



STUDENT HANDBOOK

(Revised: August 20, 2019)

MASTER OF PUBLIC ADMINISTRATION (MPA)



SCHOOL OF
BUSINESS AND PUBLIC
ADMINISTRATION

FALL 2019

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MPA Values, Mission, and Goals

Program Description

The MPA program will foster and enhance critical thinking, communication, management, a public service perspective, and engagement in the policy process among present and future managers in government, nonprofit, and health care organizations within the San Joaquin Valley. The critical skills learned from this curriculum will ensure that managers in the government, nonprofit, and health care sectors exercise governance in an inclusive and socially responsible manner.

Values, Mission, and Goals

Public Service Values Accountability (Ethical and democratic values)

Effectiveness (Professional value)

Honesty (Ethical value)

Lawfulness (Democratic value)

Social justice (Human value)

PPA Mission Statement

The Department of Public Policy and Administration at CSU Bakersfield will foster and improve critical thinking, communication, leadership, management, and ethical reasoning for present and future managers in government, nonprofit, and health care organizations within the San Joaquin Valley. The critical skills learned from this curriculum will ensure that managers in the government, nonprofit, and health care sectors exercise governance in an inclusive and socially responsible manner.

MPA Student Learning Outcomes

Communication and Relationship Management

The student will communicate and interact productively with a diverse and changing workforce and citizenry.

Critical Thinking and Analytical Reasoning

The student will analyze, synthesize, think critically, solve problems and make decisions.

Management and Leadership

The student will lead and manage in public governance.

Public Service Perspective

The student will articulate and apply a public service perspective.

Policy Process Engagement

The student will participate in and contribute to the policy process

National Accreditation by NASPAA

The Master of Public Administration (MPA) program enjoys accreditation by the Network of Schools of Public Policy, Affairs, and Administration (NASPAA) for its Master of Public Administration program. This means that the educational experience and course content you receive from us will be comparable to that offered at other NASPAA accredited programs. Such national acknowledgment provides “an edge” for our students in both the local and national job markets.

Academic Integrity Policy

The principles of truth and integrity are recognized as fundamental to a community of teachers and scholars. The University expects that both faculty and students will honor these principles and in so doing will protect the integrity of all academic work and student grades. Students are expected to do all work assigned to them without unauthorized assistance and without giving unauthorized assistance. Faculty have the responsibility of exercising care in the planning and supervision of academic work so that honest effort will be encouraged and positively reinforced.

There are certain forms of conduct that violate the university's policy of academic integrity:

ACADEMIC DISHONESTY (CHEATING) is a broad category of actions that involve fraud and deception to improve a grade or obtain course credit. Academic dishonesty (cheating) is not limited to examination situations alone but arises whenever students attempt to gain an unearned academic advantage.

PLAGIARISM is a specific form of academic dishonesty (cheating) which consists of the misuse of published or unpublished works of another by claiming them as one's own. Plagiarism may consist of handing in someone else's work as one's own, copying or purchasing a pre-written composition and claiming it as one's own, using paragraphs, sentences, phrases, words or ideas written by another without giving appropriate citation, or using data and/or statistics compiled by another without giving appropriate citation.

Another example of academic dishonesty (cheating) is the **SUBMISSION OF THE SAME, OR ESSENTIALLY THE SAME, PAPER** or other assignment for credit in two different courses without receiving prior approval from the instructors of the affected courses.

When a faculty member discovers a violation of the university's policy of academic integrity, the faculty member is required to notify the Office of Student Rights and Responsibilities and the student(s) involved. A course grade of 'F' may be assigned, or another grade penalty may be applied at the discretion of the course instructor. Additional disciplinary sanctions are determined by the Director of the Office of Student Rights and Responsibilities.

Disciplinary sanctions may include:

- disciplinary probation,
- suspension,
- permanent expulsion from the university or from the California State University system,
- administrative hold on the release of records,
- and withholding a degree.

Disciplinary probation shall be noted on the student's formal academic record only for the duration of the probationary period. Disciplinary suspension of more than one academic year and expulsion are a part of the student's permanent record.

The student may pursue a formal hearing or make a settlement agreement with the Director of the Office of Student Rights and Responsibilities.

The Office of Student Rights and Responsibilities shall conduct an investigation, confer with the faculty member, students and any witnesses identified, and review all evidence. The student is entitled to a formal hearing scheduled by the Office of Student Rights and Responsibilities, in which the evidence of the alleged violation shall be presented before an impartial Hearing Officer (appointed by the President) and the student shall be present to provide an explanation or defense. The Hearing Officer shall submit a written report to the President containing the findings, conclusions, and recommendations.

