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Public Administration

Application Procedures

The M.P.A. in Public Administration program gives preference to students with undergraduate grade point averages of at least 3.0. In-service applicants with strong professional experience may be admitted with grade point averages below 3.0 in some cases. Admission decisions are made by the M.P.A. in Public Administration Director with the advice of the M.P.A. faculty for students who submit complete applications by the submission deadlines given below. Applications will be ranked for the purpose of final admissions decisions. The number of students admitted to the program for a given semester will be determined by program capacity and enrollment. Students must also be admitted to the Graduate School. Applications completed after the stated deadlines will be reviewed if space becomes available.

- April 1 - Summer and Fall Admission
- June 1 - for all other applicants
- December 1 - Spring Admission

Applicants interested in being considered for graduate assistantships must have a complete application turned in by the February 1st deadline (including valid GRE scores) and must indicate interest in the assistantship on the application. Students wanting to be considered for Graduate School Fellowships must indicate their interest on the application and submit it by December 1st.

Master of Public Administration (M.P.A.) in Public Administration

Admission

Students applying to the M.P.A. in Public Administration program are admitted as either pre-service or in-service. To be admitted as in-service, the student must have significant professional experience in a public or quasi-public agency. This can generally be defined as at least one year of full-time administrative work experience. Students having less than one year of professional experience are admitted as pre-service.

To be considered for admission, applicants must have: (1) graduated from an accredited four-year college or university and (2) received an overall grade point average of 3.0 on a 4.0 scale, or a 3.0 overall grade point average for the last two years of undergraduate work. In instances where a candidate's promise is indicated by professional experience rather than undergraduate record, consideration for admission will be given on an individual basis. Admission exceptions may be granted by the director upon careful review of the student's entire application including: letters of recommendation, a personal statement, and a writing sample. All international M.P.A. applicants, except those from English-only speaking countries, must submit either an Internet-based TOEFL or IELTS official score report. If you obtained (or are obtaining) an undergraduate or a graduate degree in an English-only speaking country, your TOEFL/IELTS score requirement will not be waived. The M.P.A. program requires a minimum TOEFL score of 80 (internet based) overall or minimum IELTS score of 6.5. The program requires a nonrefundable \$65 application fee that must be submitted with the Application for Admission to Graduate Study in Public Administration. A GRE score is required of all applicants wishing to be considered for a graduate assistantship or fellowship.

Degree Requirements

M.P.A. students complete a 40-credit hour program of study as follows: (1) nine required courses totaling 25 credit hours; (2) 12 credit hours of elective course work; (3) an internship for three credit hours; and (4) successfully passing a comprehensive final examination. Of the 40 credit hours of graduate level coursework, at least 19 credit hours must be taken in M.P.A. program. Each of these requirements is described below. In-service students are not required to complete an internship, reducing the total number of credit hours needed to graduate to 37.

Retention

All M.P.A. students are required to maintain a minimum level of academic performance. Any student earning a C grade or below in two or more M.P.A. required courses will be dismissed from the program. Students must otherwise conform to the standards set out in the M.P.A. Student Handbook. Issues not addressed by the Handbook fall under retention policy provisions in the Graduate School Catalog.

Prerequisites

Students lacking undergraduate preparation in public administration must complete PADM 537 (Foundations of Public Administration) during their first semester of study. Exceptions to this may be granted to in-service students, on a case-by-case basis. Additionally, PADM 503 is a prerequisite to enrollment in PADM 539 and is recommended prior to enrollment in PADM 542. PADM 540 can only be taken after at least three other core courses have been successfully completed.

Core Requirements - 25 credit hours

- PADM 503: Research Methods for Public Administrators (3 CH)
- PADM 535: Ethical Foundations of Public Service (3 CH)
- PADM 539: Program Analysis and Evaluation (3 CH)
- PADM 540: Seminar in Public Management (3 CH)
- PADM 542: Public Budgeting and Fiscal Management (3 CH)
- PADM 543: Human Resource Management (3 CH)
- PADM 545: Organization Theory and Behavior (3 CH)
- PADM 546: Leadership in Public Administration (3 CH)
- PADM 594: Preprofessional Seminar in Public Administration (1 CH)

Internship Requirement - 3 credit hours

- PADM 595: Internship in Public Affairs (3 CH)

Elective Requirements - 12 credit hours

- Elective courses are selected by the student and the Field Representative.

