

 FLORIDA ATLANTIC UNIVERSITY	NEW/CHANGE PROGRAM REQUEST Graduate Programs		UGPC Approval _____ UFS Approval _____ Banner _____ Catalog _____
	Department School of Public Administration College Dorothy F. Schmidt College of Arts and Letters		
Program Name Master of Public Administration (MPA)		<input type="checkbox"/> New Program* <input checked="" type="checkbox"/> Change Program*	Effective Date (TERM & YEAR) Spring 2022
<p>Please explain the requested change(s) and offer rationale below or on an attachment.</p> <p>Please see attached, which includes revised catalog language.</p> <p>(In brief): The School of Public Administration conducted a reaccreditation self-study for the Master of Public Administration degree program and determined that a curriculum change would better align with the competencies students are expected to demonstrate. The School of Public Administration faculty reviewed, deliberated and approved a curriculum change to the Master of Public Administration degree program, reducing the required core courses from 10 courses to 9 courses, and reducing the elective courses from 4 electives to 3 electives (a total reduction from 42 credit hours to 36 credit hours). Several courses underwent a title change and one course combined two similar courses.</p> <p>Courses with title, description and/or content changes are included with this program change request (including the corresponding syllabus for each course).</p>			
<p><small>*All new programs and changes to existing programs must be accompanied by a catalog entry showing the new or proposed changes.</small></p>			
Faculty Contact/Email/Phone Robin Larson rlarsen2@fau.edu 561-297-4569		Consult and list departments that may be affected by the change(s) and attach documentation N/A	
Approved by Department Chair <u>A. Sapat</u> College Curriculum Chair <u>[Signature]</u> College Dean <u>Eric Berlatsky</u> UGPC Chair _____ UGC Chair _____ Graduate College Dean _____ UFS President _____ Provost _____		Date 9/16/2021 9/27/21 09/27/2021 _____ _____ _____ _____	

Email this form and attachments to UGPC@fau.edu 10 days before the UGPC meeting.



Dorothy F. Schmidt College of Arts and Letters

School of Public Administration

777 Glades Road, SO 202

Boca Raton, FL 33431

tel: (561) 297-2330

fax: (561) 297-4178

www.fau.edu/spa

MEMORANDUM

DATE: September 10, 2021

SUBJECT: Master of Public Administration (MPA) Program Change Request Explanation

The School of Public Administration utilized the results of our holistic assessment of the Master of Public Administration program to determine one of the most significant changes to date: a revision of the core curriculum, including a change to the required number of courses (i.e., credit hours) that students must complete to earn the MPA degree. This assessment was primarily driven by our reaccreditation process with the Network of Schools of Public Policy, Affairs, and Administration (NASPAA) and involved input from students, faculty, employers, alumni and our SPA Advisory Board members. This assessment also relied on data analysis from student portfolio reviews, student self-assessments, as well as employer and alumni surveys.

The revised curriculum focuses our core curriculum on the competencies our graduates are intended to demonstrate, including ethical deliberation, decision making and ethical responsibility in public service. For many years, we offered students a “flexible core,” giving them choices between two different courses to satisfy a particular core area. We have determined that our course offerings would better serve students if they were focused and limited, hence the reduction of core course requirements from 10 to 9 courses, and the reduction of one elective course (from 4 to 3 electives). This results in a reduction of total credit hour requirements for the MPA program from 42 to 36 credit hours.

The SPA faculty reviewed, deliberated and approved this change. Many of the courses that were offered as part of the “flexible core” will now be available to students as electives, as scheduling permits. One course that was added to the revised core (PAD 6063 Public Leadership) was previously an elective, however, our reaccreditation self-study led us to determine that this course could better prepare our MPA students achieve the competency *to lead and manage in the public interest*. Our core area relating to public financial management combined two courses into one (PAD 6227 Public Budgeting and Finance).