Alternatively, a settlement agreement may be made with the Office of Student Rights and Responsibilities. The settlement agreement will specify the disciplinary sanctions, the length and terms of disciplinary probation or suspension, and the conditions the student is expected to meet in order to remain in good standing (e.g., training or regular meetings with the Office of Student Rights and Responsibilities). All sanctions are reported to the instructor reporting the incident, the student's Chair, and the student's Dean.

Any repeated violation of academic integrity shall result in more serious academic sanctions. Normally, this will include suspension or expulsion from the university with a note on the student's permanent record.

Academic Probation and Academic Disqualification

All graduate and post-baccalaureate students should be aware of the following regulations concerning academic probation and academic disqualification. Students enrolled in a second baccalaureate degree program are governed by the academic standards for undergraduate students.

Academic Probation for Graduate Students

In general, a graduate student shall be subject to academic probation at the end of any academic term where the student's grade point average for all course work that is in the Plan of Study falls below a "B" (3.0) average. However, students admitted to a graduate program may be subject to academic probation when their performance is judged to be unsatisfactory with respect to the scholastic and/or professional standards established by the individual graduate program. The appropriate program director will initiate the Academic Probation process using the Academic Probation form. Judgment of performance will be based upon review by the graduate program director and the Office of Academic Programs. All graduate students are encouraged to consult with their respective graduate program

directors regarding acceptable scholastic and/or professional standards established by the graduate program.

Academic Disqualification for Graduate Students

A graduate student shall be subject to academic disqualification if, while on academic probation, the student fails to satisfy the conditions of probation and attain a 3.00 GPA. Academic disqualification will be initiated by the program director using the Academic Disqualification form and must be approved by the appropriate academic dean, and the Office of Academic Programs.

Contact Information

MPA Director

Dr. Thomas Martinez, Ph.D
Phone: 661-654-3064
Email: tmartinez@csub.edu
Office BDC 104A

Department Chair

Dr. Chandra Commuri, Ph.D
Phone: 661-654-6140
Email: ccommuri@csub.edu

BPA-Graduate Programs Coordinator

Adrienne Silva, MBA
Phone: 661-654-2757
Email: MBA@csub.edu
Office BDC 120A

BPA-Graduate Programs Assistant

Luis Hernandez, B.S. Economics
Phone: 661-654-2780
Email: MBA@csub.edu
Office BDC 120A

Admissions and Records

Phone: (661) 654-3036
Email: admissions@csub.edu

Financial Aid

Phone: (661) 654-3016
Email: finaid@csub.edu

Academic Calendar 2019/2020

California State University, Bakersfield

<u>Date</u>	<u>Fall Semester, 2019</u>
April 02 Academic Advising for Continuing Students Begins (for Summer 2019 & Fall 2019)
April 22 Registration for Continuing Students Begins (for Summer 2019 & Fall 2019)
April 29 Academic Advising for New Students Begins (for Fall 2019)
April 29 Registration for New Students Begins (for Fall 2019)
Jun 12 - 13 Orientation for First-Time Freshmen (for Fall 2019)
June 24 Orientation for Transfer Students (for Fall 2019)
August 19 ALL FACULTY DUE ON CAMPUS
August 26 First Day of Classes
August 26 Schedule Adjustment Period Begins
September 02 HOLIDAY - Labor Day - Campus Closed
September 04 Last Day to Add Classes
September 04 Last Day to Change between Audit and Letter Grading
September 04 Last Day of Schedule Adjustment Period
September 23 Census Day
September 23 Last Day to Change between Credit/No-credit and Letter Grading
September 23 Last Day to Withdraw from Classes without a "W" being recorded
September 23 <u>Deadline to Apply for Fall 2019 Graduation (Undergraduates & Graduates)</u>
September 23 <u>Deadline to Apply for Spring 2020 Graduation (Undergraduates & Graduates)</u>
September 23 <u>Deadline to Apply for Summer 2020 Graduation (Undergraduates & Graduates)</u>
October 14 Academic Advising for Continuing Students Begins (for Spring 2020)
October 16 Campus-wide Emergency Evacuation Day
October 28 Registration for Continuing Students Begins (for Spring 2020)
November 04 Academic Advising for New Students Begins (for Spring 2020)
November 04 Registration for New Students Begins (for Spring 2020)
November 08 Last Day to Withdraw from Classes for a Serious and Compelling Reason
November 11 HOLIDAY - Veterans Day Observed - Campus Closed
Nov 28 - 29 HOLIDAY - Thanksgiving - Campus Closed
Dec 02 - 06 SOCI Week
December 10 Last Day of Classes
December 10 Last Day to Submit Completed Thesis / Dissertation
December 11 Reading Day
Dec 12 - 18 Examination Period
Dec 19 - 20 Grades Due

