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MPA Program Information & Course Overview
PROGRAM OVERVIEW

PURPOSE
The MPA Program is divided into three major components. These components consist of coursework, the applied research project, and a comprehensive oral examination. Designed to prepare individuals for leadership and management positions, the MPA Program can either get careers started or aid in career advancement.

The MPA degree enables students to develop professional skills and take advantage of the many opportunities in the public or non-profit sector. The challenges and rewards in government have never been greater than today. Whether an individual is interested in local government administration, public finance, personnel management, or policy analysis, the MPA Program at Texas State University can help meet current training and education needs, and fuel future aspirations.

CLASSES
Classes consist of 15-20 students and are scheduled with the working student in mind. Students in the MPA Program have varied academic backgrounds and include practitioners at all levels of government, active duty military, private sector professionals, as well as students who have recently completed a baccalaureate degree.

Since classes are small, students and instructors have continuing opportunities to take advantage of the diversity represented in each course. Courses meet one night per week from 6:30 pm to 9:20 pm in the fall and spring semesters and from 6:30 to 10:15 pm in the summer sessions. Courses are offered on the main campus in San Marcos, and the Round Rock campus.

MISSION STATEMENT
The MPA Program is designed to cultivate practical, research-oriented students for careers as reflective practitioners guided by democratic values, integrity, and public service.

NASPAA ACCREDITATION
The Texas State Master of Public Administration (MPA) Program was originally accredited in 1988 by the National Association of Schools of Public Affairs and Administration (NASPAA) and is re-accredited through September 2017.
Main Campus

The Undergraduate Academic Center (UAC) building is located on the main campus in San Marcos, Texas. The Undergraduate Academic Center is the home of the Public Administration Program (UAC 355). Accessible parking is located at the LBJ Student Center and Edward Gary Street Pay-to-Park Garages. For more about commuter parking information see:
http://www.parking.txstate.edu/Parking-Information/Student.html

Texas State University
Round Rock Campus

Texas State University’s Round Rock campus is located on 101-acres on University Blvd. in northeast Round Rock between I-35 and Highway 130, just off SH 1460. For more information visit:
http://www.rrc.txstate.edu/
**DEGREE PLAN**

“Degree Works” is the online degree audit program used by Texas State University to assist students and advisors in reviewing the students degree progress. Degree Works organizes courses to easily identify the courses you have completed and the courses you still need in order to fulfill your degree requirements. The degree audit is to be used by the student to determine which courses to select for each semester’s registration. For information on how to access “Degree Works” see: http://www.gradcollege.txstate.edu/docs/quickDW.pdf

Any **degree change request** should be completed prior to the student’s registering for a course that is not included in the degree outline. Any courses taken without an approved degree outline change request is taken at the student’s own risk and may not count toward the degree.

**COURSE WORK OVERVIEW**

Masters of Public Administration course work consists of required core courses and career support areas.

**CORE COURSES**

The MPA core consists of 30 hours of public administration courses. Courses range across many different areas in public administration and management (public finance, organization theory, public personnel administration, research methodology, and public law). For a comprehensive listing of courses and course descriptions see pages 15-18.

**CAREER SUPPORT AREAS**

The Career Support Areas are designed to build on the core courses and strengthen the foundation of his or her career in public service. Students should meet with the program director and career support area faculty coordinator prior to selecting a career support area for specialized advising and other career support activities. Detailed information is provided on pages 9-11.

**Did You Know?**

**COURSE OF COMPLETION**

The course of study for the MPA degree must be completed within six years of the date of initial enrollment in the program. In certain cases a waiver of the time limit for degree completion may be granted. Students should submit their request for a waiver in writing to the director of the MPA Program.
APPLIED RESEARCH PROJECT (ARP)

In addition to course work, students will be expected to complete a major research paper under the guidance of a professor supervising their work prior to completion of the MPA Program.

MPA students are eligible to enroll in PA 5399 (Applied Research Project) after the completion of 33-36 hours of the MPA degree program. Detailed information on the ARP is provided on page 14.

INTERNSHIP

The internship is primarily designed to provide practical experience to pre-service students. The academic component consists of part-time employment in a public service entity or government-related office. An internship is required for all pre-service students, but is optional for practitioners.

Did You Know?

In-Service v. Pre-Service

Students who have previously been or are currently employed in the public sector are classified as in-service.

Students who have no public sector experience are classified as pre-service.

Evaluation of the Program

Evaluation from the students in the MPA Program is both desired and solicited. Prior to the close of each semester a MPA course evaluation form will be submitted to each student enrolled in a MPA course. On this form the student is encouraged to analyze and describe strengths and weaknesses of MPA courses, instructors, and procedures.

