TEXAS TECH UNIVERSITSY
Master *of* Public Administration

Master of Public Administration (MPA) Graduate Student Handbook

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Master of Public Administration (MPA) Program
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This handbook has been prepared as a reference guide for students in the Master of Public Administration Program (MPA). It outlines degree procedure and requirements for students admitted to the MPA Program. These contents may be superseded by official Texas Tech University publications, policies, and subsequent MPA handbooks

The Department of Political Science is sensitive to the needs of students with disabilities and/or disabling conditions. Students with special needs are not required to identify themselves, but may wish to contact the TTU Student Disability Services to arrange for appropriate accommodations.

*Last Updated: 2016-2017 Academic Year

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Introduction

MPA Program Vision Statement:
The Texas Tech University Master of Public Administration Program addresses public service in an integrated manner. We prepare the next generation of public service leaders who administer domestic and international governmental, non-profit, environmental, and healthcare organizations with professional and disciplinary expertise. We prepare public administrators to: (1) practice skillful and evidence-based public service; (2) conduct and communicate program evaluations and policy analyses that inform the diverse fields within public service; and (3) provide interdisciplinary expertise in the service of academic, professional, and community-based public service organizations.

MPA Program Mission Statement:
The Master of Public Administration Program is designed to provide students with the highest quality education in preparation for careers, or advancement of careers, in public, non-profit, environmental, and healthcare organizations. The program stresses the acquisition of academic theory and practical skills to foster an ethical and enduring commitment to the public service values of serving the public interest with accountability and transparency; serving professionally with competence, efficiency, and objectivity; acting ethically to uphold the public trust; and demonstrating respect, equity, and fairness in dealings with the public and fellow workers.

The program provides students with a public service perspective to:
- Lead and manage organizations
- Understand and contribute to public policy
- Critically analyze policies, programs, problems, and issues and make pertinent recommendations
- Communicate effectively in oral and written discourse with a diverse and changing workforce and public

NASPAA Accreditation

The Master of Public Administration Program (MPA) is fully accredited by the Network of Schools of Public Policy, Affairs, and Administration (NASPAA). Recognized for its rigor and quality, the Texas Tech University MPA Program is especially proud of its strong professional placement record that is aided by its diverse, loyal, and active student organizations and alumni network.

MPA Core and Concentration Course Learning Objectives

Core Courses

Outcome 1: Graduates will demonstrate basic understanding of theories, concepts and practices relevant to public administration and its sub-fields.

Outcome 2: Graduates will have acquired critical thinking and problem solving skills that are applied in the public service realm.

Outcome 3: Graduates will demonstrate the appropriate skills to be able to administer public programs in their chosen subfield of public administration in particular public management, healthcare administration, nonprofit management, and environmental administration.

Outcome 4: Graduates will assess their knowledge and experience of ethics and integrity in public service and reflect on ways to incorporate public service values in administering agencies, policies and programs.

Outcome 5: Graduates will demonstrate proficiency in clear oral and written communication by presenting succinct, well-organized materials and analysis tailored to the needs of their audience.

Concentration Areas

Public Management

1. Students will demonstrate understanding of the environment in which governmental organizations operate.
2. Students will provide theoretical as well as practical knowledge on management of public organizations, including personnel and financial management that are necessary for public officials.
3. Students will show capacity to become an ethical and effective leader with appropriate communication skills.
4. Students will demonstrate understanding of current issues and trends in government administrative settings and provide knowledge on addressing challenges created by those changes.

Healthcare Administration

1. Students will understand the US healthcare environment and healthcare systems and organizations.
2. Students will demonstrate appropriate administrative and managerial knowledge and skills required in the healthcare sector.
3. Students will understand the healthcare policy process and demonstrate the ability to contribute to healthcare policy.

4. Students will demonstrate the ability to communicate and interact productively with diverse and changing healthcare workforce and patients.

Nonprofit Management

1. Students will be able to demonstrate an understanding of how the nonprofit sector relates to society.
2. Students will be able to demonstrate an understanding of the role of the nonprofit sector in advancing public policy.
3. Students will be able to demonstrate substantive knowledge in management, finance and leadership unique to the nonprofit sector.

Environmental Policy and Administration

1. Students will demonstrate understanding of environmental-based theories, concepts, science, laws, and regulations that guide natural resource agencies and organizations.
2. Students will demonstrate critical analytical proficiency and skillful application of environmental science and principles of sustainability.
3. Students will demonstrate practical knowledge and understanding of varied research methods and models that contribute to the environmental policymaking process.
4. Students will demonstrate expertise and proficiency in communicating and interacting productively across academic disciplines, private and public organizations, and diverse public audiences regarding contemporary issues of environmental importance.

Affiliate Programs

The Master of Public Administration Program (MPA) is housed in the Department of Political Science. Within the Department of Political Science are the Lewis and Maxine Earl Survey Laboratory and the Center for Public Service. These entities provide research, technical assistance, and training to a diversity of public and private organizations. Students have the opportunity to gain practical experience working on applied projects through these research-based organizations.

Admissions Policies and Procedures

MPA Admissions Policies and Procedures

The Master of Public Administration Program (MPA) welcomes applicants for both full and part-time students who desire professional education and training and/or those who are seeking to further their career objectives. Full-time students can complete coursework in 24 months. Part-time students take one or two courses per semester and can complete their coursework at their own pace within a six (6) year timeframe. To accommodate all MPA students, courses are offered during evening and weekend hours.

- Applicants are accepted from a variety of undergraduate degree fields
- Applications are accepted on a rolling basis for fall, spring, and summer semesters in accordance with deadlines for submissions established by the Texas Tech University Graduate School
- Domestic Applicants are required by the Graduate School to submit all required documentation 3-months prior to the intended date of enrollment
- International Applicants are required by the Graduate School to submit all required documentation by the following deadlines: Summer/Fall Semester Enrollment (January 15); Spring Semester Enrollment (June 15)
- Applicants should plan in advance sufficient time for completing and submitting GRE, MCAT, GMAT, and/or LSAT exam scores
- Applicants are strongly encouraged to access and review application procedures and requirements established by the Graduate School and the MPA Program
- Applicants should expect a timely evaluation of application materials and subsequent notification of decision by the MPA Graduate Committee

* Applicants with extensive public service career experience may submit a written request for waiver of the GRE, MCAT, GMAT, and/or LSAT exam requirement. Written request for waiver of the GRE, MCAT, GMAT, and/or LSAT exam requirement is evaluated on an individual basis and decision regarding the waiver is determined by the MPA Graduate Committee in consultation with the MPA Faculty.

