



Alabama Commission on Higher Education

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New Program Proposal

Primary Contact Information

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Program Information

Date of Proposal Submission: 2/6/2026

Award Level: Master's Degree

Award Nomenclature (e.g., BS, MBA): M.P.P.

Field of Study/Program Title: Public Policy

CIP Code (6-digit): 44.0501

Delivery Method (Main campus, Online, or Both): Main Campus/In-person

Administration of the Program

Name of Dean: Dean not yet named

Name of College/School: School of Leadership and Policy

Name of Chairperson: N/A

Name of Department/Division: N/A

Name of Representative for Proposal (if not chair): Joseph Smith

Implementation Information

Proposed Program Implementation Date: 8/16/2027

Anticipated Date of Approval from Institutional Governing Board: 2/6/2026

Anticipated Date of ACHE Meeting to Vote on Proposal: 6/12/2026

SACSCOC Sub Change Requirement (Notification, Approval, or NA): Approval

Other Considerations for Timing and Approval (e.g., upcoming SACSCOC review):



Alabama Commission on Higher Education

Accessibility. Affordability. Coordination.

New Program Proposal

I. Program Description

A. Concise Program Summary (one paragraph) to be included in ACHE Agenda:

The Master of Public Policy (MPP) program prepares students for impactful careers across the public, private, and nonprofit sectors by providing rigorous training in analytical and methodological skills, with a strong foundation in microeconomic principles and the policymaking process. Emphasizing quantitative research methods, program evaluation, and management, the curriculum equips graduates to analyze policy issues critically, assess impacts, lead initiatives, and contribute to evidence-based decision-making. Graduates will be well-prepared to tackle complex societal challenges and drive positive change, thereby strengthening the state's capacity to develop effective public policy solutions, meeting the needs of both the state and nation for skilled policy analysts, and reinforcing the university's role as a key institution in cultivating the state's future leaders.

A.1. Describe the purpose of the program and how the program's purpose is related to the mission and goals of the department, college, and University.

The Master of Public Policy (MPP) program advances the University of Alabama's mission to "advance the intellectual and social condition of the people of the state, the nation, and the world." By providing rigorous analytical and methodological training, it strengthens our "premier... graduate education" and boosts "innovation in research, scholarship, and creative activities that impact economic and societal development." The MPP program embodies UA's core value of "graduate education... vested in subject matter knowledge, professional content, [and] research skills," and fosters "impactful public engagement." Overall, this program prepares graduates to address complex societal challenges, fulfilling the University's mission of enhancing the quality of life for all.

The MPP supports the mission of the proposed School of Leadership and Policy to prepare students to contribute and lead in public policy, politics, and public service. Through comprehensive training in research methods, economics, policy analysis, and leadership, the program equips students with the tools to address complex societal challenges and contribute to evidence-based solutions across sectors.

B. Specific Rationale (Strengths) for the Program

List three (3) to five (5) strengths of the proposed program as a specific rationale for recommending approval of this proposal.

1. Alabama faces many complex public policy challenges, yet no public university in the state has a degree program exclusively dedicated to teaching the skills and knowledge necessary for meaningful participation in the making of public policy.
2. The Master's in Public Policy will create a recognizable credential that will be valuable for graduates as they pursue jobs or further education in fields related to public policy.
3. The program supports the University's mission to enhance Alabama by producing graduates who are prepared to lead in public, private, and nonprofit sectors, and strengthens the University's role as the incubator for the next generation of state leaders.



Alabama Commission on Higher Education

Accessibility. Affordability. Coordination.

New Program Proposal

C. External Support (Recommended)

List external entities (more may be added) that may have supplied letters of support attesting to the program's strengths, and attach letters with the proposal at the end of this document.

1. [Insert Text]
2. [Insert Text]
3. [Insert Text]

D. Student Learning Outcomes

List four (4) to seven (7) of the student learning outcomes of the program.

1. Graduates will be able to design, execute, and evaluate critically empirical research using appropriate quantitative and qualitative methods to inform public policy decisions.
2. Graduates will demonstrate the ability to apply microeconomic principles and analytical tools to diagnose policy problems and assess the economic impacts of policy interventions.
3. Graduates will be able to analyze the political and institutional contexts of policymaking and develop effective strategies for policy advocacy and implementation.
4. Graduates will be able to demonstrate ethical leadership and effective management practices within diverse public and non-profit organizational settings.

Attach an Assessment Plan for the proposed program to include the student learning outcomes, assessment measures, and a curriculum map.

See Assessment Plan in Appendix A.



Alabama Commission on Higher Education

Accessibility. Affordability. Coordination.

New Program Proposal

Similar Programs at Other Alabama Public Institutions

List programs at other Alabama public institutions of the same degree level and the same (or similar) CIP codes. If no similar programs exist within Alabama, list similar programs offered within the 16 SREB states. If the proposed program duplicates, closely resembles, or is similar to any other offerings in the state, provide justification for any potential duplication.

There are no degree programs at other Alabama public institutions at the same degree level and with the same or similar CIP codes. There are several programs with similar CIP codes offered in SREB states, as noted below.

CIP Code	Degree Title	Institution with Similar Program	Justification for Duplication
44.0501	Master of Public Policy	University of Kentucky	It is important for the state of Alabama to have a degree program tailored to the state's needs.
44.0501	Master of Public Policy	University of North Carolina	It is important for the state of Alabama to have a degree program tailored to the state's needs.
44.0501	Master of Public Policy	Duke University	It is important for the state of Alabama to have a degree program tailored to the state's needs.
44.0501	Master of Public Policy	University of Tennessee	It is important for the state of Alabama to have a degree program tailored to the state's needs.
44.0501	Master of Public Policy	Vanderbilt University	It is important for the state of Alabama to have a degree program tailored to the state's needs.
44.0501	Master of Public Service and Administration	Texas A&M University	It is important for the state of Alabama to have a degree program tailored to the state's needs.
44.0501	Master of Public Policy	University of Virginia	It is important for the state of Alabama to have a degree program tailored to the state's needs.
44.0501	Master of Public Policy	University of Delaware	It is important for the state of Alabama to have a degree program tailored to the state's needs.
44.0501	Master of Public Policy	University of Central Florida	It is important for the state of Alabama to have a degree program tailored to the state's needs.
44.0501	Master of Public Policy	Georgia State University	It is important for the state of Alabama to have a degree program tailored to the state's needs.
44.0501	Master of Public Policy and Administration	Mississippi State University	It is important for the state of Alabama to have a degree program tailored to the state's needs.
44.0501	Master of Public Affairs	University of Texas at Austin	It is important for the state of Alabama to have a degree program tailored to the state's needs.
44.0501	Master of Public Policy	George Mason University	It is important for the state of Alabama to have a degree program tailored to the state's needs.
44.0501	Master of Public Policy	University of Maryland-College Park	It is important for the state of Alabama to have a degree program tailored to the state's needs.