Every effort will be made to respond to student critiques. As a final step of the Applied Research Project process, students are asked to participate in an “exit review” which provides an opportunity for discussion of areas of program strengths and weaknesses and suggestions for improvement.
COURSE OF STUDY OUTLINE

MPA COURSES

LEVELING COURSES
- PA 5311 Introduction to Statistical Analysis

CORE COURSES
- PA 5300 Introduction to Public Policy and Administration
- PA 5310 Public Finance Administration
- PA 5320 Organization Theory, Change & Behavior
- PA 5330 Public Personnel Administration
- PA 5340 Public Law
- PA 5350 Public Policy Processes
- PA 5370 Public Management and Ethics
- PA 5390 Applied Research Methodology
- PA 5398 Research Design & Proposal Development for Public Administration
- PA 5399 Applied Research Project

MPA ELECTIVES

ANALYTICAL TOOLS AND TECHNIQUES
- PA 5312 Program Evaluation & Advanced Statistical Analysis
- PA 5313 Public Sector Economics
- PA 5314 Public Administration & Information Technology
- PA 5315 Public Performance Management

HUMAN RESOURCE MANAGEMENT
- PA 5331 Labor Management Relations
- PA 5332 Management Practices in Public Personnel Administration

ADMINISTRATIVE LAW
- PA 5342 Legal Basis of Public Administration

PUBLIC POLICY
- PA 5352 Transportation Policy
- PA 5353 Comparative Public Administration
- PA 5354 Ecology & the Politics of Scarcity
- PA 7355 Environmental Policy, Politics, & Law

NONPROFIT SECTOR
- PA 5361 Introduction to the Nonprofit & Voluntary Sector
- PA 5362 Alternative Public Delivery Systems

OTHER ELECTIVE COURSES
- PA 5380 Topics in Public Administration
- PA 5388 Directed Readings and Research
- PA 5389 Internship in Government
- PA 7321 Research Practicum

Please Note: The following course numbers reflect changes taking effect in the Fall of 2016, see page 8 for current course numbers and equivalencies.

Did You Know?
It is advised that PA 5300 be taken within the first 12 hours.

Did I need to take Statistics?
- Did you take undergraduate statistics and scored a “B” or higher? - NO
- Did you take undergraduate statistics and receive a “C” or lower? - YES
- Has it been more than five years since you’ve taken a statistics course? - YES
PRIOR COURSEWORK CREDIT

The director of the MPA Program has the responsibility of evaluating graduate courses taken at other universities to see if they can be applied toward the MPA degree and making a recommendation to the dean of the Graduate College. As a rule, up to nine credit hours may be transferred to Texas State University prior to admission to the graduate program.

To be eligible for transfer, these courses must have been taken while enrolled and accepted in a graduate program at the prior institution. All transfers are subject to the final approval of the dean of the Graduate College.

Courses taken over six years prior to admission to the Graduate College normally cannot be transferred. To request transfer credit, a copy of the official transcript and a copy of the catalog course description must be provided to the director of the MPA Program.

COURSE SUBSTITUTIONS

Under certain circumstances, students may be unable to take all the courses required by their degree outline or may have a specific career need that is not met by the required curriculum. In such cases, the MPA graduate advisor may recommend a substitution of courses.

Any degree outline change request must be completed prior to the student’s registering for the substitution course. All recommended course substitutions must be request in writing on the appropriate Graduate College form. The form must be signed by the graduate advisor and forwarded to the dean of the Graduate College for approval.

The Dean of the Graduate College has the final authority to approve or disapprove course substitutions. Any course taken without an approved degree outline change request is taken at the student’s own risk and may not count toward the degree.

MPA ADVISORY COUNCIL

The MPA Advisory Council was created in January 1989. It is composed of alumni, practitioners at federal, state, and local levels of government, and current students. The Council meets two times a year. The Council and program faculty serve as an advisory body for program activities including, but not limited to, the following:

- Curriculum Development
- Program Improvement
- Networking for Program Graduates
- Assistance with New Student Orientation
- Career Development
# MPA COURSEWORK CHECKLIST

## Leveling Course Requirements (If Applicable)

<table>
<thead>
<tr>
<th>Semester</th>
<th>Course ID</th>
<th>Course EQuivL</th>
<th>Title</th>
<th>Professor</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>PA 5311</td>
<td>POSI 5303</td>
<td>Introduction to Statistical Analysis</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>PA 5389</td>
<td>POSI 5370</td>
<td>Internship in Government</td>
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<td></td>
</tr>
</tbody>
</table>