Graduate School: www.depts.ttu.edu/gradschool/index.php

MPA Program: www.depts.ttu.edu/politicalscience/mpa/Prospective_Students/Admission.php

MPA/MPH Dual Degree Admissions Policies and Procedures

(Pending approval)

JD/MPA Dual Degree Admissions Policies and Procedures

Texas Tech University School of Law, Graduate School, and Master of Public Administration Program (MPA) offer a dual degree program that allows students to complete course requirements for Juris Doctorate (JD) and Master of Public Administration (MPA) Degrees in less than the five years that would normally be required if the two degrees were sought separately.

The JD/MPA dual degree program reduces the total required credit hours through a reciprocal arrangement wherein twelve hours of approved public administration coursework is counted as elective credit toward the JD Degree, and twelve hours of approved law school coursework is counted as credit toward the MPA Degree (approved courses listed below).

- Applicants are required to submit application materials prior to end of first year of law school (1-L)
- Applicants are required to submit first year law school (1-L) transcript
- Admission to the JD/MPA dual degree program is based on evaluation of required application materials by the MPA Graduate Committee in consultation with the Law School

* If interested, please contact the MPA Program Graduate Advisor as well as the Law School Advisor for further information.

Accelerated BA/MPA Admissions Policies and Procedures

Undergraduate students in the Political Science Program may apply for admission to the Master of Public Administration Program (MPA). Admission to the program is based on evaluation of required application materials (listed below) by the MPA Graduate Committee. If admitted to the MPA Program, students enroll in specific graduate-level MPA courses that count toward both undergraduate and graduate degrees. The combined program is intended to reduce the number of hours for the undergraduate degree by nine hours of credit toward earning the graduate degree by counting three courses for both BA and MPA.

BA/MPA:
- Applicants are required to submit application materials by the end of junior year
- The GRE, MCAT, GMAT, and/or LSAT is waived
- Applicants must submit: (1) official transcripts; (2) two letters of recommendation; and (3) two-page letter-of-intent for pursuing an MPA

* If interested, please contact the Political Science Degree Advisor for further information

MPA/PhD TTU Dual Degree Program Policies and Procedures

Students admitted to the MPA Degree program who are considering pursuing a Ph.D. degree at Texas Tech University should discuss that interest with the Graduate Director promptly. The terminal MPA Degree program and the combined MPA/PhD program have different requirements and follow different concentrations. It is possible to take a set of courses that will simultaneously fulfill the MPA requirements and also make progress toward a Ph.D. Should the student progress too far in the terminal MPA Degree program before identifying an interest in the Ph.D. program, may encounter some otherwise avoidable delays in completing the Ph.D.

MPA External PhD Placement Policies and Procedures

Students expecting to complete an MPA Degree at Texas Tech University and then transfer to a doctoral program elsewhere should follow as closely as possible the schedule for Ph.D. students. The description below is based upon full time study. Part time MPA Degree students will take fewer courses each semester but should strive to complete first year courses listed as soon as possible in their studies. Though described as a four semester program, students often take five semesters and sometimes more to complete the degree. Because of variations in funding and student fields of interest, the department makes no commitment that sufficient courses in the required fields will be available for students wishing to complete degree requirements within four and/or five semesters.

By the end of their first semester, or completion of 9 hours of coursework, whichever comes later, terminal MPA students must declare their interest in pursuing a MPA/PhD.

Financial Assistance Policies and Procedures

In addition to student loans, there are three primary sources of financial assistance supported by the Master of Public Administration Program (MPA). These resources are available to all MPA students accepted into the program.

- Teaching Assistantships (TA)
    - Teaching assistant positions
    - Grader positions
- Research Assistantships (RA)
- Graduate Scholarships

Students qualifying for MPA-Based funding assistance qualify for state sponsored medical insurance and in some instances a waiver of tuition fees. Teaching and Research Assistantships require twenty hours of work per week (part-time). Teaching Assistants may also require enrollment in special courses designed to prepare students for classroom experience. MPA-Based funding is competitive. Decisions regarding the initial allocation of funding resources are made on the basis of evaluation by the MPA Graduate Committee.

MPA-Based funding is evaluated on an annual basis. Students receiving financial assistance from the MPA Program and wanting continued financial support are required to submit:

(a) *Annual Evaluation/Application for Financial Aid* form that includes the applicant's course work information (GPA, courses taken, grades, and courses in progress)
(b) Curriculum Vitae
(c) Statement of Purpose
(d) One Letter of Faculty Recommendation

The deadlines for submission of all required materials are March 1st (for fall semester opportunities) and November 1st (for spring semester opportunities) for evaluation and consideration by the MPA Graduate Committee.

* Newly admitted students also can apply for financial aid. Once they are officially accepted into the MPA program and the University, they will be advised to submit *New Student Funding Application* form.

MPA Academic Advising Services

The Masters of Public Administration Program (MPA) offers academic advising to all MPA students. Academic advising is conducted by the MPA Program Academic Advisor, Sara Dennis (806-834-8383; pols.mpa.advising@ttu.edu). The MPA Academic Advisor is the primary advisor for all MPA students. Upon completion of the first semester of coursework all MPA students are required to declare their degree concentration (i.e. public management, healthcare administration, nonprofit management, or environmental policy and administration). Once declared, MPA students will consult with both the MPA Academic Advisor and their declared MPA Faculty Concentration Advisor. Students are strongly encouraged to consult regularly with the MPA Academic Advisor and MPA Faculty Concentration Advisor regarding courses and professional preparation in the students' field of interest. Students are also strongly encouraged to consult regularly with the MPA Academic Advisor regarding general departmental and program performance as well as degree and graduation requirements.

MPA Students are required to have a completed, signed, *Degree Plan* on file with the Graduate School and the MPA Program Academic Advisor two weeks prior to the end of their second semester of coursework.