Fall Semester Break: December 23, 2019 - January 16, 2020

Academic Calendar 2019/2020

California State University, Bakersfield

Date **Spring Semester, 2020**

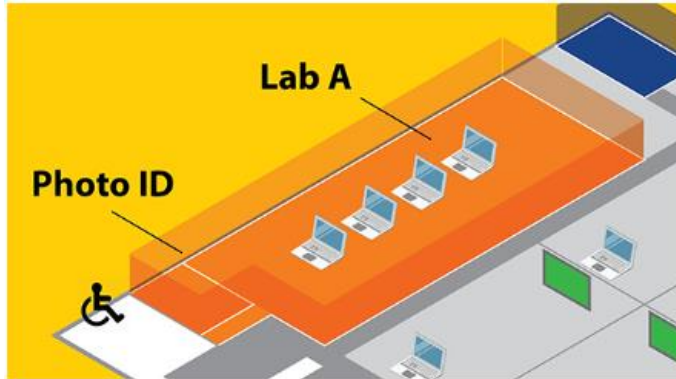
October 14	Academic Advising for Continuing Students Begins (for Spring 2020)
October 28	Registration for Continuing Students Begins (for Spring 2020)
November 04	Academic Advising for New Students Begins (for Spring 2020)
November 04	Registration for New Students Begins (for Spring 2020)
January 17.....	ALL FACULTY DUE ON CAMPUS
January 20.....	HOLIDAY - Martin Luther King, Jr. Day -Campus Closed
January 21.....	First Day of Classes
January 21	Last Day of Schedule Adjustment Period
January 30.....	Last Day to Add Classes
January 30.....	Last Day to Change between Audit and Letter Grading
January 30.....	Last Day of Schedule Adjustment Period
February 17.....	Census Day
February 17.....	Last Day to Change between Credit/No-credit and Letter Grading
February 17.....	Last Day to Withdraw from Classes without a "W" being recorded
March 23.....	Academic Advising for Continuing Students Begins (for Summer 2020 & Fall 2020)
March 31.....	HOLIDAY - Cesar Chavez Day Observed - Campus Closed
April 06.....	Last Day to Withdraw from Classes for a Serious and Compelling Reason
April 08.....	Campus-wide Emergency Evacuation Day

Spring Semester Break: April 13, 2020 – April 19, 2020

April 20.....	Registration for Continuing Students Begins (for Summer 2020 & Fall 2020)
April 20.....	SOCI Week
April 27.....	Academic Advising for New Students Begins (for Fall 2020)
April 27.....	Registration for New Students Begins (for Fall 2020)
May 11.....	Last Day to Submit Completed Thesis / Dissertation
May 11.....	Last Day of Classes
May 12.....	Study/Reading Days
May 13 - 19	Examination Period
May 20 - 22	Grades Due
May 22.....	Commencement
May 25.....	HOLIDAY - Memorial Day – Campus Closed

Student ID

Location: **Walter W. Stiern Library** (refer to building 43 by parking lot D, in the campus map located at the end of this handbook)



For students first ID is free, first replacement is \$5, all subsequent replacements are \$10.

A form like the one below will be filled out to receive your ID.

CSUB STUDENT PHOTO ID APPLICATION				
Card Request Type:		<input type="checkbox"/> New	<input type="checkbox"/> Replacement	Extended University Student: <input type="checkbox"/> Yes <input type="checkbox"/> No
CSUB ID Number	Last Name	First Name	Middle Name	() Phone Number*
Terms and Conditions				
<p>This CSUB ID card is the property of CSU Bakersfield, is non-transferable, and must be presented upon request to any University Official. Carry it with you at all times. This card is valid while you are enrolled at CSUB. Possession of this card does not guarantee current CSUB status. Cardholder is liable for unauthorized use of this card prior to notifying the RunnerID Card Office (661-654-2440) and/or Campus Police (661-654-2677) if lost or stolen. A fee is charged for replacement card. Cardholder agrees to all terms and conditions for the use of this card posted at https://www.csub.edu/ITS/services/runner/</p>				
Cardholder Signature		Date		
<i>Business Unit</i>	<i>Fund</i>	<i>Dept.</i>	<i>Account</i>	<i>Program</i>
<i>Project</i>		<i>Class</i>		
Department PeopleSoft Chargeback Information (Required if Department is paying for ID)				
Department Authorization Signature (Required if Department is paying for ID):				
<i>For RunnerID Card Office Use Only:</i>		Proxy # _____		
Replacement Reason: _____		Ticket # _____		
*Phone numbers may be used by ITS in the event that you need to be contacted.				

Graduate Lab Access

The Lab is in the second floor of the Business Development Center (BDC) room 262B.

