



TEXAS TECH UNIVERSITY™

Graduate Student Handbook

Master of Public Administration Program

Department of Political Science

Center for Public Service

AY 2009-10

GRADUATE STUDENT HANDBOOK*

Master of Public Administration Program
Department of Political Science
Texas Tech University
Lubbock, TX 79409
www.mpa.pols.ttu.edu

AY 2009-10

* This handbook has been prepared as a reference guide for students in the Master of Public Administration Program. It outlines MPA Program degree procedures and requirements that are in place for students admitted to the program in the 2009-2010 academic year. These contents may be superseded by official University publications and policies and subsequent MPA handbooks.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 MPA program director to arrange for appropriate accommodations.

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INTRODUCTION TO THE MPA PROGRAM

The mission of the Texas Tech University MPA program is to provide students with the highest quality education in preparation for management and leadership positions in public sector organizations, and to convey an enduring commitment to public sector service and values. The program pursues this mission by advancing research, integrating service learning and applications into the students' experience, providing service to university and academic communities, collaborating with the professional and alumni communities, and providing a diverse and accessible educational environment.

The MPA Program is housed in the Department of Political Science and has strong ties to the Center for Public Service. The program is fully accredited by the National Association of Schools of Public Affairs and Administration (NASPAA). Recognized for its rigor and quality, the program is especially proud of its strong placement record that is aided by a loyal and active alumni network. Texas Tech graduates hold positions at the highest levels of municipal government in Texas, New Mexico, and Oklahoma (the program's primary service areas), in state and federal government, and in a variety of private sector and nonprofit settings, especially in the healthcare sector. The program also has an impressive record of obtaining Presidential Management Fellowships (PMFs) and other prestigious internships and scholarships.

The MPA program welcomes both full-time students and part-time students who desire to return to school for additional professional training or to prepare for a change in careers. Most full-time students require 24 months to complete the program. Part-time students can work at their own pace and to accommodate part-time students, MPA courses are offered during evening hours.

Admission Procedures

Students are accepted from a variety of undergraduate fields and no leveling courses are required. For admission into the MPA degree program, application must be made to the Graduate School. Applications are accepted for Fall, Spring, and Summer semesters. The procedures and requirements for admission, for both an MPA degree student and special students, are outlined in the Texas Tech University Graduate Catalog. Students are required to complete the Graduate Record Examination (GRE) before they may be fully admitted to the MPA degree program. However, business students may substitute their GMAT and law school applicants may substitute their LSAT scores for the GRE. Grade point averages, GRE scores, and other relevant factors are taken into account in admission decisions. The minimum residence is a full academic year (12 months) of graduate work or its approximate equivalent in summer terms.

Application forms for admission to the Graduate School may be obtained from:

The Office of Graduate Admissions
Texas Tech University
P.O. Box 41030
Lubbock, Texas 79409

URL: www.ttu.edu/~gradsch/

MPA Program Degree Requirements

The MPA degree requires 36 hours of graduate level courses. Of these hours, 18 are specified as core curriculum, and must be completed by all students. The remaining 18 hours are electives that are grouped as a combination of courses in a major field of concentration area and an area of emphasis. In addition to the 36 classroom hours, there is a 6-hour internship requirement for those lacking substantial public service work experience.

Required Courses

All students must take the following courses:

PUAD 5319: Research Methods in Public Administration
PUAD 5320: Program Evaluation and Quantitative Analysis
PUAD 5341: Public Policy Theory and Process
PUAD 5343: Public Personnel Administration
PUAD 5344: Public Budgeting
PUAD 5337: Organization Theory

Beyond the core courses listed above, students must take 18 hours of courses in an area of concentration. Students have the option to select a concentration area based on his or her specific career objectives. The following concentration areas (tracks) are currently offered in the program: Public Management, Fiscal Administration, Health Care Administration, and Public Policy Analysis. Areas of emphasis within Public Management include city management, nonprofit management, and organizational management. Areas of emphasis in Public Policy Analysis include environmental policy, economic policy, healthcare policy, and other policy areas of emphasis. Other areas of emphasis can be developed with faculty and program director approval.

Comprehensive Examination

A comprehensive examination that covers the area of concentration and public administration in general is given during the last long semester of enrollment. Information on comprehensive exam and grading procedures used are described under Section III of this handbook.