MPA students are required to submit a signed *Course Substitution Authorization* form for approval of any applicable course substitutions. This policy applies to all MPA students regardless of their degree program (dual degree or otherwise) as well as any MPA concentration elective courses. Approval of course substitutions and MPA concentration elective courses is granted by the MPA Academic Advisor in consultation with students' MPA Faculty Concentration Advisor. Failure to submit a signed *Course Substitution Authorization* form will result in the course credits earned not counting toward fulfillment of MPA Degree requirements.

MPA Core Degree Course Requirements

The Master of Public Administration (MPA) Program requires students to successfully complete a total of 42 hours of coursework while maintaining a 3.0 GPA. In order to facilitate a rigorous yet professional academic experience, the MPA Program requires that student enrollment in core curriculum is sequential as possible. The sequentially ordering of enrollment in core curriculum is intended to provide students with a foundation of knowledge from which to build upon as students navigate additionally required coursework. This is particularly important for students achieving the expertise required of a degreed professional public administrator.
(See: **Appendix A**)

MPA Core Courses:*

        PUAD 5340: Public Administration Theory and Practice
        PUAD 5319: Research Methods in Public Administration
        PUAD 5320: Program Evaluation and Quantitative Analysis
        PUAD 5337: Public Organization Theory
        PUAD 5344: Public Budgeting**
        PUAD 5345: Administrative Ethics and Leadership
        PUAD 5352: Public Policy Analysis
        PUAD 5347: Internship in Public Administration

Recommended Sequential Enrollment:**

First Year:

Fall Semester	Spring Semester	Summer Semester
PA Theory & Practice	Admin Ethics & Leadership	Concentration/Elective
Research Methods in PA	Public Budgeting***	
Program Eval & Quant Analysis	Concentration/Elective	

Second Year:

Fall Semester	Spring Semester	Any Semester
Public Policy Analysis	Concentration/Elective	Internship (after 2 full
Public Org Theory	Concentration/Elective	semesters)
Concentration/Elective	Concentration/Elective	

* For MPA concentration courses, see **Appendix B**.

** JD/MPA students are anticipated to take the Law School and MPA Program core and elective courses to complete a total of 42 hours of MPA coursework as advised in **Appendix C**.

*** Healthcare Administration students are required to take either PUAD 5343 (Cost and Managerial Accounting in Government and Nonprofit Organizations) or PUAD 5346 (Public Financial Management) instead of PUAD 5344 (Public Budgeting).

MPA Internship Course Policies and Procedures*

An MPA-Internship is a requirement for the Master of Public Administration (MPA) Degree at Texas Tech University. As in all accredited colleges and schools of public affairs and administration, MPA students are required to complete an approved, planned, and supervised internship. Internships are an integral component of professional training in public administration, enabling students to observe and learn from professionals in the field. The internship allows students a significant opportunity to apply theoretical learning in practice toward the achievement of professional goals.

Internships cannot begin until a student has completed 2 full semesters of coursework.

General Internship Objectives:*
The principle objectives of the internship course are:
- Apply knowledge, techniques, and skills acquired in the classroom
- Provide students with practical experience in an applied public service/administrative setting
- Develop skills in specialized field of study
- Provide students with an opportunity to learn how public administrators function within public service organization
- Allow students to explore a career choice in public administration

* Specific learning outcomes of internship course are provided in **Appendix D**.

Experience has shown that one of the best ways to accomplish the internship objectives is for professional peers and students, with faculty consultation, define tasks and projects of importance to the organization and of interest to students. This assists students in developing new skills and gaining practical, technical, and administrative competence in selected areas of public service.

MPA students are expected to schedule the internship when best suited to meet his/her needs as well as the needs of the participating organization. Students must plan ahead financially for the internship and consider that they may or may not be able to work full-time. Additionally, while the MPA faculty and administrators strive to assist students with securing a paid internship, oftentimes internships are unpaid.

Internship Course Requirements:
- Placement with a designated organization in governmental, non-profit, healthcare, private-sector, or international organizations with public-service missions
- Submission of a fully executed *Affiliated Organization Agreement* form with the designated organization to the MPA Program Academic Advisor (one week prior to the start of the internship semester)*
- Faculty Concentration Advisor and MPA Program Director approval of the *Internship Proposal and Learning Agreement*
- Submission of signed *Internship Proposal and Learning Agreement* form to the MPA Program Academic Advisor (one week prior to the start of the internship semester)*

- Submission of *Supervisor Evaluation of Intern* form by internship supervisor to the MPA Program Academic Advisor upon completion of the internship (two weeks prior to the end of the internship semester)
- Submission of weekly *Activity Logs* and *Final Report* to the MPA Program Academic Advisor at the conclusion of the internship (two weeks prior to the end of the internship semester)
- Passing evaluations from the Organizational Supervisor, Faculty Concentration Advisor, and MPA Program Director

* *When students fail to submit these forms by the deadline (one week prior to the start of their internship semester), they may not be registered for the internship class in the semester.*

Internship Proposal and Learning Agreement:
The Proposal section will include the proposed internship plan, such as the information on the facility/worksite, time period, and anticipated tasks/projects/responsibilities, and the Learning Agreement section will address how the internship course learning outcomes specified in **Appendix D** will be accomplished during the internship.

Activity Log:
All students are required to complete and submit weekly *Activity Logs* along with the final report. The activity log documents dates, hours (*300 hours required*), setting, persons, and subjects used to meet the requirements for the internship which were originally noted in the *Learning Agreement*. The student and his/her Organizational Supervisor must sign each weekly activity log verifying hours and activities have been completed.

Final Report:
All students are required to complete a final written report that focuses on interns' experience, practical application of the internship course learning outcomes, and skills gained over the course of the internship. A log of the activities pursued (e.g., dates, hours, setting, persons, and subjects) should accompany the final report.

The final report should summarize the student's internship experience with specific details in the context of how knowledge was gained as well as advanced the student's professional goals and objectives. Students should follow the guidelines established by the MPA Faculty in structuring their report. (See: **Appendix D**)

The student should discuss the expectations of their report carefully with their Faculty Concentration Advisor and MPA Program Director. The report length should be sufficient to cover the expected contents carefully. Reports must be at least 15-20 written pages in length (not including title page, charts and graphs, bibliography, and/or appendices).