The Lab code is emailed to Graduate Students the Friday before classes start, each semester.

The Occidental Petroleum Graduate Research Lab continues to serve the BPA graduate students 24 hours a day, 365 days a year. In other words, we are open when the library is closed. The lab (and patio) are considered by the students to be an excellent place to study and network with other graduate students. It's your lab –treat it well.

Occidental provided funding to build and outfit this room and the patio. Occidental felt that the MBA students, MPA students, and MS-HCA students needed a place of their own to study, network, and relax between classes.

All the equipment and furnishings have been suggested by the BPA graduate students. Should you have an idea for something we don't have please send an email to MBA@CSUB.EDU with any suggestions.

Restrooms:

The 1st floor of the BDC classroom building closes around 10:00pm. If you need to use the restroom downstairs after that time, go down the stairs to the restroom. Then exit out the end near the elevator. If campus police arrive because a silent alarm has been tripped –point to this note.

Security Cameras in Use:

The occupants of the Grad Lab are protected via video-only surveillance by campus police. Should an emergency arise, and you need immediate police or other assistance, push the red emergency button on the wall by the door and campus police will respond.

MPA Course Requirements

All admitted MPA students must complete the following:

Foundation Courses

1. **PPA 4010** - Analytical Methods in Administration
2. **PPA 4038** - Public Policy-Making Process
3. **PPA 5000** - Survey of Public Administration
4. **PPA 5020** - Program Evaluation

Core Courses

1. **PPA 6100** - Public Human Resources Administration
2. **PPA 6110** - Public Finance & Budgeting
3. **PPA 6520** - Public Management & Organizational Change
4. **PPA 6530** - Policy Analysis
5. **PPA 6980** - Master's Paper (or **PPA 6990** - Case Study)
6. **PPA 6860** - Internship – Should not be taken during the first semester.
 - a. For internship waiver, please refer to page 12.

Elective Courses

- All admitted students are required to take 3 elective courses in addition to the courses listed above. These are TBA and may be taken Fall, Spring or Summer.

***NOTE: Course Load** – MPA students may take courses at their own pace. To be considered a full-time student, you must enroll in at least two courses per semester. To graduate within 2 years (4 semesters) you should enroll in 3 courses. MPA students *may not take 4 or more courses* (12 units or more) without expressed approval of the MPA Director.

Grade Point Average (GPA)

- MPA students must maintain an overall 3.00 GPA per semester enrolled.

Internship Waiver Guidelines

All MPA students are required to fulfill the internship requirement to graduate. However, the internship requirement may be waived if a student meets **one** of the following criteria:

1. At least one year of experience in a supervisory or managerial role in a public, health-care, or nonprofit organization.
2. At least one year of experience as a specialist whose work is important to the public sector (example: consultant to a city department).
3. At least one year of experience in a supervisory or managerial role in the private sector. The student should show clearly how public administration education enabled him/her to become a better professional.

Request a waiver:

- Email a letter to request the internship waiver:
 - Address the letter to:

Dr. Martinez
MPA Program Director
Department of Public Policy & Administration
California State University, Bakersfield
 - The letter should include the following information:
 - Request a waiver and briefly explain why you are qualified for the waiver (including number of years of professional experience and types of organizations where you gained such experience).
 - Describe recent positions, duties, projects, and tasks to show that:
 - You have managed people, budgets, or projects
 - You have worked in teams that required the exercise of your professional knowledge.
- Attach a current resume to your email:
 - Your resume should include at least the following sections: your contact information, education, work experience, skills summary, and at least three references with their detailed contact information (including name, title, affiliation, street address, phone, fax, and email).
- Email the letter and your resume to Dr. Thomas Martinez at: tmartinez@csub.edu

Master's Thesis or Case Study

NOTE:

Students wishing to enroll in PPA 6980 (Masters (Paper) or in PPA 6990 (Case Study Analysis) should, during registration period, print out or pick up this form, it is usually available online, on the MPA Handbook or on the bulletin board next to our faculty offices, near BDC Room #112.

The student shall complete the form and circulate it, requesting and securing the signatures of a First and Second Reader. The student shall then, as soon as possible *during the registration period*, return the form to Adrienne Silva, Graduate Programs Coordinator, in BDC Room #120. She can be reached at (661) 654-2780 or at asilva32@csub.edu

The Graduate Programs Coordinator shall make copies, i.e. one each for the student, First and Second Readers. The Graduate Programs Coordinator shall then keep the original complete the student registration.

