

# Master of Public Administration

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**Mission:** The Master of Public Administration (MPA) program prepares students for the world of public service, particularly for positions in local and state public agencies and non-profit organizations. The curriculum emphasizes theoretical and practical perspectives, combining a rigorous commitment to academic excellence with a focus on the day to day budgetary, political, legal, organizational and other challenges faced by public sector professionals. One of the unique features of this degree is that it was designed with input from city managers, agency heads, and local/state elected officials. Several are instructors in the program or serve on the MPA advisory board (or both).

The MPA consists of 36 credits of coursework, which is comprised of 9 core courses (27 credits) and 3 emphases courses (9 credits). Students design their own emphasis, subject to faculty approval (see below), or select one of four suggested emphases: local government, judicial administration, organizational leadership, or criminal justice.

## MPA Learning Outcomes:

Graduates of the MPA program will be able to:

- **People:** Create a personal philosophy for managing and leading people.
- **Policy:** Assess and conduct research on a public policy topic.
- **Politics:** Analyze the political sources of public policy and political behavior.
- **Finance (“Pennies”):** Understand principles of public finance, budgeting, and accounting.
- **Principles:** Apply ethical standards and relevant law to the policy process and personal behavior.

## Admission to the Program and Prerequisites

Admission to the program may be achieved by fulfilling the graduate admission requirements as stated in the catalog. See the Graduate Admissions section of the catalog for additional details.

1. If the student uses Option Two in the Brandman University (BU) graduate admissions requirements, he or she must submit passing scores from one of the following standard admission tests:
  - **Graduate Record Examination (GRE):** achieve the required minimum scores on two out of three of the subsections of the GRE or score at or above the 60th percentile on any one of the Graduate Subject Tests. (Minimum score for quantitative or verbal sections is 450. Minimum score for analytic writing is 4.5.)

- **Miller Analogies Test (MAT):** achieve a minimum scaled score of 400.
- **Graduate Management Admissions Test (GMAT):** fulfill the formula  $GMAT + (GPA \times 200) > 1000$ .

2. **Option Four:** submission of a portfolio of evidence that shows adequate preparation for graduate studies. The portfolio will contain: writing samples that show graduate level communications and analytical skills; a detailed resume showing professional development and achievements; awards; professional recognition; letters of reference from persons who can attest to the applicant's ability to do graduate level work; and a letter of explanation detailing the reasons the student believes he or she is a good candidate for the graduate program. If the portfolio meets substantive approval of the reviewers, the applicant may be invited for an interview. ([See Graduate Admissions.](#))

### **Transfer of Coursework**

A maximum of 9 semester credits may be accepted in transfer toward electives in the MPA degree program. (See Academic Policies and Procedure section.)

In addition to university policies concerning transfer of coursework, the MPA program will accept transfer of military coursework which meet the following requirements:

1. Course requested for transfer must include an official transcript or copy of ACE evaluation which verifies graduate-level work;
2. Coursework must be letter graded or provide verification of completion with a grade of "B" or higher;
3. Coursework must be comparable to program requirements (if marginal comparability, a written statement of rationale must be provided); and,
4. Military coursework will be accepted in transfer as fulfilling prerequisite and elective requirements only.

### **Introduction**

The MPA program consists of two segments. The first segment is the 27 credits for the specific core requirements, and the second segment consists of 9 credits of an emphasis area.

MPA Specific Requirements	27 Credits
Electives/Emphasis	<u>9 Credits</u>
Total	36 Credits

### MPA Core (27 credits)

Course	Course Title	Credits
PADU 600	Intro to Public Administration	3
PADU 601/OLCU 601	Democracy, Ethics, and Leadership	3
PADU 605	Public Finance	3
PADU 607	Public Policy Analysis	3
PADU 610/BUSU 610	Data Analysis for Decision Making	3
PADU 613/OLCU 613/HRCU 613	Seminar in Organizational Dynamics	3
PADU 622/HRCU 622	Labor Relations and Collective Bargaining	3
PADU 630	Local Government	3
PADU 688	Action Learning Project	3

### MPA Electives/Emphasis (9 credits)

#### *Individualized Electives*

MPA students may select an individualized set of electives (9 credit limit) from the graduate courses listed in the following areas (in consultation with an academic advisor): Accounting, Entrepreneurship, Finance, Health Administration, Health Risk & Crisis Communication, Human Resources, International business, Organizational Leadership, Marketing, e-Business Strategic Management, Enterprise Resource Management, Information Security Systems, and PADU courses. These electives may be used to acquire either specific leadership related competencies or greater knowledge about the student's intended professional area.

