

PUBLIC ADMINISTRATION, MPA

Introduction

The Master of Public Administration degree program (MPA) is a graduate professional degree program that helps students prepare for careers in public service in the 21st Century. Founded in 1987, the program requires the completion of a total of 36 semester hours, including a minimum of 27 hours of Public Administration Core courses (including the Capstone report and Professional Internship) and 9 hours of concentration courses in order to earn the Master of Public Administration Degree. There are presently four 9-hour concentrations. Three are offered within the program and one (criminal justice administration) is offered through a collaborative arrangement with the departments of criminal justice:

- a. Criminal Justice Administration
- b. Public Management
- c. Health Administration & Policy
- d. Human Resources Management

The goal of the program is to provide quality education that helps prepare people to work in government and nonprofit management at the community, state and federal levels. The program also conducts research and renders assistance to community groups and agencies as a means of providing a vital link between the institution, the program and the community.

Education Philosophy

We believe that in order to become effective managers students should understand the five domain competencies outlined by the Network of Schools of Public Policy, Affairs & Administration (NASPAA). These include abilities

- to lead and manage in public governance;
- to participate in and contribute to the public policy process;
- to analyze, synthesize, think critically, solve problems and make decisions;
- to articulate and apply a public service perspective; and
- to communicate and interact productively with a diverse and changing workforce and citizenry.

In order to help students, achieve these competencies, the program incorporates both practice and theory.

Mission

The mission statement of Albany State University's MPA program is to:

- Provide a professional Master's level education for students aspiring to management positions in government, nonprofit organizations, and the private sector.
- Provide professional assistance to the public, government, and nonprofit organizations in Southwest Georgia, Dougherty County, and the surrounding communities through public service of the faculty and students.
- Increase the number of qualified graduates from underrepresented groups with professional public administration skills, training, and education for leadership positions.

Program Outcomes for The Master of Public Administration Program

After completing the MPA degree, graduates will be able to:

- To lead and manage in public governance
- To participate in and contribute to the public policy process.
- To analyze, synthesize, think critically, solve problems and make evidence based informed decisions in a complex and dynamic environment
- To articulate, apply and advance a public service perspective.
- To communicate and interact productively and in culturally responsive ways with a diverse and changing workforce and society at large

Accreditation

The MPA degree program is accredited by the Network of Schools of Public Policy, Affairs & Administration (NASPAA). Albany State University including the MPA program is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

Off-Campus Programs

At the present time all courses are taught in Albany, Georgia on the ASU campus.

Admission Requirements

An applicant for the Master of Public Administration degree must meet the requirements for admission to the Albany State University Graduate Programs in addition to those listed below.

- a. A baccalaureate degree from an accredited college or university.
- b. A minimum 3.0 cumulative grade-point average (on a 4.0-point scale) for course work completed at the undergraduate level is required for regular admission. A cumulative grade-point average of 2.5 is required for provisional admission. (required for admission to the MPA program only)
- c. A satisfactory score on either the Graduate Record Examination (GRE) or the Miller Analogies Test (MAT). For regular admission, a combined score of 286 on the verbal and quantitative sections of the GRE or, a score of 402 (44) on the MAT is required. For provisional admission, a combined score of 281 on the verbal and quantitative sections of the GRE, or 27 on the MAT is required.
- d. Two official transcripts sent from all colleges and universities attended.
- e. Two current letters of recommendation from individuals familiar with the applicant's ability to successfully complete the graduate program.
- f. Submission of a completed graduate admissions application with a \$20 processing fee.
- g. Applicants for admission to the MPA program are also required to submit a written statement of career goals.
- h. International students must take the TOEFL and meet other criteria established by the Board of Regents of the University System of Georgia.
- i. Senior Rams Accelerated Access allows an Albany State University undergraduate student who has earned 90 or more credit hours with a minimum cumulative grade point average of 3.5 or higher is eligible to enroll in courses for the Master of Public Administration. An undergraduate student must complete

the form – Request for Graduate Credit Registration for Senior Undergraduate Students (<https://www.asurams.edu/docs/graduate-studies/Graduate%20Credit%20Registration%20Form.pdf>) each semester that approval is sought to enroll in a course for the MPA program. A student may not take more than six graduate credit hours per semester and must earn a “B” or better during the first six graduate credit hours for the MPA program. A student is limited to taking nine (9) hours comprised of three (3) three-credit hour courses in the MPA program prior to formal admission as a graduate student (See the eligible courses in the Curriculum tab (p. 2).