## Core Course Requirements (30 Hrs. Total)

<table>
<thead>
<tr>
<th>Semester</th>
<th>Course ID</th>
<th>Course EQuivL</th>
<th>Title</th>
<th>Professor</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>PA 5300</td>
<td>POSI 5321</td>
<td>Introduction to Public Policy and Administration</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>PA 5310</td>
<td>POSI 5311</td>
<td>Public Finance Administration</td>
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<tr>
<td></td>
<td>PA 5320</td>
<td>POSI 5314</td>
<td>Organization Theory, Change &amp; Behavior</td>
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<tr>
<td></td>
<td>PA 5330</td>
<td>POSI 5315</td>
<td>Public Personnel Administration</td>
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<tr>
<td></td>
<td>PA 5340</td>
<td>POSI 5330</td>
<td>Public Law</td>
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<tr>
<td></td>
<td>PA 5350</td>
<td>POSI 5341</td>
<td>Public Policy Processes</td>
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<td></td>
<td>PA 5370</td>
<td>POSI 5318</td>
<td>Public Management and Ethics</td>
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<td></td>
<td>PA 5390</td>
<td>POSI 5334</td>
<td>Applied Research Methodology</td>
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<td></td>
</tr>
<tr>
<td></td>
<td>PA 5398</td>
<td>POSI 5335</td>
<td>Research Design &amp; Proposal Development for Public Administration</td>
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<td></td>
</tr>
<tr>
<td></td>
<td>PA 5399</td>
<td>POSI 5397</td>
<td>Applied Research Project</td>
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</tr>
</tbody>
</table>

## Electives (9 Hrs. Total)

<table>
<thead>
<tr>
<th>Semester</th>
<th>Course ID</th>
<th>Course EQuivL</th>
<th>Title</th>
<th>Professor</th>
<th>Grade</th>
</tr>
</thead>
</table>

**Please Note:** Courses with the POSI pre-fix will be used until the Fall of 2016, afterwards courses with the PA pre-fix will be used.
CAREER SUPPORT AREAS

PURPOSE

Career Support Areas are designed to help provide the student with exposure to the distinctive aspects of public management and policy associated with different organizational contexts and policy areas. To accomplish this purpose, students complete courses that examine the associated distinctive theories, tools, skills, and practices.

Career Support Areas are led by a faculty member who supports the MPA program director in advising and career planning. Students are required to meet with their career support area faculty director at a minimum of once per semester. The Career Support Area faculty director will assist with internship placements (if required) and practicum research projects (if desired and available).

For more information, please contact the faculty director of the Career Support Area.

<table>
<thead>
<tr>
<th>CAREER SUPPORT AREAS</th>
<th>FACULTY DIRECTOR</th>
<th>E-MAIL ADDRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local and State Government Management</td>
<td>Dr. Jayce Farmer</td>
<td><a href="mailto:jfarmer@txstate.edu">jfarmer@txstate.edu</a></td>
</tr>
<tr>
<td>Urban Policy and Planning</td>
<td>Dr. Billy Fields</td>
<td><a href="mailto:wf16@txstate.edu">wf16@txstate.edu</a></td>
</tr>
<tr>
<td>Non-Profit Sector Leadership</td>
<td>Dr. Emily Hanks</td>
<td><a href="mailto:emily.hanks@txstate.edu">emily.hanks@txstate.edu</a></td>
</tr>
<tr>
<td>Environment, Energy, and Sustainability</td>
<td>Dr. Dianne Rahm</td>
<td><a href="mailto:dianne.rahm@txstate.edu">dianne.rahm@txstate.edu</a></td>
</tr>
<tr>
<td>Human Resources and Labor Relations</td>
<td>Dr. Nandhini Rangarajan</td>
<td><a href="mailto:nr11@txstate.edu">nr11@txstate.edu</a></td>
</tr>
<tr>
<td>General Public Administration</td>
<td>Dr. Thomas Longoria</td>
<td><a href="mailto:tl28@txstate.edu">tl28@txstate.edu</a></td>
</tr>
</tbody>
</table>
CAREER SUPPORT AREAS

Local and State Government Management

The Local and State Government Management career support area is designed for students interested in a career in local government organizations (cities, counties, & special districts) and/or state government agencies. The electives in this career support area prepare students to lead organizations at the state and local level with a focus on management and decision making tools. The Local & State Government Management career support area provides students with an understanding of:

- Economic theories that shape the policy and regulatory environment
- Managerial challenges associated with the contracting state
- The tools and techniques for measuring public performance
- The use of information technology to respond to and satisfy citizen demands

Course List

Select three of the following:

- PA 5312 Program Evaluation and Advanced Statistics
- PA 5313 Public Sector Economics
- PA 5314 Public Administration and Information Technology
- PA 5315 Public Performance Management
- PA 5362 Alternative Service Delivery
- PA 7321 Research Practicum

Non-Profit Sector Leadership

The Non-Profit Sector Leadership career support area is designed for students interested in careers in nonprofit management and administration. The distinctive strategies and tools for effective nonprofit sector administration are highlighted to prepare students to lead and manage in the nonprofit sector. The nonprofit career support area provides students with an understanding of:

- The scope, significance, and history of the nonprofit and voluntary sector
- The distinctive managerial context in which nonprofit organizations operate
- Approaches used to confront the challenges that nonprofit managers face
- Social entrepreneurship skills such as marketing, fundraising, and grant writing

Course List

Select three of the following:

- PA 5361 Introduction to the Nonprofit and Voluntary Sector
- PA 5362 Alternative Public Delivery Systems
- SOCI 5323 Grant Writing for the Social Sciences
- MKT 5397B Social Marketing
- PA 5312 Program Evaluation and Advanced Statistics
- PA 7321 Research Practicum
CAREER SUPPORT AREAS

Urban Policy and Planning

The Urban Policy and Planning career support area is designed for students who seek to specialize in careers in urban governance. The career support area is focused on building a strong foundation on policy challenges facing urban areas. The urban policy and planning career support area provides students with an understanding of:

- The importance and role of urban political institutions and strategies for reform
- The social, economic, and political dimensions of urban problems
- Smart growth, planned growth, and new urbanism principles
- Metropolitan governance and collaboration across intersectional and jurisdictional boundaries

Course List

Select three of the following:

- PA 5352 Transportation Policy and Planning
- GEO 5338 Land Use Planning
- GEO 5312 Managing Urbanization
- PA 5312 Program Evaluation and Advanced Statistics
- PA 7321 Research Practicum

Environment, Energy and Sustainability

The Environment, Energy, and Sustainability career support area is designed to prepare students for careers in fields that focus on environmental challenges. The courses provide students with a foundation in environmental policy and theory that position students to work in specific areas of environmental management and policy. The Environment, Energy, and Sustainability support area provides students with an understanding of:

- The relationships between humans and ecosystems
- The principles of sustainability and strategies to promote sustainability
- The political and legal context for environmental policymaking
- Principles of environmental management and environmental management systems

Course List

Select three of the following:

- PA 5354 Ecology and the Politics of Sustainability
- PA 7355 Environmental Policy, Politics, and Law
- GEOG 5313 Environmental Management
- GEOG 5351 Regional Waste Management
- PA 5312 Program Evaluation and Advanced Statistics
- POSI 7321 Research Practicum
CAREER SUPPORT AREAS

Human Resources and Labor Relations

The purpose of the Human Resources and Labor Relations career support area is to prepare students for careers for a HR career with public sector or nonprofit organizations. The Human Resources Management career support area provides students with an understanding of:

- The legal and labor context of public sector organizations
- How to manage a diverse workforce and promote cultural competence
- Conflict resolution and negotiation techniques
- How to develop effective recruitment strategies and conduct succession planning
- Training techniques and development strategies for employees

Course List

Select three of the following:

- PA 5331 Labor Management Relations
- PA 5332 Management Practices in Public Personnel Administration
- PA 5342 Legal Basis of Public Administration
- PA 5312 Program Evaluation and Advanced Statistics
- POSI 7321 Research Practicum

General Public Administration

The General Public Administration concentration gives you the ability to combine the courses that appeal to your personal and professional interests and create a curriculum that aligns with your long-term career goals. The General Public Administration career support area program will also assist those who are already employed with the city, state, and federal government to advance their careers, and to more fully develop management, legal, behavioral and communication skills for more effective job performance.

Course List

Students select three courses to develop an area not named above by combining courses from several areas or by forming a different area from various relevant courses taught at the University.

Please Note:

Courses in the areas of concentration may be drawn from various departments and colleges. Please send a copy of the syllabus to the director of the MPA Program for approval. The director of the MPA Program will determine if the course fits under one of the concentrations.
COURSE DESCRIPTION
The MPA Internship is primarily designed to provide practical on-the-job experience to pre-service students. The academic component consists of part-time (paid or unpaid) on-the-job experience in a government-related office or a non-profit organization.

Ideally, the internship experience provides professional experience, and an opportunity to integrate theories learned in the classroom with practical experience. In addition, the student is exposed to the daily routines, processes, procedures, and expectations of work life in the public sector.

COURSE OBJECTIVES
The internship is a structured educational work experience, where students take a responsible role and contribute to a public administration organization. Through the internship, the student should learn new skills, expand their knowledge of a particular management of policy area, explore career options, and apply academic knowledge in a "real-life" situation. The internship should also facilitate the development of professional skills such as planning, organizing and leadership.

Did You Know?
Internships can be very useful for individuals wishing to make a career change.

INTERNSHIP PLACEMENTS
Following are examples of internships secured by MPA students.

- City of San Marcos, City Managers Office
- Attorney Generals Office, Family Initiatives
- City of Austin, Communications & Public Information Office
- Central Texas Medical Hospital
- Texas Department of Public Safety, Auditors Office
- Texas Veterans Commission
- Texas General Land Office
- Texas Commission on Environmental Quality
- Haven for Hope
COURSE REQUIREMENTS

Students must meet with the director of the MPA Program to get register for PA 5389.

