



**Texas Tech University**  
**Master of Public Administration Program**

**Public Administration**  
**Graduate Student Handbook**  
**AY 2014-2015**

**Department of Political Science**  
**Center for Public Service / Master of Public Administration**  
**806-834-3729**

# **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](http://www.mpa.pols.ttu.edu)

AY 2014-15

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\* 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 2014-2015 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 These contents may be superseded by official University publications and policies and subsequent MPA handbooks.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**

## **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, nonprofit, 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.

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

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 Network of Schools of Public Policy, 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 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 Apply Texas Application at [www.mpa.pols.ttu.edu](http://www.mpa.pols.ttu.edu) before the intended semester of enrollment. This application requires a non-refundable fee, but if you have applied to other Texas Tech graduate programs previously, this fee may be waived. Check with the graduate school about other requirements such as the residency statement. Then, 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 [alejandro.tirado@ttu.edu](mailto:alejandro.tirado@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.

3.1 For pre-service students: 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.

3.2 For in-service students: If you have been in the workforce for a minimum of five years in a progressively responsible position, the GRE may be waived. Each request to waive the GRE is approved by the faculty based upon information submitted by the applicant.

3.3 BA/MPA applicants must apply at the end of their junior year. The GRE requirement is waived, but the other admission requirements are required—transcripts, letters of recommendation, and an essay on why they are seeking an MPA.

4. Have two letters of recommendation sent to Texas Tech University, MPA Admissions, Attn: Alejandro Tirado, PO Box 41015, Lubbock, TX 79409-1015. These letters may also be faxed to 806.742.0850 or emailed to [alejandro.tirado@ttu.edu](mailto:alejandro.tirado@ttu.edu). 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. 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 MPA application to the Public Administration Program. These documents can also be faxed or emailed as indicated above.

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) 834.3729  
Fax: (806)742.0850  
Email: [era.ibarra@ttu.edu](mailto:era.ibarra@ttu.edu)  
Website: [www.mpa.pols.ttu.edu](http://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](http://www.gradschool.ttu.edu)**

## **Financial Assistance**

In addition to student loans, there are 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  
PO Box 45011  
Lubbock, TX 79409  
[www.financialaid.ttu.edu](http://www.financialaid.ttu.edu)

## **Accelerated Bachelor's and Master's Degree**

Undergraduate students in the Political Science Department may be admitted into the Master of Public Administration Program their senior year and take specific graduate-level courses that will count toward both the graduate and undergraduate degrees. To be considered for this program, students must have a 3.5 GPA in their major courses and apply at the end of their junior year before beginning their senior year. The program requires the completion of specific courses. The combined program reduces the number of hours required for the undergraduate degree by nine hours and provides nine hours of credit toward the MPA degree by counting three courses for both the BA and the MPA degree. See the undergraduate program advisor, or the director of the MPA program for more specific information.

## **Dual Degree Program**

For students with an interest in law, we offer a joint degree program. Completion of the dual degree program reduces the required time to obtain both degrees 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 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 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/](http://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.

## **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, 24 or 8 courses are specified as core curriculum, and must be completed by all students. The remaining 15 hours or 5 courses are electives that are grouped as a combination of courses in a concentration and an area of emphasis. The 3-hour internship course can be waived for in-service students with substantial appropriate work experience.

## **Required Core Courses**

All students must take the following courses:

- PUAD 5310: Capstone Practicum in Public Administration
- PUAD 5319: Research Methods and Program Evaluation
- PUAD 5320: Quantitative Analysis for Public Administrators
- PUAD 5337: Public Organization Theory
- PUAD 5341: Public Policy Theory and Process
- PUAD 5343: Public Personnel Administration
- PUAD 5344: Public Budgeting
- PUAD 5345: Administrative Ethics & Leadership

Beyond the core courses listed above, students must take 15 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, Health Care Administration, Nonprofit Management, and Environmental Policy and Administration.

