

## Brothers, Sheila C

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**From:** Schroeder, Margaret <m.mohr@uky.edu>  
**Sent:** Wednesday, February 17, 2016 10:04 AM  
**To:** Brothers, Sheila C; Hippisley, Andrew R; Ellis, Janie  
**Subject:** Master of Public Financial Management  
**Attachments:** MPFM Proposal - FINAL.pdf

**Follow Up Flag:** Follow up  
**Due By:** Thursday, February 18, 2016 10:00 AM  
**Flag Status:** Flagged

This is a recommendation that the University Senate approve, for submission to the Board of Trustees, the establishment of a new MA degree: Public Financial Management, in the Martin School of Public Policy and Administration within the Graduate School.

Please find the revised proposal attached.

Best-

Margaret

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Margaret J. Mohr-Schroeder, PhD | Associate Professor of STEM Education | [COE Faculty Council Chair](#) | [SAPC University Senate Committee Chair](#) | [University Senator](#) | Secondary Mathematics Program Co-Chair | [STEM PLUS Program Co-Chair](#) | [Department of STEM Education](#) | [University of Kentucky](#) | [www.margaretmohrschroeder.com](http://www.margaretmohrschroeder.com)



**NEW MASTERS DEGREE PROGRAM FORM**  
(Attach completed "Application to Classify Proposed Program"<sup>1</sup>)

**GENERAL INFORMATION**

College:	Graduate School	Department:	Martin School of Public Policy and Administration		
Major Name:	Master of Arts (MA)	Degree Title:	Master of Public Financial Management		
Formal Option(s):	NA	Specialty Fields w/in Formal Option:	NA		
Date of Contact with Associate Provost for Academic Administration <sup>1</sup> :	NA				
Bulletin (yr & pgs):		CIP Code <sup>1</sup> :	44.0501	Today's Date:	7.28.15
Accrediting Agency (if applicable):	NA				
Requested Effective Date:	<input type="checkbox"/> Semester following approval.	OR	<input checked="" type="checkbox"/> Specific Date <sup>2</sup> :	August 2016	
Dept. Contact Person:	Merl Hackbart	Phone:	859-257-1627	Email:	m.hackbart@uky.edu

**CHANGE(S) IN PROGRAM REQUIREMENTS**

1.	Number of transfer credits allowed (Maximum is Graduate School limit of 9 hours or 25% of course work)	9
2.	Residence requirement (if applicable)	NO
3.	Language(s) and/or skill(s) required	NO
4.	Termination criteria	YES
5.	Plan A Degree Plan requirements <sup>3</sup> (thesis)	NO
6.	Plan B Degree Plan requirements <sup>3</sup> (non-thesis)	YES
7.	Distribution of course levels required (At least one-half must be at 600+ level & two-thirds must be in organized courses.)	600
8.	Required courses (if applicable)	12
9.	Required distribution of courses within program (if applicable)	12
10.	Final examination requirements	YES
11.	Explain whether the proposed new program (as described in numbers 1 through 10) involve courses offered by another department/program. Routing Signature Log must include approval by faculty of additional department(s).	YES

<sup>1</sup> Prior to filling out this form, you MUST contact the Associate Provost for Academic Administration (APAA). If you do not know the CIP code, the APAA can provide you with that during the contact.

<sup>2</sup> Programs are typically made effective for the semester following approval. No changes will be made effective until all approvals are received.

<sup>3</sup> If there is only one plan for the degree, plans involving a thesis (or the equivalent in studio work, etc.) should be discussed under Plan A and those not involving a thesis should be discussed under Plan B.

**NEW MASTERS DEGREE PROGRAM FORM**

12. What is the rationale for the proposed new program?

There are few public administration schools in the country providing nationally recognized concentrations in public financial management (the Martin School at the University of Kentucky, the Maxwell School at Syracuse, the University Indiana or to a lesser degree the University of Georgia or the University of Nebraska at Omaha) and few schools provide graduate programs specifically focused on training financial managers for mid-level or senior positions in public and non-profit organizations. The need for enhanced training and professional financial management degree programs has been recognized by national association's including the Association of Governmental Accountants and the Government Financial Officer's Association.

The 36-hour online Master of Public Financial Management (MPFM) will offer rigorous academic and practical training for traditional students seeking an advanced degree as well as those currently working within the area of governmental finance and accounting and non-profit organizations. The MPFM builds upon strong foundations in finance and accounting including advanced topics in areas specific to public financial management including government accounting, auditing, securities, pensions/insurance, forecasting and other subjects.

## NEW MASTERS DEGREE PROGRAM FORM

### Signature Routing Log

**General Information:**

Program Name: Master of Public Financial Management

Proposal Contact Person Name: Merl Hackbart



Phone: 859-257-1627

Email: m.hackbart@uky.edu

**INSTRUCTIONS:**

Identify the groups or individuals reviewing the proposal; note the date of approval; offer a contact person for each entry; and obtain signature of person authorized to report approval.

**Internal College Approvals and Course Cross-listing Approvals:**

Reviewing Group	Date Approved	Contact Person (name/phone/email)	Signature
Martin School Faculty	May 12 <sup>th</sup> , 2015	Merl Hackbart / 859-257-1625 / m.hackbart@uky.edu	
Graduate Council	Sept 3, 2015	BRIAN A. JACKSON 7.7126 / /	
Faculty Senate Council		/ /	
University Senate		/ /	
		/ /	

**External-to-College Approvals:**

Council	Date Approved	Signature	Approval of Revision <sup>4</sup>
Undergraduate Council	NA		
Graduate Council	9/3/15	Roshon Mikee	
Health Care Colleges Council	NA		
Senate Council Approval		University Senate Approval	

Comments:

<sup>4</sup> Councils use this space to indicate approval of revisions made subsequent to that council's approval, if deemed necessary by the revising council.  
Rev 8/09

**PROPOSAL**  
**Master of Public Financial Management Program**

**Submitted by**  
**James P. Martin School of Public Policy and Administration**

A. Abstract

- Master of Public Financial Management

B. Program Description

Master of Public Financial Management

- Faculty of Record
- Program Director
- Admission
- Termination
- Time and Flexibility
- Affordability
- Faculty
- Administration and Support
- Format
- Curriculum
  - Class Matrix
  - Course Descriptions

C. Resource Need and Availability

D. Program Justification and Outcomes

1. Program Need
2. Accountability
3. Recruitment
4. Reporting and Benchmarking
5. Student Learning Outcomes (SLOs)
6. Impact on Kentuckians
7. Impact on Kentucky Communities and Kentucky Economy

E. Implementation Plans

**PROPOSAL**  
**Master of Public Financial Management Program**

**Submitted by**  
**James P. Martin School of Public Policy and Administration**

**A. ABSTRACT**

The Master of Public Financial Management is designed to meet the current and expanding national demand for well-trained financial managers for public and non-profit organizations. The Martin School, because of its historical focus on public finance and financial management and national reputation resulting from its 2<sup>nd</sup> place national ranking in this area by U.S. News and World Report, is particularly suited to initiate a new program to train students with this focus in cooperation with the Von Allmen School of Accountancy

Governments at all levels as well as non-profit organizations are facing multiple challenges as they attempt to efficiently and effectively manage their finances and initiate new programs that are financially sustainable. Their efforts are made more difficult by their inability to find and attract well-trained financial management graduates who are interested in pursuing careers as financial managers or by their ability to find seasoned professionals prepared to accept the responsibilities associated with senior finance positions in their organizations. The public administration schools and departments have been slow to provide the targeted training and skill sets needed by mid-career professionals or by new graduates desiring a career in public financial management.