Alabama Commission on Higher Education

Accessibility. Affordability. Coordination.

New Program Proposal

E. Relationship to Existing Programs within the Institution

Nearly all new programs have some relationship to existing offerings through shared courses, faculty, facilities, etc. Is the proposed program associated with any existing offerings within the institution, including options within current degree programs? **Yes** **No**

If **yes**, please describe these relationships, including whether or not the program will replace or compete with existing offerings: (**Note:** If this is a graduate program, list any existing undergraduate programs which are directly or indirectly related. If this is a doctoral program, also list related master's programs.)

UA offers a Master of Public Administration (MPA) degree. These two degrees share three required courses. PSC 664, PSC 667, and PSC 668 are all required for both the MPA and the proposed MPP degree. The MPP degree program will not compete directly with the MPA program. The MPA program focuses on developing leaders, managers, and specialists for public service organizations, with a particular emphasis on careers in federal, state, and local government. The MPP degree is designed to prepare students to become policy analysts, researchers, and advisors who shape the development, evaluation, and refinement of public policy. The MPA cultivates operational leadership within public institutions, while the MPP cultivates analytical leadership in the policy process itself. The two degrees are complementary but distinct—each serving a different function in the broader ecosystem of public service.

If **not**, please describe how the institution plans to support a program unrelated to existing offerings.

F. Collaboration

Have any collaborations **within your institution** (i.e., research centers, across academic divisions, etc.) been explored? **Yes** **No**

If **yes**, provide a brief explanation of the proposed collaboration plan(s) for the program:

Collaboration between the existing MPA program (in Political Science) and the proposed MPP degree will take the form of sharing the three required courses listed above.

Have collaborations with **other institutions or external entities** (i.e., local businesses, industries, etc.) been explored? **Yes** **No**

If **yes**, provide a brief explanation of the proposed collaboration plan(s) for the program:

G. Programmatic (Specialized) Accreditation

Select the appropriate program accreditor from the drop-down menu below: N/A

Network of Schools of Public Policy Affairs and Administration Commission on Peer Review and Accreditation (NASPAA-COPRA)

Provide a detailed timeline for gaining accreditation (i.e., when will full candidacy be reached?):



Alabama Commission on Higher Education

Accessibility. Affordability. Coordination.

New Program Proposal

Per NASPAA protocols, the accreditation process for a new program can begin once the program has been in operation for four years (anticipated in 2031). The process takes roughly two years, which would mean 2033 as an estimated date for gaining NASPAA accreditation.

H. Professional Licensure

Will the program be considered a Professional Licensure Program based on the following definition: Yes No

Professional Licensure Program: As defined in federal regulations, an instructional program that is designed to meet educational requirements for a specific professional license or certification that is required for employment in an occupation or is advertised as meeting such requirements.

If **yes**, please explain:

Select the appropriate licensure body from the table below:

Choose an item.

Select the appropriate license from the table below:

Choose an item.

I. Professional Certification

Will students earn industry certifications while completing the degree or be prepared for industry certifications upon graduation? Yes No

If **yes**, please explain:

J. Admissions

Provide any additional admissions requirements beyond the institution's standard admissions process/policies for this degree level. Include prerequisites, prior degrees earned, etc.

N/A

K. Mode of Delivery

Provide the planned delivery format(s) of the program as defined in policy (i.e., in-person, online, hybrid). Please also note whether any program requirements can be completed through competency-based assessment.

In-person

No program requirements can be completed through competency-based assessment.

Can students complete the entire degree program through distance education (100% online) based on the following definition? Yes No



Alabama Commission on Higher Education

Accessibility. Affordability. Coordination.

New Program Proposal

Distance Education: An academic program for which required instructional activities can be completed entirely through distance education modalities. A distance education program may have in-person requirements that are non-instructional (e.g., orientation, practicum).

L. Instructional Site(s)

Provide the planned location(s) where the program will be delivered (i.e., main campus, satellite campus, off-campus site.) If the program will be offered at an off-campus site, provide the existing site name or submit an **Off-Campus Site Request** if new.

Main Campus

Will more than 50% of this program be offered at an off-campus site(s) Yes No

If yes, which sites?

M. Industry Need

Using the federal **Standard Occupational Code (SOC) System**, indicate the top three occupational codes related to post-graduation employment from the program. A full list of SOCs can be found at <https://www.onetcodeconnector.org/find/family/title#17>.

Please include the number and title for each SOC.

SOC 1:

13-1041 – Compliance Officers. One of the detailed work activities of this occupational code is “advise others on legal or regulatory compliance matters.” This SOC is on the ACHE lists of in-demand occupations for the state and region.

SOC 2:

19-3051 – Urban and Regional Planner. One of the detailed work activities of this occupational code is “Analyze the impact of legal or regulatory changes.”

SOC 3:

13-1111 – Management Analyst. Workers in this category conduct studies and evaluate and design systems to assist management in operating more efficiently.

Briefly describe how the program fulfills a specific industry or employment need for the State of Alabama. As appropriate, discuss alignment with Alabama’s Statewide or Regional Lists of In-Demand Occupations (<https://www.ache.edu/index.php/policy-guidance/>) or with emerging industries as identified by [Innovate Alabama](#) or the [Economic Development Partnership of Alabama](#) (EDPA).

The MPP degree will prepare students to contribute to the development and implementation of evidence-based public policy in Alabama and the nation. It will produce a steady supply of well-trained graduates who can improve public services at the city, county, and state levels. The Compliance Officer is on the ACHE list of in-demand occupations for the state



Alabama Commission on Higher Education

Accessibility. Affordability. Coordination.

