Public Administration

Degree Offered

• Master of Public Administration

Nature of the Program

The Master of Public Administration (MPA) degree prepares individuals for a career in public service. WVU's Department of Public Administration offers the only internationally accredited MPA program in West Virginia. The MPA degree prepares individuals to work in government and nonprofit agencies to develop and implement public policies and programs. The MPA program offers flexible class times, full and part-time enrollment, small class settings, and opportunities to work directly with community and government organizations through team-based class projects, the internship experience, professional development activities and community service.

Dual Degrees

The department has established dual degree programs with a number of other graduate programs. A dual JD/MPA degree program established with the College of Law provides preparation in both law and public administration. A dual MSW/MPA degree in cooperation with the School of Social Work provides preparation for administrators in the social services. Dual degree programs may also be arranged with other academic programs and professional schools. Graduate studies regulations permit limited credit hours from one graduate degree to be applied to a second degree. Students may pursue two degrees and use approved coursework for both degrees.

Graduate Certificates Offered

The department offers graduate certificate programs in Community Development Policy & Practice and Healthcare Administration.

FACULTY

CHAIR
• Maja Husar Holmes - Ph.D. (Syracuse University)
  Public Management and Public Leadership

PROFESSOR
• L. Christopher Plein - Ph.D. (University of Missouri)
  Eberly Professor of Outstanding Public Service, Legal and Political Foundations, Public Policy Analysis, Social Policy, Community and Economic Development

ASSOCIATE PROFESSORS
• Karen Kunz - D.P.A. (University of Illinois, Springfield)
  Financial Management, Corporate Use of Public Funds, Political Economy
• Margaret Stout - Ph.D. (Arizona State University)
  Local Government, Community Development, Public Policy and Public Planning

ASSISTANT PROFESSOR
• Paolo Farah - LLM, JD (College of Europe, University of Paris)
  Energy, Environment, and Natural Resource Law, Human Rights

PROFESSORS EMERITI
• Nancy L. Adams - Ph.D. (Fielding Institute)
• Gerald M. Pops - Ph.D. (Syracuse University)
• David G. Williams - Ph.D. (State University of New York at Albany)

Admissions

MPA

Candidates must meet the WVU general admission requirements for a bachelor's degree from an accredited college. Admission into the MPA program is competitive with decisions based on the following material:

• Application for admission and transcripts. Apply here (https://app.applyyourself.com/AYApplicantLogin/fl_ApplicantConnectLogin.asp?id=wvugrad)
2  Public Administration

- **Two Recommendations.** Recommendations from professional or academic references should be requested through the online Graduate Application portal.

- **Current Resume.** Please list work experience, volunteer activities, internships, academic degrees and honors, and other accomplishments you feel the admissions committee should take into account in reviewing your application.

- **Statement of Purpose.** Provide a letter indicating your interest in a career in public service, what you hope to gain from the MPA program, and why WVU offers you the best opportunity for achieving your professional goals. Please note in the letter if you are applying for a graduate exam waiver request in the application based on one of the exceptions noted below.

- **Graduate Exam Scores (GRE, GMAT, LSAT, or view below for Exemptions).** Submit standardized test scores from one of the following Graduate Exams:
  - Graduate Record Examination (GRE)
  - Graduate Management Admission Test (GMAT)
  - Law School Admissions Council Exam (LSAT)
- **TOEFL Scores** (for International Students only).

**EXEMPTIONS TO THE GRADUATE EXAM REQUIREMENT**

The requirement that applicants submit GRE, GMAT, or LSAT scores will be waived under the following circumstances:

- **Admission based on Undergraduate GPA:** The applicant who earned a bachelor's degree from a U.S. accredited college or university and achieved a cumulative GPA of 3.4 or higher are eligible to waive the GRE/GMAT/LSAT requirement to apply for the program. Please state in your statement of purpose that you are applying for a waiver of the GPA.

- **Evidence of Graduate Level Competence:** Applicants who already hold a graduate degree or have successfully completed at least 18 semester hours in another accredited graduate program, may request a waiver of the GRE/GMAT/LSAT requirement. Please state in your statement of purpose that you are requesting a waiver based on graduate level competence.