Internship Grade:
MPA internships are graded Pass/Fail based upon the evaluations of Organizational Supervisor, Faculty Concentration Advisor, and MPA Program Director, the internship report, and the submission of all internship materials by the appropriate deadline.

MPA Degree Portfolio Terminal Degree Requirement

The terminal Master of Public Administration (MPA) Degree Program provides substantive knowledge and selected research skills for those planning careers in public administration. In their portfolio, students are required to demonstrate how they have achieved the MPA core learning outcomes as well as the concentration area learning outcomes in their specialized areas of public management, healthcare administration, non-profit management, or environmental policy and administration through their MPA coursework. The terminal MPA Degree Program Curriculum is designed for students seeking greater professional and academic knowledge in preparation for careers in the public and non-profit sectors as well as advanced degrees in academia.

Terminal MPA Graduate Students are required to complete, submit, and orally present an MPA Degree Portfolio at the conclusion of their MPA Degree Program. The MPA Degree Portfolio is in lieu of comprehensive exams as well as a Master's Thesis. The MPA Degree Portfolio requirement is in addition to successful completion of all required MPA coursework and MPA internship in fulfillment of the MPA Degree.

MPA Degree Portfolio Policies and Procedures

The purpose of the MPA Degree Portfolio is to provide MPA students with a culminating experience where s/he applies the knowledge and skills learned in the MPA Program to function with the expertise expected of a degreed professional administrator in service to the public. The MPA Degree Portfolio illustrates student understanding of their chosen career path. MPA Degree Portfolios are generally very *applied* in nature and provide supporting materials to the MPA Faculty as evidence that students fully understand the functional application of core and concentration coursework prior to their graduation from the MPA Program.

Gathering and organizing materials for the MPA Degree Portfolio is significant, and students should be mindful that the portfolio's material content is evaluated by their portfolio committee members in consultation with the MPA Program Director.

Approval of the MPA Degree Portfolio is accomplished by members of student's MPA Degree Portfolio Committee's evaluation of written Final Report, Representative Coursework Examples, and Oral Presentation. The MPA Degree Portfolio Committee consists of two graduate faculty members from the Master of Public Administration Program, and/or Department of Political Science, and/or other Texas Tech University Academic Departments. Committee members are subject to approval of the student's Faculty Concentration Advisor in consultation with other members of the MPA Faculty and with the signed approval of the Director of the MPA Program.

* A JD/MPA student chooses his/her portfolio advisor in consultation with the MPA Program Director and then another committee member in consultation with the portfolio advisor and the MPA Faculty.

MPA Degree Portfolio Learning Objectives:

- Demonstrate that they have enhanced their basic understanding of theories, concepts and practices relevant to public administration and their concentration area through the MPA coursework
- Demonstrate that they have acquired critical thinking and problem solving skills that are applied in the public service realm, in general, and in their concentration area, in particular, through the MPA coursework
- Demonstrate that they have developed the appropriate skills to be able to administer public programs in their concentration area of public administration, in particular, public management, healthcare administration, nonprofit management, and environmental administration, through the MPA coursework
- Demonstrate that they have improved their capability to assess their knowledge and experience of ethics and integrity in public service and reflect on ways to incorporate public service values in administering agencies, policies and programs through the MPA coursework
- Demonstrate that they were able to have a high level of proficiency in clear oral and written communication by presenting succinct, well-organized materials and analysis tailored to the needs of their audience through the MPA coursework

The MPA Degree Portfolio is intended to help students achieve universal MPA Degree competencies stated in the program mission statement by comprehensively demonstrating their enhanced capabilities in the above portfolio learning objective areas, that are inclusive of all the MPA core and concentration area learning outcomes, through the MPA coursework. Students should work with their advisor to identify how each portfolio learning objective is met within the MPA Degree Portfolio.

Experience has shown that one of the best ways for faculty to evaluate the objectives expected from students at the end of their MPA coursework and serve the best interest of MPA students is the MPA Degree Portfolio. The expectation is that the MPA Degree Portfolio is confirmation that students have developed skills, gained practical, technical, and administrative competence in selected areas of public service as listed above.

MPA students are expected to develop their respective MPA Degree Portfolios in consultation with their academic advisors and members of the MPA Degree Portfolio Committee. Students must plan ahead for the MPA Degree Portfolio to properly assemble the required components and subsequent presentation. Additionally, while the MPA faculty and administrators strive to assist students with securing the required components for the MPA Degree Portfolio and preparing them for their respective presentation, ultimately it is the student's responsibility for the MPA Degree Portfolio.

MPA Degree Portfolio Requirements:*

- Submission of *MPA Degree Portfolio Committee* form to the MPA Academic Advisor by the end of the prior semester to the final graduation semester

- Submission of *MPA Degree Portfolio* to the committee at least 10 working days (or two weeks) before the presentation and defense: MPA Degree Portfolio should include 1) Final Report and 2) Appendices of Representative Coursework Examples
  - Final Reports (15-20 pages)
    - Students are required to complete a final written report that focuses on classroom experience, and practical application of all the portfolio learning objectives. To facilitate MPA Faculty Review of the MPA Degree Portfolio, papers and exams completed by the student in earning their MPA Degree are synthesized in a Final Report to accompany the MPA Degree Portfolio.
    - The Final Report should summarize the student's academic experience with specific details in the context of how knowledge was gained as well as having advanced the student's professional goals and objectives. Students should follow the guidelines established by the MPA Faculty in structuring their report.
      (See: **Appendix E**)
    - Students should discuss the expectations of their report carefully with their MPA Degree Portfolio Committee. The report length should be sufficient to cover the expected content carefully. Reports must be at least 15-20 written pages in length (not including title page, charts and graphs, bibliography, and/or appendices).
  - Appendices of Representative Coursework Examples
    - One example from each of at least *five* MPA core courses, including internship course; one example from each of at least *two* concentration core courses; and an example from *one* of the elective courses taken by the student in fulfillment of the MPA Degree requirements**
    - Representative research that was presented at conferences or a sample of a project developed during their internship, which is not an internship paper, may replace either MPA core or concentration example(s) with the committee's approval.

