

PUBLIC ADMINISTRATION

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Faculty

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Graduate Degrees

Master's of Public Administration (MPA)

- Master of Public Administration (<http://catalog.ewu.edu/archives/2016-2017/business-public-administration/public-administration/public-administration-mpa>)
- Advanced Standing MPA Program (<http://catalog.ewu.edu/archives/2016-2017/business-public-administration/public-administration/advanced-standing-program-mpa>)

Graduate Certificates

- Public Management Development (<http://catalog.ewu.edu/archives/2016-2017/business-public-administration/public-administration/public-management-development-certificate>)
- Regional Economic and Public Policy Analysis (<http://catalog.ewu.edu/archives/2016-2017/business-public-administration/economics/economics-grad-cert>) Graduate Certificate (<http://catalog.ewu.edu/archives/2016-2017/business-public-administration/economics/economics-grad-cert>)

Graduate Programs

The Graduate Program in Public Administration (PADM) is designed to provide widely varied educational opportunities in the fields of public and not-for-profit management. Graduate study opportunities are available for those currently employed as well as for recent graduates seeking a career in the public service. Both full-time and part-time study programs are available on a degree and non-degree basis.

Students in PADM are encouraged to become aware of the public service environment, the values that guide public service and the critical and analytical skills necessary to formulate, implement and evaluate public service decisions.

Program faculty, all of whom hold doctoral degrees and have public service management experience, have been selected from the several academic areas most pertinent to public sector applications. Adjunct faculty are highly trained, qualified and experienced academics and practitioners.

Alternatives offered include a master's degree in public administration (60 quarter credit hours), several types of dual degrees (MBA/MPA,

MSW/MPA, MURP/MPA), a Public Management Development Certificate Program (as few as 16 credit hours) and, a certificate in Regional Economic Policy Analysis.

Students interested in any of these alternatives should contact the Director of PADM for further information.

Scheduling

To make the PADM courses more accessible to those employed full-time, all coursework is offered at the EWU Spokane Campus, either during weekday evening hours or on weekends. Some "flex" courses are being developed that combines online and in-person course work.

Assistantships

Paid graduate assistantships are often available. Information and application forms are available from the program office. Applications for academic year assistantships should be completed and returned to the PADM office no later than June 1 preceding the academic year for which the student is applying.

Applying for Admission

In order to apply for admission to the MPA program, one must fill out EWU's graduate application form and send to the MPA office: 1. a current résumé; 2. a short career plan essay; and 3. one letter of recommendation.

The EWU Graduate Programs Office collects a \$50 application fee. No additional fee is charged for application to the MPA program.

Application Deadlines

Priority consideration for admission will be given to applicants who meet the deadlines below. In order to meet the deadlines, 1. all of the application steps listed in the above paragraph must be completed, and 2. all admission requirements must be satisfied (including background requirements).

Priority Admission Deadlines

- fall quarter: May 1
- winter quarter: November 1
- spring quarter: February 1
- summer quarter: April 1

Admission Requirements

Based on the standards described below, students are admitted upon the recommendation of the director of PADM. The director's recommendation will be sent to the Dean of Graduate Programs. That dean will then notify the student, in writing, of his/her admission or rejection. Applicants may seek admission on the basis of 1. their bachelor's degree work, 2. completion of another master's degree or 3. their work experience (if they can demonstrate a least 10 years of progressive responsibility in a related profession). Admission procedures and requirements are the same for the MPA degree and the Public Management Development Certificate programs.

Admission Based on Undergraduate Academic Performance

Students who have completed a bachelor's degree at an appropriately accredited institution may be admitted to the Graduate Program in Public Administration based on the following criteria: (1) cumulative GPA ≥ 3.0 in the last 90 quarter graded credits of post-secondary coursework (or its equivalent as computed by the Graduate Programs Office); or (2) recommendation of the director based upon a successful appeal by the student. (This appeals process will be utilized only for students who do not have an undergraduate cumulative GPA of at least ≥ 3.00 .)

