



The University of Georgia

University Council
Athens, Georgia 30602

August 19, 2016

UNIVERSITY CURRICULUM COMMITTEE – 2016-2017

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Dear Colleagues:

The attached proposal for a new dual degree in Master of Public Administration (M.P.A.) from the University of Georgia and Seoul National University will be an agenda item for the August 26, 2016, Full University Curriculum Committee meeting.

Sincerely,

William K. Vencill, Chair

University Curriculum Committee

cc: Provost Pamela S. Whitten
Dr. Rahul Shrivastav



The University of Georgia

School of Public and International Affairs
Office of the Dean

November 3, 2015

To Whom It May Concern:

I strongly endorse the dual degree Master of Public Administration proposed by the Department of Public Administration and Policy in collaboration with the Graduate School of Public Administration at Seoul National University. I believe this partnership will greatly benefit both Universities: our University's Department of Public Administration and Policy is highly respected, indeed *U.S. News & World Report* has consistently ranked it in the top five nationally, while Seoul National is the top-ranked university in the Republic of Korea.

As noted by the head of the Department of Public Administration and Policy, this program, if implemented, will allow a relatively small number of students to participate and will not require additional resources from the Department, the School of Public and International Affairs, or the University. The program, which has the unanimous support of the Department's faculty, does not require any revision of the existing program curriculum. Indeed, the dual degree will strengthen the ties between these two very strong educational institutions and will enhance the international footprint of the School of Public and International Affairs and the University.

Sincerely,

Stefanie Lindquist, Dean and Arch Professor of Public and International Affairs



The University of Georgia

School of Public and International Affairs
Department of Public Administration and Policy

October 30, 2015

Dean Stefanie A. Lindquist
School of Public and International Affairs
Candler Hall
The University of Georgia

Dear Dean Lindquist

Attached please find a proposal for a Master of Public Administration (MPA) dual degree program between Seoul National University's Graduate School of Public Administration and the Department of Public Administration and Policy (PADP) at The University of Georgia. As outlined in the proposal, the dual degree program 1) will allow for a small number of students to attend and receive MPA degrees from both institutions 2) requires no new resources and 3) maintains the integrity of the current MPA program curriculum at The University of Georgia. The proposal received a unanimous vote of support by the PADP faculty on January 21, 2015 and has my full support.

Sincerely,

Bradley E Wright
Professor and Department Head

The University System of Georgia
Format for Dual Degree Program Proposal
 (Submit original and three copies)

Dual degree program proposals include more than one degree. Please provide the following information for each unit involved.

1. Institution(s): The University of Georgia and Seoul National University
2. Date: February 8, 2016
3. Schools/Institutions: the Seoul National University Graduate School of Public Administration and The University of Georgia’s School of Public and International Affairs
4. Departments: Department of Public Administration (Seoul National University) and the Department of Public Administration and Policy (The University of Georgia)
5. Degrees to be offered: Master of Public Administration
6. Majors to be offered: Master of Public Administration
7. Starting date: Fall 2016
8. Signatures:

<u>Dept of Public Administration and Policy</u>		
Department Head	Department	Date
<u>School of Public and International Affairs</u>		
Dean	School/College	Date

9. Program abstract

Provide a summary of the proposed program. This section should include advantages to each respective degree program and impact on the University of Georgia. If a dual degree program is with another University System institution, describe the advantages to the University of Georgia.

We propose to establish a dual Master of Public Administration (hereinafter “MPA”) program for graduate students at the Seoul National University Graduate School of Public Administration (hereinafter “SNU GSPA”) and the University of Georgia’s School of Public and International Affairs (hereinafter “UGA SPIA”). Both universities currently have well established MPA programs and this agreement proposes an integrated program of study that will allow students to earn degrees from both programs/institutions in two years: one year (24 credits) completed at SNU GSPA and another year (26 credits) completed at UGA SPIA. This program will offer a select group of public

administration and public policy students a unique opportunity to develop skills and expertise in these fields from a U.S. and Korean perspective. Graduates of this program will be uniquely qualified to work in governmental and nongovernmental labor market sectors.