Student Contact Information

Date: _____

Name: _____ Student CSUB ID No.: _____

Cell Phone: _____ Permanent E-Mail Address: _____

Course & Semester the student wishes to enroll: _____

PPA 6990: Case Study Analysis CRN# _____

Fall Spring Year _____ Expected Graduation Date: _____

1st Reader: Name: _____ Signature: _____

PPA 6980: Masters Paper CRN# _____

Fall Spring Year _____ Expected Graduation Date: _____

1st Reader: Name: _____ Signature: _____

2nd Reader: Name: _____ Signature: _____

[Copies (4): Student, First Reader, Second Reader, PPA Department; Graduate Programs Office (Original)]

Tuition + Fees: 2019-2020 MPA Program

Per Semester

Fall 2019 & Spring 2020

0 to 6 units

\$2,992 Tuition

Example:

\$2,992 Tuition (3 units or one course) = \$2,992

\$2,992 Tuition (6 units or two courses) = \$2,992

6.1 or more units

\$4,428 Tuition

Example:

\$4,428 Tuition (9 units or three courses) = \$4,428

\$4,428 Tuition (12 units or four courses) = \$4,428

*Non-California Resident Fees are an extra \$396 per unit.

Financial Aid

For any financial aid questions, please visit or call:

<http://www.csub.edu/finaid/>

(661) 654-3016

Paying for Classes & Parking Permit

▼ How can I pay for classes?

Payments may be made online through your MyCSUB account. You may use a credit card (there is a 2.75% service fee) or an electronic check (no fee). To pay online log in to your MyCSUB, go to Account Inquiry, click on the Make a Payment link. This link will open a new window to CASHNet where you can choose from the available options. Payments may also be made at the Cashier's Office during business hours. We accept cash, checks, cashier's checks and money orders. Please make sure that you have your CSUB ID with you.

To find out more, go to: [MyCSUB](#)

▼ When are class fees due and what happens if I pay late?

Class fees are due the Thursday before classes start. Payments made after that date may result in a \$20.00 Late Payment Fee. Failure to pay or make payment arrangements (payment plans are available through Student Financial Services) by the due date may also result in disenrollment from your registered classes.

▼ How do I purchase a Parking permit online?

To purchase a Parking permit online start by logging in to your MyCSUB. Click on Account Inquiry under the Finance section. You will then see the Make a Payment link on the right. Clicking on this link will open the CASHNet window where you may select the Parking Permit you wish to purchase. Once the purchase is complete your receipt will serve as a temporary permit for 14 days, until you receive your permit in the mail. **(Please note: Make sure your mailing address in MyCSUB is correct as that is the only address we will mail your permit to)**

Please be aware all parking permits will be mailed to the address on your MyCSUB regardless if they're purchased online or in person. NO PARKING PERMITS WILL BE HANDED OUT AT THE CASHIER'S WINDOW.

To find out more, go to: [MyCSUB](#)

▼ What are the Cashier's Office hours?

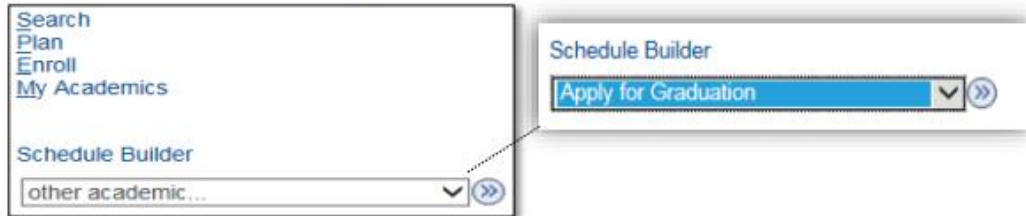
The Cashier's Office is open Monday-Friday 8:15am-4:45pm. We offer extended hours the first week of classes and will remain open until 5:45pm Monday-Thursday. Summer hours may vary.

▼ Can I pay with a credit card?

You may use a credit card online through your MyCSUB. The servicer we use (CASHNet/Smartpay) charges a 2.75% fee for this service and they accept American Express, Mastercard, Visa, Discover, and Carte Blanche. You may use an electronic check online free of charge.

Applying for Graduation

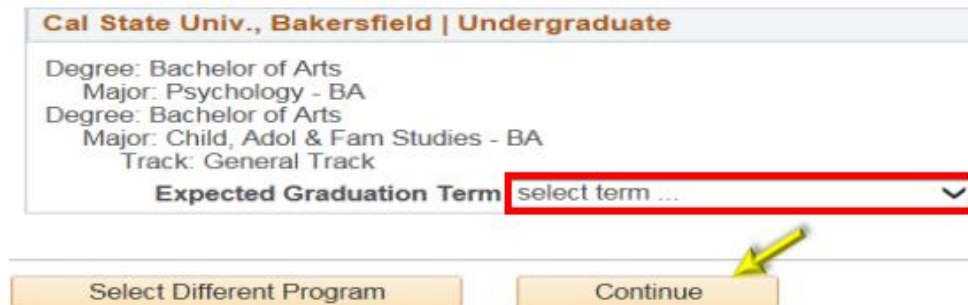
1. Log into [myCSUB](#) and view Student Center
2. Select "Apply for Graduation" from the drop-down menu