New Program Proposal

and for regions 1, 2, 4, 5, 6 and 7. Urban and Regional Planner is in-demand in region 5. Management Analyst is in-demand for the state and for all regions (1-7).

Beyond the occupations listed and depending on their area of focus, the MPP degree will prepare students for a broad variety of other in-demand occupations.

N. Additional Education/Training

Please explain whether further education/training is required for graduates of the proposed program to gain entry-level employment in the SOC occupations selected above.

No additional education or training is required for graduates to gain entry-level employment in the occupations listed above.

O. Student Demand

Please explain how you projected the student enrollment numbers in the **Business Plan, Lines 24-27**, and provide evidence to substantiate student demand (i.e., surveys, enrollments in related courses, etc.).

Minor in Public Policy The best indication of student interest in the MPP is the popularity and growth of the current undergraduate Minor in Public Policy Studies. These students are pursuing the only degree program related to public policy offered by the University. It seems likely that some portion of these students would want to pursue graduate study in public policy. The number of students in this minor has increased 57% from fall 2018 to fall 2025.

If the Master of Public Policy program is established, the program director would intend to create an Accelerated Master's Program (AMP). Students in the Public Policy Minor will be natural candidates for the AMP program. The proposed BA degree in Public Policy will also furnish a pipeline of students for the AMP program and for the MPP in general.

Another driver of student demand is the supply of jobs for students trained in public policy, which is projected to grow faster than the overall job supply.

II. Program Resources and Expenses

A. All Proposed Program Personnel

Provide all personnel counts for the proposed program.



Alabama Commission on Higher Education

Accessibility. Affordability. Coordination.

New Program Proposal

Employment Status of Program Personnel		Personnel Information		
		Count from Proposed Program Department	Count from Other Departments	Subtotal of Personnel
Current	Full-Time Faculty	0	3	3
	Part-Time Faculty			
	Administration			
	Support Staff			
**New To Be Hired	Full-Time Faculty	7	0	7
	Part-Time Faculty			
	Administration	1		1
	Support Staff	6		6
Personnel Total			17	

Provide justification that the institution has proposed a sufficient number of faculty (full-time and part-time) for the proposed program to ensure curriculum and program quality, integrity, and review:

There will be sufficient faculty to teach enough sections of the required courses in sufficiently frequent rotation to allow students to move through the degree program promptly. The MPP curriculum includes 10 required core courses.

One required course, the internship, will likely occur mostly in the summers; the few internships happening during fall or spring semesters can be supervised out of load.

Three of the required courses already exist and are housed in the Department of Political Science, where they are taught on a regular rotation of multiple sections per year. Political Science has adequate space to add MPP students to these existing courses.

The five tenure-track and two recurring contract faculty will provide ample teaching resources with a significant margin for reduced teaching loads, faculty leave, and developing additional courses.

Note: Include *any new funds* designated for compensation costs (faculty, administration, and/or support staff to be hired) in the **Business Plan, Line 7 - Personnel Salaries and Benefits**. Current personnel salary/benefits *should not be included* in the Business Plan.



Alabama Commission on Higher Education

Accessibility. Affordability. Coordination.

New Program Proposal

B. Proposed Faculty Roster*

Complete the following **Faculty Roster** to provide a brief summary and qualifications of current faculty and potential new hires specific to the program.

***Note:** Institutions must maintain and have current as well as additional faculty curriculum vitae available upon ACHE request for as long as the program is active, but CVs are **not** to be submitted with this proposal.

Current Faculty			
1	2	3	4
CURRENT FACULTY NAME (FT, PT)	COURSES TAUGHT including Term, Course Number, Course Title, & Credit Hours (D, UN, UT, G, DU)	ACADEMIC DEGREES and COURSEWORK Relevant to Courses Taught, including Institution and Major; List Specific Graduate Coursework, if needed	OTHER QUALIFICATIONS and COMMENTS Related to Courses Taught and Modality(ies) (IP, OL, HY, OCIS)
Dr. Aislinn Riley (FT) (PSC)	PSC 664: Public Policy Analysis, PSC 667: Public Budgeting, and PSC 668: Program Evaluation. Each of these is a 3-credit graduate course.	MPA and PhD in Political Science from the University of Alabama. Research interests in resource allocation in program implementation and public sector employment.	Dr. Riley is a Recurring Contract Assistant Professor in the Department of Political Science. She has been teaching in the MPA program for three years.
Dr. Sungho Park (FT) (PSC)	PSC 667: Public Budgeting. 3 credits. Graduate.	MPA from Sungkyunkwan University in South Korea and PhD in Public Administration from University of Nebraska-Omaha. Research interests in state and local fiscal policies and taxation.	Dr. Park is an Associate Professor in the Department of Political Science.
Dr. Hyunjung Ji (FT) (PSC)	PSC 668: Program Analysis. 3 credits. Graduate	MPA from Konkuk University in South Korea and PhD in Public Policy and Administration from Arizona State University. Research interests in Environmental management, resilience, and sustainability.	Dr. Ji is an Associate Professor in the Department of Political Science.
Additional Faculty (To Be Hired)			
1	2	3	4
FACULTY POSITION (FT, PT)	COURSES TO BE TAUGHT including Term, Course Number, Course Title, & Credit Hours (D, UN, UT, G, DU)	ACADEMIC DEGREES and COURSEWORK Relevant to Courses Taught, including Institution and Major; List Specific Graduate Coursework, if needed	OTHER QUALIFICATIONS and COMMENTS Related to Courses Taught and Modality(ies) (IP, OL, HY, OCIS)
SPP Public Policy Professor 1 (FT)	SPP 6xx: Economics for Public Policy – 3 credits, graduate	PhD in Public Policy, Public Affairs, Economics, Political Science, or a related field.	
SPP Public Policy Professor 2 (FT)	SPP 6xx: The Policymaking Process – 3 credits, graduate	PhD in Public Policy, Public Affairs, Economics, Political Science, or a related field.	
SPP Public Policy Professor 3 (FT)	SPP 6xx: Management and Leadership in Public Policy – 3 credits, graduate SPP 6xx: Capstone in Public Policy – 3 credits, graduate	PhD in Public Policy, Public Affairs, Economics, Political Science, or a related field.	



Alabama Commission on Higher Education

Accessibility. Affordability. Coordination.