10. Objectives of the program

List the program objectives and indicate how they are related to each respective degree program.

Provide students a unique opportunity to develop skills and expertise in public policy and management from a U.S. and Korean perspective.

Prepare students to serve in government in a globalized world by promoting an international understanding of public policy and management issues.

Help students compete for public administration and policy positions in an increasingly competitive and global job market.

Increase the international visibility of the University of Georgia's School of Public and International Affairs by promoting the international exchange of information, personnel, students, and faculty in the fields of public administration and public policy.

11. Justification and need for the program

- a. Indicate the benefits for offering the dual degree program. Describe the process used to reach these conclusions, the basis for estimating this need, and those factors that were considered in documenting the program need.
- b. Indicate the student demand for the dual degree program. What evidence exists of this demand?
- c. Give any additional reasons that make offering the dual degree program desirable (i.e., to meet specific public or private sector needs).

The dual degree program will help provide students with a stronger understanding of increasingly global public policy and management issues by exposing them to international research, practices, and culture. This program is also consistent with the goals of the University of Georgia's 2020 Strategic Plan call for "expanding and deepening UGA's global connections" (p. 2), including the desire for the university to "Provide and promote additional opportunities for international experiences (educational, research, service learning) for graduate and professional students" (p. 12). It will also help "raise UGA's profile around the globe" (p. 2) as Seoul National University is the top ranked university in Korea and the 9th best Global University in Asia by the *U.S. News and World Report*.

Discussions with SNU GSPA regarding the success of similar existing agreements with other U.S. institutions suggest that the program will attract 3-5 Korean students and 1-2 U.S. students every year. While the program is likely to serve only a small number of students each year, it does so at a very minimal cost as students will be integrated into programs and courses already offered at each institution.

The proposal for the dual degree program was initiated by SNU GSPA in response to demand by South Korean students interested in earning degrees in South Korea and the United States. Although MPA programs at other U.S. universities offer a similar dual degree program with SNU (e.g., University of Southern California and Indiana University), UGA would be the first to offer such a program in the state of Georgia. The selection of UGA SPIA as a potential program partner was in large part due to the strong ties between UGA SPIA and SNU GSPA (many SNU faculty have UGA

SPIA degrees) and student interest. The UGA SPIA graduate program is well known in South Korea and typically receives at least 30 graduate student applications from South Korea every year. While many of these students ultimately decide to do their graduate work in South Korea, this dual degree program will allow students to receive their degrees from prestigious programs in both countries. Although the program is primarily in response to demand among South Korean students, there is some evidence that UGA (U.S.-based) students are also interested in studying abroad. The MPA program at UGA SPIA currently offers a Maymester course (PADP 8560 Case Study in Seoul) with 9-10 students traveling to Korea (the maximum allowed under our MOU with the Seoul Metropolitan Government) every year.

12. Describe the process by which the proposed program was developed.

The curriculum was developed using the existing MPA curriculums that already exists at each institution. Faculty and program coordinators at both institutions designed a combined curriculum that would limit the redundancy in course requirements across the programs while maintaining the core strengths and requirements of each program.