NUMBER OF HOURS

The student is expected to work a total of 300 hours over the course of the internship. This usually averages to 20 hours a week for 15 weeks. The student should document the hours worked in the Internship Manual. Students should also keep a daily journal.

FORMS ON FILE

The student must complete the required paperwork that is found in the Internship Manual. The student should maintain a copy of the signed forms in the manual and provide a copy to the director of the MPA Program. All required forms can be found at http://mpa.polisci.txstate.edu/student-resources/internship.html.

MEETINGS

Over the course of the internship the student should have two meetings with the director of the MPA Program (one may be over the phone) and send weekly emails detailing progress in the internship. Document the meetings and keep all email communication in the Internship Manual.

RESEARCH PAPER

10-15 page paper on a management or policy area related to the internship.

INTERNSHIP MANUAL

All materials collected in the Internship Manual should be turned in at the end of the internship.

Did You Know?

INTERNSHIP WAIVER

In order for the internship requirement to be waived, a letter from an employer or past employer briefly documenting the student’s administrative experience needs to be send to the director of the MPA Program.

WHERE TO FIND INTERNSHIPS

- Dept. of Political Science
- MPA Students Webpage
- Jobs4Cats
- Texas State Career Fairs
- The Texas Politics Project
- 501 (c)ommunity
- City of Austin
- City of San Antonio
APPLIED RESEARCH PROJECT

DESCRIPTION

The Applied Research Project (ARP) is completed over two courses. In PA 5398, the student write a literature review that develops a conceptual framework around a specific research purpose.

After successful completion of PA 5398 with a B or better, the student turns in a prospectus and is granted permission to enroll in PA 5399.

For both courses, the student and the professor will meet at hours to be arranged. The following faculty members currently teach PA 5398 and PA 5399:

- Thomas Longoria tl28@txstate.edu
- Nandhini Rangarajan nr11@txstate.edu
- Patricia Shields ps07@txstate.edu
- Hassan Tajalli tajalli@txstate.edu

Contact the professor for more information about meeting times and deadlines.

Guidelines for the Prospectus

A well-written prospectus is essential if the ARP is to be completed on time. For general guidelines, definitions of key terms, sample ARP projects, and checklists visit the following website: http://mpa.polisci.txstate.edu/The-MPA-Program/prospectus.html

The approximate prospectus due dates are:

- Fall - August 10
- Spring - December 30
- Summer - May 5

Submission of the ARP

Professors will establish their own deadlines and procedures for submission the ARP at the beginning of each semester. As a general rule, students should be prepared to turn in their paper in final form by the last day of classes for that semester. If a student fails to turn in an acceptable first draft of the paper, he/she will be advised to drop the course and re-register the following semester. Failure to drop by the required deadline could result in an “F” for the course.

Three copies of the final draft should be prepared for the committee review. If the student submits an acceptable first draft but fails to complete an approved final draft before the established end-of-the-semester deadline, the student may receive a grade of “I” for the course. Students must complete the applied research project in 12 months or the “I” grade will revert to an automatic "F. "

The Applied Research Project (ARP) requires the review and signature of two committee members. The committee is assigned during the semester the student is enrolled.

Professors will establish their own individual quality standards for research papers. All ARPs, regardless of approach and individual standards will contain the following: a research purpose statement, a conceptual framework table, an extensive bibliography, appropriate citations, and formatted according to The Chicago Manual of Style, 15th edition.

The student must turn in one copy of the paper in final form to the supervising professor. Upon approval of the paper, the professor will assign a letter grade to the student. The student will submit one electronic copy to the MPA program. If the student wishes, and the faculty member agrees, the ARP can be placed online with the Texas State institutional repository also known as digital collections. Papers placed in the digital collections are searchable and this will increase the visibility of your work. To view papers in the digital collections see: https://digital.library.txstate.edu/handle/10877/105.
MPA Course Descriptions
COURSE DESCRIPTIONS

LEVELING COURSES

PA 5311 Introduction to Statistical Analysis

This course applies quantitative methods to problems faced by public administration practitioners. Topics include the use of descriptive and inferential statistics as they apply to decision-making in public management. Students gain hands-on experience with data collection, analysis, and interpretation.

CORE COURSES

PA 5300 Introduction to Public Policy and Administration

This course introduces students to the study and practice of US public administration and policy. It also focuses on the dynamics of the democratic governance process.

PA 5310 Public Finance Administration

The course examines the applied aspects of public finance including operating budgets, revenue estimation, capital budgeting, financial planning, budgetary decision-making, cost-benefit analysis, and life-cycle costing. In addition, strategies for budget justification, presentation, and implementation are examined. The use of various budgetary tools and techniques are emphasized.