Students seeking to utilize the appeals process for admission must directly request reconsideration by the director. In considering that request the director will review such information as:

1. a résumé;
2. letter of recommendation;
3. a combined verbal and quantitative score of 1000 and analytical writing score of 3 on the GRE 4, a GMAT score of at least 500 and/or 3, successful completion of up to 12 credits in PADM courses with a minimum GPA in those courses ≥ 3.30 . After reviewing these new data, the MPA Program Director may admit students under the 10% exception.

Admission Based on Another Master's Degree

A student may also be admitted to PADM with proof of possession of another valid master's degree.

Admission Based on Work Experience

Applicants with at least 10 years of increasingly responsible professional experience in public administration may also be offered regular admission. Admission is based on the following: 1. evidence of having obtained a bachelor's degree from an appropriately accredited institution; 2. an essay demonstrating critical thinking skills; 3. a statement of intent demonstrating a level of knowledge and intellectual maturity appropriate to the proposed field of graduate study; 4. evidence of professional success in Public Administration. Upon admission a student will also need to provide evidence of having met the background requirements to enroll in PADM 501 and PADM 503 (see below).

English Language Requirement

All students from non-English speaking countries must provide evidence of adequate proficiency in the English language before being admitted to the PADM. This requirement may be satisfied by presenting a **TOEFL** score of 580 (237 **CBT**, 92 **ibt**) or its equivalent. A student with a **TOEFL** score of between 550 and 580 (213–233 **cbt**, 79–91 **ibt**) may be granted Provisional Acceptance. In such cases, registration for classes is conditional upon having a program of English language study approved by the director in consultation with the International Education office.

Students with **toefl** scores of 525 to 550, (197–213 **cbt**, 71–78 **ibt**), may be admitted to the university as post-baccalaureate students (i.e. Graduate Preparation). As post-baccalaureate students they may register for classes and demonstrate their ability to do the work required of MPA students. They should be aware of the EWU regulation on previous graduate credit which permits no more than 12 pre-admission credits to be counted toward a graduate degree (see the general policies on page 327). The director of PADM will determine whether they should be granted admission to the program based in part upon their work as post-baccalaureate students. Students with scores below the aforementioned ones may be provisionally admitted to the university as post-baccalaureate students. Students may take up to 12 pre-admission credits to be counted toward a graduate degree after graduate admission and with program approval; and must enroll in English Language Institute (ELI) until completion of Level 5.

The Test Drive

In the test drive applicants will be allowed to take up to 12 quarter credits with permission of the director while completing all admission requirements. The letters of recommendation and career plan summary are not required prior to enrolling in the first 12 credits of classes. It will be necessary to complete the Application for Admission to a graduate program and submit it to the Graduate Programs Office with the appropriate fee. Documentation of completing a bachelor's degree will

also be required. The application should be signed by the MPA Program Director indicating provisional acceptance. In order to be admitted to the program, it is necessary to complete the background requirements (see below), so in addition to the 12 credits in MPA courses in the test drive, students will need to complete any background courses they have not already completed.

Advancement to Candidacy

Prior to completing 30 credit hours of coursework, a student is expected to file for advancement to candidacy. When the candidacy form is filed and accepted, it represents an official statement regarding what courses a student must complete to obtain the MPA degree. Filling out the form involves listing all courses completed, all in progress and all those yet to be taken to complete the courses required for the degree. It also involves identifying two PADM faculty members who will sit on the oral exam committee. The chair of the committee will be the advisor for the student's research project or thesis. Students may indicate preferences for who serves as the chair and second member of the committee, but the final decision regarding which faculty members are on the committee will be made by the MPA program director.

Comprehensive Examination

Every student seeking a Master of Public Administration degree must take a comprehensive written examination.