Graduate-level credits accepted in transfer subject to a 9 credit limit from all sources (coursework, ACE-guide for military personnel, etc.) or otherwise officially approved may also be applied to the electives. Students seeking to obtain credit for coursework taken elsewhere must file a "Request to Transfer Coursework."

#### *Emphasis Areas*

- The *local government emphasis* is for students who wish to pursue careers in city and county government, especially elected offices.
- The *judicial administration emphasis* prepares students for careers in the court system.

- The *criminal justice emphasis* is for students who plan to pursue a career in law enforcement.
- The *organizational leadership emphasis* is best suited for students interested in careers in the non-profit sector and county and city departments.

Instead of individualized electives, MPA students may specialize in one of the following designated areas. [Note: PADU 615 or PADU 620 may be substituted for one of the emphases classes.]

**Local Government Emphasis**

PADU 612	Local Government Leadership	3
PADU 633	Local Government Law	3
PADU 645	Land Use Planning	3

**Judicial Administration Emphasis**

OLCU 600	Foundations of Organizational Leadership	3
PADU 650	Foundations of Judicial Administration	3
PADU 655	Court Governance and Operations	3

**Criminal Justice Emphasis**

CJCU 500	Foundations of CJ	3
CJCU 501	Trends in CJ	3
CJCU 514	Management Issues in CJ	3

**Organizational Leadership Emphasis**

OLCU 600	Foundations of Organizational Leadership	3
OLCU 602	Self, Systems and Leadership	3
OLCU 621	Frontiers of Public and Nonprofit Leadership	3

**Graduate Certificate in Judicial Administration**

The graduate certificate program in judicial administration allows students to achieve a firm grasp of the way in which our court system operates and is managed. It is designed for individuals who wish to assume leadership positions in the administration of our courts.

OLCU 600	Foundations of Organizational Leadership
PADU 622	Labor Relations and Collective Bargaining
PADU 650	Foundations of Judicial Administration
PADU 655	Court Governance and Operations
PADU 660	Emerging Issues in Judicial Administration

The 15-credit certificate is designed to enhance a leader's conceptual and interpersonal skills, allowing them to include value-centered, service-driven leadership in their everyday operating philosophy and style. Students in the certificate program develop a heightened awareness of their capabilities and limitations and a corresponding commitment to uniting one's organizational colleagues around the creation and attainment of a common vision.

### **Admission to the Certificate Program**

Admission to the certificate program is granted to individuals who meet the standards for admission to a graduate program. Students who wish to pursue a Masters of Public Administration may use the credits in this certificate program, providing that the admission requirements for the MPA program are met.

### **Specific Requirements**

The certificate is awarded upon successful completion of all coursework (15 credits) with an overall grade point average of 3.0. No transfer credits may be used. All course prerequisites must be completed.

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### **Course Descriptions**

**PADU 600**    *Introduction to Public Administration*

Historical development of public administration as a field, with a focus on operations and function of administration. Political interactions, management theory, planning, allocation of resources, and decision-making are explored.

**PADU 601**    *Democracy, Ethics, and Leadership*

(Same as OLCU 601). Exploration of how democratic values shape the concept and practice of leadership and policy-making in organizations, including the role of values in ethical decision-making and determining the moral obligations of leaders and followers. Examines the concepts of power and influence, including their uses and abuses. Emphasis on critical analysis and application of ethical principles to contemporary leadership dilemmas in organizations.

PADU 605 *Public Finance*

This course examines the various ways in which public services are financed, objects of public expenditures, and the problems of fiscal administration. Emphasis will focus on fundamental accounting and budgeting concepts as they relate to the basic financial statements of government.

PADU 607 *Public Policy Analysis*

An examination of how public policies are proposed, adopted, implemented and evaluated. Topics include the structures and processes of public policymaking in the U.S., major substantive policy areas, as well as the historical and contemporary explanations for policymaking.