- **Significant Managerial Administrative Experience:** Applicants with at least 5 years of managerial administrative experience after completing their undergraduate degree may request a waiver of the GRE/GMAT/LSAT requirement. Please provide a letter that describes your verbal/written and quantitative competencies. The letter should provide specific examples of your ability to write effectively, analyze complex situations, and complete quantitative analysis.

**Application Deadline**

The MPA program accepts students for both Fall and Spring admission. The deadline for all application materials for Fall admission is April 1. Applicants will be notified of the committee’s decision around April 15. The deadline for all application materials for Spring admission is October 15. Applicants for the spring term will be notified around October 31. Applications for admission may be considered after these deadlines on a space-available basis. Incomplete applications will not be considered.

For further information, please contact:

Department of Public Administration
P.O. Box 6322
Morgantown, WV 26506
Debbie.Koon@mail.wvu.edu (dkoon@wvu.edu)
(304) 293-2814
or publicadmin.wvu.edu

**Degree Requirements**

- **Credit Hours:** Students are required to complete a minimum of 39 credit hours in graduate coursework. Students may take PUBA courses or courses at the 400 level or above in another department as approved by faculty advisor as electives. Students with substantial experience in public administration may request to waive the MPA internship requirement.

- **Grade Point Average:** Students must earn a minimum cumulative GPA of 3.00 in coursework applied to their graduate program. Students must also earn a minimum grade of C in all required MPA courses. Students must earn a B- or better in non-PUBA courses that contribute to the MPA degree program of study.

- **Area of Emphasis:** The Public Administration Department offers two areas of emphasis - Healthcare Administration and Local Governance and Community Development. Students may either complete an Area of Emphasis or 12 credits of electives.
  - **Healthcare Administration:** For students who are interested in a career in a variety of healthcare settings, including hospitals, health departments, nursing homes, mental health services, home health services, nonprofit voluntary agencies, health research foundations, public and private insurance, and a variety of governmental agencies.
• **Local Governance and Community Development:** For students who are interested in a career in community and economic development with non-profit agencies and local governments, including counties and municipalities, school districts, and public utilities.

• **Graduation Requirement:** Students must complete the curricular program of study and earn a cumulative GPA of 3.0 or better. Students are required to complete 3 credit hours of internship which reflects 360 contact hours in the internship placement. The internship requirement may be waived for students who have substantial public service experience.

• **Benchmarks:** Students are expected to meet at least once a semester with their faculty advisor to review their progress in the program of study. More information is provided in the MPA Student Handbook.

• **Degree Completion:** Full-time students usually complete the MPA degree in four semesters.

## Curriculum Requirements

**Required Courses**

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>PUBA 600</td>
<td>Democratic Context of Public Administration</td>
</tr>
<tr>
<td>PUBA 610</td>
<td>Public and Nonprofit Management</td>
</tr>
<tr>
<td>PUBA 620</td>
<td>Public and Nonprofit Financial Management</td>
</tr>
<tr>
<td>PUBA 630</td>
<td>Public Service Research</td>
</tr>
<tr>
<td>PUBA 645</td>
<td>Public Policy and Administration</td>
</tr>
<tr>
<td>PUBA 710</td>
<td>Public Service Leadership</td>
</tr>
<tr>
<td>PUBA 720</td>
<td>Public and Nonprofit Budgeting</td>
</tr>
<tr>
<td>PUBA 700</td>
<td>Capstone Seminar</td>
</tr>
</tbody>
</table>

**Elective Courses**

Select one of the following options:

- Any PUBA courses at the 600 or 700 level
- Courses at the 400 level or above in another department as approved by faculty advisor
- Healthcare Administration Area of Emphasis
- Local Governance and Community Development Area of Emphasis

**Internship**

PUBA 751 | Public Service Internship

| Total Hours | 39 |

## Healthcare Administration Area of Emphasis

The Public Administration Department offers a healthcare administration area of emphasis for students who are interested in a career in a variety of healthcare settings, including hospitals, health departments, nursing homes, mental health services, home health services, nonprofit voluntary agencies, health research foundations, public and private insurance, and a variety of governmental agencies.

