**Introduction**

The Master of Public Administration degree program (MPA) is a graduate professional degree program

that helps students prepare for careers in public service for the 21st Century. The program requires a total of 36 semester hours, with a minimum of 21 hours of Public Administration Core courses. There are presently six 9-hour concentrations: Community and Economic Development Administration, Criminal Justice Administration, General Administration, Health Administration and Policy, Human Resources Management, and Public Policy. The Water Resources Management and Policy concentration consists of 15 semester hours, beyond the core courses. 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 National Association of Schools of Public Administration and Affairs (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 current 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.

**Accreditation**

The MPA degree program is accredited by the National Association of Schools of Public Affairs and Administration (NASPAA). Albany State University including the MPA program is accredited by the Southern Association of Colleges and Schools (SACS).

**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 School. Listed below are those requirements:

1. A baccalaureate degree from an accredited college or university.

2. 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.

3. A satisfactory score on either the Graduate Record Examination (GRE), the Graduate Management Admission Test (GMAT) or the Miller Analogies Test (MAT). For regular admission, a combined score of 800 on the verbal and quantitative sections of the GRE, a score of 44 on the MAT or 450 on the GMAT is required. For provisional admission, a combined score of 700 on the verbal and quantitative sections of the GRE, 27 on the MAT or 360 on the GMAT is required.

4. Two official transcripts sent from all colleges and universities attended.

5. Two current letters of recommendation from individuals familiar with the applicant’s ability to successfully complete the graduate program.

6. Submission of a completed graduate admissions application with a $20 processing fee.

7. Applicants for admission to the MPA program are also required to submit a written statement of   
 career goals.

8. International students must take the TOEFL and meet other criteria established by the Board of Regents of the University System of Georgia.

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 School for more information.

**Undergraduate Prerequisites**

Applicants for the MPA program are expected to have three background courses (or their equivalent) in statistics or research, American government and computer literacy as follows:

* 3 hrs - Courses in statistical or research methods for social or behavioral sciences;
* 3 hrs - American government courses;
* 3 hrs - Basic computer literacy and word processing courses.

Students who are deficient in these MPA prerequisites are expected to complete undergraduate courses as needed. They will not be allowed to take regular graduate coursework until all prerequisites have been met.

**The Curriculum**

**The requirements for the Master of Public Administration degree are**:

1. 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.

2. A minimum cumulative grade-point average of 3.0 in courses distributed as follows:

Core Courses..........................................................................................................................21 hrs.

Courses in Concentration........................................................................................................9 hrs.

PADM 5581 Professional Public Service Internship/Project. ………………………………………….....3 hrs.

PADM 5905 Capstone Report\*................................................................................................3 hrs.

**A. The Public Administration Core Courses**

The Public Administration Core consists of seven courses (21 semester hours) as follows: PADM 5011 Public Administration: Scope, Development & Ethical Environment..............................3 hrs.

PADM 5125 Organizational Theory .........................................................................................3 hrs.

PADM 5261 Public Personnel Administration .........................................................................3 hrs.

PADM 5301 Public Budgeting...................................................................................................3 hrs.

PADM 5500 Computer Applications & Management of Information Systems\*\*…………………..3 hrs.

PADM 5502 Research Design and Data Analysis\*\*\* ................................................................3 hrs.

PADM 5781 Introduction to Public Policy ................................................................................3 hrs.

\*\*Prerequisite for PADM 5502.

\*\* \*Prerequisite for PADM 5851.

**B. Additional Required Courses (or equivalent**)

PADM 5851 Professional Public Service Internship/Project ....................................................3 hrs.

PADM 5905 Capstone Report (exit process).............................................................................3 hrs.

**C. Areas of Concentration**

The MPA program offers the students an opportunity to specialize in a specific area of interest in Public Administration. Concentrations are specialized areas designed to sharpen the student’s research and analytical skills.

**Currently, the MPA program offers seven areas of concentration:**

1. Community and Economic Development Administration,

2. Criminal Justice Administration,

3. General Administration,

4. Health Administration and Policy,

5. Human Resources Management,

6. Public Policy,

7. Water Resources Management and Policy. These concentrations are described briefly below.

**Community and Economic Development**

This specialization is designed for persons pursuing careers in the field of community and economic development. This concentration requires 9 semester hours to be selected as shown below:

PADM 5635 Introduction to Community and Economic Development\* ..............................................3 hrs.