Internship

An integral part of each student's program is an internship assignment with a governmental or nonprofit agency. The experience provides the opportunity to develop further managerial and policy skills and to apply classroom knowledge in work settings. Agencies are asked to assign the intern to at least one project for which he or she is responsible from start to finish, and to provide the intern with an opportunity to participate in as broad a range of activities as possible. All or some portion of the internship requirement may be waived by the MPA program director if students document substantial **public sector experience**. Students seeking a waiver of some or all of the internship requirement must submit a letter detailing the scope and duration of public sector work experience along with a current resume.

Other Degree Requirements

During the **first semester of course work**, each student must submit to the Graduate School a degree plan which outlines the courses the student intends to take in order to satisfy degree requirements. When 9 to 12 hours have been completed, the student must then make formal application to the Graduate School for admission to candidacy for the MPA degree. All work must be completed within 6 years with a minimum average grade of 3.0 (“B”). However, a student may not graduate with a grade of 2.0 (“C”) in any core curriculum course. Additional information on these requirements may be found in the Graduate Catalog, or obtained from the MPA program director.

Dual Degree Programs

For students with an interest in legal studies, economics, or policy analysis, we offer two joint degree programs. Completing these programs typically requires more than 24 months because more coursework is required.

Dual MPA-J.D. Program

The School of Law and the Graduate School of Texas Tech University offer a joint degree program that allows students to complete the requirements for the MPA and the Juris Doctor (J.D.) Degrees in less than the 5 years that would be required if the two degrees were pursued separately. The joint program reduces the total required hours through a reciprocal arrangement by which elective hours taken in one degree program are accepted by the other degree program. The 12 hours of approved public administration courses are counted as elective credit toward the J.D. degree, and the 18 hours of law are counted as credit towards the MPA degree. As a result, students in the joint program take 78 hours of law and 24 hours of public administration (which includes 18 hours of core courses plus two other courses, preferably the Administrative Law and the Ethics course) to earn both degrees. Students are also required to complete 6 hours of internship. To enter the joint program, candidates must apply separately to the School of Law and the Graduate School (see the section on Admission, above) and be accepted by both. The degree is designed so that students complete the first year of law school before taking a mix of PUAD and law school courses. Students may begin a joint degree with PUAD courses, however, if they do not take more than 12 hours prior to matriculating to the law school.

Applications and other admission requirements for the School of Law may be obtained from:

Office of Admissions
School of Law
Texas Tech University
P.O. Box 40004
Lubbock, TX 79409

URL: www.law.ttu.edu/admissions/

This application must be supported by scores on the Law School Aptitude Test (LSAT). On the application for both schools, candidates should indicate their desire to enter the Joint MPA-J.D. Program. The LSAT examination should be taken as early as possible in the senior year for timely

consideration of admission applications by both schools. In no case will a student be permitted to enter the joint program if the student has not been accepted to the MPA part of the program by the end of the student's fourth semester in law school.

Dual MPA- MA in Economics

The Center for Public Service in the Department of Political Science and the Department of Economics, both in the College of Arts and Sciences, offer a 54-hour joint degree program leading to the Master of Arts in Public Administration and Master of Arts in Economics. The program is designed primarily for students who wish to complement their administrative and policy skills with a greater knowledge of economics and econometric analysis. The joint MPA-MA in Economics degree program will be particularly helpful to students intending to specialize in areas such as fiscal administration and policy analysis.

Students wishing to pursue this dual degree program must apply to, and be accepted by, both the Master of Public Administration program in the Department of Political Science and the Department of Economics. To fulfill the requirements of the dual-degree program, the student must take 18 hours of core courses in public administration, 18 hours in economics, and 12 hours of approved elective courses in public administration, economics, or in a related field, plus 6 hours of internship in public administration for a total of 54 hours.

Dual MPA– MS in Environmental Toxicology

The Department of Environmental Toxicology and the Department of Political Science, both in the College of Arts and Sciences, offer a three year 61-62 hour dual degree program leading to the Master of Public Administration and a Master of Science in Environmental Toxicology degree. This dual degree program is designed primarily for students who wish to complement their expertise in environmental toxicology with training in public management and policy analytic skills.

Students wishing to pursue the dual degree program must apply and be accepted to both the Public Administration and the Environmental Toxicology department with a Graduate Record Examination score, three letters of recommendation, and a writing sample serving as admission criteria.