**HEALTHCARE ADMINISTRATION AREA OF EMPHASIS REQUIREMENTS**

**REQUIRED COURSES**

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>PUBA 670</td>
<td>Health Systems</td>
</tr>
<tr>
<td>PUBA 671</td>
<td>Healthcare Organization and Operation</td>
</tr>
<tr>
<td>PUBA 672</td>
<td>Healthcare Finance</td>
</tr>
</tbody>
</table>

**HEALTHCARE ELECTIVES**

Select electives to total 3 credits. Others approved by Healthcare Advisor

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>PUBA 673</td>
<td>Alternative Healthcare Delivery Systems</td>
</tr>
<tr>
<td>PUBA 674</td>
<td>Rural Healthcare</td>
</tr>
<tr>
<td>PUBA 675</td>
<td>Organization Performance Improvement</td>
</tr>
<tr>
<td>PUBA 678</td>
<td>Population Health Management</td>
</tr>
<tr>
<td>PUBA 716</td>
<td>Creativity and Innovation</td>
</tr>
<tr>
<td>PUBA 717</td>
<td>Performance Management</td>
</tr>
<tr>
<td>PUBA 770</td>
<td>Managed Care</td>
</tr>
<tr>
<td>PUBA 772</td>
<td>Integrated Delivery System</td>
</tr>
<tr>
<td>PUBA 773</td>
<td>Policy Issues in Women's Health</td>
</tr>
<tr>
<td>PUBA 774</td>
<td>Healthcare Law and Ethics</td>
</tr>
</tbody>
</table>
Local Governance and Community Development Area of Emphasis

Counties and municipalities are the levels of government most directly involved in community and economic development. Localities are where we live, learn, work, and recreate. These and other local governments, like school districts and public utilities, comprise the largest sector of public employment in the United States. In fact, employment in local government has even been growing while it declines at other levels of government. Adding to this sub-sector the many nonprofit organizations that engage in community and economic development, the opportunities for employment in this field of public service abound.

LOCAL GOVERNANCE AND COMMUNITY DEVELOPMENT AREA OF EMPHASIS
REQUIREMENTS

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>PUBA 650</td>
<td>Local Governance</td>
<td>3</td>
</tr>
<tr>
<td>PUBA 750</td>
<td>Public Planning</td>
<td>3</td>
</tr>
<tr>
<td>PUBA 755</td>
<td>Sustainable Community Development</td>
<td>3</td>
</tr>
<tr>
<td>Select 3 credit hours from the list below or an approved course by LGCD Advisor</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>PUBA 645</td>
<td>Public Policy and Administration</td>
<td></td>
</tr>
<tr>
<td>PUBA 651</td>
<td>Equitable Community Development</td>
<td></td>
</tr>
<tr>
<td>PUBA 655</td>
<td>Public Engagement</td>
<td></td>
</tr>
<tr>
<td>PUBA 743</td>
<td>Conflict Management</td>
<td></td>
</tr>
</tbody>
</table>

Total Hours 12

Degree Progress

Academic Advising: Each student is assigned an faculty advisor to guide students with their program of study, internship placement and career development. All course selections must be approved by you MPA faculty advisor. Students are expected to meet at least once a semester with their faculty advisor to review their progress in the program of study.

Plan of Study: The Plan of Study should be discussed with your faculty advisor to ensure appropriate sequencing of courses to meet graduation requirements.

Evaluation Procedures: The Public Administration faculty are committed to support all admitted students in their timely completion of the program. Students will annually receive a "good standing" letter from the Chair of the Department. You will also be provided feedback through academic assignments and individual meetings as needed. Your academic advisor is available to discuss with you any areas in which you may be experiencing challenges and/or need additional support. If you academic advisor is not available, feel free to contact the Chair of the Department of Public Administration.

Grade Point Average (GPA) and Course Grades: Students must earn a minimum cumulative GPA of 3.00 in coursework applied to their graduate program. Students must also earn a minimum grade of C in all required MPA courses. Students must earn a B- or better in non-PUBA courses that contribute to the MPA degree program of study.

Timeline: Master's degree students are permitted to continue in a program for a maximum of eight years following their term of admission to the program. Students who have been inactive for two or more years or who exceed eight years following their term of admission are required to apply for readmission to the University and their graduate program.

Professional Behavior: The Master of Public Administration program is a professional program preparing people for careers in public service. Adherence to professional standards and ethics are expected of students.

More information is provided in the MPA Student Handbook.