PA 5320 Organization Theory, Change, and Behavior

This course analyses classic and contemporary literature on organizational theory and behavior in the public sector. Emphasis is placed on history and development of organizational theory and core concepts such as organizational culture, power, and change. The implications of organizational theory for democratic governance are explored.

PA 5330 Public Personnel Administration

This course introduces students to public personnel functions from a managerial perspective. Examples of topics covered include: recruitment and selection, performance evaluation, discipline, collective bargaining, classification, and compensation. Topics include constructive leadership of government personnel that encourages a more competent, motivated, and representative administrative workforce.

PA 5340 Introduction to Public Law

This course examines the regulatory environment, legal requirements, and constraints that public officials face when carrying out their duties. The use of on-line research tools to find administrative materials and analyze public law issues is emphasized.

PA 5350 Public Policy Processes

This course is an overview of the process of public policymaking including policy formulation and implementation. An emphasis is placed on actors in the policy process and the political environment.
PA 5370 Public Management and Ethics
This course explores issues of morality and ethics in the public sector. It also considers subjects such as administrative discretion, the public interest, democratic values, and dissent. The course aims to formulate a frame of reference for judging behavior and clarifying our role and responsibility as moral agents.

PA 5390 Applied Research Methodology
This course is an introduction to applied research methods in the public sector. Topics include the scientific method, research design, measurement, qualitative research, and sampling. Data collection methods such as survey research, content analysis, and secondary data analysis are also covered.

PA 5398 Research Design and Proposal Development for Public Administration
This course prepares students for the demands of academic and professional writing. Students learn how to identify a public problem, develop a research purpose statement, and complete a literature review around a conceptual framework. This course prepares the student for their Applied Research Project (ARP).

PA 5399 Applied Research Project
This course serves as the capstone experience for MPA students. Students must complete an original and empirical Applied Research Project (ARP). Students must also complete an oral defense of the ARP. Prerequisite: A grade of “B” or better in POSI 5398 and instructor permission.

ELECTIVES

Analytical Tools and Techniques

PA 5312 Program Evaluation and Advanced Statistical Analysis
This course is an advanced course in the application of quantitative methods for the evaluation of public policies and programs. The course emphasizes the administrative and managerial environment.

PA 5313 Public Sector Economics
This course presents basic concepts of economics as applied to the public sector. Principles of economics for policy analysis and management are examined in the context of collective action, public choice, resource allocation, and service delivery. The course also examines the financing of national, state, and local governments.

PA 5314 Public Administration and Information Technology
This course explores the use of information technology in the public sector. It emphasizes the issues that public administrators need to know concerning the impact of information technology on their organizations. The course covers E-Democracy, E-Governance, Enterprise Architecture, Public Management Information Systems (PMIS), E-Procurement, and E-Commerce.
PA 5315 Public Performance Management

This course examines public sector performance management and measurement as tools for improving strategic planning, resource allocation, organizational learning, and internal operational processes. It also examines accountability, managerial performance, and evaluation processes.

Human Resource Management

PA 5331 Labor Management Relations

This course examines the historical development of public employee unions and the effects of collective bargaining agreements on personnel policy development. Public laws concerning collective bargaining procedures and strategy on the part of public managers are covered.

PA 5332 Management Practices in Public Personnel Administration

This course examines selected topics in public personnel administration including job analysis, position classification, test construction, performance appraisal, succession planning, and affirmative action. The role of the personnel office as a strategic partner in accomplishing organizational goals is explored.

Administrative Law

PA 5342 Legal Basis of Public Administration

This course examines the legal environment of public management in the United States, a subject matter central to public administration. It emphasizes how the Constitution affects the administrative state and how the federal judiciary shapes the public administrative process.

Public Policy

PA 5351 Transportation Policy

This course presents basic components of transportation policy and planning. In addition to building an understanding of the historic foundation of transportation policy, students explore the underlying concepts related to congestion management, transit and active transportation planning, and impacts on land use and sustainability.

PA 5352 Comparative Public Administration

This course considers differences in various national administrative systems and the role of international organizations. It explores differences that influence various public policy issues from countries around the world. Policy issues examined include poverty, human rights, health care, and the environment.

PA 5353 Ecology and the Politics of Scarcity

This course is an exploration of problems and policies dealing with air, water, waste, energy use, natural resources, sustainability, and global environmental issues. This class highlights the historical drivers of environmental policy. Implementation strategies, policy mechanisms, and compliance adherence are also examined.
PA 7355 Environmental Policy, Politics, and Law

This course examines the formulation and implementation of environmental policy and law at the state, federal, and international level. It highlights legislation, rulemaking, treaties and international conventions.

**Nonprofit Sector**

PA 5361 Introduction to the Nonprofit and Voluntary Sector

This course provides a foundation for understanding the history, scope, and function of the American nonprofit and voluntary sector. It includes an examination of the conceptual and theoretical underpinnings of the sector, an assessment of the role of these organizations in society, and their impact on public policy.