PADM 5831 Urban & Rural Community Planning\*\* .............................................................................3 hrs.

\*Required for concentration and to be completed before any other concentration courses.

\*\*Required for concentration and to be taken after PADM 5635.

**And one course from the following:**

PADM 5300 Administration of Nonprofit Organizations .....................................................................3 hrs.

PADM 5850 Community Development: Theory and Practice...............................................................3 hrs.

PADM 5860 Economic Development: Theory and Practice .................................................................3 hrs.

**Criminal Justice Administration**

This concentration represents an interdisciplinary collaboration between the Department of Criminal Justice and the Public Administration Program. This concentration requires 9 semester hours as shown below:

CRJU 5100 Foundations of Criminal Justice\*........................................................................................3 hrs.

CRJU 5300 Philosophy of Criminal Justice\* ..........................................................................................3 hrs.

\*Required.

**And one course from the following:**

CRJU 6110 The Social Service Role of Law Enforcement Personnel .....................................................3 hrs.

CRJU 6400 Foundation of Corrections...................................................................................................3 hrs.

CRJU 6430 Rehabilitation and Treatment .............................................................................................3 hrs.

**General Administration**

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. This concentration requires 9 semester hours to be selected as shown below:

PADM 5823 Program Development, Management and Evaluation\*....................................................3 hrs.

and two courses from the following:

PADM 5200 The Administrative State ...................................................................................................3 hrs.

PADM 5202 Administrative Law ...........................................................................................................3 hrs.

PADM 5650 Executive Leadership: Principles of Public Administration…………………………………………....3 hrs.

PADM 5810 Intergovernmental Relations.............................................................................................3 hrs.

**Health Administration and Policy**

This specialization 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 as shown below:

PADM 5322 Foundations of Public Health Administration and Management\* ...................................3 hrs.

PADM 5321 Foundations of Health Care Finance\*................................................................................3 hrs.

\*Required for concentration

PADM 5791 Health Care Policy and Politics..........................................................................................3 hrs.

PADM 5324 Epidemiology: Concepts and Methods ............................................................................3 hrs.

PADM 5852 Health Care Delivery for Specialized Groups ...................................................................3 hrs.

**Human Resources Management**

This specialization is structured for students seeking management careers in public organizations at all administrative levels. This concentration requires 9 semester hours to be selected from the list of courses below:

PADM 5212 Legal Aspects of Public Personnel Administration.............................................................3 hrs.

PADM 5450 Collective Bargaining and Labor Relations ........................................................................3 hrs.

PADM 5551 Diversity Management in Public Organizations\* .............................................................3 hrs.

PADM 5600 Issues in Human Resources Management\*.......................................................................3 hrs.

PADM 5615 Human Capital Development: Theory and Practice ..........................................................3 hrs.

\*Required for concentration

**Public Policy**

The Public Policy concentration calls for analysis of and conduct of research on political, legal, economic and social institutions and processes. This concentration provides an in-depth preparation for a student seeking a career at any level or unit of government.

This concentration requires 9 semester hours to be selected from the list of courses below:

PADM 5511 Directed Independent Policy Studies ..............................................................................3 hrs.

PADM 5802 Public Policy Analysis\* ......................................................................................................3 hrs.

PADM 5810 Intergovernmental Relations\* ..........................................................................................3 hrs.

PADM 5815 International and Comparative Public Policy ..................................................................3 hrs.

PADM 5872 Executive Policy Making ..................................................................................................3 hrs.

\*Required for concentration

**Water Resources Management and Policy**

The Water Resources Management and Policy concentration is collaboration between the Department of Natural Sciences and the Public Administration program. This concentration requires 15 semester hours beyond the core to be selected as shown below:

PADM 5720 Contemporary Issues in Public Administration\* ...............................................................3 hrs.

\* Required for WRMP students.

WRMP 6400 Hydrological and Irrigation Fundamentals .......................................................................3 hrs.

WRMP 6405 Environmental and Natural Resource Policy ....................................................................3 hrs.

WRMP 6410 Natural Resource Management and Planning .................................................................3 hrs.

WRMP 6415 Water Law and Legislation ...............................................................................................3 hrs.