Master of Public Administration with Major in Public Administration

(Requires 42 36 credits)

The Master of Public Administration (M.P.A.) program is fully accredited by the Network of Schools of Public Policy, Affairs and Administration (NASPAA). The mission of the M.P.A. program is to provide intellectual, analytical, technical and practical education to advance the state of knowledge in public administration and to enhance ethical public service values within our service region. There are four goals associated with the M.P.A. mission:

1. To provide students with an intellectual, technical, analytical and practical education in public administration.
2. To expose M.P.A. students to a faculty that advances the state of knowledge in the field of public administration through scholarly productivity, including publications, conference presentations and applied research.
3. To provide our geographic region and profession with public administration expertise by engaging in professional activities.
4. To encourage ethical deliberation, decision making and behavior.

Admission Requirements

Applicants to the Master of Public Administration program must have a bachelor's degree from an accredited institution with an overall grade point average (GPA) of 3.0 on a 4.0 scale. Applicants who do not meet the 3.0 GPA requirement must submit Graduate Record Examination (GRE) scores that are no more than five years old.

International applicants for whom English is a second language must score 550 (IBT 79-80) or higher on the Test of English as a Foreign Language (TOEFL). A graduate of a college or university outside of the United States who has completed an academic program equivalent to an American bachelor's degree may apply for admission to the M.P.A. program. All international applicants whose transcripts are from non-U.S. institutions must have their credentials evaluated course by course, including the GPA, by a professional evaluation service. A service may be found at www.NACES.org.

All applicants must have successfully completed ("C" or better) an undergraduate statistics course before applying for the M.P.A. program.

All applicants must have three letters of recommendation submitted on their behalf and each recommendation must be submitted via the M.P.A. online application system. Letters from professors from the colleges/universities attended are preferred; where that is not feasible, letters from current or past work supervisors are accepted. The recommender must address the applicant's ability to succeed at graduate-level academic work in public administration. (Personal recommendations are not accepted.)

The applicant must submit an essay about the ~~her/his~~ their personal background, career aspirations in public service (including future career goals), and the reason(s) for pursuing graduate study in public administration. The essay should demonstrate graduate-level writing competency and should be written by the applicant. It should be at least three pages in length.

Admission is competitive. Applicants meeting the minimum university and/or program application requirements are not guaranteed admission to the program. All requested material must be submitted by the established deadline date (February 1 for summer admission, May 1 for fall admission and October 1 for spring admission). Materials received after the established deadline will not be considered; therefore, make sure that all application materials are in order before applying to the M.P.A. program.

Duplication, Transfer and Recency of Credits

No credit counted as part of another degree may be counted toward the M.P.A. All work toward the M.P.A. must be completed within 10 years after initial registration in the program. Students with graduate-level credits from another institution must obtain a copy of the course syllabus and submit a petition to request the transfer of credits to FAU. Requests for transferring credits should be made at the time of admission and is limited to 6 credits, in which the student earned a minimum grade of "B." Decisions regarding credit transfers are made by the M.P.A. coordinator.

Academic Standing

Continuation in the M.P.A. program requires maintenance of a "B" average each semester. Students who fall below the "B" average will be placed on academic probation with an academic progression plan. Failure to regain an overall

cumulative GPA of 3.0 within two successive semesters following the one in which the deficiency first occurred will result in dismissal.



Degree Requirements

All M.P.A. degree students must complete 42 ~~36~~ credits of approved coursework earning no grade below "C" ("C-" is not acceptable) with a minimum GPA of 3.0. This work must include the following ~~30-credit~~ 27-credit core and 42 9 additional credits of approved study as detailed below the table.

Core Courses - 30 <u>27</u> credits		
Introduction to Public <u>Service and Administration</u>	PAD 6053*	3
Organization and Administrative Behavior	PAD 6106 or	3
Organizational Change and Public Management	PAD 6154	3
Seminar in Public Budgeting Techniques <u>Public Budgeting and Finance</u>	PAD 6227 or	3
Seminar in Public Financial Administration	PAD 6207	3
Seminar in Public Personnel Administration <u>Human Resource Management in the Public Sector</u>	PAD 6417 or	3
Labor Relations in Government	PAD 6427	3
Public Administration and Public Policy	PAD 6036 or	3
Seminar in Administrative Policy Making	PAD 6035	3
Applied Methods 1 <u>Statistical Analysis for Effective Decision Making</u>	PAD 6701**	3
Applied Methods 2	PAD 6706*** or	3
Program Review and Analysis	PAD 6327***	3
Administrative Law and Procedures	PAD 6605 or	3
Regulation	PAD 6612	3
<u>Public Leadership</u>	<u>PAD 6063</u>	<u>3</u>
Administrative Ethics <u>Ethical and Legal Foundations in the Public Sector</u>	PAD 6436 or	3
Democratic Values and Public Administration	PAD 6042	3
Capstone Seminar in Public Administration <u>Public Service Capstone</u>	PAD 6139****	3
Other Requirements - 3 credits		
Government Internship	PAD 6941	3
Electives - 9 <u>6</u> or 42 <u>9</u> credits		
Select 9 <u>6</u> credits (42 <u>9</u> credits if PAD 6941 is waived) of electives in consultation with advisor.		
Total		42 <u>36</u>