- Oral presentation and defense of MPA Degree Portfolio within two months into final semester: PowerPoint of oral presentation (slides)
  - Students are required to present and defend their MPA Degree Portfolio by providing a 20-minute presentation, followed by discussion/questions by members of their MPA Degree Portfolio Faculty Committee. MPA students are responsible for contacting the MPA Academic Advisor and the Portfolio Committee members to schedule the date of the presentation and defense.
  - Students should defend their MPA Degree Portfolio within two months into final semester.

- *At least 10 working days (or two weeks) before the presentation and defense the complete MPA Degree Portfolio must be provided to the committee. A student who fails to submit his/her portfolio within the deadline without the committee's approval will be disqualified to defend the portfolio in the semester.*

- Submission of *MPA Degree Portfolio Result* form to the MPA Academic Advisor no later than 5 days prior to submitting the Comprehensive Exam Report to the Graduate School***

* Students are responsible to contact the MPA Academic Advisor to confirm the exact dates of the deadlines.

** JD/MPA students are required to include one example from each of at least *five* MPA core courses and one example from each of at least *two* elective courses taken by them in fulfillment of the MPA Degree requirements.

*** While the MPA Degree Portfolio is required for graduation in lieu of comprehensive exams, the program will submit the Comprehensive Exam Report to the Graduate School when MPA students successfully defend their portfolio following the University policy.

MPA Degree Portfolio Grade:
The MPA Degree Portfolio presentation and defense must be in person with the student and all committee members present. If there is an unforeseeable circumstance in which a committee member cannot make the presentation, that committee member may attend electronically. The committee may approve the MPA Degree Portfolio without revision, provisionally approve contingent on revisions, require a second presentation with a revised portfolio, or fail the portfolio. Revisions must be approved by written (e-mail is acceptable) or oral communication with committee members.

In the cases of second presentation and provisional approval, the student should finish all the requirements (having a second defense of the portfolio, submitting the revised portfolio to his/her committee members, receiving approval from the committee, and/or submitting the *MPA Degree Portfolio Result* form with committee members' signatures to the MPA Academic Advisor) no later than 5 days prior to submitting the Comprehensive Exam Report to the Graduate School.

A failed MPA Degree Portfolio means that it is not acceptable and must be redone and presented again to the MPA Degree Portfolio Faculty Committee in *another semester*. When a student fails in a semester, the second attempt *cannot* take place *within 4 months* of the first presentation by the university policy. If the project is not approved the second time, the student will not graduate from the MPA Program. No MPA Degree Portfolio is approved until all committee members grant written approval.

Once the MPA Degree Portfolio Committee approves the MPA Degree Portfolio, members of the committee will provide signed *MPA Degree Portfolio Result* form to the Director of the MPA Program.

General MPA Degree Program Policies and Procedures

MPA Program Annual Student Evaluations:
The Masters of Public Administration Program (MPA) Graduate Committee evaluates all MPA Students on an annual basis (Spring Semester). MPA students are evaluated for a variety of purposes including but not limited to financial assistance. Graduate study involves a significant time and financial commitment by students. It is in both the student's and the department's interest to not allow this commitment to continue if the student is unlikely to complete the desired degree in a timely manner. Equally important, many graduate students perform at a superior level and deserve to have that performance recognized. Moreover, the MPA Program and Department of Political Science controls financial aid in the form of teaching assistantships, research assistantships, and scholarship funds that are distributed on a yearly basis. Consequently, the MPA Graduate Committee conducts annual evaluations of all MPA students. First, the MPA Graduate Committee conducts an annual evaluation of all students. Second, the MPA Graduate Committee reviews all financial aid materials in order to make recommendations concerning the distribution of program/department financial aid.*

* All the MPA students should submit the *Annual Evaluation/Application for Financial Aid* form by March 1st, whether they apply for financial aid or not, for an annual evaluation. While the MPA Graduate Committee makes year-based evaluations and decisions in the Spring semester, assistantship award decisions may be made in the Fall semester upon the availability of new assistantship opportunities.

Academic Probation and Suspension Policy and Procedure:
Students who fall below a 3.0 GPA at any time during the process of earning an MPA Degree are subject to being placed on a semester of academic probation. Decisions regarding students being placed on academic probation are determined by the MPA Faculty. Notifications of decisions made by the MPA Faculty regarding placing students on academic probation are conducted by the Director of the MPA Program in consultation with the Chair of the Political Science Department. Should students on academic probation not raise their GPA to the required 3.0 GPA at the end of the probationary semester, the MPA Faculty will, in consultation with the Director of the MPA Program and the Chair of the Political Science Department, evaluate and determine if dismissal from the MPA Program is required of the student. These policies and procedures are in accordance with established Operating Procedures of Texas Tech University and Texas Tech University Graduate School; Specifically OP 64.04 "Academic Probation and Suspension of Graduate Students." http://www.depts.ttu.edu/opmanual/contents.php#64

MPA Program/Texas Tech University Academic Honesty Policy and Procedure:
Texas Tech University takes academic honesty seriously and the Master of Public Administration Program (MPA) requires MPA students to conduct themselves with the highest ethical standards. Students caught engaging in any form of academic dishonesty (i.e. plagiarism, cheating, misrepresenting another's work as their own, etc.) are subject to immediate dismissal from the MPA Program. Additionally, students dismissed from the MPA Program for engaging in academic dishonesty may face additional penalties, up to and including formal expulsion from Texas Tech University. Decisions regarding imposing strict disciplinary sanction(s) are made by the MPA Graduate Committee. Notifications of decisions made by the MPA Faculty regarding

such disciplinary measures are conducted by the Director of the MPA Program in consultation with the Chair of the Political Science Department. Once students are formally dismissed from the MPA Program, the MPA Faculty will, in consultation with the Director of the MPA Program and the Chair of the Political Science Department, evaluate and determine if formal expulsion from Texas Tech University is warranted. These policies and procedures are in accordance with established Texas Tech University Code of Conduct and Academic Integrity.
http://www.depts.ttu.edu/studentconduct/academicinteg.php

