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MPA

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GRADUATE PROGRAMS

STUDENT LEARNING OUTCOMES – STUDENTS WILL:

- demonstrate an ability to develop professionally through reflective analysis of employment and educational experiences;
- articulate and apply a philosophy of public service administration practice;
- lead and manage in public governance;
- participate in and contribute to the public policy process;
- analyze, synthesize, think critically, solve problems and make decisions;
- communicate effectively and interact productively with a diverse and changing workforce and citizenry.

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, in cooperation with the Health Services Administration program, a graduate Health Services Administration Certificate Program as a specialization in the MPA program (20 credit hours).

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 Riverpoint Campus, either during weekday evening hours or on weekends.

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 resume;
2. a short "career plan" essay; and
3. three letters of recommendation.

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

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 Studies. 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** of at least 3.0 in the last 90 quarter graded credits of post-secondary coursework (or its equivalent as computed by the Graduate Studies 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 this appeals process must directly request reconsideration by the director. In considering that request the director will review such information as:

1. a resume;
2. letters 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 5. successful completion of up to 12 credits in PADM courses with a minimum **GPA** in those courses of at least 3.30.

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.

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 admitted conditionally. 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. 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 in the front of this catalog). 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.

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 Studies Office with the appropriate fee. Documentation of completing a bachelor's degree will also be required. The application should be signed by the PADM Director with the notation "post-baccalaureate acceptance." We hope this "test drive" option for graduate school admission will assist

our non-traditional students in balancing their lifestyle choices between family, employment and graduate study.

Background Requirements

All students taking a program of study in PADM must provide evidence of having attained a minimum level of education in two background subjects: U.S. domestic political institutions and statistical techniques. Admission may be gained prior to completion of background requirements, but each background requirement is also a recommended prerequisite for a specific course in the core curriculum.

The minimal acceptable grade in any background course is 2.5. For courses taken at an institution using a letter-grade system, a “C” or better is acceptable. Courses taken more than seven years prior to the date of admission to PADM will not normally be accepted. Course credits taken to satisfy background requirements may not be counted toward the MPA degree.

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 selecting two PADM faculty members who will sit on the oral exam committee. The chair of the committee is normally the advisor for the student’s research project or thesis.

Comprehensive Examination

Every student seeking a master of public administration degree must take a comprehensive oral examination.

The first step toward the comprehensive examination is filing for candidacy. When the student files for candidacy, he or she will designate two Graduate Program in Public Administration faculty members as members of the comprehensive examination committee. One of those faculty members must be designated as the chair of the comprehensive examination committee. The other will be the “second member.” A third committee member will be assigned by the Graduate Studies Office from a list of eligible faculty. The chair of the comprehensive examination committee should be the faculty member best suited to supervise the student’s work on the research project or thesis. If the student is doing a research project, the chair will work with the student on identifying an appropriate term paper previously submitted in a PADM course and will advise and edit the improving and enhancing of that paper. Normally the second and third members of the committee will not be presented a copy of the paper (whether it is a research project or a thesis) until it is approved by the chair for distribution. Both departmental members must agree that the paper is ready prior to scheduling the oral. In any case the second and third members must receive the paper at least two weeks prior to the date of the comprehensive oral examination.

The chair of the oral examination committee will also supervise the student’s development of a portfolio (PADM 602). The portfolio will be presented and discussed as part of the oral exam.

Normally the examination will take place during the final quarter of the student’s work in the program, but in all cases it will take place at a time approved by the student’s comprehensive examination chair and agreed upon by the other two members of the comprehensive examination committee. The student must notify the Graduate Studies Office of the time and place of the examination at least two weeks prior to the examination. The student will also be responsible for coordinating arrangements with the examination committee and for scheduling a room for the examination. The examination will last approximately 90 minutes and will contain:

1. a presentation and discussion of the student’s research paper (or thesis) and
2. a presentation and discussion of the student’s portfolio.

In order for the student to pass the examination at least two committee members must approve of her/his performance. The chair will be responsible for reporting the results of the examination to the Graduate Studies Office.

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 Building, 668 N. Riverpoint Blvd., #325.