## **Comprehensive Examination**

A comprehensive examination that covers the area of concentration and public administration in general is given just prior to 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, healthcare, 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 to the program director.

## **Other Degree Requirements**

Before or during the **first semester of course work**, each student meets with his/her advisor 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").



## 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 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 on the skills that public managers need and provide specific emphasis to policy and administrative areas required in managing government programs.

#### Track Requirements

PUAD 5326 IT  
PUAD 5342 City Management  
PUAD 5346 Public Financial Mgmt  
Other approved courses

#### Three electives from the following:

PUAD 5335 Management of Nonprofit Organizations  
PUAD 5348 Selected topics in Public Administration  
PUAD 5352 Public Policy Analysis

### 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 con't)**

### **Track Requirements (9-12 credit hours)**

HOM I 5306*	Introduction to Healthcare Systems ( <b>offered in spring only and meets for one hour and twenty minutes twice a week</b> )
PUAD 5334	Healthcare Policy and Administration
PUAD 5364	Comparative Effectiveness of Healthcare Delivery Systems Prerequisite: PUAD 5319 or consentt
PUAD 5326	Information Technology in Public Administration

### **Electives (6-9 credit hours)**

PUAD 5335	Management of Nonprofit Organizations
PUAD 5348	Cost/Managerial Accounting
LAW 6017	Public Health Law
PUAD 5348	Grant Writing and Fundraising
PUAD 5321	Advanced Quantitative Methods in Public Policy and Administration
HOM II 5307	Manage Care Organizations ( <b>offered in summer only</b> )
HOM III 5308	Consumer-Driven Healthcare Design ( <b>offered in fall only</b> )
AHCP 5305	Leadership & Ethics in the Health Professions
AHCP 5322	Risk, Quality and Patient Safety
AHCP 5320	Long Term Care Management
NS 6340	Nutrition and Chronic Disease
PSY 5398	Ethnic Minority and Community Interventions

**\* This course is required if the student is not already trained and working in the medical profession (ie. nurse, pharmacist, therapist, physician, current healthcare administrator), an elective will be substituted.**

## **Nonprofit 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 following list.

## **(Non-Profit Management con't)**

### **Track Requirements (12 hours)**

**PUAD 5335** Management of Nonprofit Organizations

**PUAD 5348** Nonprofit Grant Writing and Fundraising

*Or*

**PFP 5327** Charitable Giving: Research and Marketing

**PUAD 5346** Public Financial Management

*Or*

**PUAD 5348** Managerial Accounting

**PUAD 5348** Collaborative Management

*Or*

**PFP 5325** Introduction to Charitable Planning

### **Two electives from the following:**

**PUAD 5348** Nonprofit Grant Writing and Fundraising

*Or*

**PFP 5327** Charitable Giving: Research and Marketing

May take the course not chosen as a track requirement as an elective

**PUAD 5346** Public Financial Management

*Or*

**PUAD 5348** Managerial Accounting

May take the course not chosen as a track requirement as an elective

**PUAD 5348** Collaborative Management

*Or*

**PFP 5325** Introduction to Charitable Planning

May take the course not chosen as a track requirement as an elective

**PFP 5326** Advanced Charitable Planning

May be taken as an elective **only** if the student is pursuing the Graduate Certificate in Charitable Financial Planning

### **Other courses will be considered with approval**

## **Graduate Certificate in Charitable Financial Planning (optional)**

Nonprofit Management track students in the MPA program may choose to pursue an additional Graduate Certificate in Charitable Financial Planning offered through the TTU Department of Personal Financial Planning. **This certificate requires 12 hours of coursework**, which may also serve as track-required and

elective courses related to the MPA Nonprofit Management track. The courses required for this certificate are:

- **PUAD 5346** Public Financial Management *or* **PUAD 5348** Managerial Accounting
- **PFP 5325** Introduction to Charitable Planning
- **PFP 5326** Advanced Charitable Planning
- **PFP 5327** Charitable Giving: Research and Marketing