* This course must be taken within the first 12 credits of the student's program.

** Undergraduate statistics is a prerequisite for ~~Applied Methods 1~~ [Statistical Analysis for Effective Decision Making](#).

~~*** Applied Methods 1 is the prerequisite for Applied Methods 2 and Program Review and Analysis.~~

*** The capstone course must be taken in the last semester of the student's program.

The remaining ~~42~~ [9](#) credits are electives. Students are advised to take their core classes before taking electives. As part of the ~~42~~ [9](#) credits, students who do not have any public sector experience must complete a one-semester, 20-hour-per-week internship in a government or nonprofit organization, while registered for the accompanying Government Internship course, PAD 6941.

In order to be waived from PAD 6941, students must submit their résumé in which their public sector work experience is specified. The M.P.A. program coordinator will review these documents and determine whether or not the student has sufficient public sector experience.

PUBLIC ADMINISTRATION GRADUATE COURSES

Seminar in Administrative Policy Making (PAD 6035) 3 credits

Study of administrative discretion in the policy process with an emphasis on regulation and distribution. ~~M.P.A. core course.~~

Public Administration and Public Policy (PAD 6036) 3 credits

A critical examination of the role of public administrators in setting the public agenda, formation of action strategies, execution of preferred action strategy, and evaluation of the impacts of the preferred strategy. M.P.A. core course.

Democratic Values and Public Administration (PAD 6042) 3 credits

An inquiry into the administrative state and its implications for democracy.

Introduction to Public Service and Administration (PAD 6053) 3 credits

An analysis of the contemporary political, economic, and social institutions and processes in which the profession of public administration is practiced. M.P.A. core course.

Managerial Public Leadership in State and Local Government (PAD 6063) 3 credits

Covers fundamental managerial and leadership aspects of ~~state and local governments~~ public service. Explores personal, ethical, organizational, political, and legal dimensions of governance in ~~state and local governments~~ the public interest. M.P.A. core course.

Images of Public Administration in Literature, Popular Culture, and Film (PAD 6065) 3 credits

Introduction to theory in public administration through the use of film, popular culture images, literature, and other media.

Organization and Administrative Behavior (PAD 6106) 3 credits

Analysis of the formal, informal, and societal characteristics of complex human organizations. Use is made of standard theories of organizations as well as of their more contemporary variations. M.P.A. core course.

Decision Making in the Public Sector (PAD 6135) 3 credits

Course focuses on decision-making tools used in the public and nonprofit sectors. The tools are applied using case studies and projects.

Public Service Capstone Seminar in Public Administration (PAD 6139) 3 credits

Capstone Seminar: Combines administrative history with analysis of concrete situations in public administration. Portrays clash of forces, personalities, and issues in attempting solution to administrative problems. Typically taken in last or next to last semester. M.P.A. core course.

Introduction to Nonprofit Management (PAD 6142) 3 credits

The role of the nonprofit sector in a democracy and market economy; examination of historical, political, legal, ethical, and social environments in which nonprofit organizations operate; analysis of both theoretical and practical issues and problems faced by managers of nonprofit organizations.

Public Policy and Nonprofit Organizations (PAD 6143) 3 credits

Prerequisite: PAD 6142 or permission of instructor

This course seeks to acquaint students with the theoretical and practical issues confronting nonprofit organizations. The course systematically examines the ways in which the public policy process both supports and regulates the activities of nonprofits and the ways in which nonprofits seek to affect public policy governing their behavior. This is an Academic Service Learning (ASL) course.