The first step toward the comprehensive examination is filing for candidacy. When the student files for candidacy, he or she will designate the term and year in which the student anticipates taking the Comprehensive Examination and complete his or her MPA degree.

The second step is to complete all the designated core courses (except PADM 601 and PADM 602) in the MPA curriculum, and take all or a majority of their elective courses, such that after they finish PADM 601 MPA Capstone and PADM 602 MPA Portfolio, outlined below, they will have completed all of the degree requirements for the MPA degree.

The third step is to concurrently enroll in PADM 601 MPA Capstone and PADM 602 Portfolio during their final term in the MPA program. Both the Comprehensive Examination and the Portfolio will be examined by the MPA faculty.

The Comprehensive Examination will cover the following materials:

1. questions designed to test the student's understanding and comprehension of relevant MPA knowledge-bases and competencies in the Core Curriculum of the MPA program, and
2. at least one question designed to test the student's ability to apply the MPA knowledge-base and competencies they have learned to a case-study situation drawn from actual administrative practice. Both PADM 601 and PADM 602 are graded on a pass/fail basis. Should it be necessary to schedule a retaking of the examination, the procedures shall be the same with the exceptions noted under Graduate Affairs Council policy 13.12. A copy of Graduate Affairs Council Policies is available for reading in the main Public Administration office, EWU, Phase One Classroom Bldg., 668 N. Riverpoint Blvd., #325.

Cooperation with Other Graduate Programs

With the permission of the MPA director, courses offered by other graduate programs may be counted toward the 20 credits elective requirement. Master's degree programs that frequently offer courses considered appropriate as elective courses in the MPA program include: MURP (Planning), MPH (Public Health), MSW (Social Work), Master of Science in Communication Studies and MBA (Business Administration).

Some of courses from the planning program that may be used as electives in the MPA program include:

- PLAN 510 Community Facilities Planning (5)
- PLAN 530 Contemporary American Indian Planning (3)
- PLAN 540 Land Use Planning (5)
- PLAN 542 Sustainable Communities (3)
- PLAN 550 Emergent Community Health Challenges (4)
- PLAN 560 American Indian Planning Studio (3)
- PLAN 571 Environmental Review (3)

We also encourage MPA students with an interest in tribal governance to consider obtaining the Executive Tribal Planning Program certificate and counting those courses toward elective requirements in the MPA program.

The courses in the Executive Tribal Planning program include:

- PLAN 523 American Indian Planning (4)
- PLAN 524 Advanced Strategic Planning (4)
- PLAN 528 American Indian Health and Community (4)
- PLAN 529 American Indian Health Care Systems and Services (4)
- PLAN 531 Census Data for American Indian Planning (2)
- PLAN 534 American Indian Transportation Planning (4)

Courses from the Masters in Public Health that MPA students may use as electives include:

- HLED 505 Trends and Issues in Public Health (4)
- HSAD 500 U.S. Healthcare Systems (4)
- HSAD 540 Health Policy (4)
- PLAN 511 Health Impact Assessment (2)
- PLAN 552 Comprehensive Community Health Planning (4)

Thesis Option

- If a student decides to write a master's thesis, s/he is required to register for 8 credits of PADM 600 *Thesis Research*. Two of those credits substitute for the normal PADM 601 requirement. The other 6 credits can be counted toward the 20 credit elective requirement.

Y Grades in PADM Courses

- Y grades are given for coursework that was not expected to be completed by the end of the quarter.

PADM courses in which Y grades may be given include:

- PADM 519 Public Service Learning (2 credits)
- PADM 525 Public Sector Grants-Writing and Administration (4 credits max)
- PADM 599 Directed/Independent Study (4 credits max)
- PADM 600 Thesis Research Seminar (8 credits max)
- PADM 601 MPA Capstone (2)
- PADM 602 MPA Portfolio (2 credits max)
- PADM 603 Internships in Public Administration (8 credits max)

Public Service Learning Field Experience (2 credits)

- Students in the MPA program are expected to evidence an interest in public service. The public service learning field experience requirement is designed to give course credit for field experience involving 100 hours of voluntary public service.
- Students who can provide documentary evidence of having engaged in 100 hours of voluntary public service prior to admission to the program may be allowed to substitute a 2 credit elective course for this requirement.

