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### Public Administration

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

##### Admission

Students must be admitted to the SIUC Graduate School as well as the M.P.A.D. program. This process begins with the submission of the “Application Materials” (see below). Once admitted, students will be provided with an advisor to guide them through the program.

Applications to the M.P.A.D. program are accepted year-round for each of the three main semesters officially recognized by the University. In addition, applications for admission to enroll starting in the second half of a given term will also be accepted but may be subject to deferral to the following term if appropriate courses will not be available to the applicant.

##### Application Deadlines

Application deadlines vary based on the student's academic history and citizenship status. In all cases, the deadline refers to when a complete application must be submitted. See the following section for all materials required for a complete application.

Domestic applicants whose latest academic work was with SIU Carbondale have a deadline of 10 business days prior to the start of the term in which they wish to begin.

All other domestic applicants have a deadline of 20 business days prior to the start of the intended entrance term.

For international applicants intending to study online from abroad, the deadline is 30 business days prior to the start of the term.

For international applicants intending to complete their program of study from within the United States on a student visa, the deadline is at least 50 business days prior to the start of the term. However, the applicant should allot additional time based on the specific processes necessary to obtain their visa.

Residential program applicants seeking an assistantship must apply no later than 6 months prior to the start of the semester.

Late applications will be considered when deemed possible by the respective program administrator(s). Alternatively, late applicants may seek a deferral of their application subject to the limits imposed by the Graduate School.

See the University's academic calendar and course schedules for information on when each semester begins.

##### Application Materials

1. **Graduate School application.** Applicants may find the application portal on Graduate School's website. The portal may be found here: <https://gradschool.siu.edu/apply/>.
2. **Transcripts.** Graduate School requires transcripts from all post-secondary institutions previously attended other than SIU Carbondale. If official transcripts have already been submitted in the

process of applying for another program (such as previously applying for a baccalaureate degree program), please contact our office to determine if those transcripts would need to be sent again.

3. **Resume or CV.** At a minimum, applicants should include all full-time professional experience they earned after being awarded a bachelor's degree.
4. **Two references.** Contact information for two references should be included on the resume. At the discretion of the admissions committee, letters of recommendation may be also requested, but are typically not necessary.
5. **Personal Statement.** A personal statement must be provided which demonstrates the applicant's fit with the program, and vice versa.
6. **International applicants:**
  - a. Additional requirements for international students are outlined elsewhere in this catalog as well as online at <https://gradschool.siu.edu/apply/international.php>.
  - b. Note that financial disclosures and other materials that are only used for obtaining a student VISA are not required for those who will study from abroad. Please contact Graduate School ([gradschl@siu.edu](mailto:gradschl@siu.edu)) for more information.

## Admission Requirements

The M.P.A.D. in Public Administration program gives preference to students with undergraduate grade point averages of at least 2.7/4.00 on the entire last undergraduate GPA earned at the time of application. Applicants with strong professional experience may be admitted with grade point averages below 2.7 in some cases. Admission decisions are made by the M.P.A.D. in Public Administration Director with the advice of the M.P.A.D. faculty for students who submit complete applications by the submission deadlines. 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.

If the admissions committee recommends admission for an applicant despite academic deficiencies, the Graduate School will decide whether or not to directly admit that applicant. If Graduate School determines they are not qualified for direct admission, an applicant may instead seek non-declared graduate admissions until they establish a Graduate GPA of at least 3.0 across 9 credit hours. Upon completion, they may re-apply for admission to the program. Please note that non-declared students do not count as "Business" students for the purposes of applying policies such as those listed in the "Non-Business Graduate Students" section below.

## Degree Requirements

M.P.A.D. students complete a 30-credit hour program of study as follows: (1) six required courses totaling 18 credit hours; (2) 12 credit hours of elective course work. Of the 30 credit hours of graduate level coursework, at least 18 credit hours must be taken in M.P.A.D. program. Each of these requirements is described below.

## Retention

All M.P.A.D. 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.D. required courses will be dismissed from the program. Students must otherwise conform to the standards set out in the M.P.A.D. Student Handbook. Issues not addressed by the Handbook fall under retention policy provisions in the Graduate School Catalog.

## Core Requirements - 24 credit hours

- PADM 503: Research Methods for Public Administrators (3 CH)
- PADM 537: Foundations of Public Administration (3 CH)
- PADM 539: Program Analysis and Evaluation (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)

## **Elective Requirements - 12 credit hours**

- Elective courses are selected by the student.

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.D. students concentrating in aviation administration will substitute PADM 557 (Public Financial Administration) for PADM 539 (Program Analysis and Evaluation).

M.P.A.D. students may take four elective courses that are being offered toward earning a certificate or by taking general electives, as follows:

- **Certificate in Analytics for Managers**
- **MPAD General Electives without a certificate**
  - PADM 557 Public Financial Administration
  - Choose any three elective offered in CoBA (9 CH)

## **Electives**

Elective courses for students not desiring a certificate may be selected from the offerings of various programs in the College of Business and Analytics, as well as those in the M.P.A.D. 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 2.7. 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 - 21 credit hours**

- PADM 503: Research Methods for Public Administrators (3 CH)
- PADM 535: Ethical Foundations of Public Service (3H)
- 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 557: Public Financial Administration (3 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 Safety Administration (3 CH)
- AVM 554/PADM 554: Aviation Planning (3 CH)
- AVM 555: International Aviation (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.D. 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 - 18 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)

### **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

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. Credit Hours: 3

**PADM514 - Seminar in 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. Restricted to enrollment in MPA graduate program or consent of School. 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. 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. 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. 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 using analytical techniques to determine what difference programs make and how that data can affect public sector decision making. Restricted to enrollment in MPA graduate program or consent of School. 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. Restricted to enrollment in MPA graduate program or consent of School. 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. Restricted to enrollment in MPA graduate program or consent of School. 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. Restricted to enrollment in MPA graduate program or consent of School. 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. Restricted to enrollment in MPA graduate program or consent of School. 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. Restricted to enrollment in MPA graduate program or consent of School. 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. 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 program graduate staff. Credit Hours: 3

**PADM594 - Capstone Seminar in Public Administration** Guides students in preparing the Professional Portfolio displaying competencies developed through their course work and a project applying them to public administration practice. Graded S/U only. Restricted to enrollment in MPA graduate program or consent of School. Credit Hours: 3

**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.**, Professor, Public Administration, Ph.D., University of Kansas, 2011; 2013. Public management, organizational behavior, research methodology.

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

**Stewart, LaShonda M.**, Professor and Director, Public Administration, Ph.D., Mississippi State University, 2008; 2008. Budget, financial management.

## Emeriti Faculty

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

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Last updated: 07/01/2025