To graduate with MPA degrees from both SNU GSPA and UGA SPIA, the students must complete 50 total graduate credit hours. Of these 50 credit hours, students must complete 24 at SNU and 26 at UGA. The existing SNU degree requires 33 credit hours, including a master's thesis, three core/required courses, and 6 electives. At UGA the existing degree requires 41 credit hours, including 9 required courses (including a 1-credit socialization seminar and a 1-credit Capstone Paper) and 6 elective courses. To reduce the total number of required credits/courses while maintaining the integrity of both curriculums, the dual degree program reduces the redundancy in the course offerings between the two programs. The required courses and elective courses for both programs are similar. For example, both programs require a research methods/design course, a research statistics course, and an administrative theory course. In addition, many of the required courses in the UGA program are elective courses frequently offered at SNU, including courses in economic policy analysis, human resources, and finance. For the dual program, we require all students to complete the core/required courses of both programs but allow students to transfer in equivalent credit from UGA to satisfy two of the required SNU courses and transfer in equivalent credit from SNU to satisfy up to three of the required UGA courses. Although students may transfer in equivalent credit from the program at one institution to count towards the requirements of the program at the other institution, doing so requires the approval of the relevant program coordinator (who will certify the course has equivalent content and expectations) and does not reduce the total number of credit hours required to be completed at each institution. In addition to meeting the core curriculum of each program, the total number of hours required to earn both degrees is also reduced by allowing credits for elective courses earned at one program/institution to satisfy the course elective requirements at the other program/institution.

The resulting curriculum was approved by the faculty at both institutions. The program curriculum was approved by the UGA Graduate School in the spring of 2015.

13. Curriculum

List the entire course of study required and recommended to complete the dual degree program. Give a sample program of study that might be followed by a representative student. Provide a copy of the existing approved requirements for each major involved in the dual degree program proposal.

The existing SNU degree requires 33 credit hours, including a master's thesis (6 credits), three core/required courses, and 6 electives.

Required courses:

Theories of Global Public Administration (M2856.000100)
Statistical Analysis of Public Administration (M2856.000200)
Social Research Methods of Public Administration (M2856.000300)

Electives (choose 6) including:

Global Leadership and Public Ethics (M2856.000400)
Theories of Public Policy and Institutions (M2856.000500)
Economics and Public Administration (M2856.000600)
Public Personnel Administration (M2856.000700)
Government and Transparency (M2856.000800)
Organization and Public Administration (M2856.000900)
Urban Government (M2856.001000)
Development Policies in the Global Context (M2856.001100)
Diplomacy and Policy (M2856.001200)
International Politics (M2856.001300)
Central-Local Relations (M2856.001400)
International Commercial Policy (920.703)
Financial Administration (M2856.000921)

Master's Thesis Credits (6 credits)

At UGA the existing degree requires 41 credit hours, including 9 required courses (including a 1-credit socialization seminar and a 1-credit Capstone Paper) and 6 elective courses requirements.

Required Courses:

PADP 6980 Socialization Seminar in Public Administration I (1 credit)
PADP 6910 Public Administration and Democracy
PADP 6920 Public Personnel Administration
PADP 6930 Public Financial Administration
PADP 6950 Foundations of Policy Analysis
PADP 6960 Public Management
PADP 7110 Research Methods in Public Administration
PADP 7120 Data Applications in Public Administration
PADP 6980 Socialization Seminar in Public Administration I (Capstone paper) (1 credit)

Electives (choose 6) including:

PADP 7210 Introduction to the Nonprofit Sector: Theory and Practice
PADP 7220 Nonprofit Governance and Management
PADP 7380 Ethics in Public Administration
PADP 7500 Local Government Management
PADP 7520 Urban Policy
PADP 8220 Selected Topics in Nonprofit Management
PADP 8420 Leadership in Public Service
PADP 8430 Public Financial Management
PADP 8460 Organizational Behavior
PADP 8620 Policy Process
PADP 8630 Policy Implementation

PADP 8640	Program Evaluation
PADP 8650	Public Policy Seminar
PADP 8670	Policy Analysis I
PADP 9200	Independent Study in Public Administration

Unless otherwise specified, all courses listed above are taught as 3-credit courses.

To graduate with MPA degrees from both SNU GSPA and UGA SPIA, the students must complete 50 total graduate credit hours. Of these 50 credit hours, students must complete 24 at SNU and 26 at UGA. As part of the 50 total credits, all students in the dual degree program will need to complete both the SNU thesis and the SPIA internship/capstone paper requirements.