Internships (optional) (2–8 credits)

Although internships are not a required part of the MPA curriculum, they are strongly recommended for all MPA students who have not had significant public sector administrative experience. The internship is intended to provide a major professional learning experience for the student, including a realistic exposure to a complex organizational environment. The intern is expected both to contribute to the agency by helping to solve problems for the agency and to learn from and about the agency. Normally an internship should be arranged after finishing at least 30 credit hours of coursework in the program. The standard requirement for a 4 credit internship is 20 hours of work per week for one quarter. No more than 8 credits of internship may be counted toward graduation. Academic credit is obtained by registering for PADM 603. Documentation of the work experience is required.

Dual Degree Programs

MPA/MBA

A dual-degree program with the Eastern Washington University Master of Business Administration is available through which one can obtain both an MPA degree and an MBA degree. In this program of study, required courses for one degree program serve as elective courses in the second program, thereby reducing the number of credits required for each of the degrees. Any student interested in this dual degree must apply and be admitted to both the Master of Public Administration and the Master of Business Administration Programs. Individuals who have already started one of the two master's programs can work toward the MPA/MBA by qualifying for admission to the other program. Students complete 73 hours of coursework in addition to those background courses which are prerequisite to either graduate degree program. The average progress requires about eight quarters of full-time study to complete both degrees. Interested parties should contact the PADM director and MBA director at EWU, Phase One Classroom Bldg., 668 N. Riverpoint Blvd., #325, 509.828.1248 or 509.828.1232. For information on the MBA program see Business Administration.

MPA/MSW

A dual-degree program with the Eastern Washington University Master of Social Work program is available through which one can obtain both an MPA degree and an MSW degree. In this program of study, required courses for one degree program serve as elective courses in the second program, thereby reducing the number of credits required for each of the degrees.

Any student interested in this dual degree must apply and be admitted to both the Master of Public Administration and the Master of Social Work Programs. Individuals who have already started one of the two master's programs can work toward the MPA/MSW by qualifying for admission to the other program. The number of credits needed to graduate with the MPA/MSW dual degree is at least 118 for students in the two-year MSW program and 83 credits for students in the advanced standing MSW program. The dual-degree program can be completed in eight to nine full-time quarters by students in the two-year MSW program and in six quarters by students in the advanced standing program. Interested parties should contact the PADM director and MSW director in 203 Senior Hall, Cheney, Washington 99004-2431, 509.359.6485. For information on the MSW program see the Master of Social Work section.

MPA/MURP

A dual-degree program with the Eastern Washington University Master of Urban and Regional Planning Program is available through which one can obtain both an MPA degree and an MURP degree. In this program of study, required courses for one degree program serve as elective courses

in the second program, thereby reducing the number of credits required for each of the degrees. Any student interested in this dual degree must apply and be admitted to both the Master of Public Administration and the Master of Urban and Regional Planning Programs. Individuals who have already started one of the two master's programs can work toward the MPA/MURP by qualifying for admission to the other program.

Admitted students must complete 91–92 credits to earn both degrees. One comprehensive examination is required. The complete policy on the MPA/MURP is available in both program offices and in the Graduate Studies Office. Eight quarters of full-time study are typically needed to complete both degrees. Interested parties should contact the PADM director and MURP advisor, Department of Planning, EWU, Phase One Classroom Bldg., 668 N. Riverpoint Blvd., #239, Spokane, WA 99202-1660 or at 509.828.1218.

