen participation in field contexts, but cannot articulate how participation can either become more authentic or be sustained in an authentic way.	Possesses the capacity to describe how citizen participation can be undertaken within an authentic way that improves the democratic accountability of an organization or network.	Can demonstrate how she/he has played a role in either a.) facilitating the authentic participation of citizens in a public administration context, or 2.) played an active role as an engaged citizen.
4b	**Capacity to understand the value of social & economic equity in PA practice**	Can explain why it is important for social and economic equity to flourish in a vague or abstract way, but cannot provide specific explanations or justifications applied to particular contexts.	Can explain why social and economic equity is important to PA and can identify how social and economic equity or inequities persist within a given context, but cannot diagnose why the problem persists or how to address it.	Possesses the capacity to describe and analyze social and economic equity/inequity within specific contexts. Can offer suggestion for ways of improving inequitable situations.	Can demonstrate how she/he has played a role in facilitating the improvement of inequitable situations through indirect or direct action.
4c	**Capacity to understand the value of professional integrity/ethics in PA practice**	Can explain why it is important for public administrators to act ethically in a vague or abstract way, but cannot provide specific explanations or justifications applied to particular contexts.	Possesses a basic comprehension of ethical behavior and decision-making within PA contexts, but cannot apply concepts to specific cases with any level of depth and insight. Can begin to articulate how she/he thinks of her/himself as an ethical administrator.	Can apply ethical frameworks to specific situations and contexts. Is able to articulate how she/he views ethics as a professional competency.	Is able to diagnose an ethical dilemma, apply specific ethical frameworks to study it, and articulate ways of resolving the dilemma. Can clearly articulate his/her own ethical framework and cite examples of how it applies to past, present or future practice.
4d	**Capacity to understand and eventually demonstrate the value of leadership to PA practice**	Can explain why it is important for public administrators to act as effective leaders in a vague or abstract way, but cannot provide specific explanations or justifications applied to particular contexts.	Possesses a basic comprehension of leadership and leadership theory within PA contexts, but cannot apply concepts to specific cases with any level of depth and insight. Can begin to articulate how she/he thinks of her/himself as a leader.	Can apply leadership theories and frameworks to specific situations and contexts. Is able to articulate how she/he views leadership as a professional competency.	Is able to apply specific leadership theories and frameworks to the study of a particular situation or context. Can clearly articulate his/her own approach to leadership capacities and cite examples of how it applies to past, present or future practice.
4e	**Capacity to be or become a reflective practitioner**	Possesses little to no capacity to think critical about and reflect deeply upon her or his own identify as a present or future public administrator.	Can express both orally and in writing why she/he is pursing an MPA and describe how the degree will help them achieve goals.	Can express both orally and in writing how course concepts and learning competencies synthesize with his/her own life experiences.	Can demonstrate the use of reflective thinking toward the resolution of a real dilemma or toward the achievement of a personal goal.

	Communicate and interact with a diverse and changing workforce and citizenry	(1) Does not meet the standard	(2) Approaches the standard	(3) Meets the standard	(4) Exceeds the standard
5a	**Capacity to undertake high quality oral & written communication**	Demonstrates some ability to express ideas verbally and in writing. Lacks consistent capacity to present and write.	Possesses the capacity to write documents that are free of grammatical error and are organized in a clear and efficient manner. Possesses the capacity to present ideas in a professional manner. Suffers from a lack of consistency in the presentation of material and expression or original ideas and concepts.	Is capable of consistently expressing ideas verbally and in writing in a professional manner that communicates messages to intended audiences.	Can demonstrate some instances in which verbal and written communication has persuaded others to take action.
5b	**Capacity to understand and appreciate the value of pluralism, multiculturalism & cultural diversity**	Can explain why it is important for public administrators to be culturally competent in a vague or abstract way, but cannot provide specific explanations or justifications applied to particular contexts.	Is able to demonstrate knowledge of diverse cultures and groups. Can express the value of differences and difference perceptions in the workplace. Demonstrates an ability to openly discuss cultural differences and issues.	Can explain how cultural awareness, cultural knowledge and cultural skills are employed, or not employed, within specific cases.	Demonstrates a capacity to be aware of own behavior and its impacts on others, a capacity to understand how discrimination impacts contemporary workplace environments, and a capacity to draw on diverse groups to solve complex problems.
5c	**Capacity to be or become an active listener and responsive practitioner**	Can explain why it is important for public administrators to be good listeners and responsive practitioners in a vague or abstract way, but cannot provide specific explanations or justifications applied to particular contexts.	Can identify instances in specific cases or context where a public administrator demonstrated or failed to demonstrate active listening or responsiveness. Is limited to describing responsiveness and cannot demonstrate active listening skills.	Can formulate possible responses to dilemmas using active listening and/or responsive practice.	Demonstrates own capacity to undertake active listening and/or responsive practice in real life settings.
5d	**Capacity to understand the value of and carry out coalition & team building**	Can explain why it is important for public administrators to value coalition and team building in a vague or abstract way, but cannot provide specific explanations or justifications applied to particular contexts.	Can identify instances in specific cases or context where a public administrator successfully or unsuccessfully demonstrated a capacity to build teams or coalitions. Possesses a basic level of understanding of teamwork dynamics.	Demonstrates a capacity for successful participation in a team or coalition environment. Can apply teaming and coalition building concepts to describe the experience.	Can point to example in which she/he has created and/or lead teams or coalitions. Can apply teaming and coalition building concepts to describe the experience.
5e	**Capacity to understand and carry out effective human resource management**	Can explain why human resources are valuable to any undertaking. Possesses limited in capacity in describing the critical feature of successful human resource	Can identify some of the major features of effective human resource management systems: staffing, performance evaluation, motivations and benefits. Possesses limited	Demonstrates a capacity to identify and manage the necessary human capital to carry out a task or function within very specific contexts or situations.	Can point to instances in which he/she has lead or initiated projects or systems designed to improve human resource management practices within a

		management.	capacity analyze the HR issues relative to specific situations and contexts		specific setting.
5f	**Capacity to directly or indirectly utilize information systems/technology in PA practice**	Can explain why information technology is important to contemporary workplaces and public administration environments. Possesses direct experience with information technology, but little understanding for how IT informs professional practice.	Can identify instances in specific cases or context where a public administrator successfully or unsuccessfully demonstrated a capacity to use IT to foster innovation, improve services or deepen accountability. Analysis this level is relegated to descriptions and thin analysis.	Can identify how IT impacts workplaces and public policy. Can diagnose problems associated with IT tools, procedures and uses.	Demonstrates a capacity to view IT in terms of systems design. Is capable of working with IT professionals in identifying areas of need for IT upgrades, IT procedures and IT uses in real setting.
5g	**Capacity to understand the role of media & public relations in PA practice**	Can explain why media and pubic relations is important to contemporary workplaces and public administration environments. Possesses limited capacity to demonstrate how media framing impacts PA practice.	Can identify instances in specific contexts where media or public relations tools and technique were successfully or unsuccessfully employed. Possesses limited capacity to apply media and public relations techniques in real world settings.	Can articulate how the role of the media and public relations informs PA practice. Can envision media and public relation strategies in specific cases and contexts.	Can demonstrate evidence of leading or supporting public relations campaigns on behalf of a public or nonprofit sector organization.