PA 5362 Alternative Public Service Delivery Systems

This course examines alternative delivery of public services. The reliance on market mechanisms, contracting out, and privatization are explored.

**Other Elective Courses**

PA 5380 Topics in Public Administration

This course examines contemporary topics in public administration, policy, and management. May be repeated once with a different emphasis for additional credit.

PA 5388 Directed Readings and Research

This course guides students in directed reading and research on various topics in public policy and administration under the direction of a graduate faculty member. The course may be repeated once with a different emphasis for additional credit. Instructor permission is required.

PA 5389 Internship in Government

This course provides students with the opportunity to integrate classroom learning with practical experience. Students with little or no work experience related to public service are required to complete an internship. Students considering a career change should consider an internship. May be repeated once for additional credit.

PA 7321 Research Practicum

This course uses structured group research to analyze a current policy, management, or administrative issue. A professor-led research team completes a final report detailing findings and recommendations for action. The course may be repeated once for additional credit. Instruction permission is required.
MPA Program Faculty
**MPA PROGRAM FACULTY**

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**Dr. Thomas Longoria**  
Professor, Department of Political Science  
Director of the MPA Program  
Office: UAC 355C | Phone: 512.245.7582 | Email: tl28@txstate.edu  
Areas of Interest: Local Government Politics and Administration, Non-profit Management

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**Dr. Howard Balanoff**  
Professor, Department of Political Science  
Director of the William P. Hobby Center for Public Service  
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Areas of Interest: Personnel Administration, International and Comparative Public Policy and Administration, Organizational Theory

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**Dr. Patricia Shields**  
Professor of Political Science  
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Areas of Interest: Civil Military Relations, Pragmatism of Public Administration

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**Dr. Billy Fields**  
Assistant Professor, Department of Political Science  
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Areas of Interest: Place management, hazard mitigation, and sustainable transportation policy

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**Dr. Christopher Brown**  
Associate Professor, Department of Political Science  
Office: UAC 345 | Phone: 512.245.4404 | Email: cb56@txstate.edu  
Areas of Interest: Environmental and Natural Resources Law, Administrative Law, Constitutional Law, Law Related to Public Administration

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**Dr. Jayce Farmer**  
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Areas of Interest: State and Local Government Fiscal Policy, Urban Policy, Local Government Administration
Dr. Charles Garofalo
Professor, Department of Political Science
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Areas of Interest: Ethics in Public Administration, Public Policy, Government-Business Relations, Globalization

Dr. Emily Hanks
Assistant Professor, Department of Political Science
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Areas of Interest: the nonprofit and voluntary sector, public values, applied communication, and public administration

Dr. Dianne Rahm
Professor, Department of Political Science
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Areas of Interest: Environmental Policy, Energy Policy, Science & Technology Policy, Public Policy Formulation and Implementation, Public Administration

Dr. Nandhini Rangarajan
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Areas of Interest: Public Management, Organizational Creativity

Dr. Hassan Tajalli
Associate Professor, Department of Political Science
Office: UAC 377 | Phone: 512.245.3284 | Email: tajalli@txstate.edu
Areas of Interest: Methodology, Statistics, Public Policy, American Foreign Policy
Student Resources
STUDENT RESOURCES

Student Organizations

Student organizations are critical to your professional development. There are many opportunities to network and connect with each other and professionals including:

The Public Administration Student Association (PASA)

The purpose of PASA is to bring students together to develop professional development opportunities and support each other through the program. PASA also provides a way for students to receive university support to travel to regional and national conferences.

For additional information contact: Dr. Emily Hanks at emily.hanks@txstate.edu.

Pi Alpha Alpha

Pi Alpha Alpha is the Public Administration Honors Society. Selection to Pi Alpha Alpha indicates that the student has exceeded academically and is an important recognition that illustrates the student’s dedication to the study and practice of public administration.

For additional information contact: Dr. Howard Balanoff at hb02@txstate.edu.

International City/County Management Association (ICMA) Student Chapter

The purpose of the student chapter of the ICMA is to introduce and integrate students into local government and the management profession and familiarize students with ICMA members, resources, and policies. The chapter ensures that all student members abide by the ICMA Code of Ethics. Other related resources include access to TCMA Region 7 meetings and support to attend the Texas City Managers Association annual meeting in June.

For additional information contact: Dr. Jayce Farmer at jfarmer@txstate.edu.

CenTex American Society for Public Administration (ASPA) Chapter

Established in 1939, the American Society for Public Administration is the largest and most prominent professional association in public administration. ASPA advances the art, science, teaching and practice of public and nonprofit administration fosters core public service values including: accountability and performance, professionalism, social equity, and ethics.