Dual MPA credit-hour breakdown (for students beginning program at SNU GSPA):

1. Students take 24 credits at SNU GSPA during the first year, including two independent study courses (6 credits) to develop an MPA thesis proposal, with their remaining coursework distributed between electives and their chosen concentration. Students must complete the program core requirements (M2856.000100 and either M2856.000200 or M2856.000300). Students may transfer in equivalent credit from UGA SPIA coursework for one of these required courses upon the approval of the designated SNU GSPA program coordinator, but doing so does not reduce the total number of credits (24) required to be taken in residence at SNU GSPA.
2. Students take 26 credit hours in residence at UGA SPIA. After completion of the SNU GSPA course of study, students begin in August at UGA SPIA, taking the following course load each semester in which they are in residence: fall semester for 10 credits; spring semester for 9 credits; summer semester for 7 credits (this includes 1 credit for the internship/capstone paper). SNU GSPA students must complete the required public administration core courses (PADP 6910, PADP 6920, PADP 6930, PADP 6950 and PADP 6960) and research methods sequence (PADP 7110 and PADP 7120). Students may transfer in equivalent credit from SNU GSPA coursework for up to three of these required courses upon the approval of the responsible UGA SPIA coordinator, but doing so does not reduce the total number of credits (26) required to be taken in residence at UGA SPIA. In addition, the student must complete the UGA MPA socialization (PADP 6980) and the internship/capstone paper for credit. Students must take at least nine (9) credit hours at UGA in both the fall and spring semesters, as required by U.S. visa regulations.
3. **SNU GSPA MPA thesis requirement:** SNU GSPA students must submit a master's thesis proposal at the beginning of their second semester at SNU GSPA and complete their master's thesis, which has to be approved by SNU GSPA committee members by mid-June of their second year. Given that students are taking 7 credits at UGA during the summer of the second year while simultaneously completing their master's thesis, this satisfies the UGA requirement that students must be registered for at least 3 credits in the semester that they complete degree requirements.

Students beginning at SNU GSPA

Total Credit Hours

50

Requirements at SNU GSPA

Credits

24

This includes 6 credit hours for a Master's thesis/capstone

Required

M2856.000100 Global Public Administration

Core Courses

and either

M2856.000200 Statistical Analysis of Public Administration

or

M2856.000300 Social Research Methods of Public Administration

Can substitute one core course with an equivalent core course from UGA SPIA with approval but any substitution does not reduce the number of total SNU GSPA credits required

Other Requirements Master's Thesis/Capstone

Requirements at UGA SPIA

Credits

26

Required

PADP 6980 Socialization Seminar

Core Courses

PADP 6910 Public Administration and Democracy

PADP 6920 Public Personnel Administration

PADP 6930 Public Financial Administration

PADP 6950 Economic Foundations of Policy Analysis

PADP 6960 Public Management

PADP 7110 Research Methods in Public Administration

PADP 7120 Data Applications in Public Administration

Can substitute up to three core courses with an equivalent core course from SNU GSPA with approval but any substitution does not reduce the number of total UGA SPIA credits required

Other Requirements Internship/Capstone paper (1 credit)

Dual MPA credit-hour breakdown (for students beginning program at UGA SPIA):

1. Students take 26 credits of UGA SPIA credit in the first year (fall, spring, and summer semesters) in the MPA core, their chosen concentration, or electives.
2. Students must complete the required public administration core courses (PADP 6910, PADP 6920, PADP 6930, PADP 6950 and PADP 6960) and research methods sequence (PADP 7110 and PADP 7120). Students may transfer in equivalent credit from SNU GSPA coursework for up to three of these required courses upon the approval of the designated UGA SPIA program coordinator, but doing so does not reduce the total number of credits (26) required to be taken in residence at UGA SPIA. In addition, the student must complete the UGA MPA socialization (PADP 6980) and the internship/capstone paper.
3. There are 24 SNU GSPA credits required in residence at SNU GSPA in the second year (fall and spring semesters) in the student's chosen concentration. Students must complete

the program core requirements (M2856.000100 and either M2856.000200 or M2856.000300). Students may transfer in equivalent credit from UGA SPIA coursework for one of these required courses upon the approval of the designated SNU GSPA program coordinator, but doing so does not reduce the total number of credits (24) required to be taken in residence at SNU GSPA.