All documents, including test scores, must be received in the Graduate Admissions Office at least 45 days prior to the desired semester of enrollment. Prospective applicants should contact the graduate recruitment and admissions officer in the Graduate Admissions Office for more information.

Other Program Requirements

Admission to Candidacy - Students enrolling in MPA courses who intend to pursue the MPA degree must file for, and be admitted to candidacy, upon completion of 18 semester hours. Only 9 semester hours of graduate course work in which the student earned “B” or better in provisional status may be counted toward candidacy for the degree.

MPA Professional Portfolio - Each student is expected to complete a professional portfolio. The professional MPA portfolio consists of materials representative of one’s academic work accomplishments, and demonstration of abilities and skills.

¹ Scores on the Graduate Management Admission Test or GMAT are not required for admission to the MPA program.

The Curriculum

The requirements for the Master of Public Administration degree are:

- A minimum of 36 semester hours of graduate course work, at least 27 semester hours of which shall be taken in residence at Albany State University.
- A minimum cumulative grade-point average of 3.0 in courses distributed as listed below.
- An in-service student may apply with the MPA program’s Internship Coordinator for a course waiver. Upon verification of eligible work experience, the student may be allowed to take an additional, concentration elective course as a substitute for PADM 5851 Professional Public Service Internship/Project. The MPA program’s accrediting body, NASPAA, defines an in-service student as, “Any applicant to a program, or student admitted to a program, who has at least one year of relevant post-baccalaureate work experience.”
- An eligible student may pursue the non-cohort, Executive track consisting of a minimum of 30 semester hours of graduate course work, at least 24 semester hours of which shall be taken in at Albany State University. Eligibility is determined by a student with five (5) or more current years of relevant leadership and management career experience submitting a Professional Portfolio of relevant content that serves as evidence of prior learning for the PADM 5011 and PADM 5851 courses. Upon program approval of the portfolio, the university process for Prior Learning Credit will be completed for the eligible student.
- A student participating in Senior Rams Accelerated Access is only eligible to take the following three courses:

- PADM 5011 Public Administration: Scope, Development, and Ethical Environment
- PADM 5126 Organizational Theory and Bureaucratic Behavior
- PADM 5262 Public Human Resources Management

Code	Title	Semester Hours
Core Courses (21 hours)		
PADM 5011	Public Administration: Scope, Development, and Ethical Environment ³	3
PADM 5126	Organizational Theory and Bureaucratic Behavior	3
PADM 5262	Public Human Resources Management	3
PADM 5302	Public Budgeting & Financial Management	3
PADM 5781	Introduction to Public Policy	3
PADM 5501	Management Information Systems (MIS) for Public Management ¹	3
PADM 5502	Research Design and Data Analysis ²	3
Additional Required Public Administration Courses		
PADM 5851	Professional Public Service Internship/Project	3
PADM 5907	Capstone Report	3
Area of Concentration - minimum of 9 hours (See Specialty Areas tab)		9
Total Semester Hours		36

¹ Prerequisite for PADM 5502

² Prerequisite for PADM 5851

³ Prior learning credit available for eligible students.

PUBLIC ADMINISTRATION: Areas of Concentration

The MPA program concentrations are listed below:

- Public Management
- Health Administration and Policy
- Human Resources Management

In addition, this concentration is offered through a collaborative agreement with the department of criminal justice

- Criminal Justice Administration

The requirements for each concentration are provided in this section.

Public Management

This concentration involves a study of management and supervision procedures used by organizations to motivate and maintain the internal labor force. Topics for discussion include wage and salary administration, training and development, safety management, performance control and internal communication. Students are required to take 9 hours from the following concentration courses, including the two required courses.