The Martin School has perceived an unmet need for rigorous public financial management, and analytic methodology to answer and analyze complex financial issues in the public sector. It seeks to help meet this need by providing a Master of Public Financial Management (MPFM) degree program. The MPFM program will differ from the interdisciplinary Master of Public Administration (MPA) and the Master of Public Policy (MPP) degrees in several respects:

- 1) The MPFM program will prepare students for advanced-careers in public financial management and analysis. The MPP program prepares students for a policy analyst or research career; the MPA prepares students for public management and administration positions.
  
- 2) The MPFM will offer advanced topics in public accounting, audit, municipal securities, public pensions/insurance, and other special topics in public finance, topics not included in the MPA or MPP programs.

3) The MPFM program will be offered completely online, allowing for non-traditional students and the flexibility of online coursework.

**Master of Public Financial Management:** By offering the Master of Public Financial Management (MPFM), the Martin School is seeking to fill a niche that is not being addressed currently with other traditional and online graduate programs. By combining the academic strengths and reputation of the Martin School faculty in public budgeting and public finance along with faculty from the Von Allmen School of Accountancy in governmental accounting and audit, the MPFM will set itself apart from other programs. Furthermore, the online format offers a convenient and ever-popular means of achieving the degree.<sup>1</sup>

There are few public administration schools in the country providing nationally recognized concentrations in public financial management (the Martin School at the University of Kentucky, the Maxwell School at Syracuse, the University Indiana or to a lesser degree the University of Georgia or the University of Nebraska at Omaha) and few schools provide graduate programs specifically focused on training financial managers for mid-level or senior positions in public and non-profit organizations. The need for enhanced training and professional financial management degree programs has been recognized by national association's including the Association of Governmental Accountants and the Government Financial Officer's Association.

## **B. PROGRAM DESCRIPTION: Master of Public Financial Management**

The 36-hour online Master of Public Financial Management (MPFM) will offer rigorous academic and practical training for traditional students seeking an advanced degree as well as those currently working within the area of governmental finance and accounting and non-profit organizations. The MPFM builds upon strong foundations in finance and accounting including advanced topics in areas specific to public financial management including government accounting, auditing, securities, pensions/insurance, forecasting and other subjects.

**Faculty of Record: Faculty of Record:** The following page lists three senior faculty members who have agreed to serve as faculty of record for the proposed Graduate Certificate in Public Financial Management. Beyond those listed, future faculty will be selected one of two ways: from the graduate faculty of the supporting departments (Martin School of Public Policy and Administration and the Von Allmen School of Accountancy) or through a hiring process which will screen applicants for appropriate credentials. If visiting or other faculty are selected to serve as course instructors, the Martin School will approve only those instructors with appropriate credentials to qualify as temporary appointments to the UK Graduate Faculty and/or to meet AQ status as reported to our accrediting body NASPAA and SACS. If a faculty of record was to become ineligible for any reason, the position could be filled temporarily or permanently by the graduate faculty of the departments or selected through the aforementioned process.

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<sup>1</sup> Note: The Martin School will offer an online Graduate Certificate Program in Public Financial Management as part of the program. This program, a first for the Martin School, will be attractive to students desiring only an introduction of class offerings in public financial management.

- **Dr. Merl Hackbart, Interim Director**  
**Martin School of Public Policy and Administration**  
**University of Kentucky**  
**859-257-1627, [m.hackbart@ukv.edu](mailto:m.hackbart@ukv.edu)**

I, Merl Hackbart, plan to serve as a faculty member and instructor as part of the new online Master's in Public Financial Management degree program. As an instructor, I have offered my support for the program and will be teaching courses in my area of expertise—public financial management.

  
 \_\_\_\_\_  
 Signature

1/29/16  
 \_\_\_\_\_  
 Date

- **Dr. Dwight Denison, Professor of Public & Nonprofit Finance**  
**Martin School of Public Policy and Administration**  
**University of Kentucky**  
**859-257-5742, [dwight.denison@ukv.edu](mailto:dwight.denison@ukv.edu)**

I, Dwight Denison, plan to serve as a faculty member and instructor as part of the new online Master's in Public Financial Management degree program. As an instructor, I have offered my support for the program and will be teaching courses in my area of expertise—public financial management.

  
 \_\_\_\_\_  
 Signature

1-29-16  
 \_\_\_\_\_  
 Date

- **Dr. Eugenia Toma, Wendell H. Ford Professor of Public Policy**  
**Martin School of Public Policy and Administration**  
**University of Kentucky**  
**859-257-1156, [eugenia.toma@uky.edu](mailto:eugenia.toma@uky.edu)**

I, Eugenia Toma, plan to serve as a faculty member and instructor as part of the new online Master's in Public Financial Management degree program. As an instructor, I have offered my support for the program and will be teaching courses in my area of expertise—public financial management.

  
 \_\_\_\_\_  
 Signature

1-29-16  
 \_\_\_\_\_  
 Date



**Program Director:** The Program Director position is currently being reviewed by University of Kentucky Human Resources. Plans include hiring someone as the director; however, without the position created, it is not possible at this time to name a director. Until then, Dr. Merl Hackbart is considered the Director of the Master's in Public Financial Management degree program.

**Admission:** The Martin School is a nationally-ranked, competitive program. The Admissions Committee reviews each file in an applicant's dossier in order to admit academically strong applicants that show the greatest potential for completing the program and succeeding in a career. Academic qualifications are assessed based on grade point average, undergraduate major, institutions, GRE scores and academic references.

The online Master in Public Financial Management will maintain high standards of admission to assure UK's admission and recruitment policies and decisions for distance learning are equivalent to UK's admission and recruitment standards for traditional degree programs. Students entering the Master in Public Financial Management Program are expected to have at least a 3.0 grade point average (on a 4.0 scale), a cumulative score of 50% or more on the quantitative and verbal sections of the GRE or a minimum score of 50% on the GMAT, and letters of recommendation that provide convincing evidence about the applicant's ability and potential.

**Termination:** The Master of Public Financial Management Program Termination student performance policies mimic those of the nationally ranked Master of Public Administration Program and will state that a student may be dismissed from the program for any one of the following reasons:

1. Receiving a grade of "C" for any 9 credit hours or three classes.
2. Receiving a grade of "E" for any 3 credit hours.
3. Twice failing the Final Examination.