4. SNU GSPA MPA thesis requirement: UGA SPIA students must submit a master's thesis proposal at the beginning of their second semester at SNU GSPA and complete their master's thesis, which has to be approved by SNU GSPA committee members by mid-June of their second semester. Students must take one of their three-credit elective courses at UGA in the summer of their second year while simultaneously completing their master's thesis to satisfy the UGA requirement that students must be registered for at least three credits in the semester that they complete degree requirements.

Students beginning at UGA SPIA

Total Credit Hours 50

Requirements at UGA SPIA

Credits 26

Required	PADP 6980	Socialization Seminar
Core Courses	PADP 6910	Public Administration and Democracy
	PADP 6920	Public Personnel Administration
	PADP 6930	Public Financial Administration
	PADP 6950	Economic Foundations of Policy Analysis
	PADP 6960	Public Management
	PADP 7110	Research Methods in Public Administration
	PADP 7120	Data Applications in Public Administration

Can substitute up to three core courses with an equivalent core course from SNU GSPA with approval but any substitution does not reduce the number of total UGA SPIA credits required

Other Requirements Internship/Capstone paper (1 credit)

Requirements at SNU GSPA

Credits 24

This includes 6 credit hours for a Master's thesis/capstone

Required	M2856.000100	Global Public Administration
Core Courses		and either
	M2856.000200	Statistical Analysis of Public Administration
		or
	M2856.000300	Social Research Methods of Public Administration

Can substitute one core course with an equivalent core course from UGA SPIA with approval but any substitution does not reduce the number of total SNU GSPA credits required

Other Requirements Master's Thesis/Capstone

Example Program of Study

Year 1 at SNU GSPA

Fall Semester

M2856.000100	Global Public Administration
M2856.000200	Statistical Analysis of Public Administration
M2856.000700	Public Personnel Administration
M2856.000800	Government and Transparency

Spring Semester

M2856.001100	Development Policies in the Global Context
M2856.001000	Urban Government
	6 credits of Master's Thesis preparation

Year 2 at UGA SPIA

Fall Semester

PADP 6980	Socialization Seminar in Public Administration I (1 credit)
PADP 7110	Research Methods in Public Administration
PADP 8630	Policy Implementation
PADP 6950	Foundations of Policy Analysis

Spring Semester

PADP 6910	Public Administration and Democracy
PADP 6960	Public Management
PADP 7520	Urban Policy

Summer Semester

PADP 6930	Public Financial Administration
PADP 8420	Leadership in Public Service (Capstone paper) (1 credit)

Comparison of Degree Requirements: Existing UGA Degree and Proposed UGA SNU Dual Degree

	Requirements for Existing UGA MPA Degree	Requirements for Proposed Dual Degree
Credit Hours	41	50
Required Core Courses		
	PADP 6980 Socialization Seminar (1 credit)	PADP 6980 Socialization Seminar (1 credit)
	PADP 6910 Public Administration and Democracy (3 credits)	PADP 6910 Or SNU GSPA equivalent*
	PADP 6920 Public Personnel Administration (3 credits)	PADP 6920 Or SNU GSPA equivalent*
	PADP 6930 Public Financial Administration (3 credits)	PADP 6930 Or SNU GSPA equivalent*
	PADP 6950 Economic Foundations of Policy Analysis (3 credits)	PADP 6950 Or SNU GSPA equivalent*
	PADP 6960 Public Management (3 credits)	PADP 6960 Or SNU GSPA equivalent*
	PADP 7110 Research Methods in Public Administration (3 credits)	PADP 7110 Or SNU GSPA equivalent*
	PADP 7120 Data Applications in Public Administration (3 credits)	PADP 7120 Or SNU GSPA equivalent*
	PADP 6980 Internship/Capstone paper (1 credit)	PADP 6980 Internship/Capstone paper (1 credit)
		M2856.000100 Global Public Administration (3 credits)
Electives		
	6 courses (18 credits)	6 courses (18 credits)
Other Requirements		
	Integrative Memo Exercise (no credit)	Master's Thesis/Capstone (6 credits)
		*Up to three UGA MPA core courses can be substituted with an equivalent core course from SNU GSPA

