

Masters in Public Administration Hybrid or Online

1st Semester		
CC500	Organization Theory & Management	<p>This course examines the nature and major trends of public administration, specifically in the nonprofit, criminal justice, and governmental sectors, as these sectors are understood within the context of a broad shift in governance, both in the U.S. and internationally. The course aims to deepen student understanding of the nature of public administration and its organizations, using both theoretical and practical lenses to do so. Understanding the legitimacy and authority of these sectors to address collective problems requires inviting both management and policy practitioners to see the intersection between managerial practices and policy decisions and to connect the macro and micro dynamics of governance.</p> <p>The course focuses heavily on the broad trends shaping the sector, predominantly in the United States, but making connections to international trends. The goal is for students- whether they are interested in policy, finance or management- to develop their own "cognitive map" of their respective sector, so that they can identify and interpret key issues and challenges of sustainability experienced by stakeholders in their field, and consider their implication for practice.</p>
MPA625	Intro to Public Administration	<p>The purpose of this course is to introduce students to the discipline and profession of public service and administration. Graduate study in public service seeks to combine the insights from classics in the field with the best of contemporary experience, literature and research. It challenges each of us to examine and make a lasting commitment to the public service, to the solution of complex, exciting, and at times very perplexing problems that face our society today. It also challenges us to continue to learn, to participate on a continuing basis with colleagues in professional societies, and in doing so, to share our knowledge and experience with others.</p> <p>This course begins, or for some students, builds on, these ideas; it provides an overview of the development, structure and sub-areas of specialization in public affairs. Major theories will be considered in areas such as budgeting, human resources management, public and non-profit management, policy analysis and ethics. We will discuss current issues and the political environment in which public servants function.</p>
MPA640	Research Methods in Public Administration	<p>This course focuses on techniques most prevalent in the public and not-for-profit sectors and/or the public administration literature. Qualitative, quantitative and mixed methodology approaches are highlighted. Topics include how to write a research question, how to review existing literature, how to conceptualize variables and operationalize research, how to gather and analyze data and how to report interpret and make recommendations from findings. This course requires active participation and interaction with public and/or not-for-profit organizations.</p>

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2nd Semester		
CC510	Program Planning and Evaluation	Program and policy evaluation is an important means for policy makers, managers, and other stakeholders to learn about program and policy effectiveness and make judgments and decisions regarding those programs and policies. While evaluation evolved from the social sciences and uses many of the same research methodologies to inform users, the different purposes of evaluation mean that the planning and implementation of evaluations require perspectives and techniques different from those used in traditional research.
CC505	Introduction to Graduate Statistics	Correlation and regression analysis, probability and sampling theory, estimating population parameters, testing hypotheses. Familiarity with descriptive statistics assumed.
CC643	Research Project/Independent Study	This course is an independent study involving partnering with the project mentor in preparation of the completion of the Capstone Research Project. This course is a prerequisite to MPA 644. The project must conform to the content and format outlined in the graduate student project handbook. This course will provide the student the guidance and support in developing the necessary components to prepare the defense of the student's research proposal. Upon successful completion of this course the student will be able to defend their research proposal, and upon IRB clearance begin their data collection. This course is graded Pass/Fail.
Optional *		
CC599	Internship Experience	The course will make available to students in both in the MS CJA and MPA programs an experiential learning opportunity combined with a research project in an appropriate agency setting. It is intended only for the students who have not yet achieved full time employment in their field. Unlike internships available at the undergraduate level, this course will require students to engage in critical evaluation of the workplace setting and to refine and enhance their own professional development skills. In the Criminal Justice Administration program, students may choose to complete this course in lieu of one of the specialized area courses- CJA 650, CJA 660, or CJA 670. Students seeking a master's degree in Public Administration must receive permission from their faculty advisor.

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3rd Semester		
CC520	Policy & Political Analysis	<p>The goal of this course is to provide a greater understanding of (1) the process by which public policies are formulated, decided on, implemented, and evaluated, (2) techniques of analysis appropriate for various policy issues, and (3) substantive policy issues facing us today. Public policies will be examined, developed, and analyzed from three perspectives: the critic, the client, the consultant. Students will learn how to act as critics who identify strengths, weaknesses and logical inconsistencies in policy ideas and analyses. As clients, students will learn to manage policy studies that yield high quality and politically relevant information related to policy issues. As consultants, students will learn concrete tools to efficiently conduct and explain policy studies.</p>
CC515	Finance and Budgeting	<p>At a broad level, the budget is the tool governments, not-for-profits, and public sectors use to transform policies and goals into outcomes, and it determines the extent to which these goals are achieved. At a more basic level, the budget specifies the allocation of resources among competing services and operations. Politically and financially, the budget also manifests governance more than any other activity organizations engage in. The purpose of this course is to introduce students to the intricacies of budgeting and related areas of fiscal administration, including performance budgeting, budget development, budget implementation, internal controls, and cost analysis. The course will give students a basic understanding of the concepts and skills needed to perform these tasks and to evaluate both budget processes and documents. Budgeting is, in large part, a technical task that requires determining factors such as the cost of items, proper charges for services, and programmatic net effects.</p>
MPA631	Values & Ethics in Public Policy	<p>The course is designed and delivered as an introduction to the concepts of values and ethics for professionals working in public service within the public sector. It introduces the basic ethical values of virtue, truth and justice and explores how these values translate into public/not-for-profit corporate values, ethical principles and ethical behaviors in the areas of public policy, politics and administration. The ethical responsibilities of leadership within the public sector are also emphasized.</p>

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4th Semester		
MPA627	Human Resouce Management	<p>Designed for public and non-profit managers rather than human resource professionals, this course gives a broad overview of HR dynamics and responsibilities. We'll begin by considering different approaches to HR and placing them within the overall context of the public sector and non-profit organizations. Then we'll cover basic personnel functions including recruitment, career development, performance appraisal, providing feedback and job design. Finally, we will explore current issues within personnel management, including diversity and identity at work and the role of unions. The course focuses on-developing human resources rather than the traditional notion of managing personnel. Its central theme is how HR policies and practices can enhance the learning and growth of individual employees, work teams and the whole organization, thereby ensuring high-level performance. We will emphasize practical application through case discussions and reflection on students' experiences at work and in school. While the course will focus on values-based organizations, it will draw on ideas and materials from the public, non-profit sectors.</p>
MPA637	Marketing and Public Relations	<p>This course is designed to provide a broad based understanding of the principles and practices of strategic marketing and public relations as well as their applicability to public and nonprofit organizations.It emphasizes the need for strategic planning in the marketing, not only of products, but also of programs and services.It is intended to enable public and nonprofit managers to manage their marketing efforts strategically.</p>
MPA644	Capstone Seminar	<p>Students begin preparing for this capstone course starting with their first course in the program. Beginning with that course and continuing through all their ensuing courses, students lay the foundation through reading, skills development and research for two culminating capstone projects related to their job or professional field-one individual and the other collaborative. The primary objective of the capstone course is to apply and integrate classroom learning achieved thus far to actual and/or otherwise relevant work situations.</p>