



TEXAS TECH UNIVERSITY™

Graduate Student Handbook

Master of Public Administration Program

Department of Political Science

Center for Public Service

AY 2011-12

GRADUATE STUDENT HANDBOOK*

Master of Public Administration Program
Department of Political Science
Texas Tech University
PO Box 41015
Lubbock, TX 79409
www.mpa.pols.ttu.edu

AY 2011-12

* 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 2010-2011 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 These contents may be superseded by official University publications and policies and subsequent MPA handbooks.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. In addition, within the Department of Political Science are the Lewis and Maxine Earl Survey Research Laboratory and The Center for Public Service, a research center that provides research, technical assistance and training to local governments and nonprofit organizations. Students might have the opportunity to gain practical experience working on applied projects through these organizations.

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 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. Full-time students can complete the program in 24 months. Part-time students take one or two courses a semester and can complete the program at their own pace. 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. MPA Applications are accepted for on a rolling basis for fall, spring, and summer semesters. Although there is no deadline, time is required to process the applications and to allow time to take the GRE, GMAT or LSAT for your test scores, so applicants should apply well before the term starts.

The procedures and requirements for admission, for both an MPA degree student and special students, are outlined in the Texas Tech University Graduate Catalog as follows:

1. Complete the Graduate School's Online Application OR the Texas Tech Application at www.mpa.pols.ttu.edu before the intended semester of enrollment. This application requires a \$50 non-refundable fee, but if you have applied to other graduate programs previously, this fee may be waived. Check with the graduate school about other requirements such as the residency statement. Then, please complete the MPA Admissions Application along with a personal statement explaining why you are interested in admission into the program. Please type your application into the form. You may email the document to era.ibarra@ttu.edu or you may print the form and mail it to Texas Tech University, MPA Admissions, PO Box 41015, Lubbock, TX 79409-1015.

Seats are limited, so earlier applicants stand a better chance of admission and the possibility of receiving scholarships. We encourage you to complete this process as soon as possible before your desired semester of entry.

2. Provide to the Texas Tech Graduate School official transcripts from all college level study and be in good standing at all institutions attended.

3. Official GRE scores must be sent from the Educational Testing Service. If you have already taken the GMAT or LSAT you may submit those scores for our review. However, if you have not taken the GMAT or LSAT, you are required to take the GRE and submit those scores.

Applicants admitted to the law school who also apply to the MPA program for the joint MPA/JD degree are admitted to the MPA program based on their admission to the law school and their grades in the first year of law school courses.

4. Submit two letters of recommendation to Texas Tech University, MPA Admissions, PO Box 41015, Lubbock, TX 79409-1015. The letter should address your ability to be successful in the MPA program. Letters often come from educators and employers. Helpful letters address not only strengths, but explain weaknesses in your record. You may submit more than one letter. Applicants to the MPA/JD program do not need to submit letters of recommendation if they are already admitted to law school.

5. Submit a resume with your application to the Public Administration Program.

Grade point averages, test scores, progressive work experience, references and other relevant factors are taken into account in admission decisions.

For further information, feel free to contact us:

Texas Tech University
Public Administration Program
Box 41015
Lubbock, TX 79409-1015
Phone: (806) 742-3125
Fax: (806)742.0850
Email: era.ibarra@ttu.edu
Website: www.mpa.pols.ttu.edu

Texas Tech University
Office of Graduate Admissions
P.O. Box 41030
Lubbock, Texas 79409
Phone: (806)742-2787
Fax: (806)742.4038
Website: www.gradschool.ttu.edu

MPA Program Degree Requirements

The MPA degree requires 36 hours or 12 courses of in-class course work. In addition there is a 3-hour internship and a 3-hour capstone practicum. Of these hours, 21 or 7 courses are specified as core curriculum, and must be completed by all students. The remaining 18 hours or 6 courses are electives that are grouped as a combination of courses in a major field of concentration and an area of emphasis. The 3-hour internship course can be waived for in-service students with substantial public service work experience.

Required Core 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
PUAD 5310: Capstone Practicum in Public Administration

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, Nonprofit Management, and Public Policy Analysis. Areas of emphasis within Public Management include city 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, health-care, 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. The internship requirement may be waived by the MPA program director if students document substantial experience in their concentration area. Students seeking a waiver of the internship requirement must submit a written request detailing the scope and duration of their work experience along with a current resume.

Other Degree Requirements

Before or during the **first semester of course work**, each student meets with the MPA director to prepare a degree plan which outlines the courses the student intends to take in order to satisfy degree requirements, which is submitted to the Graduate School. 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 course work must be completed within 6 years with a minimum average grade of 3.0 (“B”).

Dual Degree Programs

For students with an interest in law, economics, or environmental toxicology, we offer three joint degree programs. Completion of dual degree programs usually reduces the required time to obtain both degree by an academic year.

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 12 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 27 hours of public administration (which includes 21 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 3 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 21 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 3 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. This dual degree program reduces the number of hours required in the program by 12. Students are required to complete the 21 hour core program, take 6 hours of approved electives and complete a 3-hour internship.