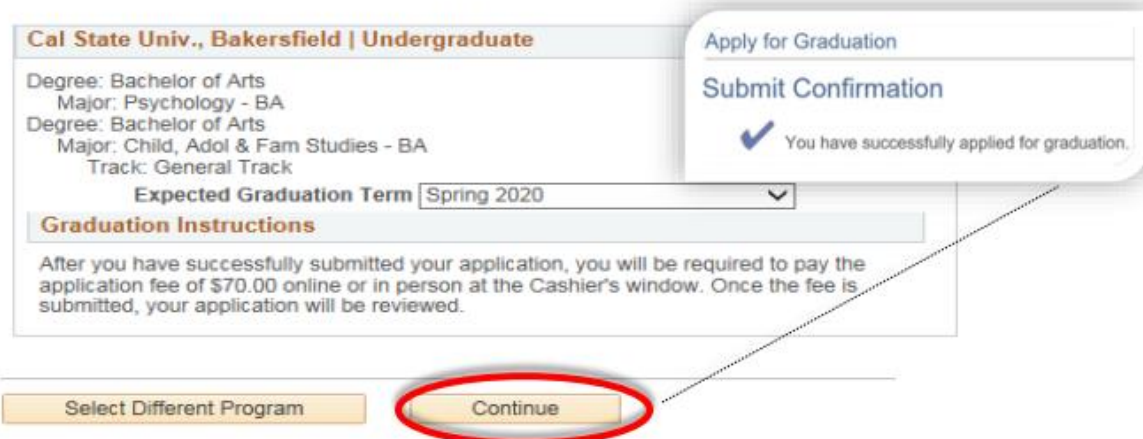
3. Click "Apply for Graduation"



4. Select the expected term of graduation. Click "Continue"



5. Verify Graduation Data. Click "Submit Application"



Pi Alpha Alpha

Global Honor Society for Public Affairs and Administration

Pi Alpha Alpha is the Global Honor Society for Public Affairs and Administration. There are more than 160 chapters around the world at NASPAA member schools. Pi Alpha Alpha is run by *NASPAA: The Global Standard in Public Service Education* and is directed by the NASPAA. Committee members are appointed by the NASPAA President for terms up to three years.

Pi Alpha Alpha encourages and recognizes outstanding scholarship and accomplishment in public affairs and administration. It fosters integrity, professionalism, effective performance, and promotes the advancement of quality in the education and practice of the art and science of public affairs and administration. Membership identifies those with the highest performance levels in educational programs preparing them for public service careers. For more information: <http://pialphaalpha.org/>

Each spring, eligible CSUB MPA students are invited to join Pi Alpha Alpha. Generally, MPA students who have earned a GPA of 3.7+ are eligible to be inducted. We hope you will be among them.

MPA Photo Gallery - Meet our Students, Pi Alpha Alpha Inductees & Graduates

We look forward to soon seeing you in these photos:



(L) 2016 Pi Alpha Alpha Inductees; (R) Chapter Pres. Courtney Clerico & 2016 Outstanding MPA Manuel Barrera



Past Inductees

Email Communication

Your Email Addresses

The Student Center provides the ability to maintain your email addresses and mark one of them as preferred. You can have up to 3 email addresses, but only the On-Campus email will display on the Student Center. Click the On-Campus Email link in the Contact Information box to open the Email Addresses page, which will allow you to view your information.

Contact Information

Mailing Address Permanent Addr
101 Main Street None
Springfield, IL

Main Phone Num On-Campus Email
None **jdoo@csub.edu**

Email Addresses

Enter your email addresses below.

If multiple email addresses are entered, specify your primary contact email address by selecting the preferred checkbox.