Texas Tech University Student Code of Conduct and Academic Integrity Statement:
"Academic integrity is taking responsibility for one's own work, being individually accountable, and demonstrating intellectual honesty and ethical behavior. Academic integrity is a personal choice to abide by the standards of intellectual honesty and responsibility. Because education is a shared effort to achieve learning through the exchange of ideas, students, faculty, and staff have the collective responsibility to build mutual trust and respect. Ethical behavior and independent thought are essential for the highest level of academic achievement, which then must be measured. Academic achievement includes scholarship, teaching and learning, all of which are shared endeavors. Grades are a device used to quantify the successful accumulation of knowledge through learning. Adhering to the standards of academic integrity ensures that grades are earned honestly and gives added value to the entire educational process. Academic integrity is the foundation upon which students, faculty, and staff build their educational and professional careers." http://www.depts.ttu.edu/studentjudicialprograms/academicinteg.php

Texas Tech University Student Disabilities Accommodation Policy and Procedure:
Texas Tech University diligently strives to provide equal access to its programs, services, and activities for persons with disabilities. If any student needs accommodations reasonable prior notice must be given to instructors. Any student who, because of a disability, may require some special arrangements in order to meet course requirements should contact their instructor as soon as possible to make any necessary arrangements. Students should present appropriate verification from Student Disability Services, during the instructor's office hours. Please note instructors are not allowed to provide classroom accommodations to student until appropriate verification from Student Disability Services has been provided. These policies and procedures are in accordance with established Texas Tech University Office of Student Disability Services and Texas Tech University Policies and Procedures; Specifically, OP 10.08 "Americans With Disabilities Act (ADA) and Section 504 of the Rehabilitation Act (Section 504)" and OP 34.22 "Establishing Reasonable Accommodation for Students With Disabilities." http://www.depts.ttu.edu/sds/
http://www.depts.ttu.edu/opmanual/contents.php#10
http://www.depts.ttu.edu/opmanual/contents.php#34

MPA Graduate Degree Coursework Forms:
- MPA-Graduate School Degree Plan Form
  - Deadline – Two weeks prior to the end of the first academic term
- Course Substitution Approval Form
  - Deadline – All course substitutions must be approved by the concentration advisor at least two weeks prior to the enrollment period
- Course Elective Approval Form
  - Deadline – All course elective approvals must be approved by the concentration advisor at least two weeks prior to the enrollment period
- Course Substitution Approval Form: JD/MPA
  - Deadline – All course substitutions must be approved by the concentration advisor at least two weeks prior to the enrollment period.
- Course Substitution Approval Form: MPA/MPH
  - Deadline – All course substitutions must be approved by the concentration advisor at least two weeks prior to the enrollment period.

MPA Annual Evaluation Form:*
- Annual Evaluation/Application for Financial Aid Form
  - Deadline – March 1

MPA Funding/Financial Aid Form:*
- Annual Evaluation/Application for Financial Aid Form
  - Deadline – March 1 and November 1

MPA Internship Forms:
- Affiliated Organization Agreement Form
  - Deadline – One week prior to the start of the internship semester
- Internship Proposal and Learning Agreement Form
  - Deadline – One week prior to the start of the internship semester
- Internship Activity Log Form
- Internship Activity Log Cover Sheet Form
- Supervisor Evaluation of Intern Form
  - Deadline - All internship Activity Log paperwork, Internship Report and Supervisor Evaluation of Intern must be sufficiently completed two weeks prior to the end of the academic semester

MPA Degree Portfolio Forms:
- MPA Degree Portfolio Committee Form
  - Deadline – End of the prior semester to the portfolio graduation semester
    * At least 10 working days (or two weeks) before the presentation and defense the complete MPA Degree Portfolio must be provided to the committee.
- MPA Degree Portfolio Result Form

- Deadline – No later than 5 days prior to submitting the Comprehensive Exam Report to the Graduate School

Graduation Form:
- MPA-Graduate School Intent to Graduate Form
    - Deadline – One month into final semester

* The MPA program uses one combined form of students' annual performance evaluation and application for financial aid. When they do not apply for financial aid, they can skip the financial aid application section in the form.

MPA Program Student Organizations

Public Administration Graduate Student Association (PAGA):
The Public Administration Graduate Student Association (PAGA) is the formal organization of all Public Administration students enrolled at Texas Tech University. All graduate students enrolled in MPA courses are members of PAGA. PAGA works closely with Pi Alpha Alpha (PAA), American Society of Public Administration (ASPA), and Public Administration Alumni Association (PAAA) to encourage mentorship and career development.

Pi Alpha Alpha MPA Honors Association (PAA):
Pi Alpha Alpha is the Global Honor Society for Public Affairs and Administration. There are more than 160 chapters located around the world at NASPAA member schools. The purpose of Pi Alpha Alpha is to encourage and recognize outstanding scholarship and accomplishment in public affairs and administration. Its objectives, such as fostering integrity, professionalism, and effective performance, promote the advancement of quality in the education and practice of the art and science of public affairs and administration. PAA membership identifies those with the highest performance levels in educational programs preparing them for public service careers. Qualifications for induction are: 3.70GPA and 50% completed classwork (minimum 18 credit hours).

American Society of Public Administration (ASPA):
The American Society for Public Administration (ASPA) is the largest and most prominent professional association for public administration. It is dedicated to advancing the art, science, teaching and practice of public and non-profit administration. ASPA's four core values are Accountability and Performance, Professionalism, Ethics and Social Equity. Professionalism is promoted through chapters and sections through which members have an opportunity to advance their careers by becoming involved in their local public administration community.

Public Administration Alumni Association (PAAA):
The Texas Tech University Public Administration Alumni Association is devoted to the MPA Program's Alums. Membership is automatic upon graduation. Our MPA alumni serve in a variety of capacities in their respective professions. The alumni mentor students, offer internships and employment opportunities. They also advise members of MPA Faculty concerning program evaluations and curriculum.

MPA Program Annual Events

MPA Alumni of the Year Award:
Outstanding TTU MPA Alumni hold administrative positions across the globe. Each spring the TTU MPA Degree Program recognizes a former graduate of the program for their professional excellence and long-standing contributions to public service.