Graduate Certificate in Community Development Policy and Practice

The Graduate Certificate in Community Development Policy and Practice (CDPP) is designed to provide professional development for in-service practitioners in the field of community development, which pursues holistic improvements to the social, economic, and environmental qualities of local communities. The CDPP graduate certificate program is available to certificate seeking students as well as those pursuing another graduate degree. Each student must successfully complete 18 credit hours, including three required courses and three electives from those listed in the Graduate Catalog or as approved by the Program Director.
Candidates must have a bachelor’s degree from an accredited institution and a minimum grade point average of 2.75 on a 4.0 scale. The deadline to apply is June 15 for Fall admission only. To apply for the CDPP Certificate you will need to submit the following material:

- **Application for admission and transcripts.** When applying select Certificate Code CG42. [Apply here](https://app.applyyourself.com/AYApplicantLogin/fl_ApplicantConnectLogin.asp?id=wvugrad)
- **Statement of Purpose.** Indicate career interests and experience in community development.

**CERTIFICATE CODE - CG42**

### Required Courses

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>PUBA 650</td>
<td>Local Governance</td>
<td>3</td>
</tr>
<tr>
<td>PUBA 750</td>
<td>Public Planning</td>
<td>3</td>
</tr>
<tr>
<td>PUBA 755</td>
<td>Sustainable Community Development</td>
<td>3</td>
</tr>
</tbody>
</table>

### Elective Courses

Select 9 credit hours from electives or courses approved by Graduate Certificate Coordinator.

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
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</thead>
<tbody>
<tr>
<td>PUBA 651</td>
<td>Equitable Community Development</td>
</tr>
<tr>
<td>PUBA 655</td>
<td>Public Engagement</td>
</tr>
<tr>
<td>PUBA 791</td>
<td>Advanced Topics</td>
</tr>
<tr>
<td>PUBA 730</td>
<td>Advanced Public Service Research</td>
</tr>
<tr>
<td>AGEE 650</td>
<td>Program Development in Community Education</td>
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<tr>
<td>AGEE 651</td>
<td>Program Evaluation in Comm Ed</td>
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<tr>
<td>ART 523</td>
<td>Graduate Graphic Design</td>
</tr>
<tr>
<td>DSM 650</td>
<td>The Creative Economies</td>
</tr>
<tr>
<td>FMAN 523</td>
<td>Advanced Urban Forest Management</td>
</tr>
<tr>
<td>FOR 670</td>
<td>Human Dimensions of Natural Resource Manag</td>
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<tr>
<td>GEOG 550</td>
<td>Geographic Information Science</td>
</tr>
<tr>
<td>HIST 609</td>
<td>Field Methods in Historic Preservation</td>
</tr>
<tr>
<td>HIST 613</td>
<td>Local History Research Methodology</td>
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<tr>
<td>HIST 620</td>
<td>Practicum in Cultural Resource Management</td>
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<tr>
<td>LARC 570</td>
<td>Meanings of Place</td>
</tr>
<tr>
<td>LAW 612</td>
<td>Agriculture &amp; Food Law</td>
</tr>
<tr>
<td>LAW 625</td>
<td>Nonprofit Organizations</td>
</tr>
<tr>
<td>LAW 635</td>
<td>Land Use and Resilience Law</td>
</tr>
<tr>
<td>LAW 774</td>
<td>Local Government</td>
</tr>
<tr>
<td>LEGS 760</td>
<td>Administrative Ethics</td>
</tr>
<tr>
<td>RPTR 714</td>
<td>Outdoor Recreation Behavior</td>
</tr>
<tr>
<td>RPTR 738</td>
<td>Tourism Planning</td>
</tr>
<tr>
<td>SOWK 656</td>
<td>Financial Management and Grant Writing</td>
</tr>
<tr>
<td>WGST 530</td>
<td>Feminist Theory</td>
</tr>
</tbody>
</table>

**Total Hours** 18

### Healthcare Administration Certificate

Candidates must meet the WVU general admission requirements for a bachelor's degree from an accredited college. Applications will be reviewed on a rolling basis. To apply for the Healthcare Administration Certificate you will need to submit the following material:

- **Application for admission and transcripts.** When applying select Certificate Code CG01. [Apply here](https://app.applyyourself.com/AYApplicantLogin/fl_ApplicantConnectLogin.asp?id=wvugrad)
- **Resume.**

**CERTIFICATE CODE - CG01**

The Public Administration Department offers a healthcare administration certificate for students who are interested in a career in a variety of healthcare settings, including hospitals, health departments, nursing homes, mental health services, home health services, nonprofit voluntary agencies, health research foundations, public and private insurance, and a variety of governmental agencies. The certificate program is available to students pursuing a degree other than the MPA degree or as a non-degree seeking student. For more information, please consult: [http://publicadmin.wvu.edu/](http://publicadmin.wvu.edu/).
CERTIFICATE REQUIREMENTS

Required Courses

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>PUBA 670</td>
<td>Health Systems</td>
<td>3</td>
</tr>
<tr>
<td>PUBA 671</td>
<td>Healthcare Organization and Operation</td>
<td>3</td>
</tr>
<tr>
<td>PUBA 672</td>
<td>Healthcare Finance</td>
<td>3</td>
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Healthcare Electives (Select electives to total 3 credits. Others approved by Healthcare Advisor)

<table>
<thead>
<tr>
<th>Course Code</th>
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<tbody>
<tr>
<td>PUBA 673</td>
<td>Alternative Healthcare Delivery Systems</td>
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<td>Rural Healthcare</td>
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<tr>
<td>PUBA 675</td>
<td>Organization Performance Improvement</td>
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<tr>
<td>PUBA 676</td>
<td>Population Health Management</td>
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<tr>
<td>PUBA 7016</td>
<td>Creativity and Innovation</td>
<td></td>
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<tr>
<td>PUBA 717</td>
<td>Performance Management</td>
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<td>Managed Care</td>
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<tr>
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<td>Integrated Delivery System</td>
<td></td>
</tr>
<tr>
<td>PUBA 773</td>
<td>Policy Issues in Women’s Health</td>
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<tr>
<td>PUBA 774</td>
<td>Healthcare Law and Ethics</td>
<td></td>
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<tr>
<td>PUBA 775</td>
<td>Healthcare Policy</td>
<td></td>
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<tr>
<td>PUBA 776</td>
<td>Healthcare Planning/Marketing</td>
<td></td>
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<tr>
<td>PUBA 777</td>
<td>Healthcare Information Systems</td>
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</table>

Capstone Experience

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>PUBA 780</td>
<td>Healthcare Administration Practicum (or equivalent capstone course approved by the Director.)</td>
<td>3</td>
</tr>
</tbody>
</table>

Total Hours: 15

Major Learning Outcomes

MASTER OF PUBLIC ADMINISTRATION

1. Define democratic values and explain how they frame public service ethics.
2. Make personal choices among and synthesis of differing approaches to public service.
3. Integrate public service values into human resource management.
4. Explain the changes occurring in society as they affect human capital appropriate and recommend responses.
5. Interpret and apply concepts of multiculturalism, diversity, acculturation, culture, and theories of difference.
6. Define and differentiate public management concepts and leadership approaches.
7. Examine, select, and recommend appropriate management strategies and actions to address public issues.
8. Define, distinguish, and apply multiple theoretical frameworks to situational analysis and synthesize preferred approaches.
9. Define, frame, evaluate, and recommend responses to important public issues.
10. Examine the stages and actors involved in public policy making process.
11. Engage in evidence-based and empirical analysis and evaluation that informs policy.
12. Apply management tools and leadership skills in field-based activities.
13. Participate in the policy decision making process in the public or nonprofit context.
15. Define, frame, evaluate, and recommend responses to specific public contexts.
16. Generate, co-produce, and share innovative research with students.

Certificate Learning Outcomes

GRADUATE CERTIFICATE - COMMUNITY DEVELOPMENT POLICY AND PRACTICE (CDPP)

- Identify, distinguish, and summarize the institutions, processes, and powers of local government in a federalist system.
- Recognize, summarize, and recommend the basic operations and finances of local government.
- Investigate and judge historic and current systems of privilege and oppression.
- Analyze community power dynamics in a particular case.
- Recognize and distinguish various rationales for engaging the public in policy making and implementation.
- Illustrate and model various techniques for mobilizing stakeholders and citizens in collaborative public policy making, planning, and program implementation.
• Identify, define, and compare common arenas of public planning.
• Research and organize planning data to formulate recommendations using a logic model approach, including both data-driven (needs/assets assessment) and mission-driven (strategic) planning practices.
• Distinguish and interpret theoretical approaches to community development.
• Prepare, investigate, develop, and recommend a community development project through implementation, management, and resource development planning.
• Construct a theory of change logic model based on program theory.
• Create a program evaluation research design.