Students facing termination will be notified and will have an opportunity to discuss the pending action with the Director of Graduate Studies. Appeals are processed through the Student Affairs Committee. Graduate degrees must normally be completed within eight years of the beginning of graduate study. Extensions require a request on the part of the director of graduate studies and approval by the Dean of the Graduate School.

**Time and Flexibility:** For working professionals and non-traditional students, an online program provides the flexibility needed to balance work, school, and other obligations. For traditional students, an online program provides an opportunity to seek a Master Degree from a university that may not be available to them by traditional routes. Via the University's Department of Distance Learning and the Martin School of Public Policy and Administration, students complete assignments and engage with their faculty without the conventional restrictions of a traditional on-campus environment.

**Affordability:** Students accepted into the online Master of Public Financial Management program pay in-state tuition rates, as required by the University. The online Master program offers in-state and out-of-state students an affordable option for graduate studies. Students are encouraged to pursue any number of financial aid options available to students who meet University requirements.

**Faculty:** Courses will be taught by faculty with expertise in the areas of public budgeting, debt/cash management, governmental accounting/audit and other topics relevant to public financial management. All faculty and instructors will have backgrounds and expertise in relevant areas of instruction, with some being located at other leading Universities across the country, adding to the diversity of instruction and network opportunities for students.

**Administration and Support:** Students who attend online classes will receive the same quality instruction as those attending traditional classes. The Martin School of Public Policy and Administration ensures the Master of Public Financial Management online courses will be provided in an up-to-date format with courses lead by top-notch, nationally recognized faculty. Further, comparability of online distance learning programs to campus-based programs and courses is required by University policy to be evaluated based on student learning outcomes (SLO), retention and student satisfaction.

The Master of Public Financial Management program will have a dedicated program Director to oversee daily operations of the program, including program marketing, admissions, curriculum, student support and other administrative duties. In addition, student support and services will be provided by the University's Distance Learning Programs. Online instructional support will be provided to faculty by the University's Department of E-Learning. <http://www.uky.edu/elearning>.

**Format:** Students seeking the flexibility of online instruction will experience a combination of self-study and student-faculty interaction over an online learning network. Students will complete weekly assignments, readings, exams and other activities with the same level of rigor and expectations of other traditional Master programs offered by the Martin School of Public Policy and Administration. Students will receive registration and course information by way of the University Distance Learning Program. <http://www.uky.edu/DistanceLearning> and the Martin School. The Martin School website will provide a dedicated portal for students to access and enroll in courses and other program support.

**Curriculum:** Classes are offered as 8-week and 4-week sessions during the regular University Fall/Spring/Summer Sessions. The MPFM program consists 36 - hours of credit with 12 Core Classes including a Capstone Course. Two 8-week courses will be offered sequentially in the

Fall/Spring Semesters. Courses will also be offered during the 4-week and 8-week Summer Session. By taking one course as it is offered, the MPFM may be completed in 2 years.

### Class Matrix

Fall 8 Week Session 1	Fall 8 Week Session 2	Spring 8 Week Session 1	Spring 8 Week Session 2	Summer 1 4 Week	Summer 2 8 Week
PA 631 Public Financial Management: Budgeting & Debt Management  Core 3 Hours	PA 632 Public Funds Management  Core 3 Hours	PA 625 Governmental Accounting and Financial Condition Analysis  Core 3 Hours	PA 626 Applications in Government Accounting and Audit  Core 3 Hours	PA 694 Public Pensions and Insurance  Core 3 Hours	PA 695 Data and Revenue Forecasting  Core 3 Hours
PA 683 Tax Policy  Core 3 Hours	PA 627 Governmental Auditing  Core 3 Hours	PA 633 Municipal Securities  Core 3 Hours	PA 696 Legal Issues in Public Financial Management  Core 3 Hours	PA 697 Special Topics: Public Financial Management  Core 3 Hours	PA 681 Capstone  Core 3 Hours
<b>RED</b> = New Courses <b>BLUE</b> = Existing Courses					

**Course Descriptions:** The following section contains course descriptions for the twelve (12) courses making up the Master of Public Financial Management Program. The new program consists of 5 existing courses and 7 new courses. Syllabi for all courses are included as an Appendix to this Proposal.

PA 631 Public Financial Management: Budgeting/Debt Management (existing course)

An analysis of budget structure and process, revenue structure, administration, public capital acquisition and debt management. This course emphasizes an applied focus and comparative analysis of alternative budget, revenue, and debt management structures and strategies. (Core)

PA 632 Investments/Cash Management (existing course)

A study of the management of public funds including the accumulation and investment of such funds and the accounting for those transactions. It will also include topics such as cash forecasting, cash management practices and public funds investment strategies. (Core)

PA 625 Governmental Accounting and Financial Condition Analysis (new course)

The course will examine the characteristics of governmental and nonprofit accounting emphasizing the various fund types and account groups, review and evaluation of presently recommended accounting and financial reporting procedures (GAAP), and an exploration of practical governmental and nonprofit accounting practices and methods. (Core)

PA 626 Applications in Governmental Accounting and Audit (new course)

Gain hands-on experience with case studies designed to simulate real-world scenarios and common problems in today's public sector. This course goes beyond the theory and will demonstrate how to navigate the key issues that arise in governmental and not-for-profit accounting and auditing. (Core)

PA 627 Governmental Auditing (new course)

This course focuses on components of the governmental audit process unique to the public sector. Students will gain an understanding of the *Government Auditing Standards (GAGAS)*, types of audits, the role of audit objectives and audit evidence, the fundamentals of interviewing, the preparation of audit working papers, as well as how to interpret audit findings and elements based on qualitative and quantitative evidence and communicate those findings to non-financial audiences. (CORE)

PA 683 Tax Policy (existing course)

This course will explore various tax policy issues including how and why different levels of government implement and design different types of taxes, concepts of distributive justice, progressivity, tax compliance and enforcement, consumption and income taxes, and tax incentives. (CORE)

PA 633 Municipal Securities (existing course)

An analysis of the theoretical and operational issues associated with the municipal securities industry. Among the issues considered are the factors influencing public debt issuance including infrastructure needs, public authorities, debt capacity, bond ratings and optional debt issuing instruments. Municipal security demand issues are also assessed including market segmentation and fixed income portfolio management issues among others. Technical financial and regulatory issues are also considered.

PA 694 Public Pensions and Insurance (new course)

This course covers basic actuarial principles as they apply to public pensions and insurance. Topics will include the purpose of these systems, the role of the actuary in development of risk classification and pricing assumptions, how actuarial data affect decision making, calculation of product cash flows, reserve methods, and re-insurance. (CORE)

PA 695 Data and Revenue Forecasting in the Public Sector (new course)

This course covers approaches to forecasting including time series methods, how forecasts are used for policy decision-making, and political influences on forecasting. Students will learn how to interpret and evaluate forecasts with a focus on how to effectively utilize the information generated. (CORE)

PA 696 Legal Issues in Public Financial Management (new course)

This course focuses on the public financial manager's legal responsibilities with respect to underwriters, borrowers, bondholders, trustees, and other parties in connection with the issuance and holding of tax-exempt bond. Other topics include legal issues related to utility franchises, public/private contracts, governmental mandates, financial cyber security, and taxing authority.

