

Table 9: Results for Specific Learning Objectives by Course

Course	Learning Objective	Overall Average	2010-11 Average	2009-10 Average	2008-09 Average	2007-08 Average	2006-07 Average
PPA 200, Intro to PPA	Critical thinking and analysis: a. problem definition.	4.21	4.20	4.42	4.04	4.18	
	Critical thinking and analysis: b. delineate options for solving those problems.	4.33	4.04	4.53	4.11	4.24	4.75
	Critical thinking and analysis: c. maintaining a logical relationship between problem and solutions throughout your analysis.	4.27	4.17	4.37			
	Effective communication for policy audiences: a. Construct a policy document that is clearly written, and includes data and technical information as appropriate.	4.15	4.04	4.26			
	Effective communication for policy audiences: b. practice giving oral presentations.	3.84	4.25	4.11	3.17		
	Effective communication for policy audiences: c. understand the effective use of oral presentation aids including power point and handouts.	4.12	4.38	4.26		3.71	
	Understand the different roles of the public, private and nonprofit sectors.	4.61	4.38	4.83			
	Develop skills in working effectively in groups.	4.42	4.42				
	Insure you have a baseline understanding of the context for policy analysis in California. In particular the role of initiatives, fiscal austerity, and changing demographics.	4.39	4.25	4.53			
	Understand the major research and/or professional conventions, practices, and methods of inquiry of the discipline	3.38	3.38				
	Understand the major formats, genres, and styles of writing used in the discipline	3.52	3.52				
	Practice reading and writing within the discipline	4.35	4.35				
	Practice reading and writing as a learning process that involves peer and instructor feedback, revision, critical reflection, and self-editing	3.91	3.91				
	Familiarize students with the interdisciplinary approach to public policy and admin	3.88			3.67	3.53	4.44
	Familiarize students with the key institutional features of CA state/local gov	3.80			3.89	4.12	3.38
	Improve the capacity of students to think and write analytically	3.83			3.78	3.88	
	Sensitive students to the sensitivity of ethical decisions	3.69			3.56	3.81	
	Understand the role of policy analyst and public manager	3.62			3.59	3.65	
PPA 205, Research	Appreciate the importance of thinking through the entire design of a study before diving in.	4.15	4.27	4.44	3.75		
	Appreciate specific design principles that are common to a number of different types of research, such as the critical role of theories and hypotheses.	4.32	4.33	4.31			
	Understand the main approaches for detecting cause-and-effect relationships in scientific research, including those based on experimental and non-experimental designs.	3.83	4.00	4.00	3.50		
	Learn how to proceed from a concept to a variable designed to measure the concept in a valid and reliable fashion.	3.69	4.13	3.94	3.00		
	Understand the advantages and limitations of various types of data collection methods, including: a) surveys; b) interviews; c) participant observations; d) content analysis, and; e) secondary data.	4.45	4.40	4.44		4.29	4.65
	Understand the differences between descriptive and inferential data analysis, and their implications for research design and data collection.	3.92	4.07	4.19	3.50		
	Learn how to write an effective research proposal.	4.30	4.40	4.19			
	Appreciate some of the ethical considerations applicable to applied social science research.	4.31	4.53	4.19		3.94	4.59

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	Understand the strengths and limitations of various non-experimental designs including single case studies, small-n case comparisons, and large-n studies.	4.19	4.13		4.25		
	Learn the major criticisms of social science, and how to defend or critique a study from both positivist and post-positivist perspectives.	3.69	3.87		3.50		
	Become aware of the politics of research, and understand how to position a study to influence policy decisions.	3.74	3.80		3.67		
	Develop skills for effective research presentation	4.24				3.88	4.59
	Understand how to find and use archival data	3.56				2.94	4.18
	Understand key methods of assessing research reliability	4.36				4.24	4.47
	Understand the importance of the front-end of the research project	4.24				3.82	4.65
	Understand strength and weaknesses of qualitative and quantitative research	4.37				4.25	4.49
PPA 220A, Applied Econo	Problem definition: Understand the appropriateness of beginning a policy analysis by first defining the policy problem in a statement that does not include solution option(s) to the "true" policy problem. (Critical Thinking)	4.45	4.35	4.54			
	Delineation and evaluation of options: Understand the desirability of offering multiple solution options to a policy problem and evaluating these options in terms of criteria that include at least measures of efficiency and equity. (Critical Thinking)	4.36	4.37	4.46	4.24		
	Techniques of policy analysis: Understand that wisdom to be drawn upon in making policy decisions comes from the market, experts, and politics; that this wisdom is usually conflicted from two of the sources, and mitigated by the third source (as illustrated)	4.40	4.65	4.52	4.33	4.40	4.08
	Economic concepts and analysis: Understand that important role that economic concepts (supply, demand, markets, perfect competition, monopoly, consumer and producer surplus, externalities, public goods, etc.) and thinking (rational prioritization, marginal)	4.58	4.30	4.68	4.52	4.67	4.75
	Role of public sector in democratic/market system: Understand that even competitive market systems can "fail" under certain circumstances (related to market structure, externalities, public goods, and information asymmetry), that a market system offers	4.47	4.05	4.67	4.48	4.67	4.48
	Role of policy analyst: Understand that the role of the policy analyst is to offer advice to policymakers on the desirability of alternative solutions to a policy problem. Both ethics and value neutrality are desired in policy analysis.	4.40	4.25	4.54			
	Practical problem solving: Be able to conduct a basic policy analysis that involves the appropriate identification of the problem, the environment and sources of wisdom regarding the problem, solution alternatives, appropriate criteria to evaluate each	4.28	4.10	4.46			
	(a) understand the major research and/or professional conventions, practices, and methods of inquiry of the discipline, (b) understand the major formats, genres, and styles of writing used in the discipline, (c) practice reading and writing as a	4.00	4.00				
PPA 240A, Policy Manage	Develop a sophisticated sense of the form(s) and functioning of organizations.	4.04	4.04				
	Become familiar with key scholars and theories in the organization theory literature as it applies to the public sector.	4.50	4.12	4.38	4.76	4.73	
	Understand the concept of "organization culture".	4.48	4.12	4.54	4.65	4.60	4.48
	Understand some of the roles of a public manager.	3.92	3.92				
	Gain experience with graduate level literature review skills.	4.08	3.57	4.27	4.41		
	Familiarity with active listening and HR intervention strategies	4.10		3.96	4.06	4.27	4.09
	Familiarity in organizations when generations collide	4.44			4.38	4.50	