PAAA Spring Speaker Series:
Public Administration is a highly diverse professional and academic discipline. In recognition of that diversity the TTU MPA Alumni Association sponsors a nationally/internationally recognized expert in Public Administration.

PAGA Fall/Spring BBQ:
TTU MPA Graduate Students are the lifeblood of the MPA Program. MPA Graduate Students reflect the global community. As such the MPA Graduate Student Association (PAGA) host annual BBQs in the Spring and Fall semesters. PAGA BBQs provide an opportunity for students to form life-long friendships outside of the classroom setting.

PAA Holiday Party:
The MPA Honors Society, Pi Alpha Alpha (PAA), sponsors an annual Holiday Party in the Fall semester. The event includes a guest speaker serving in an administrative or leadership capacity from the community. The Holiday Party is an opportunity for students to network with representatives from locally-based organizations.

MPA/Political Science Spring Graduation Banquet:
The MPA Spring Graduation Banquet is held each Spring. The event marks the cumulative accomplishments of MPA Graduate Students as they prepare for graduation from TTU. The event is the highlight of the academic year as it brings together the MPA Community in recognition of MPA graduating students, current student, faculty and administrative personnel. The event includes awards, certificates, induction ceremonies, and featured speaker.

APPENDIX A*

Course/Semester Matrix

Cohort	F even	S odd	SUM odd	F odd	S even	SUM even	F even	S odd	SUM odd	F odd
A	PA Theory & Practice	Ethics & Leadership	Concentration/Elective	Public Policy Analysis	Concentration/Elective					
	Research Methods	Public Budgeting		Public Org Theory	Concentration/Elective					
	Eval & Quant-Analysis	Concentration/Elective		Concentration/Elective	Concentration/Elective					
B		Ethics & Leadership	Concentration/Elective	PA Theory & Practice	Concentration/Elective		Public Policy Analysis			
		Public Budgeting		Research Methods	Concentration/Elective		Public Org Theory			
		Concentration/Elective		Eval & Quant-Analysis	Concentration/Elective		Concentration/Elective			
C				PA Theory & Practice	Ethics & Leadership	Concentration/Elective	Public Policy Analysis	Concentration/Elective		
				Research Methods	Public Budgeting		Public Org Theory	Concentration/Elective		
				Eval & Quant-Analysis	Concentration/Elective		Concentration/Elective	Concentration/Elective		
D					Ethics & Leadership	Concentration/Elective	PA Theory & Practice	Concentration/Elective		Public Policy Analysis
					Public Budgeting		Research Methods	Concentration/Elective		Public Org Theory
					Concentration/Elective		Eval & Quant-Analysis	Concentration/Elective		Concentration/Elective

* Internship taken in any semester after successful completion of 2 full semesters of coursework

APPENDIX B

MPA Degree Concentration Core and Elective Courses

Public Management

The primary objective of the public management concentration is to prepare students for careers in the administration of governmental organizations. The curriculum provides the professional competencies that employers demand and the critical analytic skills needed for career advancement. There are two specific objectives for the concentration. First, the concentration provides students with the managerial and technical competencies necessary for the effective delivery of public services. Second, the concentration provides students with the analytic skills to understand the formulation and implementation of public policy in the context of political, social, and economic challenges. To further develop a fundamental knowledge base learned in core classes, the public management concentration courses focus on the essential competencies that public managers need to manage government programs. These courses allow students to interact with public management mentors as they learn to apply classroom knowledge and techniques to real life public management situations. The public management concentration requires that each student complete twelve (12) hours of core coursework. In addition to these core courses and required public management-based internship, students must also choose two electives with approval from a public management-concentration advisor.

Concentration Requirements (12 hours)

PUAD 5342: City Management
PUAD 5346: Public Financial Management
PUAD 5353: Collaborative Management
PUAD 5343: Cost and Managerial Accounting in Government and Nonprofit Organizations

Electives (6 hours): Two courses as approved by advisor

Healthcare Administration

Healthcare Administration focuses on the policy and practice of healthcare within a medical institute. Health administration is public administration because almost all healthcare institutions are either in public or non-profit. Administrators make choices about alternative courses of action that their organization might take in a rapidly changing medical and policy environment. Program graduates work in hospitals, clinics, healthcare/ social service non-profit companies, the Health Care Financing Administration, Texas Department of Health, and health care consulting companies. All students take both concentration requirements and electives. The electives are designed to allow flexibility to develop specialized expertise and leverage the resources available in other university programs. These courses allow students to interact with healthcare mentors as they learn to apply classroom knowledge and techniques to real life healthcare administrative situations. The healthcare administration concentration requires that each student complete nine (9) hours of core coursework. In addition to these core courses and required healthcare-based internship, students must also choose three electives with approval from a healthcare administration-concentration advisor. (If the student is a practicing healthcare provider, s/he must complete six (6) hours of core concentration coursework and twelve (12) hours of elective concentration coursework.)

Concentration Requirements (6-9 hours)

PUAD 5334: Healthcare Policy and Administration
PUAD 5364: Comparative Effectiveness of Healthcare Delivery Systems
*Prerequisite: PUAD 5319 Research Methods or Instructor Consent
HOM I 5306: Introduction to Healthcare Systems
*This course is required of students identified as not being a practicing healthcare provider
*Students identified as being a practicing healthcare provider will substitute this course with an elective

Electives (9-12): Three-Four courses as approved by advisor

Nonprofit Management

The objective of the nonprofit management concentration is to prepare students for careers in the management and administration of nonprofit organizations. The curriculum provides students the professional skills necessary to be effective nonprofit board members, executive directors, grant writers, fundraisers, event planners, or volunteers. Students will learn how nonprofit organizations become and stay incorporated, attain funding, impact the community, secure and maintain social legitimacy, work with the public and private sectors, and recruit and retain effective employees and volunteers to advance their specific missions. The concentration required courses offer a mixture of classroom and hands-on experience to students seeking to work in the nonprofit setting. These courses allow students to interact with nonprofit mentors as they learn to apply classroom knowledge and techniques to real life nonprofit management situations. The nonprofit management concentration requires that each student complete nine (9) hours of core coursework. In addition to these core courses and required nonprofit-based internship, students must also choose three electives with approval from a nonprofit management-concentration advisor.