Financial Assistance

In recent years there have been three primary sources of financial assistance for students in the MPA program: (1) teaching assistantships in the Department of Political Science; (2) scholarships; and (3) paid internships.

Students receiving half-time teaching assistantships also qualify for state sponsored medical insurance. Teaching assistantships in the Department of Political Science require 20 hours per week (half time) in work. Teaching assistants may be asked to enroll in special courses to prepare for the classroom experience. Teaching assistants are asked to perform various duties relating to introductory political science courses, such as leading discussion groups, grading papers, and assisting students with questions.

Applicants for a teaching assistantship or scholarship should (1) submit an application form (available upon request) to the MPA program director; (2) request two letters of recommendation be sent to the MPA program director; and (3) complete the steps for admission to the Graduate School as specified the Graduate Catalog. Information and application forms for other types of financial assistance, such as student loans and work-study opportunities are available from:

Financial Aid Office
Texas Tech University
P.O. Box 45011
Lubbock, TX 79409

MPA CONCENTRATION AREAS (TRACKS)

All MPA students must declare a concentration area or track by the completion of their first nine (9) hours in the program, which is the end of the first semester for full time students. Track declarations are necessary for completion of a degree plan which must be filed with the university by the end of the first semester in the program. Each track specifies a set of required courses that must be taken to complete the MPA coursework and a set of suggested electives for the area of concentration. Each track advisor and the MPA director must approve all electives and any deviations from the track requirements. Each track program is discussed below.

Public Management

The primary objective of the public management track is to prepare students for careers in the administration of governmental and nonprofit organizations. The curriculum provides the professional skills that employers demand and the critical analytic skills needed for career advancement. There are two specific objectives for the track. First, the track provides students with the technical and managerial skills necessary for the effective delivery of public services. Second, the track provides students with the analytic skills to understand the formulation and implementation of public policy in the context of political, social, and economic challenges. The required courses in the public management track further develop skills from the core classes by focusing the skills that public managers need to accomplish work through others and to manage programs, analytic and ethical issues related to public administration, information technology, and financial management.

Each student must declare an area of emphasis within public management by the end of the second semester in the program. Areas of emphasis include city management, nonprofit management, and organizational management. Students can develop alternative areas of emphasis with the permission of the track coordinator and MPA program director.

Public Management

Track Requirements

Three electives from the following:

PUAD 5326

PUAD 5342

PUAD 5348

PUAD 5345

PUAD 5335

Other approved courses

PUAD 5346

PUAD 5321

Fiscal Administration

Fiscal administration deals with a wide range of activities essential to the successful financial operation of a government or nonprofit organization. At a minimum, it deals with all aspects of budget processes, including demand for and provision of public goods, structure and processes of revenue generation, administration of public debt, and management of idle cash. Fiscal administration requires knowledge of collective bargaining, risk management and insurance, purchasing, and inventory policies. The fiscal administration track aims to prepare students to have a basic understanding of these concepts and how they are applied in real world situations as well as to develop an appreciation for analytic frameworks for financial administration and to acquire tech-

nical skills that would be useful for a career in public management. Toward that goal, the track is structured around courses student will be required to take both within the department and outside. In addition to taking the six core courses that all public administration students are required to take, fiscal trackers will be taking four required and two elective courses related to their field of specialization.

Fiscal Administration	
Track Requirements	Electives (2)
PUAD 5326	PUAD 5321
PUAD 5342	PUAD 5352
PUAD 5346	ECO 5310, 5316, 5320, 5324
PUAD 5348-Cost/Managerial Acct.	

Health Care Administration

Health Care Administration focuses on the application of the principle and practices of public administration to the policy and practice of health care and medicine. Health administration is a professional activity associated with public administration because administrators must be able to make intelligent choices about alternative courses of action that their agency might take in reference to the challenges of administering health care-related programs in a rapidly changing medical and policy environment. Program graduates work in hospitals, clinics, the Health Care Financing Administration, Texas Department of Health, and private health care consulting companies. The track is structured so that, in addition to the MPA core, all students will take four track requirements to develop analytic skills and tools. Students also take two electives designed to allow them to develop specialized expertise and leverage the resources available in other university programs.