14. Administration

Describe how the proposed program will be administered within the structure of the institution. Address how students will be admitted to the dual degree program. Explain how students will be advised once they are admitted to the program. Provide the name of a contact person for the program.

Admissions:

Students shall apply for admission to both universities and shall be admitted according to the regular admission procedures of each institution. For admission to UGA, prospective students must pass UGA SPIA's international student English language requirements and have a bachelor's degree from an accredited institution with a minimum GPA of 3.0. Applicants must submit any required test scores (e.g., GRE, TOEFL), transcripts, and letters of recommendation in accordance with UGA policy. Korean language testing will not be required since SNU GSPA's courses will be taught in English. However, UGA SPIA students will be encouraged to take a three-credit Korean Language and Culture class in English during their study at SNU GSPA (not counted toward the 24 credits required for the SNU GSPA's MPA degree). It is the stated intent of both schools that admission to the dual degree program will be highly competitive and each school reserves the right to admit or deny admission to any applicant consistent with its general admission policies.

The program in which the student commences the dual degree program will be considered the student's home institution and the program in which the student finishes the dual degree program shall be considered the host institution. Potential dual degree applicants must already be accepted and enrolled in the MPA program in their home institution before they may apply to the dual MPA degree program. Dual degree applicants must be approved by their home institution (either by the dean of SNU GSPA or by the UGA MPA Committee) for participation in the dual MPA degree program. By December 15th of each year, the responsible coordinator at the home institution shall inform the responsible coordinator at the host institution of the students who have applied for such approval and whether each such student was approved or denied. By May 1 of the subsequent year, the host institution shall advise the home institution which students the host institution shall accept.

Advising and Program Coordination:

Each institution will identify a responsible coordinator who is charged with administering the program, ensuring its success, and communicating with their counterpart at the other institution regarding the program. Responsible coordinators will collaborate to make sure that any correspondence to the students, such as acceptance letters, conveys the same information and degree requirements regardless of those students' home institutions and that dual degree students are afforded the same access to each school's facilities, academic advising, library resources, career services, and other student support services as non-dual degree students. In addition, the responsible coordinator at each institution will evaluate transfer credit applied toward the degree to ensure comparability of learning outcomes and academic quality with courses at the institution awarding the degree.

The responsible SNU GSPA coordinator for purposes of administering the terms of this agreement will be the Associate Dean of International and Student Affairs. The responsible UGA SPIA coordinator for purposes of administering the program will be the MPA Director and Graduate Coordinator.

Each program/institution will provide the participating students advising during the student's residence. At UGA, advising will be done by the MPA advisor or the MPA director who supervises the MPA advising.

15. Assessment

Indicate the measures that will be taken to assess the effectiveness of the program and the learning outcomes of students enrolled.