Concentration Requirements

Code	Title	Semester Hours
Required for the concentration		
PADM 5823	Program Development, Management & Evaluation	3

PADM 5650	Executive Leadership: Principles of Public Administration	3
Select one course from the following		3
PADM 5200	The Administrative State	
PADM 5202	Administrative Law	
PADM 5810	Intergovernmental Relations	
Total Semester Hours		9

Health Administration and Policy

This concentration is designed for students seeking management careers in the health field. In-service students seeking career advancement also benefit greatly from this specialization. This concentration requires 9 semester hours to be selected from the courses shown below (Two required courses and one additional course):

Concentration Requirements

Code	Title	Semester Hours
Required for the concentration		
PADM 5321	Foundations of Health Care Finance	3
PADM 5322	Foundations of Public Health Administration and Management	3
Select one course from the following		3
PADM 5324	Epidemiology	
PADM 5791	Health Policy and Politics	
PADM 5852	Health Care Delivery for Specialized Groups	
Total Semester Hours		9

Human Resources Management

This concentration is designed for students seeking human resources management careers in public, private & non-profit organizations at all administrative levels. Students are required to take 9 hours from the following concentration courses, including the two required courses.

Concentration Requirements

Code	Title	Semester Hours
Required for the concentration		
PADM 5551	Diversity Management and Public Organization	3
PADM 5600	Issues in Human Resource Management	3
Select one course from the following		3
PADM 5451	Labor-Management Relations	
PADM 5213	Legal Environment of Public Human Resources Management	
PADM 5616	Human Capital Development & Management	
Total Semester Hours		9

Criminal Justice Administration

This concentration represents an interdisciplinary collaboration between the Department of Criminal Justice and the Public Administration Program. It is designed for students pursuing careers in the field of criminal justice administration. Students are required to take 9 hours from the following concentration courses, including the two required courses.

Concentration Requirements

Code	Title	Semester Hours
Required for the concentration		
CRJU 5100	Foundations of Criminal Justice ⁹	3
CRJU 5110	Theory and Philosophy of Criminal Justice ¹⁰	3
Select one course from the following		3
CRJU 6110	The Social Service Role of Criminal Justice Personnel	
CRJU 6400	Foundations of Corrections	
CRJU 6430	Rehabilitation and Treatment	
Total Semester Hours		9

⁹ CRJU 5100: Required for the concentration and to be completed before any other concentration courses.

¹⁰ CRJU 5110 Required for the concentration and to be taken after CRJU 5100.

PADM 5011. Public Administration: Scope, Development, and Ethical Environment. (3 Credits)

This is an introductory Public Administration course and it is expected to provide students with a broad based understanding of the field of Public Administration as a discipline and as a profession. Students will examine the historical and current perspectives and become familiar with practitioners in the field. This course is also designed to introduce the students to various issues concerning public administration ethics theory and how they apply to public managers, the polemics that abound, and suggestions that have been made for improving the bureaucratic environment. Upon completing the course, the students should be in a position to make sense out of the various seemingly unethical activities of public managers. The student should also be able to debate the many approaches to public administration law and ethics. Offered: Fall, Spring, Summer.

PADM 5126. Organizational Theory and Bureaucratic Behavior. (3 Credits)

This course is designed to introduce students to the complexities of managing people and understanding their behavior within organizations. To that end, it will examine the organizational dynamics in modern organizations, the evolution of organizational theories from the classic to the contemporary, the linkages and relationships between organizations and the behavior of human beings in organizational environments. Offered: Fall, Spring, Summer.

PADM 5200. The Administrative State. (3 Credits)

This course is an overview of public administration in relation to legislative, executive and judicial processes. Offered: As Needed.

PADM 5202. Administrative Law. (3 Credits)

The legal aspects of the power and procedures of federal and state agencies in the judicial re- view of administrative actions are discussed. Offered: As Needed.

PADM 5213. Legal Environment of Public Human Resources Management. (3 Credits)

This course examines the relationship between the law and the work environment with particular emphasis on the rights and protections that are provided to employees under the law as well as the court decisions that have impacted the rights and liberties of public and nonprofit sector employees. Offered: As Needed.