Health Care Administration	
Track Requirements	Electives (2)
PUAD 5334	PUAD 5326, 5321, 5335
PUAD 5348-Cost/Managerial Acct.	MGT 5307
PUAD 5348-Health Policy Analysis	MGT 5308
MGT 5306	*Other approved special PUAD 5348 topics

Policy Analysis

Policy analysis is the production of policy-relevant information and advice for use by decision-makers to better inform their choices of government activities. Policy analysis is a professional activity associated with public administration because administrators must be able to both produce and consume information intelligently when making decisions about an agency's course of action. Policy analysts work in a variety of organization settings, such as federal, state, local agencies and legislatures, consulting firms, interest group associations, nonprofit organizations, research institutes, and so on. The Policy Analysis track in the MPA program aims to prepare students to enter the workforce by providing them with a set of tools and skills they will need to engage in policy-related research and analysis. The track is structured so that, in addition to the MPA core, track students will take three required courses specifically to develop analytic skills. Policy track students will also take three electives related to a particular substantive policy area, so as to allow them to develop specialized expertise on issues in that area.

Each student must declare an area of emphasis within public policy analysis by the end of the second semester in the program. Areas of emphasis include environmental policy, economic policy, and healthcare policy. Students can develop alternative areas of emphasis with the permission of the track coordinator and MPA program director.

Policy Analysis	
Track Requirements	Electives (3)
PUAD 5321	Three approved courses from a substantive or methodological area.
PUAD 5326	Examples: economics, healthcare, environmental, GIS, statistics
PUAD 5352	

COMPREHENSIVE EXAMINATION PROCEDURES

Each student must pass comprehensive exams to receive the MPA degree. The comprehensive examination is conducted twice a year, once in the fall and once in the spring. It is normally scheduled about three weeks prior to graduate school deadlines for reporting results, which is just past the midpoint in the fall and spring semesters. Students are assigned random identification numbers to maintain anonymity during the examination and throughout the grading process. Students are required to answer four questions during the six-hour written examination: three questions from core areas and one question from their respective track area. Core areas include: [1] organization theory, [2] policy theory and process, [3] program evaluation, [4] advanced quantitative data analysis, [5] public budgeting, and [6] public personnel administration. Questions are designed to tap into the breadth and depth of the functional (core or track) areas rather than the specifics of courses students may have taken. Students are responsible for current conceptualizations of functional areas regardless of when particular courses may have been taken. Students are required to type their exam answers using standard computer word processing programs. The comprehensive exam is administered in the social science computer laboratory. A comprehensive examination workshop is held approximately three weeks prior to administration of the exam itself. At the workshop faculty members will convey their expectations regarding the exam. Students are given the opportunity to ask questions regarding the format and general content of the exam.

Faculty members will assign a grade of high pass, pass, low pass, or fail to each question. Students are deemed to have passed or failed a question by majority faculty vote. Specifically, each question is initially graded by two faculty members with expertise in a functional area. Should the two faculty members disagree regarding whether the student passed a question, a third faculty member with requisite expertise will grade the question to form a majority. Should a student fail only one question, the student must repeat only that (core or track) functional area and, therefore, must answer only one question. However, should a student fail two or more questions, the student must repeat the entire exam. Per graduate school rules, the exam may not be repeated until at least 4 months have elapsed. In the Spring Semester ONLY, however, students who fail only one question may petition to retake a question in that same core or concentration area during the first week of the first summer session. Petitions will be reviewed by MPA faculty members and the student's progress and standing in the program are factors that will be taken into consideration during the review process. Students who fail more than one question on the original comprehensive exam must adhere to the 4-month interval guideline for retaking the exam. The exam may be repeated only once.

INTERNSHIP REQUIREMENTS

In this section, the internship requirements are outlined. All “pre-service” MPA students (those without management or policy level administrative experience), are required to enroll in and successfully complete two three-hour sections of PUAD 5347: Internship in Public Administration. There are specific requirements and syllabi for each section. Students should meet with the MPA program director to discuss internship opportunities and interests.

Students will receive a grade of “pass” or “fail” for their internship work. The internship is designed to provide an opportunity for students to gain valuable work experience and to combine classroom theory with practice. It places the student in the active role of “participant-observer” in a public or nonprofit work setting at an administrative level. As such, it provides practical experience for “pre-service” students, an opportunity to interface and network with public administrators, and in many cases serves as a bridge between academic preparation and administrative employment.