Degree Requirements

1. Core Required Courses (40 credits)

- PADM 500 Personal Assessment (1)
- PADM 501 Public Administration Research Approaches (4)
- PADM 503 Concepts and Values of Public Service (4)
- PADM 505 Public Policy Cycles (4)
- PADM 507 Public Policy Analysis (4)
- PADM 509 Public Personnel Management (4)
- PADM 511 Public Sector Organization Theory and Dynamics (4)
- PADM 513 Public Planning and Budgeting (4)
- PADM 515 Administrative Law and Regulation (4)
- PADM 517 Professional Employment (1)
- PADM 519 Public Service Learning Field Experience (2)
- PADM 601 Research Project (2)
- PADM 602 MPA Portfolio (2)

2. Elective Options—elective courses are required in the MPA program. Courses that may be taken toward those 20 credits include, but are not limited to the following (20 credits)

- HSAD 598 Seminar in Health Services Administration (1–4)
- PADM 523 Public Financial Management (4)
- PADM 525 Public Sector Grants-Writing and Administration (4)
- PADM 527 Capital Finance and Bonds (2)
- PADM 531 Intergovernmental Relations (4)
- PADM 533 City Government Administration (4)
- PADM 539 Special Topics (1–5)
- PADM 543 Labor Relations (2)
- PADM 545 Collective Bargaining (2)
- PADM 547 Hiring Right (2)
- PADM 551 Comparative Public Administration (4)
- PADM 553 The Constitution and Public Administration (2)
- PADM 555 The Political Executive (4)
- PADM 561 Public Administration Through Film and Television (2)
- PADM 563 Public Sector Ethics (4)
- PADM 596 Experimental Course (1–4)
- PADM 599 Directed/Independent Study (1–4)
- PADM 600 Thesis Research Seminar (2–8)
- PADM 603 Internships in Public Administration (2–8)

HEALTH SERVICES ADMINISTRATION SPECIALIZATION

There is also an option to specialize in health services administration. To do so one must be admitted into the Health Services Administration Graduate Certificate Program. Obtaining the certificate entails successfully completing the following HSAD graduate courses:

- HSAD 500 U.S. Health Care Systems (4)
- HSAD 510 Health Law (4)
- HSAD 520 Health Reimbursement Issues (4)
- HSAD 530 Seminar on Business and Health (4)
- HSAD 598 Seminar in Health Services Administration (4)

Since completing the Health Services Administration Graduate Certificate Program entails completing 20 credits, a student who specializes in health services administration does not need to take any additional elective courses in the MPA program.

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 (Urban and Regional Planning), MSW (Social Work), Master of Science in Communication Studies and MBA (Business Administration).

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.

Research Project (Required) (2 credits)

A research project (PADM 601) is a requirement for all students obtaining an MPA degree. It should be taken after completion of PADM 501 and near the completion of all requirements for the degree. With the advice and editorial review of the chair of his/her comprehensive oral exam committee, the student improves and enhances a paper previously submitted as a term paper in a PADM course. The improved and enhanced paper is presented and discussed as part of the comprehensive oral exam.

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 (maximum 4 credits)
- PADM 599 Directed/Independent Study (maximum 4 credits)
- PADM 600 Thesis Research Seminar (maximum 8 credits)
- PADM 601 Research Project Seminar (maximum 2 credits)
- PADM 602 MPA Portfolio (maximum 2 credits)
- PADM 603 Internships in Public Administration (maximum 8 credits)

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.

<i>Total required core credits</i>	<i>40 credits</i>
<i>Total elective credits</i>	<i>20 credits</i>
<i>Minimum total credits for above master's degree</i>	<i>60 credits</i>

PUBLIC MANAGEMENT DEVELOPMENT CERTIFICATE

The Public Management Development Certificate Program is available to students who are interested in engaging in study in public administration but not in commitment to an entire MPA program. Both a basic certificate (16 credits) and an advanced certificate (36 credits) are available. Course offerings within the basic program provide an introduction to the concepts and skills associated with public sector administrative responsibilities. The advanced certificate program permits further development in the fundamentals of public sector management. Admission to the certificate program is upon the same basis as is admission to the MPA program.