Certificate Learning Outcomes

HEALTHCARE ADMINISTRATION

Upon completion of the certificate, students should be able to:

• Understand, identify, and explain key social, political, and economic issues that shape the delivery of healthcare in the United States.
• Examine and identify the variety of organizations and entities in the healthcare delivery environment.
• Assess current workforce, funding, organizational delivery, quality and equity trends in healthcare administration.
• Understand, interpret, and utilize financial information, reports, policies and tools to implement decision-making in healthcare administration.

COURSES

PUBA 595. Independent Study. 1-6 Hours.
Faculty supervised study of topics not available through regular course offerings.

PUBA 600. Democratic Context of Public Administration. 3 Hours.
Orientation to the field of public administration and its role in democratic governance in the United States. Review of the historical, philosophical, Constitutional, and intellectual foundations of administrative theory and public service values, with application to current trends and issues.

PUBA 610. Public and Nonprofit Management. 3 Hours.
Introduction to public and nonprofit management, including assessing organizational contexts, structures, and systems. Explores diverse strategies for managing programs, projects, people, and resources in public service organizations.

PUBA 620. Public and Nonprofit Financial Management. 3 Hours.
Graduate level introduction to the principles, practices, participants, and policies involved in public and nonprofit financial management, including fiscal resource management, financial reporting, and performance analysis.

PUBA 630. Public Service Research. 3 Hours.
Foundations and processes of applied research to inform public and nonprofit organizations, with an emphasis on research design, data collection and analysis, and presentation of findings and recommendations.

PUBA 640. Legal and Political Foundations. 3 Hours.
PR: Consent. Constitutional-legal basis of American public administration; the policy making process; administrative agency relationships with executive, legislative, and judicial branches; bureaucratic power and legitimacy; and administrative legal process.

PUBA 645. Public Policy and Administration. 3 Hours.
Examines the administrative role throughout the democratic public policy process, focusing on ethical implications and associated technical skills.

PUBA 650. Local Governance. 3 Hours.
Introduction to the institutions and processes of local governance. Institutions include: government structures (county, municipal, special districts), volunteer boards and commissions, and various types of community-based organizations.

PUBA 651. Equitable Community Development. 3 Hours.
Explores the meaning, contributing factors, and challenges associated with building community capacity for equitable community development processes and outcomes. Examines application to different socioeconomic contexts.

PUBA 655. Public Engagement. 3 Hours.
Explores theories of community engagement. Develops skills in techniques for engaging citizens and other stakeholders in collaborative local governance and community building efforts.

PUBA 670. Health Systems. 3 Hours.
Graduate-level introduction to the development, structure, and current issues in the healthcare in the United States including health promotion, disease prevention, epidemiology, delivery and utilization of health services, financing, policy, regulation, and ethical concerns.

PUBA 671. Healthcare Organization and Operation. 3 Hours.
PR: PUBA 670 or PR or CONC:CHPR 635. Examines the organization and management of health-care settings including system influences, leadership, communication, organization behavior, team development, organization design, evaluation, productivity, performance improvement.
PUBA 672. Healthcare Finance. 3 Hours.
PR or CONC: PUBA 670 or CHPR 635. Examines financing of health-care, financial management concepts, insurance mechanisms, reimbursement, cost accounting, budgeting, and staffing for healthcare organizations, including integrated networks and managed care. The course focuses on concepts needed by first line and mid-level managers.

PUBA 673. Alternative Healthcare Delivery Systems. 1 Hour.
PR or CONC: PUBA 670. Examines the key management issues in a variety of nontraditional settings, such as but not limited to, birthing centers, physician practice management, PATCH. Settings chosen will be determined from current developing areas in health-care.