For “in-service” students (those currently employed or with substantial experience in the public or nonprofit sector), the internship requirement may be waived. To be eligible for a waiver students must write directly to the MPA program director and provide any supporting information as may be necessary.

Sponsoring Organizations

The MPA Program utilizes several criteria in the selection of agencies and organizations to sponsor and host internships. First, the agency must be recognized in the community as having a service function, be legally established and have sound financial support. Second, the agency must approve in writing the internship arrangement between itself, the MPA Program, and the student. The agency should be willing to make satisfactory arrangements with a member of its staff so that he/she may be assigned as the internship field supervisor. The field supervisor should be able to:

[a] give sufficient time to the assigned intern, [b] hold regular supervisory conferences with each assigned intern, [c] be available to each assigned intern in emergency situations, [d] have conferences on a regular basis about each assigned intern with the academic supervisor from the MPA Program, and [e] prepare reports and evaluations regarding each assigned intern. In addition, the agency should provide suitable desk space, office supplies, and reimbursement for transportation on agency business.

Although the internship experience will vary according to the particular field setting, the MPA Program operates under the following expectations. First, it is expected that the intern will be treated and regarded by the sponsoring agency as an employed staff member. The intern is expected to implement agency policies and to abide by agency rules. Among the responsibilities that the intern assumes is protecting all confidential information that comes to him or her by virtue of his/her professional status in the agency. Second, stipends for interns should be provided by the sponsoring agency whenever possible. The intern is expected to work an average of 40 hours per week for full-time (summer) internships, or 20 hours per week for part-time internships. These hours may be adjusted by mutual agreement to accommodate the “peak and lull” cycles of public sector and academic workloads. The duration of the internship experience may range from (minimally) three months to nine months.

Student Responsibilities and Obligations

All students are required to attend an internship colloquium offered in the Fall semester. **Prior** to beginning the internship work, the student shall prepare, and submit for approval to the MPA program director an “abstract of proposed internship” (see Appendix A). While MPA faculty members will provide assistance and direction, the student has the ultimate responsibility for finding and securing an acceptable internship position. In selecting an internship position, the student should first discuss the various internship options with the MPA program director, track coordinator, other MPA faculty members. The student should, of course, select an internship option that best serves her or his professional development. Next, the student should arrange an interview appointment with the prospective host agency and report the results of the interview to the MPA program director. Once the internship position has been selected, the student should prepare and submit an abstract of internship to the MPA program director for approval.

Student Responsibilities

Student responsibilities in all internships require appropriate professional behavior. Such behavior includes appropriate attire, comportment, and diligence. While serving in an internship, students should not wear jeans, sandals, or other excessively casual clothes. In some intern positions students may be required to wear formal business attire. Students should show deference to their supervisors as they would to any employer. Sponsoring agencies will expect student interns to uphold the same standards as regular employees; thus, tardiness and unexcused absences are unacceptable practices that may lead to dismissal. It is expected that students will value their internship as a unique and valuable component of their graduate education and will do more than just “put in time.” Students should recognize that they represent Texas Tech University and internship responsibilities should be taken seriously.

Successful Completion of the Internship

The following requirements must be fulfilled for successful completion of the internship.

- Each intern must enroll in PUAD 5347-001 and PUAD 5347-002. Enrollment in 5347-002 should not occur until the student has taken at least nine hours of core courses. In most cases, this means that the second section of internship hours should not be completed until the semester in which the internship will terminate. A syllabus for each section is available to students enrolled in each section. Each student must comply with syllabi requirements to obtain credit for each section.
- Each intern must serve approximately 300 hours in a position or positions in the public sector.
- Each intern must provide satisfactory internship performance, as evaluated by the sponsoring agency. [See Appendix B for the sponsoring agency evaluation report form].
- Each intern must complete an experiential/analytical research paper of substantial depth, integrating the specific objectives of the internship with relevant concepts learned from core and track courses. The MPA program director has the right to reject the report if in his or her judgment it fails to meet the minimum requirements for the paper. In this case, credit for the internship hours will not be awarded until the paper is satisfactory. More information about the paper is offered below. *The internship paper is submitted for evaluation when the student takes PUAD 5347-002.* See the internship syllabus for details. This class is the second three hours of the internship sequence.