PA 697 Special Topics in Public Financial Management (new course)

This course will focus on timely issues related to public financial management. Course content and subject matter may vary from year to year.

PA 681 Capstone (existing course)

The Capstone provides students with an opportunity to integrate learning from various courses in analysis of real-world issues. The capstone project consists of a project design, action plan, and implementation. Students, under guidance of a faculty member, carry out data collection and analysis, evaluate their findings, and provide conclusions and recommendations.

### **C. RESOURCE NEEDS AND AVAILABILITY**

The Master in Public Financial Management will be delivered online and will be the first online program for the Martin School and its collaborating partner, the Von Allmen School of Accountancy. As a new program, the financial plan involves several steps and includes costs in three general categories:

- Program development costs associated with the design of seven new online courses and redesign/conversion of 5 courses to online format.
- Program operational costs associated with administration, program management, marketing and technical assistance;

- Faculty and staff/graduate assistant compensation costs associated with the online program.

The online 36-hour Master of Public Financial Management will begin in with a target of 20 students. The Program stabilizes in Year 3 with 40 Master students.

Revenue from the Graduate Certificate Program (proposed for approval separately) is expected to support activities related to operation of the Graduate Certificate Program as well as generate revenue to assist with the development and implementation of the 36-hour Master of Public Financial Management Program and thus is considered a critical element in the financial details of the Master of Public Financial Management Program. Because the new program is implemented in phases, the proposed budget for the Master of Public Financial Management and Graduate Certificate Program are interrelated including projected revenue and program startup/operational costs for Year 1, 2 and 3.

***To clarify further, the Master of Public Financial Management Program and the Graduate Certificate Program are “interconnected” in that a student may take 4 courses to complete the Certificate Program and receive the Certificate without completing the master’s degree. For that reason, the following budget includes revenues and expenses that are associated with both activities.***

Budgeted revenues include 1) Graduate Certificate Tuition, 2) Distance Learning Fees as defined by the University and 3) Master Student Tuition. The Martin School will also submit a request for \$197,502 to the 2015 E-Learning Innovation Initiative (eLII) to assist with program development start-up costs (e.g., technical course development, instructional design, faculty skill development, marketing, and project management). This revenue is included in Year 1 only. See budget summary for details.

In addition, the University E-Learning program provides \$3,000 stipends directly to faculty per new course via the E-Learning + Innovation Design Lab (Faculty Skill Development) RFA to assist with course design, online teaching strategies, faculty training, and development. This last category is considered indirect revenue and not included directly in the proposed budget but will generate up to \$36,000 in stipends for the faculty.

The following Budget outlines revenues and expenses for Year 1-3. Items in Year 1 highlighted in **GREEN** include program startup costs associated with the first year’s program marketing, administration, faculty course development summer salary and other technical support involved in an online program. These expenses, totaling \$197,502 are included in the Martin School’s 2015 E-Learning Innovation Initiative (eLII) grant application. In Year 2, the remaining 6 online courses will be developed. Course development expenses are included as “Faculty Course Development” and are based on a median faculty salary of \$130,000 and 0.11 FTE summer rate plus benefits at 22%.

## Public Financial Management Program

<b>YEAR 1 Certificate Program Begins</b>				
<b>REVENUE</b>	Students	Unit		NOTES
Certificate Tuition Fee <sup>1</sup>	25	\$596/credit	\$178,800	
Distance Learning Fee <sup>2</sup>	25	\$360	\$9,000	
E-Learning Innovation Initiative Grant			\$197,502	One-time allocation for startup
<b>TOTAL DIRECT REVENUE</b>			<b>\$385,302</b>	
<b>EXPENSES</b>				
<b>Program Director*</b>			\$40,000	
<b>Program Director Benefits*</b>			\$8,800	Based on 22%
Teaching Assistant		1	\$26,200	Includes Waived Tuition
<b>Marketing/Travel*</b>			\$20,000	
<b>Faculty Course Development*</b>		\$18,117/class	\$108,702	6 classes - based on 0.11 summer median salary \$130,000 + benefits
<b>Admin Tech Support*</b>			\$20,000	0.50 FTE
Instruction (CERTIFICATE)		\$12,500/class	\$50,000	4 Courses Average/Course = \$12,500
Misc Expenses			\$10,000	
<b>TOTAL EXPENSES</b>			<b>\$283,702</b>	
<b>NET REV/EXP</b>			<b>\$101,600</b>	<b>36%</b>

<b>YEAR 2 Certificate Program Expands and Master Program Begins</b>				
<b>REVENUE</b>	Students	Unit		
Certificate Tuition Fee <sup>1</sup>	50	\$596/credit	\$357,600	
Distance Learning Fee <sup>2</sup>	50	\$360	\$18,000	
Master Students Tuition <sup>3,4</sup>	20	\$10,768	\$215,360	
<b>TOTAL DIRECT REVENUE</b>			<b>\$590,960</b>	
<b>EXPENSES</b>				
Program Director <sup>5</sup>			\$80,000	
Benefits			\$17,600	Based on 22%
Teaching Assistant		3	\$78,600	Includes Waived Tuition
Marketing/Travel			\$15,000	
Faculty Course Development		\$18,117/class	\$108,702	
Admin Tech Support			\$20,000	0.50 FTE
Instruction (CERTIFICATE-2 sections)		\$12,500	\$100,000	8 Courses Average/Course = \$12,500
Instruction (Master Program)		\$12,500	\$50,000	4 Courses Average

Misc Expenses	\$10,000		/Course = \$12,500 Assumes Program Director will be teaching 2 courses.
<b>TOTAL EXPENSES</b>	<b>\$479,902</b>		
<b>NET REV/EXP</b>	<b>\$111,058</b>	<b>23%</b>	

<b>YEAR 3 Certificate and Master Program Fully Established</b>			
<b>REVENUE</b>	<b>#Students</b>	<b>Unit</b>	
Certificate Tuition Fee <sup>1</sup>	50	\$596/credit	\$357,600
Distance Learning Fee <sup>2</sup>	50	\$360	\$18,000
Master Students Tuition <sup>3,4</sup>	40	\$10,768	\$430,720 target of 20/year
<b>TOTAL REVENUE</b>			<b>\$806,320</b>
<b>EXPENSES</b>			
Program Director <sup>5</sup>			\$80,000
Benefits			\$17,800 Based on 22%
Teaching Assistant	4		\$104,800 Includes Waived Tuition
Marketing/Travel			\$15,000
Admin Support			\$20,000 0.50 FTE
Instruction (CERTIFICATE)		\$12,500	\$100,000 2 Sections of Certificate 10 Courses Average/Course = \$12,500
Instruction (Master Program)		\$12,500	\$125,000 Assumes Program Director will be teaching two courses.
Misc Expenses			\$10,000
<b>TOTAL EXPENSES</b>			<b>\$472,600</b>
<b>NET REV/EXP</b>			<b>\$333,720 71%</b>

<sup>1</sup> Online Certificate Tuition based on in-state tuition \$596/credit hour

<sup>2</sup> As required by Distance Learning Programs  
\$10/credit

<sup>3</sup> In-state tuition required for all online programs.