PADU 610 *Data Analysis for Decision Making*

(Same as BUSU 610). The application of statistical analysis, hypothesis testing, regression analysis and forecasting in business decision making. By reducing the emphasis on computations, this course integrates Microsoft Excel as a tool for analysis and presents statistical analysis in the context of the functional areas of business.

PADU 612 *Local Government Leadership*

This course will be taught by a local elected official or city manager. It will focus on the day to day budget, legal, organizational, and other challenges they face, and their strategies for getting things done. The course will have a substantial number of guest lectures by local government leaders who will discuss their achievements, blunders, and other “tales from the trenches.” It is specifically for students who wish to pursue a career in local government, but others may find it useful.

PADU 613 *Seminar in Organizational Dynamics*

(Same as OLCU/HRCU/HAUU 613). Students use theories of individual, group and organizational behavior to solve organizational problems. Students are taught the diagnostic method of problem-solving and gain experience applying these theories to organizational situations.

PADU 615 *Professional Development Seminar*

Students will participate in a faculty approved internship in a local or state government agency. The student will meet on a regular basis with a faculty member to compare, interpret, and scrutinize theory and practice.

In addition, public administrators will assist and advise fellows in their transition from academic life into professional political careers. Portfolio development is designed to direct the learning of students in this professional development experience, as well as in defining and guiding their career aspirations.

PADU 620 *Contemporary Issues in Public Administration*

These “Special Topics” courses allow the MPA program to offer specialized courses or courses covering emerging fields of study. In these courses, examination of contemporary issues and recent theoretical and practical advances related to public administration will be explored. Topics vary.

PADU 622 *Labor Relations and Collective Bargaining*

(Same as HRCU 622). Students analyze the nature of industrial society and its changing dimensions in the post-industrial era. Union organizing, collective bargaining, and contract administration are emphasized. Problems relating to technology, automation, environmental work/safety issues, labor-management conflict, and affirmative action are discussed.

PADU 630 *Local Government*

This course focuses on local government and politics in the U.S. Students will be introduced to the basics of local politics, including the structure and organization of local government, intergovernmental relations, and nongovernmental elements (voters, interest groups, media, private power holders, race, and class. To the extent maximum possible, this will be done using the surrounding area as a learning laboratory.

PADU 633 *Local Government Law*

This course examines key aspects of local government law that affect candidates for office, elected officials, and local government entities.

PADU 645 *Land Use Planning*

This course examines the methods and tools by which local, state, and federal governments control the use of land and contemporary growth and land use management techniques, as well as the review of related capital facilities and service planning.

PADU 650 *Foundations of Judicial Administration*

The purpose of this course is to provide students with knowledge about the historical foundations of the judicial branch and the formation of judicial administration, thus providing the context for the role and responsibilities of the courts in contemporary American society.

PADU 655 *Court Governance and Operations*

This course provides students with an opportunity to study the essential management infrastructure of court operations; to analyze the intersections of court operations and constitutional mandates related to issues of judicial independence, interdependence, and accountability; and to situate the role of the courts within the communities they serve.

PADU 660 *Emerging Issues in Judicial Administration*

This course will examine emerging issues confronting the courts in the 21<sup>st</sup> century as identified by the National Center for State Courts ([www.ncsc.org](http://www.ncsc.org)).

PADU 688 *Action Learning Project*

*Prerequisites: Successful completion of all MPA Core courses (one MPA core course may be taken concurrently).* Students will be engaged in a faculty supervised and approved project that is contoured to their particular career objectives. The format is flexible but should have a major paper of approximately 20 pages in length that goes through several drafts, or other approved project. The project may include one or more of the following program themes: (1) **People**: an analysis of the organizational challenges the agency faces, including a critical analysis of the leadership philosophy of the organization's leaders; (2) **Politics**: examination of major political influences on the behavior of an organization or the development and implementation of a policy; (3) **Policy**: An in depth analysis of a particular social problem and the efforts to solve it, including efforts by other government entities; (4) **"Pennies"** an analysis and forecast of an agency's budget and an assessment of the organization's behavior under various budget scenarios (that is, increases or decreases in the organization's budget); (5) **Principles**: discussion of ethical issues that confront elected leaders and public sector professionals. Alternatively, the action learning project could be an experiential project or a learning portfolio, or video accompanied by a shorter paper.