Internship Paper Guidelines

The internship paper is designed to serve as a capstone to the MPA degree candidate's academic preparation and to reflect his/her ability to integrate theoretical classroom and research experience with the body of applied skills attained in his/her real-world professional job performance. The paper should reveal the student's grasp of major public administration concepts, issues, and normative premises by relating them to aspects of the operational administrative context in which he/she functions. The overriding purpose of this assignment is not to obtain a narrative of the candidate's day-to-day job performance, nor a sequential course-by-course review of the significance of the MPA classroom experience; rather, it is to discern the candidate's ability to synthesize and apply what is relevant in this broad inter-disciplinary field to the tasks that constitute his/her work role in the larger administrative system. The specific theses of each student's internship paper should be incorporated in the abstract section of the Internship Paper. In sum, this paper should use case study methodologies. The outline below is offered to assist interns in the organization of their paper. Although using this outline is not mandatory, it summarizes substantive expectations.

Form and Style

A conventional term paper format may be employed. While no explicit length is presupposed, approximately 20 typed, double-spaced, pages normally suffices. Incorporation of a title page, abstract, table of contents, and relevant bibliography and footnotes is expected. The bibliography should not attempt to encompass the entire learning experience of the MPA Program, but should merely incorporate documentation of the material annotated within the Internship Paper itself.

Generally, a scholarly editorial style should be maintained, although this does not preclude a measure of first person, opinion-rendering, or narrative recounting. It is expected that, by and large, traditional expository rhetoric and syntax will be employed.

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|---|
| <ul style="list-style-type: none">I. Title PageII. Abstract: A 250 word summary of the major theses and ideas discussed in the paper.III. Internship description: 500 words<ul style="list-style-type: none">a. Description of how internship was obtainedb. Description of major responsibilities and projectsIV. Analysis<ul style="list-style-type: none">a. Skill Analysis (500-1000 words)<ul style="list-style-type: none">i. Explanation of how skills and applications from the following courses were used in internship.<ul style="list-style-type: none">1. Information Technology2. Quantitative Analysis3. Budgetingb. Core Course Analysis (1000-1500 words)<ul style="list-style-type: none">i. Identification and explication of major theory or theories from a CORE courses.ii. Application and discussion of theory to the internship experiencec. Track Course Analysis (1000-1500 words)<ul style="list-style-type: none">i. Identification and explication of major theory from TRACK courses.ii. Application and discussion of theory to the internship experienceV. Reflection Narrative (1000 words)<ul style="list-style-type: none">a. Discussion of how the internship changed your perspective on public serviceb. Discussion of the quality of the internship experiencec. Recommendations for improving the internship experience |
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Confidentiality of Content

All materials submitted in fulfillment of this requirement will be treated as confidential.

Appendix A: Abstract of Internship

TEXAS TECH UNIVERSITY
MASTER OF PUBLIC ADMINISTRATION PROGRAM
ABSTRACT OF INTERNSHIP

Date _____

Student _____

Sponsor Information

Sponsoring Agency _____

Supervisor Name _____

Supervisor Email _____

Address _____ ST _____ Zip Code _____

Supervisor Phone Number _____

A. Duties/responsibilities anticipated while on the job.
[Use additional sheets of paper, if necessary]

B. Internship objectives: what you are planning to learn and what skills do you hope to acquire? [Use additional sheets, if necessary]

C. Activities you will carry out to obtain your objectives. List readings, projects, interviews, seminars, manuals, etc. [Use additional sheets, if necessary]

APPROVAL AND AGREEMENT

[MPA Internship Advisor]

Date

[Prospective Intern]

Date

[Intern Supervisor]

Date

Appendix B: Final Internship Evaluation Report

TEXAS TECH UNIVERSITY
MASTER OF PUBLIC ADMINISTRATION PROGRAM
FINAL INTERN EVALUATION REPORT

Student _____ Date _____

Agency _____

Approximate number of work or internship related hours completed _____

o PLEASE RESPOND TO THE FOLLOWING:

[Use additional sheets, if necessary]

[1] Describe the intern's attitude toward the work assignments.

[2] Describe any particular skills that the intern has acquired or improved.

[3] Describe the intern's ability to cooperate and communicate with others.

[4] Describe the intern's ability to make decisions.

[5] Generally, in what area(s) did the intern seem strongest?

[6] Generally, in what area(s) did the intern seem weakest?

[7] Would you feel confident in hiring/recommending this intern for a job?