<sup>3</sup> Based on 2015-16 in-state tuition rate of \$5,384/semester

<sup>4</sup> Program Director will teach 2 courses annually starting in Year 2

## **D. PROGRAM JUSTIFICATION AND OUTCOMES**

### **1. Meeting a Need**

The Master of Public Financial Management (MPFM) is designed to meet the needs of several specific groups of potential students. The major potential student group includes in-



service professionals who are in finance, budgeting, accounting or audit positions who desire to enhance their understanding of emerging financial management strategies and policies to enhance their opportunities for career advancement. Another potential student group includes recent graduates who desire to enter the field of public financial management and are seeking rigorous graduate degrees which will prepare and jump start their career opportunities.

In addition to these potential student groups, the MPFM will be attractive to professionals in consulting firms, accounting firms that specialize in governmental and non-profit accounting as well as staff in other private firms that focus on public financial management issues such as rating agencies and municipal security underwriting firms.

The Martin School will be the one of only a few institutions in the county and the only institution in Kentucky to offer a Master of Public Financial Management degree. Although the Master of Public Administration (MPA) has some similarities, the MPFM allows students to gain more rigorous training in public financial management than would be possible under the broad MPA program. Other Kentucky institutions that offer the MPA degree include Western Kentucky University, Northern Kentucky University, the University of Louisville, and Eastern Kentucky University. All of these programs have broad curriculums addressing management as well as public policy. None of these programs require courses such as public sector accounting, auditing, tax policy, municipal securities, public pensions/insurance, forecasting, etc. that serve as core classes within the proposed MPFM program.

## 2. Accountability

The Master of Public Financial Management is designed to meet the current and expanding national demand for well-trained financial managers for public and non-profit organizations. The Martin School, because of its historical focus on public finance and financial management and national reputation resulting from its 2<sup>nd</sup> place national ranking in this area by U.S. News and World Report, is particularly suited to initiate a new program to train students with this focus in cooperation with the Von Allmen School of Accountancy

Governments at all levels as well as non-profit organizations are facing multiple challenges as they attempt to efficiently and effectively manage their finances and initiate new programs that are financially sustainable. Their efforts are made more difficult by their inability to find and attract well-trained financial management graduates who are interested in pursuing careers as financial managers or by their ability to find seasoned professionals prepared to accept the responsibilities associated with senior finance positions in their organizations. The public administration schools and departments have been slow to provide the targeted training and skill sets needed by mid-career professionals or by new graduates desiring a career in public financial management.

The Martin School has perceived an unmet need for rigorous public financial management, and analytic methodology to answer and analyze complex financial issues in the public sector. It seeks to help meet this need by providing a Master of Public Financial Management (MPFM) degree

program. The MPFM program will differ from the interdisciplinary Master of Public Administration (MPA) and the Master of Public Policy (MPP) degrees in several respects:

- 1) The MPFM program will prepare students for advanced-careers in public financial management and analysis. The MPP program prepares students for a policy analyst or research career; the MPA prepares students for public management and administration positions.
- 2) The MPFM will offer advanced topics in public accounting, audit, municipal securities, public pensions/insurance, and other special topics in public finance, topics not included in the MPA or MPP programs.

Courses will be taught by faculty with expertise in the areas of public budgeting, debt/cash management, governmental accounting/audit and other topics relevant to public financial management. All faculty and instructors will have backgrounds and expertise in relevant areas of instruction, with some being located at other leading Universities across the country, adding to the diversity of instruction and network opportunities for students.

### 3. Recruitment

Martin School faculty and staff currently recruit students using a variety of methods. Faculty and staff visit public and private undergraduate institutions within Kentucky to meet with students and provide them with brochures about the Martin School and its programs. They also contact prospective students by telephone to answer questions. The Martin School also works to recruit students from institutions across the nation. Efforts are primarily focused on sending information about master's and doctoral programs to faculty advisors in political science, economics, and policy programs. Faculty members also indirectly recruit students through their collegial relationships with faculty at other institutions.

The recruitment of non-traditional students is facilitated through the Martin School's regular interactions with public agencies, and nonprofit organizations. The Martin School will interact directly with professional associations such as the Government Finance Officers Association, Association of Governmental Accountants, the National League of Cities, Kentucky Education Association, school districts, and other groups to recruit potential students.

The Martin School also fundamentally values the recruitment of minority students. It shares the University's commitment to offering more minorities with access to graduate education. The first step in providing access is to make sure undergraduate students are made aware of opportunities in public administration. To this end, faculty, staff, and students attend such events as the University of Louisville's Minority Recruitment Day to have personal interactions with students. The second step is to insure that minority students apply for targeted

Fellowships and scholarships. All minority students who request information packets are provided with information about special opportunities funding through the graduate school, including the Commonwealth Incentive Award, a non-competitive source of tuition funds for full- and part-time students.

#### 4. Reporting and Benchmarking

There will be two different kinds of periodic assessment: (1) programmatic assessment and (2) student assessment. For (2) we will use the standard assessment exercise adopted for our existing Masters programs: student learning outcomes measured against specified rubrics. For (1) the Martin School will use student evaluations for individual courses, and schedule periodic program reviews. We will also monitor graduation rates and graduate destinations.

There will be two different kinds of periodic assessment: (1) programmatic assessment and (2) student assessment. For (2) we will use the standard assessment exercise adopted for our existing Masters programs: student learning outcomes measured against specified rubrics. For (1) we will use student evaluations for individual courses, and schedule periodic program reviews. We will also monitor graduation rates and graduate destinations.

#### 5. Student Learning Outcomes (SLOs)

The intended student core learning outcomes of the MPFM:

- ✓ Understand the process, structures, and underlying logic of financial administration in the public sector including budgeting and debt management including securities, working with bond counsel, etc.
- ✓ Have knowledge of basic principles in that relate to public budgeting and the budgetary process.
- ✓ Identify differences in revenue processes, revenue sources, revenue forecasting, and budgetary challenges that exist between different levels of government.
- ✓ Identify and understand the politics associated with public budgeting at each stage in the process, among participants, and at various levels of government.
- ✓ Understand stabilization policy, financing the budget and budget deficits
- ✓ Understand the budget cycle, management and organization of budget processes
- ✓ Budget as an instrument of managerial performance and monitoring and evaluation of budget performance
- ✓ Achieve an understanding of money and capital markets.
- ✓ Become knowledgeable of the theory and application of public sector cash and investment management practices.
- ✓ Gain an understanding of the importance of government banking relations.
- ✓ Analyze financial control strategies including the role of accounting, reporting, and auditing functions of the public sector.