New Program Proposal

Current Faculty			
1	2	3	4
CURRENT FACULTY NAME (FT, PT)	COURSES TAUGHT including Term, Course Number, Course Title, & Credit Hours (D, UN, UT, G, DU)	ACADEMIC DEGREES and COURSEWORK Relevant to Courses Taught, including Institution and Major; List Specific Graduate Coursework, if needed	OTHER QUALIFICATIONS and COMMENTS Related to Courses Taught and Modality(ies) (IP, OL, HY, OCIS)
SPP Public Policy Professor 4 (FT)	SPP 5xx: Research Methods in Public Policy I – 3 credits, graduate. SPP 5xx: Research Methods in Public Policy II – 3 credits, graduate.	PhD in Public Policy, Public Affairs, Economics, Political Science, or a related field.	
SPP Public Policy Professor 5 (FT)	SPP 5xx: Research Methods in Public Policy II – 3 credits, graduate.	PhD in Public Policy, Public Affairs, Economics, Political Science, or a related field.	
Public Policy RCAP Professor 1 (FT)	Any of the courses noted above.	PhD in Public Policy, Public Affairs, Economics, Political Science, or a related field.	
Public Policy RCAP Professor 2 (FT)	Any of the courses noted above.	PhD in Public Policy, Public Affairs, Economics, Political Science, or a related field.	

Abbreviations: (FT, PT): Full-Time, Part-Time; (D, UN, UT, G, DU): Developmental, Undergraduate Nontransferable, Undergraduate Transferable, Graduate, Dual: High School Dual Enrollment
Course Modality: (IP, OL, HY, OCIS): In-Person, Online, Hybrid, Off-Campus Instructional Site

C. Equipment

Will any special equipment be needed specifically for this program? Yes No

If **yes**, list the special equipment and include all special equipment costs in the **Business Plan, Line 8**:

D. Facilities

Will new facilities or renovations to existing infrastructure be required specifically for the program?

Yes No

If **yes**, describe the new facilities or renovations and include all *new* facilities and/or *renovation* costs in the **Business Plan, Line 9**:

The School of Policy and Leadership will be housed in Farrah Hall. Farrah is under current renovation, not related to the establishment of the new school.

E. Assistantships/Fellowships

Will the institution offer any assistantships specifically for this program? Yes No

If **yes**, provide the number of assistantships to be offered and include all *new* costs for assistantships in the **Business Plan, Line 10**.



Alabama Commission on Higher Education

Accessibility. Affordability. Coordination.

New Program Proposal

Explain the function of the Assistantships (i.e., teaching, research, etc.)?:

F. Library

Will any **additional** library resources be purchased to support the program? Yes No

If **yes**, briefly describe new resources to be purchased and include the cost of new library resources in the **Business Plan, Line 11**:

G. Accreditation Expenses

If programmatic accreditation was indicated above, please include all accreditation costs in the **Business Plan, Line 12**, and itemize and explain below:

This new degree program will require SACSCOC approval, which entails the submission of a prospectus to SACSCOC for approval. SACSCOC charges \$500 to review a prospectus.

H. Other Costs

Please include all other costs incurred with program implementation, such as marketing or recruitment, in the **Business Plan, Line 13**, and explain below:

N/A

III. Program Revenue and Funding

A. Tuition Revenue: Please describe how you calculated the tuition revenue that appears in the **Business Plan, Line 17**. Specifically, did you calculate using cost per credit hour or per term? Did you factor in differences between resident and non-resident tuition rates?

Note: Tuition Revenue should be proportional to total enrollment.

The following assumptions and method were used to calculate tuition revenue figures in row 19 of the New Academic Degree Program Business Plan Excel file:

- Full time graduate tuition rates for 2025-26 (from <https://studentaccounts.ua.edu/tuition-rates/>):
 - In-state: \$11,684
 - Out-of-state: \$34,542
- Graduate tuition cost for six credits (part-time):
 - In-state: \$8,040
 - Out-of-state: \$21,240
- Assuming full-time enrollments are 50% in-state and 50% out-of-state, the average tuition revenue for each full-time student listed in total headcount is \$23,113.



Alabama Commission on Higher Education

Accessibility. Affordability. Coordination.

New Program Proposal

- Assuming part-time enrollments are 50% in-state and 50% out-of-state and six credit hours per semester, the average tuition revenue for each part-time student is \$6,195.

B. External Funding: Will the proposed program require external funding (e.g., Perkins, Foundation, Federal Grants, Sponsored Research, etc.)? **Yes** **No**

If **yes**, please include all external funding in the **Business Plan, Line 18** and explain specific sources and funding below:

C. Reallocations: For each year, will tuition revenue and/or external funding cover projected expenses? **Yes** **No**

If **not**, budget reallocation may be required. Please include all reallocations in the **Business Plan, Line 19**, and describe below how your institution will cover any shortfalls in any given year.

IV. Curriculum Information for Proposed Degree Program

- **Complete the Curriculum Plan Excel Sheet**

- Does the program include any concentrations? **Yes** **No**

If yes, provide an overview and identify these courses in the *Electives/Concentrations/Tracks* on the curriculum plan.



Alabama Commission on Higher Education

Accessibility. Affordability. Coordination.

New Program Proposal

Appendix A: Learning Outcomes, Assessment Measures, and Curriculum Map for Master of Public Policy

Student Learning Outcome 1: Graduates will be able to design, execute, and critically evaluate empirical research using appropriate quantitative and qualitative methods to inform public policy decisions.

- **Description:** This outcome will mainly be assessed in the required core course "Research Methods in Public Policy I." It focuses on students' foundational ability to conceptualize research questions, select appropriate methodologies, and understand basic statistical analysis for policy contexts.
- **Measure:** This outcome will be assessed through a variety of assignments and activities in the "Research Methods in Public Policy I" course. These may include research proposals, data analysis assignments utilizing statistical software, and written critiques of existing empirical studies. Assessments will evaluate students' ability to formulate research questions, apply measurement principles, and critically appraise the design and findings of policy-relevant research.
- **Criteria:** Depending on the assessment method, a rubric will be used to evaluate student performance on dimensions such as clarity of research questions, appropriateness of research design, appropriateness and execution of data analysis, and critical assessment of methodological and statistical inferences. A performance that meets or exceeds expectations in most rubric categories (typically scoring at least 80% of available points) will be considered satisfactory; performance below 70% will be considered unsatisfactory. The proportion of students achieving satisfactory performance will be tracked across semesters to monitor learning outcomes and inform instructional improvements.
- **Schedule for Data Collection/Evaluation:** Once per year

Student Learning Outcome 2: Graduates will demonstrate ability to apply microeconomic principles and analytical tools to diagnose policy problems and assess the economic impacts of policy interventions.