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PPA 207, Quantitative Analysis	Have a working knowledge of where to begin to gather data for policy analysis.	4.21	4.46	3.95	4.22		
	Possess the ability to accumulate data and do basic descriptive analysis of it using the Excel spreadsheet program and a more advanced statistical program (STATA).	4.28	4.50	4.00	4.35		
	Understand the importance of causal modeling before undertaking a statistical analysis.	4.07	4.12	3.86	4.22		
	Understand the appropriate use of multivariate statistical techniques to identify causal relationships between variables.	3.83	4.21	3.48	3.81		
	Have a working knowledge of regression analysis and the value it offers to answer policy questions.	4.14	4.42	3.91	4.08		
	Be able to put together a research paper that describes a policy problem and undertakes a regression based research study to help offer a solution.	4.10	4.20	3.95	4.15		
PPA 210, Political Environment of Policy	Understand a useful way of thinking about how and why policies are adopted: the "multiple streams" (Kingdon) model	4.64	4.57	4.70	4.66		
	Understand how policy problems are identified and policies may be attached to them	4.54	4.57	4.50	4.55		
	Understand how problems are framed more or less effectively	4.42	4.57	4.20	4.48		
	Understand key ethical frameworks for assessing public policy choices	4.08	4.30	3.50	4.45		
	Understand the critical role of "policy entrepreneurs" in policy development	4.50	4.36	4.60	4.55		
	Understand the ethical subtleties of professional role obligations	4.04	4.04	3.78	4.31		
	Understand California's unique political features and how they impact the policy process	4.67	4.67				
	Be able to write effective short memos and papers	3.86			3.86		
	Engage in more effective policy negotiations	4.21			4.21		
	Understand the pervasive nature of collective action problems	4.25			4.25		
PPA 220B, Economic Analysis	Develop basic proficiency using quantitative spreadsheet models to inform policy questions.	3.70	3.84	4.10	3.17		
	Understand the basic theory and techniques for conducting a benefit-cost assessment.	4.16	4.11	4.20			
	Learn the limitations of benefit-cost analysis and economic efficiency and their proper role in a more comprehensive policy analysis.	4.09	4.26	4.55	3.45		
	Gain sufficient knowledge to critique an actual benefit-cost analysis, such as one issued by a government agency, think tank, or interest group.	3.90	4.11	4.20	3.38		
	Learn how to analyze, from an economic perspective, how different types of government intervention (e.g. subsidies, taxation, cap-and-trade, technology forcing) can be used to correct market failures such as externalities and monopoly.	3.62	3.89	4.10	2.86		
PPA 230, Public Budgeting	Develop an understanding of the political context of budget development and implementation at the federal, state, local and special district levels	3.74	3.90	3.76	3.56		
	Develop a working knowledge of the California state and local budget process, budget concepts, and budget terminology	3.82	4.03	4.00	3.42		
	Learn some basic skills in budget development, analysis, and implementation as well as cash and debt management	3.83	4.00	4.06	3.44		
	Understand the role of budgets for of a state or local agency or department	4.03	4.21	4.06	3.83		
	Gain an understanding of budgets as tools for accountability and performance management and measurement	3.70	3.90	3.88	3.32		
	Develop an appreciation for the intergovernmental dynamics of budgeting and their impact on budgeting behavior	3.94	3.82	3.94	4.06		

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	Gain a better understanding of how California arrived at its current fiscal crisis and be able to offer an educated assessment of the options offered to solve it	3.73	4.17	3.29			
	Improve written and verbal communication skills, including the presentation of budgetary information	3.62	3.86	3.94	3.06		
	Develop some basic skills in the use of performance measures	2.89			2.89		
PPA 240B, Management II	Understand the variety of ways to undertake strategic planning and benefits and drawbacks of different tools.	4.19	4.33	4.05			
	Understand the way performance measurements are used and misused.	3.77	4.21	3.32			
	Understand the circumstances under which organizations change and how change can be managed and directed.	4.27	4.33	4.21			
	Gain comfort in the skill of assessing "what is going on" in real organizations at a macro-level – especially your comfort and competence using written documentation (web sites, budgets, strategic plans, annual reports etc.) to learn about organization	4.38	4.58	4.21	4.36		
	Create a more integrated sense of the form(s) and function(ing) of organizations	4.34		4.32	4.36		
	Improve your ability to make concise effective presentations	3.86			3.86		
	Improve your comfort at using written documentation to understand organizations	4.07			4.07		