Graduate Certificate

Regional Economic and Public Policy Analysis

The Graduate Certificate in Regional Economic and Public Policy Analysis offers the opportunity to expand and enhance quantitative skills to analyze policy issues such as the regional economic impact of proposed housing projects, plant closures, or social program expansions. The focus of the certificate is on the development of analytical methods of economics and statistics; identification of appropriate statistical information for regional analysis; application of tools, methodologies and techniques of policy analysis; and the use of analytical tools and methods such as GIS, input-output analysis, regression analysis and computer modeling.

The REPA Certificate is a 28 credit curriculum that can be a part of a graduate program at EWU or a stand-alone certificate. All students must complete the graduate admissions requirements.

Students in the certificate program should consult with their appropriate advisor: the Planning and Public Administration Department Chair or the Economics Department Chair.

Public Administration Courses

PADM 500. PERSONAL ASSESSMENT. 1 Credit.

Notes: Graded Pass/No Credit. This course should be taken the 1st or 2nd quarter in the program.

Pre-requisites: admitted MPA student or director signature required.

A seminar in weekend format during the student's first or second quarter; it concentrates on career choice issues and assists in determining job fit, teaching students the use of psychometric instruments and techniques for assisting employees to make sound career decisions. The weekend will also include an abbreviated assessment center so students can gain experience in both the roles of assessor and assessee.

PADM 501. PUBLIC ADMINISTRATION RESEARCH APPROACHES. 4 Credits.

Notes: this course should be taken the 1st or 2nd quarter in the program.

Pre-requisites: A college level course in U.S. domestic political institutions taken within seven years with a grade ≥ 2.5 or C. Admitted MPA student or director signature required.

Assists the student in developing skills in locating, obtaining and assembling information pertinent to public administration. The course explores various approaches to research found in public administration literature. It also involves students in critically examining research with attention to the tasks of defining a research purpose, posing research questions, writing a literature review and selecting an appropriate research approach (quantitative, qualitative or mixed methods).

PADM 503. CONCEPTS AND VALUES PUBLIC SERVICE. 4 Credits.

Notes: this course should be taken the 1st or 2nd quarter in the program.

Pre-requisites: A college level course in U.S. domestic political institutions taken within seven years with a grade ≥ 2.5 or C. Admitted MPA student or director signature required.

Offers an analysis of the development of the administrative state and the profession of public administration. Emphasis is placed on the value system underlying modern public administration and its impact on the administrative process.

PADM 505. PUBLIC POLICY CYCLES. 4 Credits.

Pre-requisites: PADM 500, PADM 501, PADM 503 and admitted MPA student or director signature required, domestic political institutions required.

An examination of the impact of environmental forces on the formulation and content of public policy on the local, state or national level. Such elements as social values, political institutions and processes, intergovernmental relations, political resource distribution and the structure of policy are central to this investigation.

PADM 507. PUBLIC POLICY ANALYSIS. 4 Credits.

Pre-requisites: PADM 500, PADM 501, PADM 503 and admitted MPA student or director

signature required, statistical techniques through inferential required.

Offers an examination of rational decision making with a focus on use of analytical tools as an instrument of public policy. Analytic tools include political and economic modeling. Emphasis varies with instructor.

PADM 509. PUBLIC PERSONNEL MANAGEMENT. 4 Credits.

Pre-requisites: PADM 500, PADM 501, PADM 503 and admitted MPA student or director

signature required. Addresses the fundamentals of human resource management in the public sector. Topics covered may include the civil service system, merit principles, equal employment opportunity, and/or current human resource management issues or techniques related to such concerns as employee recruitment, selection, orientation and motivation.

PADM 511. PUBLIC SECTOR ORGANIZATION THEORY AND DYNAMICS. 4 Credits.

Pre-requisites: PADM 500, PADM 501, PADM 503 and admitted MPA student or director

signature required. A review of contemporary organization theory and ways that it helps understand the dynamics of organizational change and transformation, with special reference to the public sector and the basic values of modern public administration.