- **Description:** This outcome will mainly be assessed in the required core course "Economics for Public Policy." The course teaches students to leverage economic theory to understand policy rationales and consequences.
- **Measure:** This outcome will be assessed through a variety of assignments and activities in the "Economics for Public Policy" course. These may include problem sets, analytical essays, case studies, or policy briefs that require the application of microeconomic concepts. Assessments will evaluate students' ability to identify and explain market failures, analyze public goods, and assess the efficiency and equity implications of various policy proposals.
- **Criteria:** Depending on the assessment method, a rubric will be used to evaluate student performance on dimensions such as proficiency in applying economic principles; logical coherence of economic arguments; and depth, clarity, and persuasiveness of analysis of policy impacts. A performance that meets or exceeds expectations in most rubric categories (typically scoring at least 80% of available points) will be considered satisfactory; performance below 70% will be considered unsatisfactory. The proportion of students achieving satisfactory performance will be tracked across semesters to monitor learning outcomes and inform instructional improvements.
- **Schedule for Data Collection/Evaluation:** Once per year

Student Learning Outcome 3: Graduates will be able to analyze the political and institutional contexts of policymaking and develop effective strategies for policy advocacy and implementation.



Alabama Commission on Higher Education

Accessibility. Affordability. Coordination.

New Program Proposal

- **Description:** This outcome will mainly be assessed in the required core course "Policymaking Process." It examines students' understanding of how political dynamics shape policy.
- **Measure:** This outcome will be assessed through a variety of assignments and activities in the "Policymaking Process" course. These may include policy memos; case study analyses of policy development and implementation; advocacy strategy proposals; or role-playing exercises. Assessments will evaluate students' ability to identify key actors and institutions, analyze political feasibility, and propose effective strategies for influencing policy.
- **Criteria:** Depending on the assessment method, a rubric will be used to evaluate student performance on dimensions such as thoroughness and accuracy of political analysis, understanding of institutional constraints, creativity and feasibility of advocacy strategies, and clarity of communication. A performance that meets or exceeds expectations in most rubric categories (typically scoring at least 80% of available points) will be considered satisfactory; performance below 70% will be considered unsatisfactory. The proportion of students achieving satisfactory performance will be tracked across semesters to monitor learning outcomes and inform instructional improvements.
- **Schedule for Data Collection/Evaluation:** Once per year

Student Learning Outcome 4: Graduates will be able to demonstrate ethical leadership and effective management practices within diverse public and non-profit organizational settings.

- **Description:** This outcome will mainly be assessed in the required core course "Management and Leadership in Public Policy." It focuses on students' grasp of leadership principles and sound management practices in public service.
- **Measure:** This outcome will be assessed through a variety of assignments and activities in the "Management and Leadership in Public Policy" course. These may include case study analyses of organizational challenges, development of management plans, reflections on leadership styles, or analyses of ethical dilemmas in public service. Assessments will evaluate students' ability to apply principles of organizational behavior, explain relevant considerations in leading diverse teams, and navigate legal and institutional contexts.
- **Criteria:** Depending on the assessment method, a rubric will be used to evaluate student performance on dimensions such as understanding of leadership theories, application of management strategies, ethical reasoning in decision-making, and ability to propose solutions for organizational improvement. A performance that meets or exceeds expectations in most rubric categories (typically scoring at least 80% of available points) will be considered satisfactory; performance below 70% will be considered unsatisfactory. The proportion of students achieving satisfactory performance will be tracked across semesters to monitor learning outcomes and inform instructional improvements.
- **Schedule for Data Collection/Evaluation:** Once per year
- **Curriculum Map – Master's in Public Policy**

Course	SLO#1	SLO#2	SLO#3	SLO#4
Research Methods in Public Policy I	X			
Economics for Public Policy		X		
Policymaking Process			X	
Management/Leadership				X

ACADEMIC DEGREE PROGRAM PROPOSAL SUMMARY

INSTITUTION:	The University of Alabama		
PROGRAM NAME:	Public Policy	CIP CODE:	44.0501
SELECT LEVEL:	GRADUATE (MASTER'S)		

ESTIMATED *NEW* EXPENSES TO IMPLEMENT PROPOSED PROGRAM

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	TOTAL
FACULTY	\$415,000	\$415,000	\$515,000	\$830,000	\$930,000	\$1,030,000	\$1,030,000	\$5,165,000
ADMINISTRATION/STAFF	\$355,000	\$670,000	\$715,000	\$715,000	\$715,000	\$715,000	\$715,000	\$4,600,000
EQUIPMENT							\$0	\$0
FACILITIES							\$0	\$0
ASSISTANTSHIPS/FELLOWSHIPS							\$0	\$0
LIBRARY							\$0	\$0
ACCREDITATION AND OTHER COSTS							\$0	\$0
TOTAL EXPENSES	\$770,000	\$1,085,000	\$1,230,000	\$1,545,000	\$1,645,000	\$1,745,000	\$1,745,000	\$9,765,000

***NEW* REVENUES AVAILABLE FOR PROGRAM SUPPORT**

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	TOTAL
REALLOCATIONS								\$0
EXTERNAL FUNDING								\$0
TUITION + FEES	\$115,565	\$268,883	\$329,749	\$405,255	\$480,761	\$541,627	\$579,380	\$2,721,220
TOTAL REVENUES	\$115,565	\$268,883	\$329,749	\$405,255	\$480,761	\$541,627	\$579,380	\$2,721,220

ENROLLMENT PROJECTIONS

Note: "New Enrollment Headcount" is defined as unduplicated counts across years.