To facilitate the work of employed students, each of the required courses is offered in the evening at least once every three years. A substitution for one core course may be allowed if the substituted course is similar in content to the core course, or if competence in the subject matter of the course is clearly evident. All substitutions must be approved by the director of the program. M.P.A. students concentrating in aviation administration will substitute PADM 557 (Public Financial Administration) for PADM 539 (Program Analysis and Evaluation).

Electives

Elective courses may be selected from the offerings of various programs across the University, as well as those in the M.P.A. program. The student and the M.P.A. Director consult in selecting courses best suited to the student's individual career goals. 400-level courses, of an introductory technical nature and other specialized courses especially relevant to the public administration profession, may be taken with the consent of the director of the program. Students may count no more than six credit hours of 400-level courses toward fulfillment of the degree.

Internship

Pre-service students must register for PADM 595 and serve an internship in a governmental agency, nonprofit organization or quasi-governmental agency. The internship requires a minimum of 300 hours of work and must be approved by the program. In extraordinary circumstances, a pre-service student may substitute three credit hours of coursework for the internship if a request is approved by the program.

Aviation Administration Concentration

To be considered for admission into the aviation administration concentration, pre-service applicants will have graduated from an accredited four-year college or university with a major in some aspect of aviation, with a minimum grade point average of 3.0. Inservice applicants with strong professional experience may be admitted with undergraduate grade point averages below 3.0, and with undergraduate majors outside of the aviation field. Prerequisite coursework including PADM 537 and additional aviation administration courses may be required in these situations.

Core Requirements - 25 credit hours

- PADM 503: Research Methods for Public Administrators (3 CH)
- PADM 535: Ethical Foundations of Public Service (3 CH)
- PADM 540: Seminar in Public Management (3 CH)
- PADM 542: Public Budgeting and Fiscal Management (3 CH)
- PADM 543: Human Resource Management (3 CH)
- PADM 545: Organization Theory and Behavior (3 CH)
- PADM 546: Leadership in Public Administration (3 CH)
- PADM 557: Public Financial Administration (3 CH)
- PADM 594: Preprofessional Seminar in Public Administration (1 CH)

Aviation Requirements - 12 credit hours

(Select four of the five aviation courses, register for cross listed AVM courses.)

- AVM 551/PADM 551: Aviation Policy, Law and Regulation (3 CH)
- AVM 552/PADM 552: Advanced Airport Administration (3 CH)
- AVM 553/PADM 553: Advanced Airport Safety Administration (3 CH)
- AVM 554/PADM 554: Aviation Planning (3 CH)
- AVM 555/PADM 555: International Aviation (3 CH)

Internship Requirement - 3 credit hours

- PADM 595: Internship in Public Affairs (3 CH)

Master of Public Administration/J.D. Concurrent Degrees

Students who have been admitted separately to the Southern Illinois University School of Law and the Master of Public Administration program may study concurrently for the Juris Doctorate and M.P.A. degree. Students interested in concurrent study should inform both programs before entering the second academic year as law students. Students will not be permitted to take course work outside the prescribed law curriculum during the first year of law school. The required courses for joint degree students are as follows:

Core Requirements - 22 credit hours

- PADM 503: Research Methods for Public Administrators (3 CH)
- PADM 539: Program Analysis and Evaluation (3 CH)
- PADM 540: Seminar in Public Management (3 CH)
- PADM 542: Public Budgeting and Fiscal Management (3 CH)

- PADM 543: Human Resource Management (3 CH)
- PADM 545: Organization Theory and Behavior (3 CH)
- PADM 546: Leadership in Public Administration (3 CH)
- PADM 594: Preprofessional Seminar in Public Administration (1 CH)

Law Requirements - 15 credit hours

(Select five law courses from the list below)

- LAW 533, LAW 539, LAW 548, LAW 552, LAW 553, LAW 558, LAW 568, LAW 579, LAW 585, LAW 589, LAW 593, LAW 596, LAW 600, LAW 619, LAW 620, LAW 622, LAW 642, LAW 650, LAW 651, LAW 662, and LAW 668

Internship Requirement - 3 credit hours

- PADM 595: Internship in Public Affairs (3 CH)

Law students accumulating 300 hours working in the field may petition to waive the PADM 595 service requirement. Successful petitioners will be granted in-service status. As in-service students, they will be required to submit the in-service paper. Students without any background in public administration may be required to enroll in PADM 537 as a prerequisite to the program.

