

Academic Program Assessment - Office of Academic Programs  
 Marxe School of Public and International Affairs

**Competency #4:** To articulate, apply, and advance a public service perspective.

**Learning Goal A:** *Identify varied and conflicting values or needs within the public sphere and understand the implications they have on management and/or policy decisions.*

Focal Area	Above Standard (3)	Meets Standard (Proficient) (2)	Below Standard (Developing) (1)	Fails to Address Requirement (Beginner) (0)
Recognition of Varying Perspectives/Needs	<p>Student thoroughly identifies and explains opposing perspectives/needs within an organizational, social, economic, or political context and examines the origins of those perspectives and needs in depth and clarity.</p> <p><b>Assignment-Specific Options:</b>  <i>[Alternative #1]</i> Student thoroughly conducts a cost-benefit analysis of the proposed solution to the problem presented so that the reader can weigh the value of pursuing the student's solution to the exclusion of other ways to use available resources.</p> <p><i>[Alternative #2]</i> Student presents persuasive reasons why neither was done and includes relevant recommendations, if any, for further research or analysis.</p>	<p>Student adequately identifies and analyzes opposing perspectives/needs within an organizational, social, economic, or political context and sufficiently examines the origins of those perspectives and needs.</p> <p><b>Assignment-Specific Options:</b>  <i>[Alternative #1]</i> Student adequately conducts cost-benefit analysis of the proposed solution to the problem presented so that the reader can weigh the value of pursuing the student's solution to the exclusion of other ways to use available resources.</p> <p><i>[Alternative #2]</i> Student presents adequate reasons why neither was done and includes relevant recommendations, if any, for further research or analysis.</p>	<p>Student insufficiently identifies and analyzes opposing perspectives/needs within an organizational, social, economic, or political context and lacks an adequate examination of the origins of those perspectives and needs.</p> <p><b>Assignment-Specific Options:</b>  <i>[Alternative #1]</i> Student insufficiently conducts cost-benefit analysis of the proposed solution to the problem presented so that the reader struggles to weigh the value of pursuing the student's solution to the exclusion of other ways to use available resources.</p> <p><i>[Alternative #2]</i> Student presents insufficient reasons why neither was done and includes relevant recommendations, if any, for further research or analysis.</p>	<p>Student fails to appropriately identify and analyze opposing perspectives/needs within an organizational, social, economic, or political context and lacks an examination of the origins of those perspectives and needs.</p> <p><b>Assignment-Specific Options:</b>  <i>[Alternative #1]</i> Student fails to perform a cost-benefit analysis of the proposed solution.</p> <p><i>[Alternative #2]</i> Student fails to provide reasons why neither was done and includes relevant recommendations, if any, for further research or analysis.</p>
Evaluation of Varying Perspectives/Needs	<p>Student thoroughly and effectively assesses the multiple perspectives/needs and examines evidence that both supports and opposes each, demonstrating the ability to thoughtfully consider multiple positions.</p>	<p>Student adequately assesses the multiple perspectives/needs and examines evidence that both supports and opposes each, demonstrating the ability to consider multiple positions.</p>	<p>Student insufficiently assesses the multiple perspectives/needs and inadequately examines evidence that both supports and opposes each.</p>	<p>Student fails to appropriately assess the multiple perspectives/needs and examine evidence that both supports and opposes each.</p>

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	<p><b>Assignment-Specific Options:</b> [Alternative #1] Student explicitly notes this and thoroughly addresses the reasons why such evidence is not included.</p>	<p><b>Assignment-Specific Options:</b> [Alternative #1] Student notes this and adequately addresses the reasons why such evidence is not included.</p>	<p><b>Assignment-Specific Options:</b> [Alternative #1] Student insufficiently addresses the reasons why such evidence is not included.</p>	<p><b>Assignment-Specific Options:</b> [Alternative #1] Student fails to address the reasons why such evidence is not included.</p>
Identifying the Implications	<p>Student identifies and clearly explains the implications resulting from different position and thoroughly examines the various impacts within the context.</p> <p><b>Assignment-Specific Options:</b> [Alternative #1] Student thoroughly addresses the absence of implications of multiple or opposing perspectives reflecting student’s response to two focal areas above.</p>	<p>Student identifies and adequately explains the implications resulting from different positions and sufficiently examines the various impacts within the context.</p> <p><b>Assignment-Specific Options:</b> [Alternative #1] Student adequately addresses the absence of implications of multiple or opposing perspectives reflecting student’s response to two focal areas above.</p>	<p>Student identifies and ineffectually attempts to explain the implications resulting from different positions and minimally addresses the various impacts within the context.</p> <p><b>Assignment-Specific Options:</b> [Alternative #1] Student insufficiently addresses the absence of implications of multiple or opposing perspectives reflecting student’s response to two focal areas above.</p>	<p>Student fails to identify and/or appropriately explain the implications resulting from different positions and lacks an examination of the various impacts within the context.</p> <p><b>Assignment-Specific Options:</b> [Alternative #1] Student fails to address the absence of implications of multiple or opposing perspectives reflecting student’s response to two focal areas above.</p>
Policy/Organizational Recommendation	<p>Student thoroughly synthesizes the information garnered to develop a comprehensive management/policy solution that innovatively considers multiple perspectives/needs as well as implications and impacts.</p> <p><b>Assignment-Specific Options:</b> [Alternative #1] Student persuasively describes the likely positive outcomes if recommendations are pursued and explains the overall benefits of the solution [to society at large], noting student’s conclusions in focal areas above.</p>	<p>Student adequately synthesizes the information garnered to develop a sufficient management/policy solution that considers perspectives/needs as well as implications and impacts.</p> <p><b>Assignment-Specific Options:</b> [Alternative #1] Student adequately describes the likely positive outcomes if recommendations are pursued and explains the overall benefits of the solution [to society at large], noting student’s conclusions in focal areas above.</p>	<p>Student insufficiently synthesizes the information garnered and struggles to develop a management/policy solution that addresses perspectives/needs as well as implications and impacts.</p> <p><b>Assignment-Specific Options:</b> [Alternative #1] Student insufficiently describes the likely positive outcomes if recommendations are pursued and explains the overall benefits of the solution [to society at large].</p>	<p>Student fails to develop an appropriate management/policy solution that addresses multiple perspectives/needs as well as implications and impacts.</p> <p><b>Assignment-Specific Options:</b> [Alternative #1] Student fails to describe the likely positive outcomes if recommendations are pursued and/or fails to explain the overall benefits of the solution [to society at large], noting student’s conclusions in focal areas above.</p>

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