Volunteer Management in Nonprofit Organizations (PAD 6145) 3 credits

Prerequisite: PAD 6142

This course reviews volunteer management as an essential element in the nonprofit field. It covers the history and purpose of volunteer usage in nonprofit organizations and how to recruit, retain and motivate volunteers, as well as ethical issues and potential legal liabilities.

Governance in Nonprofit Organizations (PAD 6149) 3 credits

Prerequisite: PAD 6142 or permission of instructor

Nonprofits are controlled by boards of directors. This course discusses the legal foundations for boards, their conventional roles and responsibilities, and the strategic planning processes to strengthen board leadership. This is an Academic Service Learning (ASL) course.

Organizational Change and Public Management (PAD 6154) 3 credits

Seminar focuses on several levels of change, their sources or causes, consequences, and implications for public management.

Legal and Ethical Issues in Nonprofit Organizations (PAD 6165) 3 credits

Course is designed to examine in detail the legal issues confronting nonprofit corporations. Emphasis is on a review of the laws pertaining to nonprofits, focusing on structure, management, behavior, and accountability.

Human Resource Management for Nonprofits (PAD 6166) 3 credits

The course examines both theoretical and practical issues and problems faced by managers of nonprofit human resource managers. It provides an overview of the strategies, approaches and practices that best address the complex legal and management challenges common in a nonprofit environment. Theories of staff and volunteer recruitment, retention, motivation, performance evaluation, team building, compliance, risk management, compensation, equity and workplace-learning are explored. The course is designed to provide for maximum interaction between the students and instructor.

Management in Nonprofit Organizations (PAD 6168) 3 credits

Course covers managing change in individual lives and in nonprofit organizations. This course deepens students' understanding of the challenges, techniques and problems associated with implementing major change in nonprofit organizations.

Public Finance and Policy Analysis (PAD 6205) 3 credits

This course uses the theoretical and empirical tools of public finance to analyze public policy. The course is designed to show the strengths and weaknesses of government in the financing and operation of programs in major public policy areas.

Fundraising for Nonprofits (PAD 6206) 3 credits

Examines the history, principles and practical applications and aspects of financial resource development and the ethical responsibilities among individuals, corporations, government funders and public donors that are involved. Exploration of types of nonprofits, revenue streams, constituency composition and generational giving.

Seminar in Public Financial Administration (PAD 6207) 3 credits

Examination of the budgetary process. Analysis and application of theories and techniques of public financial administration, including budgetary approaches, cash management, debt management, risk management, procurement, and tax administration. ~~M.P.A. core course.~~

**Seminar in Public Budgeting Techniques and Finance (PAD 6227) 3 credits**

~~Study of public budgeting focusing on budgetary process and techniques such as performance budgeting, planned program budgeting, zero-based budgeting, and management by objectives. Major emphasis is on policy development and decision-making relating to budget decisions.~~ Examines the theory and practice of public budgeting and finance as it relates to the administrative processes of control, management and planning. Special emphasis will be placed on policy development and decision-making relating to fiscal decisions that help shape the policy direction of public organizations. M.P.A. core course.

Grantwriting and Project Management (PAD 6233) 3 credits

This course provides an opportunity to explore various approaches to grantwriting and resource development in public and nonprofit organizations as well as evolving trends, such as sustainable practices, dissemination strategies, data management and analysis.

Financial Management for Nonprofit Managers (PAD 6260) 3 credits

This course covers accounting standards and principles for state and local governments and nonprofit organizations, including fund structure and accounting process. This is an Academic Service Learning (ASL) course.

Program Review and Analysis (PAD 6327) 3 credits

Prerequisite: PAD 6701

Analysis of systematic methods for evaluating the efficiency and effectiveness of public programs; means for determining the extent to which program administration promotes achievement of program objectives. ~~M.P.A. core course.~~

Strategic Planning in the Public Sector (PAD 6333) 3 credits

Study of strategic planning and how to apply that knowledge to real world organizations.

Seminar in Policy Implementation (PAD 6365) 3 credits

This course examines the political and bureaucratic setting in which public policies are implemented and the political problems in implementation. Emphasis on political constraints of administrative agencies.