Differential Tuition

The College of Business and Analytics has a differential tuition surcharge of 15 percent of applicable tuition for graduate College of Business and Analytics majors. The differential tuition surcharge will be assessed at the in-state tuition rate and will be capped at 15 credit hours per semester.

Public Administration Courses

PADM444 - Policy Analysis An examination of basic concepts in the policy sciences, approaches to policy analysis, applications to selected areas of policy, and instruments of policy development. Credit Hours: 3

PADM503 - Research Methods for Public Administrators The course aims to familiarize students with analytical techniques and research methods used currently by public administrators. Provides an introduction to applied statistics and data analysis for problems of interest to public administrators. Restricted to enrollment in MPA graduate program or consent of the department. Lab fee: \$50. Credit Hours: 3

PADM514 - Seminar in Contemporary Intergovernmental Relations An examination of relationships among national, state, and local governments in the American federal system, with emphasis on recent literature and contemporary issues. Prerequisite: PADM 340. Restricted to enrollment in MPA graduate program or consent of department. Credit Hours: 3

PADM522 - Rethinking NPOs and NGOs: Doing Good Better This course examines the question, can NPOs and NGOs do their good works better? In looking for the answer, students consider how perspective shapes reality, the need for a new framework for action, the conflict between limited resources and seemingly unlimited need, importance of local focus, conflicts between donors' demand for short term results with a situation's requirement for a long term program, issues caused by public policy, roles of gender and ethnicity in solving problems and the role of simplicity. Students will do this in anticipation of becoming leaders/managers of NPOs or NGOs. Credit Hours: 3

PADM532 - Nonprofit and Public Grant Writing Examines the theories, skills and practices for writing grants for nonprofit and public organizations. Students practice these skills by actually preparing grants for a nonprofit or a public organization. Prerequisite: PADM 537 with a grade of B or better. Credit Hours: 3

PADM534 - Governance Networks in Public Administration Explores the shifting locus of public service delivery over time, and examines alternative organizational arrangements through which public services are provided to citizens. Emphasis is placed on the environment, structure and management of service delivery networks including combinations of public, private, and not-for-profit actors. Explores joint agreements, public-private partnerships, and contracting regimes as elements that bind network actors in the process of delivering high quality public services. Additional focus is invested in evaluating the leadership and management strategies that can ensure accountable and ethical public policy implementation by non-governmental organizations that act with the authority of government. The factors that facilitate network performance are also explored. Prerequisite: PADM 537. Credit Hours: 3

PADM535 - Ethical Foundations of Public Service Examines the ethical dimensions of public service, particularly as it relates to the cultural context of the United States, while emphasizing the responsibility of the public manager to act with integrity. Assesses the virtues necessary for moral leadership in the public sector, as well as managerial strategies that reinforce ethical climates in public organizations and ethical behavior among public employees. Focuses on contemporary cases to explore the practical relevance of theories of morality and ethics. Special attention will be invested in examining the ethical implications of contemporary modes of governance and tensions between managerial and democratic values. Prerequisite: PADM 537. Credit Hours: 3

PADM537 - Foundations of Public Administration Introduction to the study and practice of administrative process and public management. Theoretical, political, and practical issues of organizing, staffing, financing and implementing government decisions and other issues are surveyed. Credit Hours: 3

PADM539 - Program Analysis and Evaluation The analysis and evaluation of governmental programs. Emphasis is placed upon use of analytical techniques to determine program impact and the use of evaluation in governmental decision making. Prerequisite: PADM 503. Restricted to enrollment in MPA graduate program or consent of department. Lab fee: \$50. Credit Hours: 3