PADM 513. PUBLIC PLANNING AND BUDGETING. 4 Credits.

Pre-requisites: PADM 500, PADM 501, PADM 503 and admitted MPA student or director signature required. An examination of budget process emphasizing bureaucratic politics, policy issues, alternative methods, and planning techniques.

PADM 515. ADMINISTRATIVE LAW AND REGULATION. 4 Credits.

Pre-requisites: PADM 500, PADM 501, PADM 503 and admitted MPA student or director signature required, domestic political institutions required. A description, analysis and critique of the American systems of administrative law and regulations and their impact on the public manager.

PADM 517. PROFESSIONAL EMPLOYMENT. 1 Credit.

Notes: graded Pass/No Credit.

Pre-requisites: PADM 500, PADM 501, PADM 503 and admitted MPA student or director signature required. A seminar in weekend format offered as a student's graduation approaches; it focuses on transition into the job market, giving students experience in résumé preparation, hiring practices and interview techniques from the perspective of both the employer and prospective employee. Additional topics to be covered include personnel system reform efforts, handling of stress in the workplace and ethical issues which commonly arise.

PADM 519. PUBLIC SERVICE LEARNING. 2 Credits.

Notes: graded Pass/No Credit.

Pre-requisites: PADM 500, PADM 501, PADM 503 and admitted MPA student or director signature required. Guided field placement in at least 100 hours of voluntary service with an agency or organization that provides public service. (Students may be excused from this course based on evidence of at least 100 hours of voluntary service provided in a context outside of this requirement. If a student is excused from this course, the 2 credits will be replaced with 2 credits of elective classes.)

PADM 523. PUBLIC FINANCIAL MANAGEMENT. 4 Credits.

Presents a broad overview of the management of financing by U.S. governments. The emphasis is on municipal financial management, its environment and the skills required.

PADM 525. PUBLIC SECTOR GRANTS-WRITING AND ADMINISTRATION. 4 Credits.

Examination of the development of public sector grant programs and the distribution and fiscal management of money transfers. Topics include project development, grant applications, program planning and implementation and public policies for the improvement of intergovernmental operations.

PADM 527. CAPITAL FINANCE AND BONDS. 2 Credits.

Within a general vision of larger governmental finance system, this course describes optional means of financing and addresses the pros and cons of each.

PADM 531. INTERGOVERNMENTAL RELATIONS. 4 Credits.

Explores the interdependence and linkages between governmental agencies explored from the perspectives of the legal/regulatory, fund raising/fund transfer and administrative/cooperative elements in our federal system.

PADM 533. CITY GOVERNMENT ADMINISTRATION. 4 Credits.

An exploration of the major management issues and techniques involved in the professional management of city governments. Topics include the role of the professional city administrator, the changing face of cities, major city services issues, ethics, decision making, and budget preparation. Examines both theoretical and the practical aspects of city government management.

PADM 539. SPECIAL TOPICS. 1-5 Credits.**PADM 543. LABOR RELATIONS. 2 Credits.**

This course covers a broad range of topics such as history of the labor movement, federal and state statutes covering the field, emergency operations planning and legislative lobbying efforts.

PADM 545. COLLECTIVE BARGAINING. 2 Credits.

Cross listed: BADM 545.

This course addresses the process of reaching agreement on a contract.

PADM 547. HIRING RIGHT. 2 Credits.

This course addresses hiring issues such as employee screening, using employment agencies and search firms, and staying out of court.

PADM 551. COMPARATIVE PUBLIC ADMIN. 4 Credits.

A comparative examination and analysis of the impacts of political and social cultures on public administrative systems within nation states.

PADM 553. CONSTITUTION AND PUBLIC ADMINISTRATION. 2 Credits.

This course is intended to engage public administrators in serious consideration of how the U.S. Constitution and U.S. Supreme Court cases interpreting it affect our practice.

PADM 555. THE POLITICAL EXECUTIVE. 4 Credits.