PADM 5262. Public Human Resources Management. (3 Credits)

This course will help students to understand the historical, political, economic, social, legal and organizational contexts in which human resource management occurs in the public sector. It will also focus on the acquisition of skills, knowledge and abilities needed to execute HR functions including, but not limited to, recruitment, selection, strategic planning, compensation, training, professional development and sanctions. Offered: Fall, Spring, Summer.

PADM 5300. Administration of Nonprofit Organizations. (3 Credits)

This course will provide theoretical and application understanding of the operation of corporations in the nonprofit sector. It is designed to equip students with knowledge and skills of basic methods used to lead and manage such organizations and successfully navigate the political, financial, ethical and social challenges of this sector. Offered: As Needed.

PADM 5302. Public Budgeting & Financial Management. (3 Credits)

This course focuses on the allocation of limited resources to address the problems that governments and other public organizations face. To that end, it will examine public budgeting processes and public financial management approaches. Emphasis is placed on the budget cycle, federal budget practices and procedures, unified budgets, national income accounts, executive and legislative roles in the budget process, Government Accounting, Financial Reporting, Government Auditing, Capital Planning and Budgeting, Capital project Analysis and Asset Management. Offered: Fall, Spring, Summer.

PADM 5321. Foundations of Health Care Finance. (3 Credits)

This course explores the basics of health care finance. It focuses on topics of expenditures, revenue generation, fund-raising, budgeting and financial planning in health care administration. Offered: As Needed.

PADM 5322. Foundations of Public Health Administration and Management. (3 Credits)

This course will provide a comprehensive introduction and overview of public health management and administration. Offered: As Needed.

PADM 5324. Epidemiology. (3 Credits)

This introductory course will provide a comprehensive introduction to the basic definitions, concepts, principles and methods of population-based epidemiologic research. Offered: As Needed.

PADM 5451. Labor-Management Relations. (3 Credits)

This course focuses on the history and contemporary relations between labor and management, as well as the laws and practices impacting collective bargaining in the public sector. It also examines, within the context of current labor management relations, those issues that may affect workforce planning and development and organizational effectiveness. Offered: As Needed.

PADM 5501. Management Information Systems (MIS) for Public Management. (3 Credits)

The course introduces students to computer applications and information system tools for effectively managing large amounts of data in public sector organizations. The course also introduces concepts and theories of management information systems (knowledge management), various practices in government organizations, as well as related issues, problems, and trends. Offered: Fall, Spring, Summer.

PADM 5502. Research Design and Data Analysis. (3 Credits)

This course is designed to acquaint students with the assumptions, concepts, and methods for quantitative and qualitative scientific inquiry and basic data analysis techniques useful in public administration and nonprofit management research. Offered: Fall, Spring, Summer.

PADM 5511. Directed Independent Policy Studies. (3 Credits)

This course allows students to pursue specialized interests in policy studies. Offered: As Needed.

PADM 5551. Diversity Management and Public Organization. (3 Credits)

The course will provide a broad-based perspective of diversity management in the workplace. It will examine the contemporary workforce which represents multiple differences, including for example, gender, race, culture, ethnicity, age, alternate lifestyles and physical/mental abilities. Offered: As Needed.

PADM 5600. Issues in Human Resource Management. (3 Credits)

The course examines issues in managing public human resources. Offered: As Needed.

PADM 5615. Human Capital Development: Theory and Practice. (3 Credits)

In this course we will study the choices individuals make regarding the development of their human capital, the relation between human capital and wages, and the impact of human capital on organization performance as well as implications for economy wide performance. Offered: As Needed.

PADM 5616. Human Capital Development & Management. (3 Credits)

This course examines the skills, knowledge, abilities and other characteristics that constitute the concept of human capital and how they impact organizational performance. Based on those attributes, the course addresses issues of strategic human resource planning, strategic human resources management, succession planning as well as the planning tools, techniques and methods for proper human capital management. Offered: As Needed.