*Email Type	*Email Address	Preferred	
Home	jdoo@gmail.com	<input type="checkbox"/>	delete
On-Campus	jdoo@csub.edu	<input checked="" type="checkbox"/>	delete
Other	jdoo@yahoo.com	<input type="checkbox"/>	delete

ADD AN EMAIL ADDRESS

SAVE

For Assistance:

Contact: Help Desk
Phone: 661-654-2307
Email: helpdesk@csub.edu

Faculty Contacts

Dr. Chandra Commuri, Professor

Department Chair

Minor & Nonprofit Management Advisor

Phone: 661-654-6140

Email: ccommuri@csub.edu

Dr. Steven Daniels, Professor

Bachelors' Degree in PA, Undergraduate Advisor

Phone: 661-654-2318

Email: rdaniels@csub.edu

Dr. Thomas Martinez, Professor

MPA Director

Phone: 661-654-3064

Email: tmartinez@csub.edu

Dr. Jinping Sun, Professor

Public Policy and Administration

Phone: 661-654-6217

Email: jsun2@csub.edu

Dr. BJ Moore, Assistant Professor (FERP retiree)

MS-HCA Director

Phone: 661-654-3026

Email: bjmoore@csub.edu

Tony Pallitto, Lecturer

Public Policy and Administration

Phone: 661-654-4033

Email: apallitto@csub.edu

Course Descriptions

PPA 4010 Analytical Methods in Administration (3)

This seminar provides an introduction to applied research and basic statistical techniques for decision-making in public administration and the management of health care and nonprofit agencies. The course covers experimental, quasi-experimental and non-experimental research designs; measurement; data gathering techniques and sources, including survey research; and the analysis, evaluation, and communication of research findings. The course involves identification of a research question, secondary research, selection of an appropriate quantitative or qualitative design, and preparation of a research proposal. The course will also cover statistical analysis through linear regression. Serves as the undergraduate PPA statistics requirement and MPA and MSHCA foundation course. Students should have familiarity with interval level statistics.

PPA 4038 The Public Policy-Making Process (3)

This course examines the public policy-making process at the federal, state, and local levels. Students will explore problem definition, agenda setting, policy formulation, policy legitimation, policy implementation, and policy evaluation. The course allows students to explore individual policies across multiple writing assignments (for example, opinion editorials, policy memoranda, and research papers). Students receive instruction and constructive feedback in writing. Prerequisite: Junior or higher and completion of A2. Satisfies general education requirement GWAR.

PPA 5000 Survey of Public Administration (3)

This graduate seminar introduces and examines a variety of environmental forces, including social/sociological, micro/macro-economics, political, constitutional/ legal, that shape public administration. It discusses and analyzes the essential theories, principles, structures and trends in those areas that affect American public policy and administration and provides a foundation for further graduate study of public administration, and provides a foundation for further graduate study of public administration. May be taken as a senior elective with department approval.

PPA 5020 Program Evaluation (3)

(Application of skills acquired in PPA 4010). This course deals with the application of research methods to the evaluation of social service programs, particularly in health and human service agencies. This form of research provides knowledge of and about services, identifies the intended and unintended consequences of service interventions, and contributes information for policy decisions. Furthermore, program evaluation is an action-based form of research and,

therefore, this course is designed as an action based learning experience. Prerequisite: PPA 4010.

PPA 5050 Manage and Finance: The Delivery of Health Care (3)

As a result of political and social forces, the American health care delivery system has undergone fundamental change---the caregivers, care, institutions and relationships between and among system components are being transformed. Central to understanding this change process is the concept of “managed care.” This course explores the history, current impact and implications for the future of managed care from the management and patient perspectives. The experiences of students in their local communities will be used to explore the processes of contracting, the revenue streams, authorization systems, utilization and risk management, quality improvement and other issues pertinent to administration in a managed care environment. Managed care has also had a profound effect on health policy, especially in regard to the Medicare, Medicaid, and other governmental programs. Course participants will have the opportunity to explore and discuss the dilemmas specific to a managed care environment in general and Kern County in particular. In conclusion the focus shifts to the roots of “managed care”---the systems of other nations. This course explores the roots of the transformation and the various challenges presented by the stages and the models for the financing and delivery of care. The competition among stakeholders produces a constantly changing environment requiring operational adjustments. Course participants will have the opportunity to explore and discuss the dilemmas specific to a managed care environment in general and within Kern County in particular. Once the student has grasped the fundamental characteristics of our national health care system the course will focus on the future of “managed care”, the systems of other nations, and the experiences of citizens in various states. This course develops critical viewing to enhance analytic skills and introduces the case study method for learning.

PPA 5100 Economic Issues in Health and Health Care (3)

Study of health issues using the economic perspective. Topics include lifestyle choices and health outcomes, technology and demand, health insurance, labor markets in the health professions, role of government in health care markets, role of nonprofits, international comparisons of health care systems, and reform proposals. This course is the study of health and health care issues from an economic perspective. Examined are the US national system and the health care systems of other nations. Highlighted will be the theories and analytic tools important to the manager and administrator in health care organizations. Special topics such as the role of governments in health care markets, the difference in organizations in the various economic sectors, the role of competition, and reform proposals will be introduced and explored. Cases involving actual organizations in specific health care sectors are used in the learning process. Cross-listed with ECON 3108.