- ✓ Analyze the interrelationships of these issues with the overall public sector financial management process.
- ✓ Prepare financial reports for governmental and not-for-profit entities.
- ✓ Prepare financial reports for state and local governments.
- ✓ Properly account for general funds and special revenue funds.
- ✓ Properly account for capital projects funds, debt service funds, internal service funds, enterprise funds, and fiduciary funds.
- ✓ Prepare financial reports for local and state school systems, colleges and universities, and hospitals and other non-profits.
- ✓ Analyze governmental financial performance.

Data will be collected through a variety of ways including University run teacher course evaluations, student/faculty feedback, and surveys. Teacher course evaluations are to provide scores in excess of the College mean on overall value of course and overall value of instructor. This is expected to be first evaluated in Year 2 with improvements in Year 3. Student will provide feedback on the curriculum evaluation and development. In the years leading up to the first graduating class, selected artifacts from courses across the curriculum will be evaluated using rubrics on an annual basis to inform the faculty as they alter and improve the curriculum. Benchmarks relative to portfolios and course artifacts will be based on appropriate faculty consensus and will be developed after the first initial review process.

Data and findings will be shared with appropriate faculty committees who will analyze and report findings to the full program faculty. Assessment data will also be shared with college wide committees. Both will occur on an annual basis. Evaluation data and information will be provided to the faculty Curriculum Committee who will provide input to the program faculty on necessary changes to the curriculum. This will occur annually. In addition to evaluating a specific student's performance on the program theses, these and the included artifacts will also be measured against program learning outcomes. Faculty analysis will focus on areas in the program learning outcomes that are perhaps not reflected or reflected poorly in portfolios.

Measuring teaching effectiveness will take into account student success in the class room, teacher course evaluations. Among other duties, the faculty will provide feedback and assistance in the area of instruction. Faculty will make use of existing University resources (for example CELT – the Center for the Enhancement of Learning and Teaching) as well. Faculty will receive input and assistance from the E-Learning Staff to make improvements in virtual course delivery strategies. Surveys will be conducted with both graduates and employers of graduates. The survey will focus on the student's perceived success as well as include the employer's perspective of how well the employee was when s/he began their career. Surveys of graduating students will occur annually. Surveys of employers will occur every three years.

## 6. Impact on Kentuckians

The Martin School of Public Policy and Administration is nationally recognized for its academic strengths, outstanding faculty, and a curriculum that combines learning and practice  
*Martin School of Public Policy and Administration – Master of Public Financial Management Proposal*

and has for decades been a leader among schools of public policy and administration. The Martin School is currently ranked #2 by U.S. News and World Report in the area of public finance and budgeting among schools of public administration and policy. By adding the Master in Public Financial Management (MPFM) to its existing degree programs, it will provide students another vehicle to achieve higher goals within their chosen profession in the public and non-profit sectors.

The curriculum is specifically designed for new career entrants as well as seasoned professionals desiring career advancements in public financial management. Beyond the traditional topics of public budgeting and finance, the MPFM will emphasize course content oriented towards public sector accounting, audit, and other financial processes unique to the public sector and often omitted from other programs. The MPFM will make students more effective and valuable within the public sector workforce, preparing them for leadership positions - with the added benefit of a convenient online program offered by a nationally recognized University.

Graduates from the MPFM program will be prepared for a life of public service. The skills they develop and the knowledge they acquire will benefit them in their careers and in their civic activities. Many students will choose careers as public financial managers, budget analysts, public accounting, etc. Courses such as public sector accounting, audit, tax policy, and municipal securities will provide students with precise policy analytic tools for evaluating public financial reports, budget documents, public sector audits and more. The MPFM program will ensure that its graduates are fully prepared for their chosen career path through relevant course work and a final research project. The Martin School's MPA program is accredited by the National Association of Schools of Public Affairs and Administration. There are no licensure requirements for graduates of MPFM programs.

#### 7. Impact on Kentucky Communities and Kentucky Economy

The Master of Public Financial Management degree program will enhance Kentucky's communities and economy by giving students the skills and knowledge to advise local and state policymakers and other community leaders on matters of critical importance to the Commonwealth. Graduates from the MPFM program will have valuable insight into the political and economic forces that shape complex policy and financial decisions.

#### **E. IMPLEMENTATION PLANS**

The Master in Public Financial Management will enhance Kentucky's academic reputation by attracting high quality, highly motivated students. The program will offer select students a rigorous program of topical content. The Admissions Committee will review each file in an applicant's dossier to admit academically strong applicants that show the greatest potential for completing the program and succeeding in a career. Academic qualifications are assessed based on grade point average, undergraduate major, institutions, GRE scores and academic references.

The Martin School is a nationally-ranked, competitive program. The Admissions Committee reviews each file in an applicant's dossier in order to admit academically strong  
*Martin School of Public Policy and Administration – Master of Public Financial Management Proposal*

applicants that show the greatest potential for completing the program and succeeding in a career. Academic qualifications are assessed based on grade point average, undergraduate major, institutions, GRE scores and academic references.

The online Master in Public Financial Management will maintain high standards of admission to assure UK's admission and recruitment policies and decisions for distance learning are equivalent to UK's admission and recruitment standards for traditional degree programs. Students entering the Master in Public Financial Management Program are expected to have at least a 3.0 grade point average (on a 4.0 scale), a cumulative score of 50% or more on the quantitative and verbal sections of the GRE or a minimum score of 50% on the GMAT, and letters of recommendation that provide convincing evidence about the applicant's ability and potential.

For working professionals and non-traditional students, online programs provide the flexibility needed to balance work, school, and other obligations. For traditional students, online programs provide opportunities that may not be available to them by traditional routes. Students complete assignments and engage with their without the conventional restrictions of a traditional on-campus environment. The online Master program offers in-state and out-of-state students an affordable option for graduate studies. Students are encouraged to pursue any number of financial aid options available to students who meet University requirements.

The 36-hour online Master of Public Financial Management (MPFM) will offer rigorous academic and practical training for traditional students seeking an advanced degree as well as those currently working within the area of governmental finance and accounting and non-profit organizations. The MPFM builds upon strong foundations in finance and accounting including advanced topics in areas specific to public financial management including government accounting, auditing, securities, pensions/insurance, forecasting and other subjects.

The Master of Public Financial Management Program Termination student performance policies mimic those of the nationally ranked Master of Public Administration Program and will state that a student may be dismissed from the program for any one of the following reasons:

1. Receiving a grade of "C" for any 9 credit hours or three classes.
2. Receiving a grade of "E" for any 3 credit hours.
3. Twice failing the Final Examination.

Students facing termination will be notified and will have an opportunity to discuss the pending action with the Director of Graduate Studies. Appeals are processed through the Student Affairs Committee. Graduate degrees must normally be completed within eight years of the beginning of graduate study. Extensions require a request on the part of the director of graduate studies and approval by the Dean of the Graduate School.