PADM 5635. Introduction to Community & Economic Development. (3 Credits)

To examine community and economic development movements in the United States and abroad. The understanding of the physical urban environment and local economic development. Offered: As Needed.

PADM 5650. Executive Leadership: Principles of Public Administration. (3 Credits)

Examines leadership skills necessary to maximize group effectiveness in public and volunteer organizations. Considerable use will be made of role-playing and/or simulation exercises. Offered: As Needed.

PADM 5710. Grantsmanship for Public Administration. (3 Credits)

Offers instruction on the "how to" of grant writing and planning for grant writing in the public sector and nonprofits. Offered: As Needed.

PADM 5720. Contemporary Issues In Public Administration. (3 Credits)

Treats current and recurring issues and problems in public administration at the local, state and federal levels in the United States. How public bureaucracies deal with such problems and issues as effective service delivery of public safety and defense, education, health care, transportation, environmental protection, disease control, welfare and amelioration of poverty, international trade and relations and how service delivery is paid for will be addressed. Prerequisite: 9 semester hours of public administration courses or consent of the instructor Offered: As Needed.

PADM 5781. Introduction to Public Policy. (3 Credits)

The course emphasizes the nature and definition of public policy, the structure in which public policy is produced and how various kinds of public policy are made. Offered: Fall, Spring, Summer.

PADM 5791. Health Policy and Politics. (3 Credits)

This course deals with contemporary health-care policies and politics. The course includes discussions of the current crisis in health costs and proposed solutions. Offered: As Needed.

PADM 5802. Public Policy Analysis. (3 Credits)

The course focuses on the forces that shape the direction of public policy and the mechanics through which public policy is formulated. Offered: As Needed.

PADM 5810. Intergovernmental Relations. (3 Credits)

Emphasizes the issues and problems involved in the relationships among federal, state and local governments. Offered: As Needed.

PADM 5815. International and Comparative Public Policy. (3 Credits)

This course introduces students to the comparative study of public policy and political institutions and acquaints them with a select number of foreign political systems. Through lectures, case studies, and reading assignments, students are exposed to the structural-functional approach to comparative political analysis. Offered: As Needed.

PADM 5823. Program Development, Management & Evaluation. (3 Credits)

A study of basic methods used to evaluate programs and policies, including an examination of the impact which selected policies have had on intended target populations. Offered: As Needed.

PADM 5831. Urban and Rural Community Planning. (3 Credits)

This course is a survey of the principles and practices of public planning for the development and management of human, economic and physical resources of communities. Reviews planning systems at various levels and their interrelationships. Offered: As Needed.

PADM 5850. Community Development Theory and Practice. (3 Credits)

This course explores principles and techniques of local community development. It explores theories of local community development, addresses neighborhood needs and impacts of local policies and programs. Offered: As Needed.

PADM 5851. Professional Public Service Internship/Project. (3 Credits)

This practicum includes a final professional project in which the student will design, conduct, analyze and report on a project completed during his/her professional service internship. Offered: Fall, Spring.

PADM 5852. Health Care Delivery for Specialized Groups. (3 Credits)

This course is designed to provide the students with an understanding of contemporary issues in health care delivery. Emphasis will be placed on the health needs of low income American families, the elderly, disabled, minorities, children and other medically underserved populations. Offered: As Needed.

PADM 5860. Economic Development Theory and Practice. (3 Credits)

Explores theories of local economic development and addresses the dilemmas contemporary communities face. Offered: As Needed.

PADM 5872. Executive Policy-Making. (3 Credits)

Focuses on the institutional mechanisms and processes of policy formulation at the presidential level. Offered: As Needed.

PADM 5907. Capstone Report. (3 Credits)

This course requires students to complete a written practitioner-based report on a case study that demonstrates their mastery of the material presented in the core courses of the MPA program. The case study must be supported by scholarly literature and students will have to orally defend it to demonstrate their mastery of the chosen subject matter. The capstone report serves as an exit process component designed to assess students' knowledge and skills obtained in these academic courses, competency in critical thinking, and written and oral communication skills. Offered: Fall, Spring.