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	AVERAGE
FULL-TIME ENROLLMENT HEADCOUNT	No data reporting	11	13	15	17	19	20	15.83
PART-TIME ENROLLMENT HEADCOUNT		1	2	4	6	7	8	4.67
TOTAL ENROLLMENT HEADCOUNT		12	15	19	23	26	28	20.50
NEW ENROLLMENT HEADCOUNT		7	8	10	11	12	12	10.00
Validation of Enrollment			YES	YES	YES	YES	YES	

DEGREE COMPLETION PROJECTIONS

Note: Do not count Lead "0"s and Lead 0 years in computing the average annual degree completions.

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	AVERAGE
DEGREE COMPLETION PROJECTIONS	No data reporting	5	6	7	9	10	12	8.17

Graduate Curriculum Overview

Graduate Curriculum Checklist:

- | | |
|--------------------------|-------------------------------------|
| 1. Overview | <input checked="" type="checkbox"/> |
| 2. Components | <input checked="" type="checkbox"/> |
| 3. Options (as required) | <input type="checkbox"/> |

1. Graduate Overview

Enter the credit hour value for all applicable components (N/A if not applicable). The credit hours MUST match the credit hours in the Curriculum Components table.

Curriculum Overview of Proposed Program	
Credit hours required in Program Courses	24
Credit hours in Program Options (concentrations/specializations/tracks)	0
Credit hours in Program Electives	6
Credit hours in Required Thesis/Research	0
Credit hours in Required Capstone/Internship/Practicum	6
Total Credit Hours Required for Completion:	36

Maximum number of credits that can be transferred in from another institution and applied to the program:	12
Intended program duration in semesters for full-time students:	4-5
Intended program duration in semesters for part-time students:	8-12

Does the program require students to demonstrate industry-validated skills, specifically through an embedded industry-recognized certification, structured work-based learning with an employer partner, or alignment with nationally recognized industry standards?	YES	NO
	<input type="checkbox"/>	<input checked="" type="checkbox"/>

If **yes**, please explain (i.e., number of hours required, etc.):

	YES	NO
Does the program include any concentrations/ tracks/ options?	<input type="checkbox"/>	<input checked="" type="checkbox"/>

If **yes**, please explain (i.e., define):

2. Graduate Components

Please provide all course information as indicated in the following table. Indicate new courses with “Y” in the associated column. If the course includes a required work-based learning component, such as an internship or practicum course, please indicate with a “Y” in the WBL column.

Insert Additional Rows as Needed				
Institution:	University of Alabama			
Program Name:	Master of Public Policy			
Program Level:	GRADUATE (MASTER'S)			
Curriculum Components of Proposed Program				
Course Number	Course Name	Credit Hours	New? (Y)	WBL? (Y)
Program Courses		24		
SPP 5xx	Research Methods in Public Policy I	3	Y	N
SPP 5xx	Research Methods in Public Policy II	3	Y	N
SPP 6xx	Economics for Public Policy	3	Y	N
SPP 6xx	The Policymaking Process	3	Y	N
PSC 664	Public Policy Analysis	3	N	N
PSC 667	Public Budgeting	3	N	N
PSC 668	Program Evaluation	3	N	N
SPP 6xx	Management and Leadership in Public Policy	3	Y	N
Program Options (enter total credit hours from all options below)		0		
Program Electives		6		
Students take six credits of elective courses (or nine credits, if the internship requirement is waived due to significant work experience). The list of electives will be updated as the course catalog evolves. Other courses may be allowed as electives with the approval of the program director.				
APR 541	Digital Communication Strategy	3		
CSM 525	Conflict Resolution in the Workplace	3		
CSM 528	Processes of Negotiation	3		
MGT 517	Leadership & Ethics	3		
MGT 534	Training and Development	3		
MGT 552	Project Management and Consulting	3		
POPH 521	Health Policy & Planning	3		
POPH 524	Health Economics	3		
PSC 562	Public Personnel Admin	3		
PSC 565	Foundations of Public Admin	3		
PSC 662	Organizational Theory	3		
PSC 663	Selected Problems in Public Administration	3		
PSC 665	Local Government Admin	3		
SW 500	Social Welfare Policy	3		
SW 501	Social Welfare Advanced Policy Analysis	3		
ST 552	Applied Regression Analysis	3		
ST 545	Intro State Learn & Data Mining	3		
ST 645	Advanced Statistical Learning	3		
Required Thesis/Research				
Capstone/Internship/Practicum		6		
SPP 6xx	Internship in Public Policy	3	Y	Y
SPP 6xx	Capstone in Public Policy	3	Y	N
Total Credit Hours Required for Completion:		36		



University of Alabama System[®]

Board Rule 502

Notice of Pending Proposal (NPP) for a New Program of Instruction

(To be completed by the Provost's Office)

1. Institution:

UA

UAB

UAH

Please select more than one institution for cooperative, joint, and shared degree programs.

2. Date of NPP Submission (mm/dd/yyyy): 08/28/2025

3. Contact Information

Institutional Contact Person: Chris Coleman

Telephone: 2053483303

Email: chris.coleman@ua.edu

4. Program Identification

Program Name: Public Policy

Degree Nomenclature: M.P.P.

5. 6-digit CIP Code: 44.0501

6. Program Mode of Delivery

Provide the planned delivery format(s) (i.e., in-person, online, hybrid) of the program along with the planned location(s) at which the program will be delivered (i.e., on-campus and/or at specific off-campus instructional site(s)). Please also note whether any program requirements can be completed through competency-based assessment.

- | | | |
|--|-------------------------------------|---|
| <input checked="" type="checkbox"/> In-person | <input type="checkbox"/> Online | <input type="checkbox"/> Hybrid |
| <input checked="" type="checkbox"/> On-campus | <input type="checkbox"/> Off-campus | <input type="checkbox"/> Competency-based |
| <input type="checkbox"/> Other, please describe: | | |

7. Select a meeting for Board consideration:

- April 11-12, 2024
- June 6-7, 2024
- September 12-13, 2024
- November 7-8, 2024
- February 6-7, 2025
- April 3-4, 2025
- June 5-6, 2025
- September 11-12, 2025
- November 6-7, 2025
- February 5-6, 2026
- April 2-3, 2026
- June 4-5, 2026

8. Is the proposed academic degree program currently listed on your campus Three-Year Academic Program Planning Report that is annually submitted to the Board of Trustees?

Yes

No

If no, please explain.