Students who attend online classes will receive the same quality instruction as those attending traditional classes. The Martin School of Public Policy and Administration ensures the Master of Public Financial Management online courses will be provided in an up-to-date format with courses lead by top-notch, nationally recognized faculty. Further, comparability of online distance learning programs to campus-based programs and courses is required by University policy to be evaluated based on student learning outcomes (SLO), retention and student satisfaction.

The Master of Public Financial Management program will have a dedicated program Director to oversee daily operations of the program, including program marketing, admissions, curriculum, student support and other administrative duties. In addition, student support and services will be provided by the University's Distance Learning Programs. Online instructional support will be provided to faculty by the University's Department of E-Learning. <http://www.uky.edu/elearning>.

The Martin School's Board of Visitors supports the creation of the new program. Current list of Board of Visitors:

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September 3, 2015

Jennifer D. Edwards, eLII Grant Program Manager  
IT Planning, Administrative & Finance Group  
CAMPUS 0495

Dear Jennifer:

I am pleased to submit this letter in strong support of the Martin School's eLearning Innovation Initiative (eLII) grant application. This application brings to fruition a project that the Martin School faculty has been closely engaged in planning for several years, to address a statewide and market need for an on-line and flexible Masters of Public Financial Management program.

The Martin School faculty has a long record of excellence in academic planning, as evidenced by their prominent national rankings (#2 in the US in Public Finance & Budgeting, US News) as well as the extensive publications and external-funding success across the School. This work has placed the Martin School at the forefront of statewide, national and global conversations about public policy, and has positioned them well to address this market need for "well-trained financial managers for public and non-profit organizations."

The careful research that is part of their academic ethos has also been part of this degree planning, through retreats, market scans, attention to the specifics of online pedagogy, and close consideration of how to develop the degree program and to build cross-listed courses where useful. Following national trends of "stackable credentials," this program will also include a certificate option, to address professional-development needs of public policy officials around the world. The classes will be offered in 8-week and 4-week sessions, to accommodate the needs of a broad professional community that will benefit from this program.

The pre-proposal has already been submitted to the CPE, and the degree program will work its way through the Graduate Council and Senate this semester. The support of the eLII funding will allow them to launch this program at a level that matches their existing record of excellence, and that draws national attention.

I hope the eLLI program will be able to support the development of this new program, which promises to draw not only national but global professionals; I think this investment will yield significant dividends for UK.

Please don't hesitate to contact me if I can be of further service.

Sincerely,

A handwritten signature in black ink that reads "Susan Carvalho". The signature is written in a cursive, flowing style.

Susan Carvalho  
Interim Associate Provost and Dean  
Graduate School

An Equal Opportunity University

see blue.



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August 20, 2015

Jennifer D. Edwards, MPH, PMP  
Grant Program Manager

Dear Jennifer Edwards,

As a faculty member at the Martin School of Public Policy & Administration with expertise in the economics of taxation and tax policy, I encourage you to approve the program development and implementation funding request for the Martin School's proposed program in Public Financial Management. Tax policy is an important part of state and local finances, and the Martin School of Public Policy has a particular strength in the study of public finance and a long tradition of strength in this area. This strength makes the Martin School uniquely situated to offer a Masters of Public Financial Management to serve in-service students with the proposed on-line program.

Thank you for considering our application for funding to support the implementation of this important program.

Best,

A handwritten signature in blue ink, appearing to read "David R. Agrawal".

David R. Agrawal

Assistant Professor of Public Policy and Assistant Professor of Economics





September 3, 2015  
Jennifer D. Edwards  
eLLI Grant Program Manager

Dear Ms. Edwards:

This letter is in support of the Martin School of Public Policy & Administration's request for implementation support for its proposed Masters of Public Financial Management. The Von Allmen School of Accountancy enthusiastically supports the proposed Masters program and has agreed to work to develop three new courses for the program: PA 625 Governmental Accounting and Financial Condition Analysis, PA 627 Governmental Audit, and PA 626 Applications in Governmental Accounting and Audit.

We believe the proposed program offers the University of Kentucky to establish itself as a leader in the field of government financial management. From an accounting perspective there is a tremendous demand for people trained in governmental accounting and finance. While the main purpose of the three courses we propose to develop will be for the Masters of Public Financial Management, they will also be of use in expanding the elective offerings in our current Masters of Science in Accounting.

I agree with the proposal's assessment of the need for such a program. As Professor Hackbart notes in his letter of support – there is a tremendous need for trained accounting and financial personnel at all levels of government. Governmental accounting and auditing is significantly different from accounting and auditing in the non-governmental sector, with its own set of accounting and auditing standards. The needs for additional training to face the complexity of the governmental setting is evident from the most states' CPA laws requiring a significant portion of the CPA's continuing education hours to be in governmental accounting and auditing if they work on governmental clients. Further in the case of internal auditing, the Institute of Internal Auditor's has developed a specialized certification (the CGAP) for internal auditors working in governmental settings and created a new center for Governmental Auditing Excellence.

We at the Von Allmen School believe the The Martin School is well position to offer this new on-line degree. The Martin School has a national reputation for its graduate degrees so that the program should be able to draw from across the US and should be able to operate a size sufficient to generate the financial resources to be sustainable on a longterm basis. It also has a competitive advantage as I am not aware of other programs in accounting or in public administration which offers this financial management focus.

If you have any additional questions, please call me at (859) 551-5308 or contact me via e-mail at [urton.anderson@uky.edu](mailto:urton.anderson@uky.edu). I will be very happy to provide any additional information I can.

Urton Anderson  
Director and EY Professor of Accounting  
Von Allmen School of Accountancy



| September 2, 2015

Jennifer D. Edwards  
eLLI Grant Program Manager

Re: Proposed Masters of Public Financial Management

Dear Ms. Edwards:

This letter is in support of the Martin School of Public Policy & Administration's request for implementation support for its proposed Masters of Public Financial Management. The Martin School faculty unanimously supports the proposed program and views it as an on-line degree which has great potential. To our knowledge, there is no competitor degree offered by our peer Colleges and Schools and there is a great need for an on-line program of this type to serve a national market.

In earlier conversations with the Executive Director of the Association of Governmental Accountants (which has a membership approaching 18,000), the Director indicated that there is a need for a degree of this nature given the large number of in-service finance and budget staff of state and local governments in addition to the demand for such a degree by federal employees. Moreover, the Government Finance Officers Association (GFOA) has a similar membership composed of finance officers in government, education and nonprofit organizations. In Kentucky, there is a similar need. Kentucky state government and education organizations employ many individuals who have finance and budgetary responsibilities and would benefit from pursuing a MPFM degree.

In designing the degree, the Martin School decided to also offer a Certificate of Public Financial Management as part of the new degree proposal. Students will be able to enroll in a 12 hour certificate program as a first step toward pursuing the full masters degree. Students can apply for either the full 36 hour program or the 12 hour certificate program. Certificate program graduates can apply for admission for the Masters of Public Financial Management degree after completing the certificate program if they decide to do so.