ADVANCED STANDING MPA PROGRAM

Persons who have completed all of the requirements for the undergraduate Public Policy and Administration Certificate offered through the Government Department and the Economics Department of EWU's College of Social & Behavioral Sciences and Social Work are allowed to obtain the MPA Degree by meeting the following requirements:

Core Courses: (36 credits)

- PADM 500 Personal Assessment (1)
- PADM 501 Public Administration Research Approaches (4)
- PADM 503 Concepts and Values of Public Service (4)
- PADM 505 Public Policy Cycles (4)
- PADM 509 Public Personnel Management (4)
- PADM 511 Public Sector Organization Theory and Dynamics (4)
- PADM 513 Public Planning and Budgeting (4)
- PADM 515 Administrative Law and Regulation (4)
- PADM 517 Professional Employment (1)
- PADM 519 Public Service Learning (2)
- PADM 601 Research Project (2)
- PADM 602 MPA Portfolio (2)

MPA Elective Courses: (10 credits)

10 credits in any of the courses acceptable as electives in the MPA Program.

Total credits for MPA degree in the advanced standing program *46 credits*

Note: for specifics on the requirements for the undergraduate Public Policy and Administration Certificate, see the description in this catalog under the Government Department or the Economics Department.

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 Building, 668 N. Riverpoint Blvd., #325, 828.1248 or 828.1232. For information on the MBA program see the Business Administration section of this catalog.

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 of this catalog.

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 Urban and Regional Planning, EWU, Phase One Classroom Building, 668 N. Riverpoint Blvd., #239, Spokane, WA 99202-1660 or at 509.828.1218.

Public Administration Courses

Terms offered: check with the department or EagleNET.

PADM 500 Personal Assessment (1)

Graded Pass/No Credit

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)

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 of Public Service (4)

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)

Recommended Prerequisite: domestic political institutions.

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)

Prerequisite: Recommended—statistical techniques through inferential.

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)

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. (Cross-listed BADM 509)

PADM 511 Public Sector Organization Theory and Dynamics (4)

A review of contemporary organization theory and ways that it helps us 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)

An examination of budget process emphasizing bureaucratic politics, policy issues, alternative methods and planning techniques.

PADM 515 Administrative Law and Regulation (4)

Prerequisite: Recommended—domestic political institutions.

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)

Graded Pass/No Credit

A seminar in weekend format offered as a student's graduation approaches; it focuses on transition into the job market, giving students experience in resume 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 Field Experience (2)

Graded Pass/No Credit

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)

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)

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. (Cross-listed BADM 525)

PADM 527 Capital Finance and Bonds (2)

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

PADM 531 Intergovernmental Relations (4)

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)

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. (Cross-listed BADM 533)

PADM 539 Special Topics (1-5)

Generally weekend format for 2 credit courses.

PADM 543 Labor Relations (2)

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. (Cross-listed BADM 543)

PADM 545 Collective Bargaining (2)

This course addresses the process of reaching agreement on a contract. (Cross-listed BADM 545)

PADM 547 Hiring Right (2)

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

PADM 551 Comparative Public Administration (4)

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

PADM 553 The Constitution and Public Administration (2)

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)

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)

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

PADM 563 Public Sector Ethics (4)

This course seeks to provide an understanding and appreciation 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 settings.

PADM 571 Entrepreneurship: Journey or Destination (4)

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 students will be expected to develop a biosketch of their chosen entrepreneur and share that information with the class.

PADM 596 Experimental Course (1-4)

PADM 597 Workshops and Short Courses in Public Administration (1-4)

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

PADM 598 Seminars in Public Administration (1-4)

PADM 599 Directed/Independent Study (1-4)

Prerequisites: permission of the instructor, department chair and college dean.

PADM 600 Thesis Research Seminar (1-15)

(Continuous registration of 2 credit hours per quarter. Maximum of 8 credits allowed toward MPA degree.)
Prerequisites: 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 Research Project (1-2)

Prerequisites: PADM 501 and permission of the instructor, department chair and college dean.

An advanced research and writing project in which a student, with the advice and editorial review of the chair of his/her comprehensive oral exam committee, improves and enhances a paper previously submitted as a term paper in a PADM course. The improved and enhanced paper is presented and discussed as part of the comprehensive oral exam for the MPA degree.

PADM 602 MPA Portfolio (1-2)

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 Internships in Public Administration (2-8)

Grade Pass/No Credit.

Guided field placement with a public agency. (*May be repeated.*)

RECREATION AND LEISURE SERVICES

See PHYSICAL EDUCATION, HEALTH AND RECREATION.