PUBA 674. Rural Healthcare. 1 Hour.
PR or CONC: PUBA 670 or CHPR 635. Provides an overview of the issues affecting healthcare in rural settings, the health status of rural populations, and initiatives to provide improved access and address issues in service delivery and administration of rural health-care settings.

PUBA 675. Organization Performance Improvement. 1 Hour.
Introduces tools used to measure and improve organizational performance. The focus is on health-care organizations, with general application to public management. Techniques of total quality management and continuous quality improvement are covered.

PUBA 678. Population Health Management. 1 Hour.
PR: PUBA 670. Examines concepts of populations' health, managerial uses of epidemiological data, and population management approaches to health maintenance.

PUBA 691. Advanced Topics. 1-6 Hours.
Investigation of advanced topics not covered in regularly scheduled courses.

PUBA 693. Special Topics. 1-6 Hours.
A study of contemporary topics selected from recent developments in the field.

PUBA 697. Research. 1-15 Hours.
PR: Consent. Research activities leading to thesis, problem report, research paper or equivalent scholarly project, or a dissertation. (Grading may be S/U.)

PUBA 700. Capstone Seminar. 3 Hours.
PR: All PUBA 600 level and PUBA 751 or concurrent. Links MPA academic preparation to professional career through analysis of practice settings, professional literature, and internship/professional experience of student; integrates coursework, practice themes, competencies, and ethics.

PUBA 710. Public Service Leadership. 3 Hours.
Prepares students to exercise leadership in public and nonprofit organizations in response to changing social, economic, and environmental challenges. Examines various approaches to leadership and innovation, including strategic, communicative, and reflective practice.

PUBA 712. Administrative Ethics. 3 Hours.
Exploration of the foundations of ethical principles and practices in the public and nonprofit sectors. Application of principles through analysis of ethical dilemmas in serving the public.

PUBA 715. Organizational Development and Change Management. 3 Hours.
Examines organization development and change management applied to public agencies. Explores basic organization development skills, and techniques for effective change management.

PUBA 716. Creativity and Innovation. 1 Hour.
Examines knowledge about creativity and innovation in public organizations. Explores approaches to increasing creativity for individuals and groups. Reviews organization structure and processes as they relate to creativity.

PUBA 717. Performance Management. 2 Hours.
Examines the principles of performance management in public organizations. Explores a variety of performance management models and practices with emphasis on service delivery to improve organizations.

PUBA 720. Public and Nonprofit Budgeting. 3 Hours.
PR: PUBA 620. Graduate level study of public budgeting principles and political processes in government and nonprofit organizations. Emphasis is placed on understanding revenue sources and tax structures, while developing the skills to craft, analyze, and revise budgets and performance measures.

PUBA 730. Advanced Public Service Research. 3 Hours.
PR: Consent. Methodological foundations, methods, and research design for public policy analysis and evaluation or program assessment and evaluation.

PUBA 741. Human Resources Systems. 3 Hours.
PR: Consent. Examines competing values, systems, processes, and methods for managing human resources in government and non-profit organizations; including merit, patronage, professional, collective bargaining, and entrepreneurial models.

PUBA 743. Conflict Management. 3 Hours.
PR: Consent. Explores the nature and causes of organizational, personal, and policy conflict in the public and non-profit sectors; develops approaches and tools for managing, negotiating, and resolving conflicts.
PUBA 750. Public Planning. 3 Hours.
Examine the substantive range of public planning arenas. Principles and practices of organizational, program, project, or physical planning with
consideration of the political and economic context.

PUBA 751. Public Service Internship. 1-6 Hours.
PR: Consent. A working internship in a government or public service related agency, designed to provide students with an opportunity to gain field
experience, and to relate knowledge gained through course work situation. (Grading will be S/U.).

PUBA 755. Sustainable Community Development. 3 Hours.
Explores the theory, principles, and ethics of economic, environmental, and social sustainability as applied to community and economic development
activities, with a focus on project and program implementation.

PUBA 770. Managed Care. 1 Hour.
PR or CONC: PUBA 670. Examines the key management issues in the managed care environment. General organization of managed care entities, key
management control issues, financing, and reimbursement mechanisms and trends in managed care will be covered.

PUBA 772. Integrated Delivery System. 1 Hour.
PR: PUBA 670. Examines organization and management of integrated delivery systems in healthcare including models of integration.