WRMP 6420 Water Resources Policy Field Project\*\*

WRMP 6421 Water Resources Management and Policy Professional Project\*\*

**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 demonstrations of abilities and skills.

**THE MPA FACULTY**

**Adams- Cooper, Veronica, Ph.D.**, Jackson State University. Specialties: Community and Economic Development Management; Non-Profit Administration, Social Justice, and Civic Engagement.

**Dauphin, Robert, Ph.D.**, North Central University. Specialties: Public Management, Human Resources Management, Organizational Theory and Leadership.

**Handwerk, Sandra, Ph.D.,** Union Institute. Specialties: Women and Teen Health, Testing and Prevention of HIV/AIDS, Healthcare Disparities, At-risk Youth, Healthcare Delivery Systems, Health Behaviors and Health Education.

**Neubauer, Bruce, Ph.D.,** University of Georgia. Specialties: Public Information Systems, Healthcare Administration, Research Methods, E-Government, and Instructional Technology

**Ngwafu, Peter A., Ph.D**., Clark Atlanta University. Specialties: Public Policy, Human Resource

Management and Organizational Theory and Behavior, Diversity Management, and Collective Bargaining.

The MPA program employs adjunct faculty members who are practitioners with extensive experience in public and nonprofit management.

**COURSE DESCRIPTIONS**

PADM 5011 — Public Administration: Scope, Development & Ethical Environment………………………..3 (3-0)

This course is an overview of the scope of administration as a field of study and as a profession.

PADM 5125 — Organizational Theory..................................................................................................3(3-0)

This course examines the evolution and development of organizational theories, forms and practices from the factory system to the emergence of the virtual global organization.

PADM 5200 — The Administrative State..............................................................................................3(3-0)

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

PADM 5202 — Administrative Law.......................................................................................................3(3-0)

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

PADM 5212 — Legal Aspects of Public Personnel Administration.......................................................3(3-0)

This course is an in-depth study of court decisions which impact public personnel administration and problems that arise as a result of political and civil rights of public employees.

PADM 5261 — Public Personnel Administration..................................................................................3(3-0)

This course involves public personnel principles and practices including selection, appointment, classification, compensation, tenure and promotion. The role of personnel officers in government will be analyzed.

PADM 5300 — Administration of Nonprofit Organizations.................................................................3(3-0)

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.

PADM 5301 — Public Budgeting..........................................................................................................3(3-0)

The course surveys the role of government budgets in determination of policy in administrative integration and control of government operations, in intergovernmental relations and in relation to the private economy.

PADM 5321 — Foundations of Health Care Finance...........................................................................3 (3-0)

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.

PADM 5322 — Foundations of Public Health Administration and Management................................3 (3-0)

This course will provide a comprehensive introduction and overview of public health management and administration.

PADM 5324 Epidemiology...................................................................................................................3(3-0)

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

PADM 5450 — Collective Bargaining and Labor Relations...................................................................3(3-0)

The course focuses on the origins and perspectives of public unionism, key actors and processes in the collective bargaining relationship and process, problems associated with enforcement of public sector collective bargaining agreements and problems raised by the political and civil rights of public employees.

PADM 5500 — Computer Applications & Management of Information Systems................................3(3-0)

Students are introduced to the concepts and theories of management information systems, the practices in government organizations, as well as issues, problems and trends. The course will also introduce students to a variety of data based programs such as SPSS, Excel, Access and effective use of Power Point.

PADM 5502 — Research Design and Data Analysis.............................................................................3(3-0)

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.

PADM 5511 — Directed Independent Policy Studies..........................................................................3(3-0)

This course allows students to pursue specialized interests in policy studies.

PADM 5530 — Independent Study in Public Administration..............................................................3(3-0)

This course allows students to complete independent, supervised readings and research on a pre-selected topic and present a final paper to the instructor. Students will also complete 10 page annotated bibliographies on their area of interests and complete a state or federal agency profile.

PADM 5551 — Diversity Management and Public Organization..........................................................3(3-0)

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.

PADM 5600 — Issues in Human Resources Management...................................................................3(3-0)

The course examines issues in managing public human resources.

PADM 5615 — Human Capital Development: Theory and Practice......................................................3(3-0)

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.