PADM540 - Seminar in Public Management Course is designed for advanced MPA students and examines social, political, legal and managerial constraints on the behavior of public administrators. Issues in ethics and the public's expectations of professional administrators are also examined. Restricted to students who are in the MPA program who have completed at least three required MPA courses, or the consent of the department. Credit Hours: 3

PADM541 - Seminar in Applied Problems of Public Administration Study of selected problems in public administration and policy. Emphasis placed on the practitioner's perspective. Prerequisite: PADM 340 or equivalent. Restricted to enrollment in MPA graduate program or consent of department. Credit Hours: 3

PADM542 - Public Budgeting and Fiscal Management An examination of the theory and practice of budgeting in the public sector and of selected elements of fiscal management. The course focuses on administrative aspects of budgeting and is oriented toward preparation of students for careers in the public service. Students utilize primary materials in conducting individual or class projects aimed at development of budgetary skills. Prerequisite: PADM 340 or equivalent. Restricted to enrollment in MPA graduate program or consent of department. Lab fee: \$50. Credit Hours: 3

PADM543 - Human Resource Management A study of the processes and procedures used in contemporary public personnel systems. Emphasis is placed on examination of competing models of personnel administration, application of personnel management strategies to specific case problems and public sector labor relations. Prerequisite: PADM 340 or equivalent. Restricted to enrollment in MPA graduate program or consent of department. Credit Hours: 3

PADM544 - Policy Analysis This course focuses on the development and analysis of public policy alternatives and how they are used in governmental decision making. Credit Hours: 3

PADM545 - Organization Theory and Behavior An examination of various approaches to describing and understanding public organizations and the individuals within them. Emphasis is placed on study of the important theoretical literature in the field and on the applications of the theory of practical

management problems in governmental units and agencies. Prerequisite: PADM 340. Restricted to enrollment in MPA graduate program or consent of department. Credit Hours: 3

PADM546 - Leadership in Public Administration An examination of contemporary theories of leadership and their applicability on the public and non-profit sectors. The course emphasizes the range of behaviors and actions relevant to leadership in contemporary governmental organizations and the analysis of factors resulting in leadership success or failure. Restricted to enrollment in MPA graduate program or consent of the department. Credit Hours: 3

PADM547 - Nonprofit Marketing and Fundraising This course examines the unique resource development needs of nonprofit organizations and public organizations and looks at the principles and practical sides of meeting those through relationship management, marketing and fundraising. Time will be taken to look at all the aspects of a successful relationship, fundraising and marketing management plan. Students will be expected to participate in at least one fundraiser for a local nonprofit during the semester. Credit Hours: 3

PADM549 - Administration of Nonprofit Organizations Examines the characteristics of nonprofit organizations that distinguish them from the public and for-profit sectors. Explores social and economic functions of nonprofits and such administrative issues as fundraising, working with volunteers and governing boards, satisfying tax codes and service distribution. Prerequisite: PADM 340 or equivalent. Restricted to enrollment in MPA graduate program or consent of department. Credit Hours: 3

PADM550 - Pro-Seminar in Public Administration A survey of the major literature in the field of public administration. The course will synthesize and integrate the literature and provide an overview of topics to be covered in greater detail in other seminars. Required of M.A. and Ph.D. students offering public administration as a graduate area before enrolling in more advanced subject-matter seminars. Credit Hours: 3

PADM551 - Aviation Policy, Law and Regulation (Same as AVM 551) Examination of the history of American aviation policy, law and regulation. The course focuses primarily on the development, implementation and enforcement of aviation policies and regulations at the federal level. Special attention is paid to the interaction of various government agencies and constituency groups, such as the aircraft industry, airport authorities, airlines, private pilots and passengers. In addition to the historical survey, students will analyze current policy and regulatory trends and identify future problems and opportunities for American aviation policy. Restricted to enrollment in MPAA graduate program or consent of instructor. Credit Hours: 3