The Martin School is uniquely qualified to offer this new on-line degree. The Martin School's MPA degree is ranked among the top 20 such programs, nationally, by U.S. News & World Report and its' Public Finance and Budgeting MPA specialization is ranked number 2 in the nation by U.S. News. The Martin School's national ranking and reputation for its excellent budgeting and finance faculty and focus will help insure that the Martin School's new masters and certificate programs will attract students from around the country and, potentially, internationally.

I appreciate your consideration of this application for program start-up support. If there is any additional information you would like, please let me know.

Sincerely,

Merl Hackbart  
Interim Director  
Martin School of Public Policy & Administration



August 17, 2015

To whom it may concern:

I am an associate professor in the Martin School of Public Policy & Administration. As a member of our core faculty who would also participate in delivering the proposed Master of Public Financial Management, I would like to express my wholehearted support for the new program.

Our new program will serve a fundamental need for budget administrators of high skill and integrity. In an age of tight public finances and, across the globe, citizen concerns about the proper usage of their taxes, our program will impart a fundamental understanding of all aspects of the budgetary process and tangible skills related to effectiveness, efficiency, and probity in the handling of citizens' contributions. Delivering the program online will help us reach midcareer professionals in those locations that most need more skill and ethics in the handling of their public finances.

An essential part of the new program will be the Capstone, which all students will write in the final stage of their studies with us. A Capstone is a practical analysis paper of typically about 25 pages, in which each student analyzes a relevant policy or management problem and then, based on their analysis and the knowledge gained in their studies, makes realistic recommendations to alleviate the problem. We have been doing Capstones in the Martin School's Master's programs since 1996. As such, we know what separates feasible from infeasible Capstone topics, and where the main hurdles lie: in the selection of a feasible topic, the development of an appropriate research design, and the writing of a clear and concise document. To tackle these main hurdles for Capstones in the proposed new program, we will require all students to select a problem from within public financial management and from within a jurisdiction of which they have a good understanding. We will work with them to obtain and prepare relevant quantitative data and other evidence. And we will guide them with the writing, also drawing on the UK Writing Center's online document review service.

I sincerely hope that you will support the approval of our proposed program. It will make a small but tangible improvement to how the public's money is handled, in places where this is most necessary.

Yours sincerely,

A handwritten signature in blue ink, appearing to read "Nicolai Petrovsky".

Nicolai Petrovsky



August 20, 2015

Jennifer Edwards  
eLii Grants Manager  
Office of Project Management  
Analytics & Technologies

RE: Martin School of Public Policy and Administration Grant Application

Ms. Edwards,

I am currently assisting the Martin School of Public Policy and Administration with the development of a new Masters of Public Financial Management program, to be offered 100% online. As some background of how and why I am involved with this project, in 1991 I received my Ph.D. from the Martin School. I taught at the University of Arizona's School of Public Administration and during that time, had some experience teaching online courses. I have also served as mayor and worked closely with the Kentucky League of Cities and other governmental agencies in various capacities. My academic background and other experience has given me some insight about the role of online education with the university setting. I have served as adjunct professor for the Martin School in the past and as the new master's program develops, I will be teaching in the program.

The Martin School is ranked #4 by the Network of Schools of Public Policy and Administration (NASPAA) in public finance and currently offers a Master of Public Administration and a Master of Public Policy. The Martin School has perceived an unmet need for rigorous public financial management, and analytic methodology to answer and analyze complex financial issues in the public sector. The need for enhanced training and professional financial management degree programs has also been recognized by national association's including the Association of Governmental Accountants and the Government Financial Officer's Association. The Martin School seeks to help meet this need by providing a Master of Public Financial Management (MPFM) degree program.

As I have worked to develop the program, I have researched other similar programs and found that in comparison, this new master's program will offer a unique and much needed emphasis public finance and public accounting lacking in other programs. The program is designed for students entering the world of public finance as well as providing an accessible and flexible option for those already working in the field who desire more education.

This will be the first online program offered by the Martin School and we believe it will be positively received by not only students from within Kentucky but national wide and even internationally. The Martin School will maintain the same high-level standards for admission and plans to keep class size small to allow for the same high quality

experience for the students as compared to those students within our traditional masters programs.

The new Masters program is designed to be self sustaining beyond the life of the grant funds. Specifically, the grant funds will be used to supplement the costs of developing the online courses in Year 1 of the program. A 12-hour professional certificate program is also included within the proposal. The certificate program will provide revenue to help sustain the Master's program. In addition, the Martin School is committed to funding the program as necessary to create and maintain a nationally recognized, top-rated online program.

We respectfully ask for your support of the new program as the funds from the eLii Grant will help assure the program is implemented in the most effective and efficient way.

Sincerely,

A handwritten signature in blue ink, appearing to read "Rhonda Riherd Trautman". The signature is stylized and cursive.

Rhonda Riherd Trautman, Ph.D.  
Program Development Consultant



Jennifer Edwards  
eLII Grants Manager  
Campus

August 17, 2015

Dear Ms. Edwards:

I am writing in support of the Martin School's new online degree proposal in public financial management. I am an economist specializing in public finance and expect to be involved in the delivery of this degree. It is a unique degree but one that I think will be met with interest because of the increasing demands for financial management expertise in the public sector.

Please contact me if I can provide additional means of support or additional information. This proposal has my complete support.

Sincerely,

A handwritten signature in blue ink that reads "Eugenia F. Toma".

Eugenia F. Toma  
Wendell H. Ford Professor of Public Policy

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## Martin School Faculty Meeting Minutes

### Re: Establishment of MPFM Program

1. Meeting Date: May 12<sup>th</sup>, 2015 (Spring Retreat)

Excerpt:

#### New Program Proposals

*Rhonda Trautman presented her proposal for two new programs for the Martin School (presentation attached):*

- *Certificate in Public Financial Management*
- *New Masters in Public Financial Management*

*These programs would be online and focused on government employees. There is potentially a large market for the 12 hour/4 course certificate which could be completed in two semesters.*

*A program coordinator would manage both programs. UK's Distance Learning Program would support students.*

*The details on how a student is tested are still in the works.*

*Upon the conclusion of Rhonda's presentation, the faculty members present took a consensus vote at which time approval was given to move forward with the new Master's and Certificate programs in Public Financial Management.*

2. Meeting Date : May 21<sup>st</sup>, 2014 (Spring Retreat)

Excerpt:

*Online—nonprofit, financial management (30-33 hour strictly online) new degree. We can utilize many of graduates who are already teaching online.*

*Genia says we need to move ahead b/c otherwise we'll be behind. Merl agrees. We need to decide to do it. Ed agrees. Ed feels that Martin School slow to respond. World is different. All of our competitive programs doing online (totally, blended). SPEA, UNC, everyone moving in that direction. Students different, expect convenience. MPA (not Ph.D). Ed agrees with new degrees b/c consistent with new specialized degrees. Ed likes online financial management given what we're known for. Ed votes to move ahead, Genia seconds, Consensus vote to move ahead.*