Concentration Requirements (9 hours)

PUAD 5335: Managing Nonprofit Organizations
PUAD 5362: Grant-Writing and Fund-Raising for Nonprofit Organization

One of the Following:
PUAD 5363: Strategic Management for Nonprofit Organizations
PUAD 5353: Collaborative Management

Electives (9 hours): Three courses as approved by advisor

Environmental Policy and Administration

The environmental concentration prepares students for careers in the administration of environmentally-based public service organizations. The curriculum provides students with the professional skills necessary to become effective environmental administrators. Students will learn the how theory, politics, and science drive environmental policymaking and how human-induced climate-change impacts administrative decision-making at all levels of government. The concentration required courses offer a mixture of classroom and hands-on experience to students seeking employment in the expanding field of environmental science and policy. These courses allow students to interact with international, national, state, and local environmental leaders as they learn to apply classroom knowledge and techniques to real life environmental problems. The environmental concentration requires that each student successfully complete nine (9) hours of core coursework: One three (3) hour science-based, one three (3) hour policy-based core course, and one three (3) hour elective core course from either the second semester (a) science-based and/or (b) policy-based second semester core course(s). In addition to these core courses and required environmental-based internship, students must also choose three electives with approval from an environmental-concentration advisor.

Concentration Requirements (9 hours)

PUAD 5322: Planning and Management of Weather and Climate Risks
PUAD 5333: Environmental Policy and Administration

One of the following:

Core Option A (Science-Emphasis)
PUAD 5323: Climate Science, Policy, and Solutions

Core Option B (Policy-Emphasis)
PUAD 5324: Energy, Climate, and Sustainability
PUAD 5327: Energy Policy and Administration

Electives (9 hours): Three courses as approved by advisor

APPENDIX C

JD/MPA Dual Degree Course Requirement

Law School Coursework	**MPA Core Coursework (6)**	**MPA Elective Coursework (4)**
Constitutional Law	PA Theory and Practice	12 Hours Electives
Business Entities	Research Methods in PA	
Income Taxation	Program Eval & Quant Analysis	
Prof. Responsibility	Public Policy Analysis	
	Public Organization Theory	
	Public Budgeting	

APPENDIX D

Internship Final Report Required Components

* Your title page should consist of your name, concentration, cohort year (year you entered the MPA program), internship title (as stated in your learning agreement), organization name, advisor's name and date of submission.
* Students can create their own subheadings that reflect the following components.
* Students should consult with their Faculty Concentration Advisor and the MPA Program Director on fulfilling the following requirements.

INTRODUCTION
- Organizational setting
    - Describe the organizational facility and unit where the internship took place, its primary mission, and its relationship to the overall organizational structure and mission of the entire organization
    - Describe services provided, programs and public-service objectives, and specific population groups targeted of the organization
- Internship programs, duties, and responsibilities
    - Describe the programs, duties, and responsibilities specifically related to the internship in the context of the entire organization
    - Describe the nature of the internship (e.g., whether it is a descriptive project, experimental project, research project, or survey)
    - Discuss the programs, duties, and responsibilities completed and specific activities that students made to complete the programs, duties, and responsibilities

RESULTS
- Explain in detail how the student made efforts to achieve each of the following *internship course learning outcomes*
    - Students will utilize public administration theories and concepts in their internship practices
    - Students will apply critical thinking and problem solving skills to assignments made by the internship supervisor
    - Students will demonstrate professionalism, ethics and integrity and acceptable performance during internship
    - Students will acquire greater understanding and appreciation for public service values
    - Students will gain a greater understanding of how organizations are managed
    - Students will be able to communicate and interact productively with others
    - Students will acquire skills to be prepared to apply for positions in their career fields
- What were the most important or surprising findings? Why?
- How does this work impact the future of the organization's public service objectives?
- Summarize recommendations made to the organization

EVALUATION & CONCLUSION
- Provide a careful evaluation of the internship
- Was it a valuable learning experience? Why or why not?
- How did it compare with your expectations?
- What types of classroom skills were you able to employ in the field?
- What did the experience teach you about the world of public service in practice?
- How did the experience help you develop your future career plans?
- Overall, were you able to enhance your capacity to become a leader in the public or nonprofit sector through the course experience?

APPENDICES
- In addition to the final report, include relevant materials developed during the internship as appendices
  - Draft or final reports
  - Instruments developed and utilized during internship: survey questionnaires, focus group questions, etc.
  - Picture, charts, graphs or data analysis material
  - Literature review (when the student was involved in a research project)
- Other supplemental information referred to in the final report

APPENDIX E

<u>MPA Degree Portfolio Final Report Components</u>

The MPA Degree Portfolio Final Report must be relevant to the field of public administration and composed in the context of the chosen Concentration. The scope of the Final Report is mutually agreed upon by the student and the student's MPA Degree Portfolio Committee. Students should consult with their Faculty Concentration Advisor on fulfilling the following requirements.

- Final Report

MPA students are required to prepare a written Final Report to accompany the MPA Degree Portfolio (15-20 pages) that details what has been accomplished and how it relates to courses completed, area of Concentration, academic and professional objectives. The Final Report is then approved by the student's MPA Degree Portfolio Committee. The components of a Final Report should include, at minimum, the following contents (relevant sub-headings will be provided by each student):

- The purpose of the student's MPA Degree Plan
- The significance and relevance of MPA coursework to administration
- The detailed explanation of how the student has enhanced his/her abilities in the portfolio learning objective areas through the coursework*
- The explanation of how the student addressed the MPA Degree universal competencies stated in the program mission statement through the completion of the portfolio learning objectives*
- A description of the student's professional aspirations, goals, and objectives
- The significance and relevance of MPA coursework in meeting student's professional aspirations, goals, and objectives
- A conclusion stating the student's post-MPA Degree plans

- Appendices: Representative Coursework Examples

MPA students are required to add their representative coursework examples in the end of the final report.
- Representative examples of student's classroom/coursework deliverables (i.e. papers, exams, projects, conference papers, etc.)

* Students are expected to explain how all the MPA courses that they have taken in the program, not only the ones from which they choose coursework examples, have helped them enhance their capabilities in the portfolio learning objectives and pursue the program mission.