ASPA seeks to improve public service by helping members acquire the knowledge, technical skills and resources necessary to be excellent public servants. CenTex ASPA is one of the most active chapters in the county and brings together practitioners from the region and students and faculty from the University of Texas and Texas A&M together each year for an awards banquet during Public Service Recognition Week.

For additional information contact: the CenTex President at president.centexaspa@gmail.com.
STUDENT RESOURCES

MPA Student Information Webpage

The MPA student webpage provides information pertaining to Texas State, the MPA program, and various employment, internship, and scholarship opportunities.

Posts on the page are made by the administrative assistant specifically for students. Students can also post comments and search through previous postings.

View the MPA Student’s Webpage at www.mpanow.wp.txstate.edu

Helpful Links

Alkek Library
http://www.library.txstate.edu

Applied Research Projects
http://ecommons.txstate.edu/arp/

Applied Research Project Information
http://mpa.polisci.txstate.edu/student-resources/arp.html

Career Services
http://www.careerservices.txstate.edu

Graduate College
http://www.gradcollege.txstate.edu

Graduate Scholarships
http://www.gradcollege.txstate.edu/Prospect_Students/Fin_Grad_Ed/Scholarships.html

Financial Aid
http://www.finaid.txstate.edu/

International Office
http://www.international.txstate.edu/about.html

Schedule of Classes
https://ssb.txstate.edu/prod/bwckschd.p_disp_dyn_sched

Texas State University Registrar
http://www.registrar.txstate.edu

MPA Webpage
http://mpa.polisci.txstate.edu

Writing Center
http://www.writingcenter.txstate.edu/
You are joining a learning community that is committed to the highest academic standards. As a member of this community, you agree to uphold the fundamental standards of honesty, respect and integrity, and you accept the responsibility to encourage others to adhere to these standards. You also have a responsibility to conduct yourself in adherence to the University’s Student Conduct Code, and to maintain good academic standing in the program. In addition to these expectations of responsibilities, you also have rights and recourses to address grievances. This section describes these rights and responsibilities.

It is your responsibility to understand these expectations:

**Student Conduct Code**

The first expectation is that Texas State MPA students adhere to the University’s [Code of Student Conduct](http://www.txstate.edu/effective/upps/upps-07-10-01.html).

**University Honor Code**

Information regarding the University Honor Code can be found at [http://www.txstate.edu/effective/upps/upps-07-10-01.html](http://www.txstate.edu/effective/upps/upps-07-10-01.html).

**Satisfactory and Unsatisfactory Academic Performance**

Students who wish to appeal a grade received for a course in the Department of Political Science can find more information at [http://www.liberalarts.txstate.edu/services/policies/gradeappeals/posiinstructions.html](http://www.liberalarts.txstate.edu/services/policies/gradeappeals/posiinstructions.html).
ASPA Code of Ethics

Since 1984, ASPA has promoted a commitment to high standards of ethical practice by public servants. The Code of Ethics presents the key principles that public servants should advance, and its educational and review activities support the ethical behavior of members and hold them accountable for adhering to these principles. In its current strategic plan, ASPA’s first goal is to “advocate strong, effective and ethical public governance.”

The American Society for Public Administration (ASPA) advances the science, art, and practice of public administration. The Society affirms its responsibility to develop the spirit of responsible professionalism within its membership and to increase awareness and commitment to ethical principles and standards among all those who work in public service in all sectors. To this end, we, the members of the Society, commit ourselves to uphold the following principles:

1. **Advance the Public Interest.** Promote the interests of the public and put service to the public above service to oneself.

2. **Uphold the Constitution and the Law.** Respect and support government constitutions and laws, while seeking to improve laws and policies to promote the public good.

3. **Promote democratic participation.** Inform the public and encourage active engagement in governance. Be open, transparent and responsive, and respect and assist all persons in their dealings with public organizations.

4. **Strengthen social equity.** Treat all persons with fairness, justice, and equality and respect individual differences, rights, and freedoms. Promote affirmative action and other initiatives to reduce unfairness, injustice, and inequality in society.

5. **Fully Inform and Advise.** Provide accurate, honest, comprehensive, and timely information and advice to elected and appointed officials and governing board members, and to staff members in your organization.

6. **Demonstrate personal integrity.** Adhere to the highest standards of conduct to inspire public confidence and trust in public service.

7. **Promote Ethical Organizations:** Strive to attain the highest standards of ethics, stewardship, and public service in organizations that serve the public.

8. **Advance Professional Excellence:** Strengthen personal capabilities to act competently and ethically and encourage the professional development of others.
The Texas State University System is governed by a nine-member Board of Regents appointed by the governor and confirmed by the Senate. Board terms are staggered so that three members of the Board are appointed every two years during the legislative session. A non-voting student regent is also appointed annually to the board for a one-year term.