Examines the role, responsibilities and powers of the elected and politically appointed executives in government and agencies in the U.S.

PADM 561. PUBLIC ADMINISTRATION THROUGH FILM AND TELEVISION. 2 Credits.

This course explores, through cinematic images, how government and government employees are portrayed in film and television.

PADM 563. PUBLIC SECTOR ETHICS. 4 Credits.

This course seeks to provide an understanding and appreciate of basic ethical concepts and frameworks, a variety of ethical theories and approaches are considered and applied to public sector situations. A main focus of the course is on the exercise of both individual and collective judgment - "Right Action" or "Good Conduct" - In public organizational and policy setting.

PADM 571. ENTREPRENEURSHIP: JOURNEY OR DESTINATION. 4 Credits.

This course is designed to assist students in assessing their personal interests in entrepreneurship and as part of that assessment, the course will include learning from the life and times of entrepreneurs, both historical and present. The student will be expected to develop a biosketch of their chosen entrepreneur and share that information with the class. cross listed with BADM 571

PADM 589. TOPICS IN REGIONAL ECONOMIC POLICY ANALYSIS. 4

Credits.

Cross listed: ECON 589, PLAN 589.

Pre-requisites: instructor permission.

The course serves as the capstone experience for the Certificate in Regional Economic Policy Analysis. In consultation and agreement with the course instructor, students will select some regional economic activity for intensive research and policy analysis. During their research students are expected to demonstrate the ability to utilize information, skills and techniques acquired in related Certificate courses. Successful completion of the course will result in a research paper and a presentation appropriate for a professional conference.

PADM 596. EXPERIMENTAL COURSE. 1-4 Credits.

PADM 597. WORKSHOP, SHORT COURSE, CONFERENCE, SEMINAR. 1-4 Credits.

Notes: only one workshop course for up to 3 credits may be used to fulfill graduate degree requirements.

PADM 598. SEMINAR IN PUBLIC ADMINISTRATION. 1-5 Credits.

PADM 599. INDEPENDENT STUDY. 1-4 Credits.

Pre-requisites: permission of the instructor, department chair and college dean.

PADM 600. THESIS RESEARCH SEMINAR. 1-15 Credits.

Notes: continuous registration of 2 credit hours per quarter; maximum of 8 credits allowed toward MPA degree.

Pre-requisites: PADM 501 and permission of the instructor, department chair and college dean.

A seminar designed to assist students completing research requirements in connection with the MPA program. This is a required course if the thesis option is chosen. The thesis can be substituted for the advanced research and writing seminar within a chosen specialization and as an elective. The thesis option is intended for those students going on to doctoral study.

PADM 601. MPA CAPSTONE. 2 Credits.

Pre-requisites: permission of the MPA director or both of the following: 1. completion of all other core classes, and 2. taken concurrently with MPA 602 MPA Portfolio in the last quarter before obtaining the MPA degree.

An integrative analysis of public administration from a generalist's perspective and synthesizes prior specialized instruction in the basic theories, institutional and organizational dynamics, and processes involved in public administrative practice. This course concludes with the MPA Written Comprehensive Examination, successful completion of which is required for students to receive the MPA degree.

PADM 602. MPA PORTFOLIO. 2 Credits.

Notes: graded Pass/No Credit.

An advanced reflective praxis project in which a student, following the guidelines provided by the MPA Program and with the advice and editorial review of the chair of his/her comprehensive oral exam committee, develops a portfolio including his/her best work in the MPA Program. The portfolio is presented and discussed as part of the comprehensive oral exam for the MPA degree.

PADM 603. INTERNSHIP IN PUBLIC ADMINISTRATION. 2-8 Credits.

Notes: grade Pass/No Credit; may be repeated.

Pre-requisites: permission of the instructor, department chair and college dean.

Guided field placement with a public agency.

PADM 695. INTERNSHIP. 5-10 Credits.