Students wishing to pursue the dual degree program must apply and be accepted to both the Public Administration and the Environmental Toxicology department. See the admission section for requirements into the MPA program

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 assistantships or scholarships should (1) submit an application for financial aid (available upon request from the MPA admissions office) directly to the MPA program along with the other required documents for admission (see admission procedures). Complete the steps for admission to the Graduate School as specified in 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, 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

PUAD 5326
PUAD 5345
PUAD 5346

Three electives from the following:

PUAD 5342
PUAD 5335
PUAD 5321
PUAD 5348
Other approved courses

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 technical skills that would be useful for a career in public management. Toward that goal, the track is structured around courses where students 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

- PUAD 5326
- PUAD 5342
- PUAD 5346
- PUAD 5348-Cost/Managerial Acct.

Electives (2)

- PUAD 5321
- PUAD 5352
- ECO 5310, 5316, 5320, 5324

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 tract 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

- PUAD 5334
- PUAD 5348-Cost/Managerial Acct.
- PUAD 5348-Health Policy Analysis
- HOM I 5306

Electives (2)

- PUAD 5326, 5321, 5335
- HOM II 5307
- HOM III 5308
- *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

PUAD 5321
 PUAD 5326
 PUAD 5352

Electives (2)

Three approved courses from a substantive or methodological area.
 Examples: economics, healthcare, environmental, GIS or statistics.

Non-Profit Management

The objective of the nonprofit management track 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 track 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 track requires that each student take four specific courses in addition to the core courses and the internship. Students must also choose two electives from the specific list below.

Non-Profit Management

Track Requirements

PUAD 5335
 PUAD 5346
 PUAD 5348 (Grant Writing and Fundraising
 For Nonprofit Organizations)
 PUAD 5348 (Collaborative Management)

Two electives from the following:

PUAD 5326
 PUAD 5345
 PUAD 5321
 Other approved courses

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 a three-hour course, PUAD 5347: Internship in Public Administration. There are specific requirements and syllabi obtained from the program director. Students generally take the course in their last summer of matriculation although the internship can be taken during fall or spring semester. Students should meet with the MPA program director before the start of the semester in which they wish to take the internship to discuss the requirements and internship opportunities.

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 justification for waiving the internship. They must also provide a resume with a detailed description of their current employment.

All internships must be approved by the MPA program director prior to the commencement of the internship. Approval will be based on an acceptable work experience offered at the internship site. 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.

Stipends for interns should be provided by the sponsoring agency whenever possible. Although hours will vary depending on the arrangements made between the intern and the organization, an intern working full-time is expected to put in the same hours as other employees in the organization. Part-time interns are expected to work the schedule that is agreed to and approved by the MPA program director. Each intern works a minimum of 300 hours at the intern site. He or she must keep track of hours worked and file a weekly report with the MPA program director. The duration of the internship will vary depending on the arrangements between the intern and the organization but will generally range from three months to nine months.

Student Responsibilities and Obligations

Although there will be minimal class meetings during the course of a student’s internship, students are expected to attend all meetings unless the internship is outside the area. Students must meet with the MPA program director prior to the start of the internship and obtain approval for the internship. Approval requires a letter of agreement signed by the student, the internship supervisor and the MPA program director. A sample form for the letter of agreement can be ob-

tained from the program director. 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 the letter of agreement and submit it to the MPA program director for approval.

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 5347-00. A syllabus is available from the MPA program office. Each student must comply with syllabi requirements to obtain credit for the internship.
- Each intern must serve a minimum of 300 hours and in some circumstances can intern in more than one organization to obtain the 300 hours.
- Each intern must provide satisfactory internship performance, as evaluated by the sponsoring agency. This evaluation is confidential and must be submitted directly by the supervisor to the MPA program director.
- Each intern must submit weekly reports of hours worked to the MPA program director.
- Each intern must keep a journal of his/her experiences during the internship.

Appendix A: Faculty & Staff Contact Information

FACULTY

Aman Khan	742-4045	aman.khan@ttu.edu
Sung-Wook Kwon	742-4042	sung.kwon@ttu.edu
John Gerlach	742.3065	john.gerlach@ttu.edu
David Hamilton	742-2977	david.hamilton@ttu.edu
Cindy Rugeley	742-3125	cindy.rugeley@ttu.edu

STAFF

Era Ibarra	742-3125	era.ibarra@ttu.edu
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Appendix B Public Administration (PUAD) Course List

5310. Capstone Practicum in Public Administration (3:3:0). Prerequisite: Taken in final semester. Applied research paper requiring the use of concepts from MPA courses to analyze, and formulate recommendations on a real-world public administration problem or policy issue. Requires oral presentation.

5319. Research Methods in Public Administration (3:3:0). Issues and techniques in data collection, analysis, and management for designing and implementing public policy. Focus on research design, measurement, and decision-making in public organizations.

5320. Program Evaluation and Quantitative Analysis (3:3:0). Prerequisite: PUAD 5319 or consent of instructor. 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: PUAD 5320 or 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.

5333. Environmental Policy and Administration (3:3:0). Analysis of the formulation, implementation, and evaluation of environmental and natural resources policy, emphasizing theoretical foundations, political contexts, and principles of administering environmental policies.

5334. Healthcare Policy and Administration (3:3:0). Analysis of the formulation, implementation, and evaluation of healthcare 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). 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 Ethics and Leadership (3:3:0). Apply major frameworks to diagnose organizational problems and to exercise leadership when resolving ethical dilemmas and leading organizational change.

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 of 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). Prerequisite: PUAD 5341 or consent of instructor. Introduction to analytic tools for evaluating public policies; examines policy choices given resources and informational constraints. Topics include risk assessment, cost-benefit, and market failures.