9. Provide a brief description of the program.

The Master of Public Policy (MPP) degree program prepares students for impactful careers in the public, private, and non-profit sectors by equipping them with rigorous analytical and methodological skills. Students will gain a deep understanding of microeconomic principles and the policymaking process, enabling them to analyze critically policy issues and propose effective solutions. The program emphasizes quantitative research methods, program evaluation, and management principles. Graduates will be trained to assess policy impacts, lead initiatives, and contribute to evidence-based decision-making. The curriculum ensures graduates are prepared to address complex societal challenges and drive positive change.

10. Relationship of program to other programs within the institution.

10.1. How will the program support or be supported by other programs within the institution?

The MPP program is supported by the existing Master of Public Administration (MPA) program. Three of the courses required for the MPP are existing courses in the MPA program.

The MPP program is also supported by a variety of existing UA graduate programs, in sense that the planned MPP degree requirements allow six credits of elective courses. These electives may be taken in a range of other degree programs, contingent on approval by the program director.

The MPP program will support other UA graduate programs by adding new courses to the Graduate Catalog. These courses are likely to appeal to students in the Law School and the MPA program, and to any graduate student whose intended career may intersect with involve designing, implementing, evaluating, or reacting to public policy.

10.2. Will this program replace any existing program(s) or specialization(s), option(s) or concentration(s) within existing programs?

Yes

No

If yes, please explain:

11. If this program is similar or duplicative of any other programs in the system or the state, please give your rationale for program duplication.

12. Do you plan to explore possible program collaboration with other institutions? Please explain.

At this point there is no plan for collaboration with other institutions. Because the interdisciplinary nature of Public Policy as a field lends itself to collaboration, we are open to future collaboration.

13. Please describe the need and/or level of student demand for this program.

The accrediting agency for graduate programs in Public Policy is NASPAA, or Network of Schools of Public Policy, Affairs, and Administration. NASPAA data show that nearly 17,000 students were enrolled in graduate programs in public policy, public affairs, or public administration in 2023-24 (the most recent year reported). The case for strong student demand for the MPP degree is also evident in demonstrated student interest in these related programs at UA:

- The UA Master of Public Administration degree program averaged slightly over 28 students (annual unduplicated count) from 2016 through 2024.
- In spring semester 2025 the Shelby Institute for Policy and Leadership received over 400 applicants for its Shelby Scholars program.

Beyond this, Bureau of Labor Statistics projections for jobs associated with Public Policy degrees are estimated to grow faster than the overall job supply through 2033.

THE UNIVERSITY OF ALABAMA

Resolution

Granting Initial Approval of and Permission to Submit to the Alabama Commission on Higher Education (ACHE), a Proposal for a Master of Public Policy (MPP) degree (CIP Code 44.0501) in the School of Leadership and Policy

WHEREAS, The University of Alabama seeks to further its mission to “advance the intellectual and social condition of the people of the state, the nation, and the world” through innovative graduate education that fosters research, scholarship, and public engagement; and

WHEREAS, the proposed Master of Public Policy (MPP) degree program is designed to prepare students for impactful careers in the public, private, and nonprofit sectors by providing rigorous training in analytical, methodological, and leadership skills grounded in microeconomic and policymaking principles; and

WHEREAS, the MPP curriculum emphasizes quantitative research methods, program evaluation, and management, equipping graduates to analyze policy issues, assess impacts, and contribute to evidence-based decision-making; and

WHEREAS, the degree program aligns with the mission of the School of Leadership and Policy, which was recently approved by the Board of Trustees of The University of Alabama, to prepare students to lead and contribute in public policy, politics, and public service; and

WHEREAS, the degree program incorporates best practices from peer and aspirational institutions and includes an internship requirement to ensure practical, real-world policy experience for students without prior professional experience; and

WHEREAS, the MPP degree program will be implemented in the fall of 2027 and housed in the School of Leadership and Policy;

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of The University of Alabama that it grants initial approval of and permission to submit to the Alabama Commission on Higher Education (ACHE) a Proposal for a Master of Public Policy (MPP) program (CIP Code 44.0501) in the School of Leadership and Policy at The University of Alabama.

December 12, 2025

Chancellor Sid Trant
The University of Alabama System
500 University Boulevard East
Tuscaloosa, Alabama 35401

Dear Chancellor Trant:

I am pleased to endorse the recommendation from Interim Provost Lesley Reid and Associate Provost and Dean of the Graduate School Susan Carvalho for approval of the Master of Public Policy (MPP) program in the School of Leadership and Policy at The University of Alabama. The Master of Public Policy (MPP) program will provide rigorous training in policy analysis, economics, and quantitative research to prepare graduates for leadership roles in the public, private, and nonprofit sectors. Emphasizing evidence-based decision-making and problem-solving, the program equips students to address complex societal challenges and advance effective public policy at the state and national levels.

If you approve of this proposal, please forward this request to the Board of Trustees for its consideration.

Sincerely,



Peter J. Mohler
President

Enclosure

c: Interim Provost Lesley Reid
Dean Susan Carvalho



December 5, 2025

President Peter J. Mohler
The University of Alabama
203 Rose Administration
Tuscaloosa, Alabama 35487

Dear President Mohler:

I am pleased to endorse the recommendation from Associate Provost and Dean of the Graduate School Susan Carvalho for approval of the Master of Public Policy (MPP) program in the School of Leadership and Policy at The University of Alabama. The Master of Public Policy (MPP) program will provide rigorous training in policy analysis, economics, and quantitative research to prepare graduates for leadership roles in the public, private, and nonprofit sectors. Emphasizing evidence-based decision-making and problem-solving, the program equips students to address complex societal challenges and advance effective public policy at the state and national levels.

If you approve of this proposal, I would appreciate your assistance in forwarding the request to the Chancellor at your earliest convenience.

Sincerely,



Lesley Reid, Ph.D.
Interim Provost

Enclosure

c: Dean Susan Carvalho

November 26, 2025

Dr. Lesley Reid, Interim Provost
The University of Alabama
Office for Academic Affairs
254 Rose Administration Building
Tuscaloosa, Alabama 35487

Dear Dr. Reid:

I join Professor Joseph Smith in recommending the approval of the attached proposal for a Master's in Public Policy degree offered through the School of Leadership and Policy. The proposed Master's degree will grow graduate enrollments, meet key statewide workforce development needs, and produce graduates prepared to lead in public, private, and nonprofit sectors.