Public Policy Process (PAD 6385) 3 credits

Prerequisite: PAD 6036

This course covers the public policy process, including policy formation and adoption, policy implementation, and evaluation. The course aims to add to the student's knowledge and understanding of policy theory, substantive policy areas, and the role of administrators in the policy process.

~~Seminar in~~ Human Resource Management in the Public Sector ~~Personnel Administration~~ (PAD 6417) 3 credits

Review of development of public personnel policies and programs with emphasis on changes resulting from new approaches and employee organization. Studies personnel responsibilities of all public managers and employees. M.P.A. core course.

Labor Relations in Government (PAD 6427) 3 credits

Studies the growth of employee organization in the public sector, with particular emphasis on the state and local level. Reviews special problems facing government administration and the effects of employee organization in government administration. ~~M.P.A. core course.~~

~~Administrative Ethics~~ Ethical and Legal Foundations in the Public Sector (PAD 6436) 3 credits

Ethical considerations for professional public administrators operating in the ethos of a republic; situational analysis of conflicts with elected legislative, executive, and judicial officials; professional policy and career goals; and issues of democracy, bureaucracy, and morality in public service. M.P.A. core course.

Administrative Law and Procedures (PAD 6605) 3 credits

A survey and analysis of the law concerning the rule-making and adjudicatory powers and procedures of administrative agencies and the effect such rules have on the delivery of services by federal, state, and local government. ~~M.P.A. core course.~~

Regulation (PAD 6612) 3 credits

The course analyzes how and why bureaucracies develop regulations and the role that regulations play in the policy process with a focus on the economic, political, administrative, and social factors that influence regulatory choices and the impacts of those regulations.

**~~Applied Methods 1~~ Statistical Analysis for Effective Decision Making (PAD 6701) 3 credits**

Prerequisite: Undergraduate statistics or permission of instructor

A study of the statistical methods, techniques, and procedures used in the analysis of public sector data, with emphasis on computer analysis. M.P.A. core course.

Applied Methods 2 (PAD 6706) 3 credits

Prerequisite: PAD 6701 or permission of instructor

A study of statistical methods, problem-solving research designs, data acquisition and interpretation, and report presentation for public sector applications. ~~M.P.A. core course.~~

Survey Research in the Public Sector (PAD 6727) 3 credits

Within the public and nonprofit sectors, survey research skills have become essential due to the necessity of gathering primary data. Course focus here is on students learning a set of skills to assist them in completing survey research in their professional fields.

Local Government Administration (PAD 6807) 3 credits

Analysis of the performance of urban agencies, alternative strategies for improving service delivery and management, and strategies for effective change in the public sector.

Intergovernmental Administration (PAD 6826) 3 credits

Studies both theoretical and practical aspects of administration of federalism, including distribution and use of shared revenue funds. Review practices as well as principles pursued in both competitive and cooperative interjurisdictional patterns.

Public Procurement Concepts and Practices (PAD 6855) 3 credits

This course provides an overview of public procurement as a basic functional area of government. Specific focus on the scope of public procurement, including organizational structure, regulations, process and methods, and current issues in public procurement.

Public Procurement and Project Management (PAD 6856) 3 credits

Course covers each phase of the public procurement project cycle, with an emphasis on tools and techniques to manage a public procurement project.

Public Sector Procurement Law and Ethics (PAD 6857) 3 credits

Course surveys the ethics and law pertaining to federal government procurement, including analysis of the unique features of government contracting.

Public Sector Contract Formulation (PAD 6858) 3 credits

Course covers all phases of the contract formulation process with a focus on the RFP and RFB procedure, documents, and other technical issues.

Public Sector Contract Administration (PAD 6859) 3 credits

Course provides an in-depth study of contract administration with a focus on all activities in the postaward phase of the contract process.

Directed Independent Study (PAD 6907) 1-3 credits

Prerequisite: Permission of instructor

Reading and research in a field of public administration; a course to be selected with the consultation of and approved by the M.P.A. Coordinator.

Special Topics (PAD 6931) 3 credits

Study relating to special issues in Public Administration.

Government Internship (PAD 6941) 3 credits

A diversified work experience in management or staff positions in federal, state, or local government or in a nonprofit organization providing public service.