[8] What grade (A-F) do you feel the student deserves for this internship?

o PLEASE MAKE RECOMMENDATIONS IN THE FOLLOWING AREAS:

[Use additional sheets, if necessary]

[1] What suggestions do you have to enhance the intern's career development?

[2] What suggestions can you make to improve our internship program?

[3] What do you perceive to be area(s) of strength in our MPA Program?

[4] What do you perceive to be area(s) of weakness in our MPA Program? In other words, based on your knowledge of the abilities of the intern, what areas of our program need to be improved?

[5] Do you have any other comments or observations?

[Supervisor]

[Title]

We thank you for your sponsorship of this student. If you have further questions regarding the MPA Program or its internships, or if you are interested in being a sponsor in the future, please contact:

Appendix C: Faculty & Staff Contact Information

FACULTY

Aman Khan	742-4045	aman.khan@ttu.edu
Sung-Wook Kwon	742-4042	sung.kwon@ttu.edu
John Gerlach		
David Hamilton	742-2977	
Cindy Rugeley	742-3125	cindy.rugeley@ttu.edu
Hae Kyung Yang	742-8035	haekyung.yang@ttu.edu

STAFF

Era Ibarra	742-3125	era.ibarra@ttu.edu
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Appendix D: PUAD Course Listing

5319. Research Methods in Public Administration: Introduction to issues related to design, measurement, and writing in Public Administration.

5320. Program Evaluation and Quantitative Analysis (3:3:0). Introduction to the design, logic, and politics of research methods appropriate for the evaluation of policies and programs before, during, and after their implementation.

5321. Advanced Quantitative Methods in Public Policy and Administration (3:3:0). Prerequisite: Consent of the instructor. Quantitative methods and approaches for analyzing public policy questions and data, including inferential statistics and the use of computer-based statistical programs.

5326. Information Technology in Public Administration (3:3:0). The role of information and communication systems are examined as well as applications used by public administrators. Emphasis is placed on understanding the systemic issues facing the application of information technology in the public sector.

5328. Public/Private Partnerships: Approval pending. Techniques that public organizations use to leverage the resources and capacity of private organizations in the delivery of public good and services. Grant-writing skills are included.

5334. Health Care Policy and Administration (3:3:0). Prerequisite: Consent of instructor. Analysis of the formulation, implementation, and evaluation of health care policy and service delivery, emphasizing skills and knowledge in policy-making, management, and decision-making.

5335: Management of Nonprofit Organizations (3:3:0). Study of the third sector and the administration of nonprofits, including laws, boards, personnel, volunteers, finances, grant writing, fundraising, marketing, and planning.

5337. Public Organization Theory (3:3:0). The major political and administrative theories applicable to public sector organizations are examined. Contemporary trends in organization theory and public management are emphasized.

5341. Public Policy Theory and Process (3:3:0). Introduction to competing theoretic explanations of U.S. public policy making. Course will explore interactions between institutional actors, logic of administrative structure and delegated authority, and bureaucratic discretion.

5342. City Management (3:3:0). The political implications and administrative functions of city government are examined. Contemporary issues of municipal management are emphasized.

5343. Public Personnel Administration (3:3:0). Prerequisite: Consent of instructor. Description and analysis of the personnel function in public agencies.

5344. Public Budgeting (3:3:0). Political aspects of the budgetary process as the central mechanism for public resource allocation and executive planning.

5345. Administrative Leadership and Ethics (3:3:0). Prerequisite: Consent of instructor. Considers applications of ethical systems and thinking in public organizations. Particular emphasis on the ethical dilemmas caused by administrative discretion and defining the public interest.

5346. Public Financial Management (3:3:0). Prerequisite: PUAD 5344 or consent of instructor. An in-depth study of government finance function with emphasis on fund structure, financial reporting, and related management practices including cash, debt, risk, and inventory management.

5347. Internship in Public Administration (3:3:0). Prerequisite: Consent of instructor. Service assignment in a public agency to enhance professional skills for students in the Masters in Public Administration program. Graded pass-fail and may be repeated for credit.

5348. Selected Topics in Public Administration (3:3:0). Special studies on subjects in public administration. Topics will vary from semester to semester.

5352. Public Policy Analysis (3:3:0). Introduction to analytic tools for evaluating public policies; examines policy choices given resources and informational constraints. Topics include risk assessment, cost-benefit analysis, and market failures.