PADM552 - Advanced Airport Administration (Same as AVM 552) This course will address the role and function of the airport administrator, especially related to the tasks of developing, operating and maintaining various airport services to meet the needs of key airport users. This course will study key airport administration cases at primary, commercial service, reliever and general aviation airports. Meeting key airport regulations concerning operations and security will be a focus of the course. Restricted to enrollment in MPAA graduate program or consent of instructor. Credit Hours: 3

PADM553 - Advanced Safety Administration (Same as AVM 553) The Aviation Safety Administrator's job function and responsibility for safety and accident prevention within an aviation organization is examined using the case study method. The relevant theory, concepts, procedures and techniques of resource allocation, organizational design, decision modeling, task assignment, delegation of authority and responsibility, establishment of organizational goals and priorities and risk management as they relate to Aviation Safety are included. The job functions of an Aircraft Accident Investigation Team and of an Aviation Safety Inspector will be studied. Aviation safety administration literature will be reviewed. Restricted to enrollment in MPAA graduate program or consent of instructor. Credit Hours: 3

PADM554 - Aviation Planning (Same as AVM 554) This course fulfills a need for a semester length course on aviation planning for students concentrating in aviation administration. Airports and the aviation industry are rapidly expanding, and aviation is growing in importance on the nation's transportation agenda. Broader issues of law and regulation will be covered in an existing course, PADM 551. Restricted to enrollment in MPAA graduate program or consent of instructor. Credit Hours: 3

PADM557 - Public Financial Administration The seminar provides a basic understanding of the public budgeting decision-making processes and financial management practices. It provides students with

knowledge and hands-on experience of collecting and analyzing governmental data, generating financial reports, and presenting findings. It also provides students with an understanding of revenue sources and different factors that could potentially influence collections. Moreover, it gives students the opportunity to acquire experience in revenue forecasting and budget decision-making through homework assignments and in-class exercises. Prerequisites: PADM 542 and PADM 503 with grades of B or better. Lab fee: \$50. Credit Hours: 3

PADM590 - Readings in Public Administration Supervised readings in selected subjects. Credit Hours: 1-6

PADM591 - Individual Research Selection, investigation and writing of a research paper under the personal supervision of a member of the department graduate staff. Prerequisite: PADM 550. Credit Hours: 1-9

PADM594 - Preprofessional Seminar in Public Administration Guides new students in preparing for the Comprehensive Exam and Professional Portfolio displaying competencies developed through their course work. Assists students writing a Research Paper through the proposal and committee process. Preparation of resume, conducting job searches and other professional development topics are also addressed. Required of all MPA students. Graded S/U only. Restricted to enrollment in MPA graduate program or consent of department. Credit Hours: 1

PADM595 - Internship in Public Affairs Fieldwork in the office of a governmental or quasi-governmental agency. The internship is arranged by the field representative of the M.P.A. degree program. A paper in which the student correlates academic knowledge with practical internship experience is required. Mid-career M.P.A. students may receive credit upon completion of a paper relating previous work experience to public administration literature and theory. Restricted to enrollment in M.P.A. graduate program or consent of department. Graded S/U only. Credit Hours: 1-6

PADM596 - Research Paper in Public Affairs Upon successful completion of core courses, the student expands and develops a previously written MPA graduate program paper. The project involves an issue or problem in public administration and is written with the approval and under the supervision of the student's committee chair. Restricted to enrollment in MPA graduate program or consent of department. Credit Hours: 3

Public Administration Faculty

Davis, Randall S., Associate Professor, Ph.D., University of Kansas, 2011; 2013.

Grant, James, Associate Professor of Practice, Ph.D., University of Georgia, 1976; 2010.

Hamman, John, Associate Professor, Ph.D., University of Illinois, 1988; 1989.

Stewart, LaShonda M., Professor, Ph.D., Mississippi State University, 2008; 2008.

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Catalog Year Statement:

Students starting their collegiate training during the period of time covered by this catalog (see bottom of this page) are subject to the curricular requirements as specified herein. The requirements herein will extend for a seven calendar-year period from the date of entry for baccalaureate programs and three years for associate programs. Should the University change the course requirements contained herein subsequently, students are assured that necessary adjustments will be made so that no additional time is required of them.