PADM 5635 — Introduction to Community & Economic Development...............................................3(3-0)

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

PADM 5650 — Executive Leadership: Principles of Public Administration..........................................3(3-0)

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.

PADM 5710 — Grantsmanship for Public Administration...................................................................3(3-0)

Offers instruction on the “how to” of grant writing and planning for grant writing in the public sector and nonprofits.

PADM 5720 — Contemporary Issues in Public Administration............................................................3(3-0)

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

PADM 5781 — Introduction to Public Policy........................................................................................3(3-0)

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.

PADM 5791 — Health Policy and Politics.............................................................................................3(3-0)

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

PADM 5802 — Public Policy Analysis...................................................................................................3(3-0)

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

PADM 5810 — Intergovernmental Relations.......................................................................................3(3-0)

Emphasizes the issues and problems involved in the relationships among federal, state and local governments.

PADM 5815 — International and Comparative Public Policy...............................................................3(3-0)

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.

PADM 5823 — Program Development, Management & Evaluation....................................................3(3-0)

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.

PADM 5831 — Urban and Rural Community Planning.........................................................................3(3-0)

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.

PADM 5850 — Community Development Theory and Practice............................................................3(3-0)

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.

PADM 5851 — Professional Public Service Internship Project.............................................................3(3-0)

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.

PADM 5852 — Health Care Delivery for Specialized Groups................................................................3(3-0)

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.

PADM 5860 — Economic Development Theory and Practice..............................................................3(3-0)

Explores theories of local economic development and addresses the dilemmas contemporary communities face.

PADM 5872 — Executive Policy-Making..............................................................................................3(3-0)

Focuses on the institutional mechanisms and processes of policy formulation at the presidential level.

PADM 5905 — Capstone Research (Exit Process).................................................................................3(3-0)

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 research 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.

WRMP 6400 — Hydrology and Irrigation Fundamentals......................................................................3(3-0)

This course is designed to introduce the social scientist to concepts basic to hydrology and irrigation. Fundamental characteristics of aquifers - tributary and non-tributary - are discussed along with their relevance for policy issues. Irrigation techniques and water use efficiency are discussed.

WRMP 6405 — Environmental and Natural Resource Policy...............................................................3(3-0)

This course provides an overview of the theoretical principles, public policy instruments and current practice involved in applying economic theory and models to problems associated with the management and conservation of natural and environmental systems.

WRMP 6410 - Natural Resource Management and Planning...............................................................3(3-0)

The course introduces the tools and concepts required for conducting benefit/cost analyses of actions that affect natural resources and the environment, as well as economic activity in regional economies. Attention is devoted primarily to economic and measurement tools relevant for such analyses, including techniques and methods for measuring market and non-market costs and benefits.

WRMP 6415 — Water Law and Legislation...........................................................................................3(3-0)

This course is designed to introduce students without a background in law to basic legal concepts that are of critical importance for the design and implementation of water policies. Included will be a review of all major court decisions concerning equitable apportionment and their relevance for contemporary water policy.

WRMP 6420 — Water Resources Policy Field Project..........................................................................3(3-0)

The Professional Project is an essential component of the student’s work in the Water Resources Management and Policy Concentration. The student is required to design and conduct research on a water-related issue/problem and to prepare a paper outlining the research project and the results of the research. The paper should be of sufficient quality for submission to a referred journal. In addition, the student must defend his/her research project (professional paper) to peers and a faculty committee.

**Management Courses Accepted as Substitutions in the MPA Program**

MGMT 6125 — Human Resource Management.................................................................................3(3-0)

Explores the process of forecasting and identifying resources in the labor market, determining staffing needs, developing budgets and employment plans. Includes the creation of job specifications, recruitment programs, and interviewing and selection techniques. Emphasis on pro- gram evaluation and legal considerations, equal employment opportunity, performance appraisal, compensation management, training and development. Accepted for PADM 5261, Public Personnel Administration.

MGMT 6110 — Organizational Behavior and Effectiveness.................................................................3(3-0)

This course enhances our understanding of all aspects of behavior in organizational settings through the systematic study of individual, group and organizational processes. The approach is experiential and focuses on organization changes, leadership and teamwork. The goal of the course is to gain competencies to improve organizational effectiveness. Accepted for PADM 5125 Organizational Theory.