## **Environmental Policy and Administration**

The objective of the environmental track is to prepare students for careers in the administration of environmentally-based agencies and organizations. The curriculum provides students the professional skills necessary to be effective environmental administrators. Students will learn the how theory, politics, and science drive environmental policymaking. Students will learn how climate-change impacts administrative decision-making at all levels of government. The track required courses offer a mixture of classroom and hands-on experience to students seeking to work in the emerging 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 track requires that each student successfully complete nine (9) hours of core coursework: One three (3) hour science-based, one three (3) policy-based core course, and one three (3) hour elective core course from either the second semester (a) semester-based and/or (b) policy-based second semester core course(s). In addition to these core courses and the required environmental-based internship, students must also choose two electives from the specific list below.

### **Track Requirements (9 hours)**

**PUAD 5348** Climate Risks and Hazards

**PUAD 5333** Environmental Policy and Administration

Core Option A (Science-Emphasis)

**PUAD 5348** Climate Science

Core Option B (Policy-Emphasis)

**PUAD 5333** Energy, Climate, and Sustainability

### **Electives (6 hours)**

Two courses as approved by advisor

## **COMPREHENSIVE EXAMINATION PROCEDURES**

Each student must pass comprehensive exams to receive the MPA degree. It is administered just prior to the beginning of each long term. Students must take the comprehensive exam prior to their last long semester. 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. 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 prior to the exam. 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. The student will repeat that question during the same term. 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. Students who fail more than one question on the original comprehensive exam must adhere to the 4-month interval guideline for re-taking the exam. The exam may be repeated only once.

## **INTERNSHIPS 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 a syllabus, which can be 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 experi-

ence 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 and past 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 Regarding the Internship**

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 obtained 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, or 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 5347-01. 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 complete other requirements as listed in the syllabus.

## **Confidentiality of Content**

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

## **Appendix A: Faculty & Staff Contact Information**

### **FACULTY**

<b>Kathy Austin</b>	834-5757	Adm. Bldg, Room 246	kathy.austin@ttu.edu
<b>LisaAnn Gittner</b>	834-4193	HH, Room 115	lisa.gittner@ttu.edu
<b>David Hamilton</b>	834-7717	HH, Room 117	david.hamilton@ttu.edu
<b>Katherine Hayhoe</b>	834-8665	HH, Room 222	katharine.hayhoe@ttu.edu
<b>Aman Khan</b>	834-4045	HH, Room 114	aman.khan@ttu.edu
<b>Sung-Wook Kwon</b>	834-4786	HH, Room 119	sung.kwon@ttu.edu
<b>Dave Lewis</b>	834-4972	HH, Room 020	dave.lewis@ttu.edu
<b>Tom Martin</b>	834-0798	HH, Room 113	thomas.a.martin@ttu.edu
<b>Nathaniel Wright</b>	834-4817	HH, Room 022	nathaniel.wright@ttu.edu

### **STAFF**

<b>Era Ibarra</b>	834.3729	HH, Room 120	era.ibarra@ttu.edu
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## Appendix B Public Administration (PUAD) Course List

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**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 and Program Evaluation (3:3:0).** Prerequisite PUAD 5320 or consent of instructor. Issues and techniques in data collection, analysis, and management for designing and implementing public policy. Focus on research design, measurement, and program evaluation in public organizations.

**5320. Quantitative Methods for Public Administrators (3:3:0).** Cross-listed with POLS 5382. Introduction to techniques of analyzing public policies including descriptive and inferential statistics and computer application.

**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 5319, 5320 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.

**5364. Comparative Effectiveness and Quality Improvement of Healthcare Systems (3:3:0).** Prerequisite: PUAD 5319. An in-depth understanding of healthcare delivery systems through comparisons of U.S. and other country's healthcare delivery systems and QI and CER methods.