This degree was recommended for approval by the Graduate Council of The University of Alabama at its meeting on November 6, 2025. We ask for the timely handling of this item so that it may be considered at the February 2026 Board of Trustees Meeting.

If you approve of this proposal, please forward this request to President Mohler at your earliest convenience.

Sincerely,



Dr. Susan Carvalho
Associate Provost and Dean of the Graduate School

cc: Dr. Karri Holley, Interim Associate Dean, Graduate School

July 23, 2025

UA Undergraduate Curriculum Committee
UA Graduate Curriculum Committee

Dear Curriculum Committee Members,

Thank you for your efforts on these important committees. The importance of faculty governance to our academic programs cannot be overstated. I am writing in enthusiastic support for the creation of a new undergraduate and a new graduate public policy degree program at UA; specifically, an undergraduate BA in Public Policy and a graduate master's in public policy (MPP). These educational programs would conceivably be launched in Fall 2027 within the auspices of a newly created School of Public Policy at UA, pending approval by the Board of Trustees.

Gratefully, Dr. Joseph Smith accepted my invitation (based on the advice of Dean Messina) to lead our efforts to design and implement these educational programs and the new school. I have discussed the proposal for the School of Public Policy and associated degree programs and received unanimous support for them from Presidents Bell and Mohler, Chancellor Trant, and the Board of Trustees.

Dr. Smith shared his proposal for these programs with me, including assumptions of student numbers, required course offerings per semester and academic year, and the number of tenure-stream and renewable contract faculty that will be needed to support the programs. Additionally, we envision the new school being organized similar to other college/school units on campus with its own dean, associate deans, faculty, and staff. All told, we estimate an annual recurring budget just under \$10M per academic year. We also foresee the construction of a new, dedicated facility for the school (or renovation of an existing building that is then dedicated for the school) with a construction budget of approximately \$25-30M. The facility will include necessary office, classroom, and ancillary spaces to accommodate the faculty, staff, students, and educational programs. All of the funding to support the new personnel, resources, and facility for these new programs, school, and building will be allocated from the Office of Academic Affairs and central funding sources. No funding for these programs or personnel will be re-allocated from an existing college/school. Additionally, we believe this may be an area of particular interest to the state, given its importance to the development of future leaders and may request state appropriations to support the school, with the Board's blessing.

Thank you in advance for your consideration of these exciting new programs and school at UA. Please do not hesitate to contact me if you need additional information.

Sincerely,



James T. Dalton, Ph.D.
Executive Vice President and Provost



University of Alabama System®

New Program Proposal Supplement

In addition to the items ACHE has requested for program proposals, please include the following additional items when developing and submitting academic program proposals to the System Office and the Board of Trustees for approval.

1. Institution:

UA

UAB

UAH

Please select more than one institution for cooperative, joint, and shared degree programs.

2. Program Identification

Program Name: Public Policy

Degree Nomenclature: M.P.P.

Date of NPP Submission: 8/28/2025

3. Six-digit CIP Code: 44.0501

4. Executive Summary (not to exceed two pages)

The Master of Public Policy (MPP) is a graduate program designed to equip students with the advanced analytical, economic, and leadership skills needed to address complex public challenges and contribute to evidence-based decision-making in government, nonprofit, and private-sector contexts. Grounded in rigorous training in quantitative research methods, microeconomic reasoning, and the policymaking process, the program prepares graduates to critically analyze policy issues, evaluate program outcomes, and lead strategically to advance effective solutions. Aligned with The University of Alabama's mission to enhance the intellectual and social condition of the state, nation, and world, the MPP strengthens the University's role in cultivating the next generation of public leaders and policy professionals. Developed through benchmarking against leading peer and aspirational programs, the MPP program fills a critical gap in Alabama's higher education landscape — offering the state's first graduate program dedicated exclusively to public policy — and will produce graduates who are highly competitive for in-demand roles that support Alabama's long-term public service and policy innovation needs.

5. Steps taken to determine if other UA System institutions might be interested in collaborating in the program.

Although we have not taken any steps to determine if other UA system institutions might be interested in collaborating, we will consider doing so in the future.

6. Summary of other campus comments, internal to the UA System or external (if any), regarding your plans for developing this program. Please include substantive feedback from the pre-proposal process.

N/A

7. Describe the process that will be used by your institution for routine internal and/or external program review.

During the post-implementation period, the department will monitor enrollment, new enrollments, and the number of graduates each year. Additionally, the department will track the post-graduation outcomes of its graduates. Annually, the department will report on student learning outcomes as outlined in question 8.

At The University of Alabama, all departments undergo an academic program review (APR) approximately every eight years. This process includes a departmental self-study, an on-site visit by a review team comprising internal and external members, and the development of a strategic action plan by the department, informed by the review team's recommendations.

8. Describe the process that will be used in assessing program outcomes (to include student learning outcomes).

Assessment of student learning outcomes in the MPP program will be conducted through a combination of direct and indirect measures embedded throughout the curriculum. Signature assignments — including empirical research projects, policy analysis papers, and applied case studies — will be evaluated using faculty-developed rubrics aligned to each learning outcome. The required internship or professional experience will also serve as a key assessment point, allowing students to demonstrate leadership, application of microeconomic analysis, and strategic policy implementation in real-world contexts. A capstone or culminating project will provide a comprehensive assessment of students' ability to design and execute empirical research, diagnose policy problems, and communicate evidence-based recommendations. Indirect measures, such as exit surveys and alumni feedback, will be used to assess graduates' perceived preparedness and inform continuous program improvement.

Student learning outcomes:

1. Graduates will be able to design, execute, and evaluate critically empirical research using appropriate quantitative and qualitative methods to inform public policy decisions.
2. Graduates will demonstrate the ability to apply microeconomic principles and analytical tools to diagnose policy problems and assess the economic impacts of policy interventions.

3. Graduates will be able to analyze the political and institutional contexts of policymaking and develop effective strategies for policy advocacy and implementation.
4. Graduates will be able to demonstrate ethical leadership and effective management practices within diverse public and non-profit organizational settings.

9. Other pertinent information, if any.