Students in the dual degree program will be integrated into currently existing MPA programs at each institution. At UGA the MPA program is accredited by Network of Schools of Public Policy, Affairs, and Administration (NASPAA), and the learning assessments of students taking courses at UGA SPIA will be assessed according to the five universal competencies required by NASPAA:

1. To lead and manage in public governance
2. To participate in and contribute to the public policy process
3. To analyze, synthesize, think critically, solve problems and make decisions
4. To articulate and apply a public service perspective
5. To communicate and interact productively with a diverse and changing workforce and citizenry

To assess student learning outcomes, the department has incorporated direct measures into each of the seven core classes. Student assignments that are evaluated by outside entities include the following:

- Public Administration and Democracy – Policy Memo Final Exam
- Public Personnel Administration – Embedded Questions on Final Exam
- Public Financial Administration – Capital Improvement Project with Memo
- Economic Foundations of Policy Analysis – Policy Evaluation Paper
- Organizational Theory – Pre-test/Post-test Case Study
- Research Methods – Research Design Paper
- Data Applications – Embedded Questions on Midterm and Final Exam

Each of these items is sampled by the MPA Assessment Committee (three faculty members serving on the MPA committee), who use a rubric to identify how well students have mastered the core competencies. The faculty are then able to use this feedback to make programmatic decisions that affect the curriculum and instructional approaches. Students participating in the dual degree program will be required to take at least four of the required and assessed courses noted above. Each student must also produce a Capstone Paper that is used to assess whether students have mastered each of the core competencies and what recommendations they have to improve various aspects of the program. The MPA director reads the Capstone Papers and utilizes this feedback to adapt the program to identifiable needs.

To assess the effectiveness of the dual degree program itself, four steps will be taken by the UGA faculty. First, to assess whether the students are able to meet the learning expectations of the UGA MPA program, the MPA director will ask the faculty to assess the performance of and interactions with the dual degree program students in their courses. Second, the UGA MPA program will include questions on the participating students exit surveys asking them to assess the value of and identify any concerns with the dual degree program, including their concerns about the curriculum and administration of the program. Third, the UGA MPA director will also read the capstone papers

written by the dual degree students and compare them to the capstone papers written by non-dual degree UGA MPA students to assess whether (1) the dual degree students are getting the same quality of preparation on core subject areas and (2) an enhanced understanding of public policy and management issues from a Korean or global perspective. Finally, the program will be evaluated in terms of student interest by tracking the number of students that apply to, participate in, and graduate from the dual degree program. This information will be shared with both the UGA MPA Assessment Committee (composed of three UGA MPA faculty) and the UGA MPA Advisory Board (composed of public service professionals from government and nonprofit organizations) to assess the effectiveness of the program in meeting the MPA curriculum standards and dual degree program goals.

The Memorandum of Understanding between SNU GSPA and UGA SPIA establishing the dual degree program will be for a five-year period. If the program is not meeting expectations of either institution, the program can be terminated by giving ninety days' written notice to the other institution. Both institutions shall take the necessary actions to ensure that any termination of the agreement, at the end of the five-year period or before, will not affect the course delivery and graduation of students already enrolled in the program.

16. Fiscal and enrollment impact and estimated budget

Indicate any fiscal impacts on each supporting degree program. If a dual degree program is with another University System institution, are there any negative fiscal impacts on the University of Georgia?

Tuition and related costs, such as mandatory institution fees, shall be charged by each school for those portions of the program in that school, and the student shall be responsible for payment to each school. The tuition and fees charged will be the same as the tuition and fees charged to MPA students who are not participants in the dual MPA degree program. At UGA SPIA, the tuition and fees will be charged at the resident rate for participants who qualify as Georgia residents and at the non-resident rate for all other participants. Each student shall be responsible for his or her own costs associated with travel, visas, accommodation, books and other course materials, health insurance, living expenses, and other incidental expenses.

Given that the students will be responsible for their own tuition and will be integrated into currently existing programs and courses already offered at each institution, there will be no new costs associated with this program. Assuming 3 students participate from Korea (a gain to UGA of 78 credit hours or \$80,808 in out-of-state tuition) and 1 student participates from UGA (a loss to UGA of 15 credit hours or \$6,015 in in-state tuition), we expect a net increase of 63 credit hours or \$74,793.