PUBA 773. Policy Issues in Women’s Health. 1 Hour.
PR: PUBA 670 or consent. Provides an overview of women’s healthcare issues involving the interaction of medical and social systems. How to facilitate
quality care will be examined from policy, administrative and advocacy standpoints.

PUBA 774. Healthcare Law and Ethics. 1 Hour.
PR or CONC: PUBA 670. Explores legal and ethical issues in the healthcare setting for administrative and medical managers.

PUBA 775. Healthcare Policy. 1 Hour.
PR or CONC: PUBA 670. Provides an introduction to policy issues in healthcare including state and federal roles in healthcare, the policy process and
various healthcare policy. Explores values and American political processes as they influence health policy.

PUBA 776. Healthcare Planning/Marketing. 1 Hour.
PR: PUBA 670. Examines planning and marketing for healthcare settings. Includes strategic planning. Serves to introduce key issues for administrators.

PUBA 777. Healthcare Information Systems. 1 Hour.
PR: PUBA 670. Provides an overview of major factors influencing health care information systems, categories of healthcare information technology; and
legal, ethical, human resource issues within management systems.

PUBA 779A. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

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PUBA 779B. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779B. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

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PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

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PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779C. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

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PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779C. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779C. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.
PUBA 779D. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779D. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779E. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779E. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779F. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779F. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779G. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779G. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779H. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

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PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779I. Special Topics in Health Care. 1-6 Hours.
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PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779J. Special Topics in Health Care. 1-6 Hours.
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PUBA 779K. Special Topics in Health Care. 1-6 Hours.
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PUBA 779K. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779L. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779L. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779M. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779M. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779N. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

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PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779O. Special Topics in Health Care. 1-6 Hours.
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PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779P. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subject of most topical concern in health care administration.

PUBA 779P. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779Q. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779Q. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779R. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779R. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779S. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

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PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779T. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779T. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779U. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779U. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779V. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779V. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779W. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779W. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779X. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.
PUBA 779Y. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779Z. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 780. Healthcare Administration Practicum. 3 Hours.
Students will develop and execute a field experience or scholarly research project that applies and integrates knowledge gained during healthcare administration course work into a functional capstone experience.

PUBA 790. Teaching Practicum. 1-3 Hours.
PR: Consent. Supervised practice in college teaching of public administration. NOTE: This course is intended to insures that graduate assistants are adequately prepared and supervised when they are given college teaching responsibility. It also provides a mechanism for student not on assistantships to gain teaching experience.

PUBA 791. Advanced Topics. 1-6 Hours.
PR: Consent. Investigation of advanced topics not covered in regularly scheduled courses.

PUBA 792. Directed Study. 1-6 Hours.
Directed study, reading and/or research.

PUBA 793. Special Topics. 1-6 Hours.
A study of contemporary topics selected from recent developments in the field.

PUBA 794. Seminar. 1-6 Hours.
Special seminars arranged for advanced graduate students.

PUBA 795. Independent Study. 1-9 Hours.
Faculty supervised study of topics not available through regular course offerings.

PUBA 796. Graduate Seminar. 1 Hour.
PR: Consent. Each graduate student will present at least one seminar to the assembled faculty and graduate student body of his or her program.

PUBA 797. Research. 1-15 Hours.
PR: Consent. Research activities leading to thesis, problem report, research paper or equivalent scholarly project, or a dissertation. (Grading may be S/U.)

PUBA 798. Thesis or Dissertation. 1-6 Hours.
PR: Consent. This is an optional course for programs that wish to provide formal supervision during the writing of students reports (698), or dissertations (798). Grading is normal.

PUBA 799. Graduate Colloquium. 1-6 Hours.
PR: Consent. For graduate students not seeking course work credit but who wish to meet residency requirements, use of the University's facilities, and participate in its academic and cultural programs. Note: Graduate students who are not actively involved in coursework or research are entitled, through enrollment in their department's 699/799 Graduate Colloquium to consult with graduate faculty, participate in both formal and informal academic activities sponsored by their program, and retain all of the rights and privileges of duly enrolled students. Grading is P/F; colloquium credit may not be counted against credit requirements for masters programs. Registration for one credit of 699/799 graduate colloquium satisfies the University requirement of registration in the semester in which graduation occurs.