PPA 5140 History and Context U.S. Health Care (3)

Using case studies and class presentations, this graduate seminar introduces and examines the internal and external political, social, economic and legal forces that affect the organization of health service. It explores health care policy innovations, the application of management theory to current health services problems, and the future of health services. May be taken as a senior elective with department approval. This course is an in-depth exploration of the health care delivery system of the United States and the contemporary challenges to that system in delivering health care services. The purpose of the course is to foster a conceptual and contextual understanding of the system to prepare students for careers and the manager/administrator for active, reflective participation in the delivery of health care services. The social, political, and economic forces that have shaped both the traditional and alternative care systems will be examined from an historical perspective. The contemporary situation will be assessed and critically analyzed through discussion of local/state health care issues and focused examination of a current issue. The future will be approached through discussions of health policy, culture shifts, the challenges of a global society, and the dilemmas inherent in global complexity. Learning experiences include but are not limited to texts, articles, exercises, videos, movies, games, and scenarios.

PPA 5190 Management in Non-Profit Organizations (3)

This elective seminar will provide students with the managerial and supervisory techniques needed to administer, develop and market volunteer, nonprofit, and community-based organizations that provide health and human services at the local level.

PPA 5200 Fundamentals of Grant Writing (3)

This elective seminar is designed to provide individuals with the practical skills to be a successful grant writer. Topics to be covered include: how to write successful grant proposals; gather information about potential sources (federal, state, local or foundations); evaluate your chances for success; and make agency contacts. Also, students will learn how to evaluate and develop alternative funding beyond grants, to include planned giving and fund-raising strategies.

PPA 5240 State, Local and Intergovernmental Management (3)

This seminar emphasizes state, local, and intergovernmental administration in the context of: (a) the Federal intergovernmental system; (b) the Constitutional/legal system; (c) the political and social environments; and, (d) the nonprofit sector. America's complex system of multi-layered government faces new challenges as a result of rapidly changing economic, technological, and demographic trends. An aging population, economic globalization, and homeland security concerns are among the powerful factors testing the system's capacity and flexibility. Major policy challenges and responses are now overwhelmingly intergovernmental in nature, and as a

result, the fortunes of all levels of government are more intertwined and interdependent than ever before.

PPA 5250 Administrative Law (3)

This elective seminar surveys administrative law and government regulation, the legal functions of administrative agencies, and the legal aspects of the process by which such agencies carry out their policies. It reviews the evolution of administrative authority and Title 5 of the U.S. Code, examining delegation doctrine, rulemaking, enforcement, adjudication, and judicial review. While this course focuses primarily on the federal system, it also includes an orientation on the California State Administrative law system. This course introduces the student to the concepts and processes of administrative law and governmental regulation. It reviews the evolution of administrative authority, rule-making, enforcement, adjudication, and judicial review.

PPA 5260 Marketing in Health and Human Service (3)

This course focuses on aligning health and human services offerings with the demands of markets, in order to maximize customer / client value and organizational competitive advantage. Course components include: the nature of marketing function; differences in services and product markets and marketing; market analysis; fundamentals of individual and organizational buying behavior; elements of the tactical marketing mix; and marketing strategies. This course focuses on aligning health and human service offerings with the demands of markets and the development of an organizational brand to maximize customer/client value and organizational competitive advantage. Course components include: the nature of marketing and public relations, differences in service and product analysis, market analysis, branding, planning promotional materials, and integrating these activities with a business plan. Plans are generated for an actual or potential client organization. Graduates will work as individuals on projects.

PPA 5300 Administration in Multicultural Settings (3)

This elective seminar surveys the theory and practice of effective management in multicultural contexts. The increased presence of ethnic minorities and women within the structures of service organizations combined with increased services to multicultural communities and clients have provided challenges and opportunities to management and supervisors to reassess traditional supervisory practices. Students will explore those facets of organizational culture, which are in this process of change.

PPA 5360 CQI in Health and Human Services (3)

Quality improvement activities are now essential to the financing and management of health and human service organizations. Third party payers, accrediting agencies, reviewers and regulators at all levels require health and human service organizations to set goals and measure outcomes and processes of care. Additionally, organizations may use quality standards to market services to service recipients that are increasingly aware of the risks and benefits involved in human

service activities. This course introduces the student to major quality initiatives and the specific processes of work flow management, statistical process control, patient management, clinical practice guidelines, analytic techniques and research strategies applicable to the quality improvement process. Additionally, organizations now compete rather than cooperate and collaborate and may use quality standards to market services to recipients--- patients, clients and citizens that are increasingly aware of the risks and benefits involved in human service activities. This course introduces the student to major quality initiatives and the specific processes of work flow management, statistical process control, risk management, patient management, clinical practice guidelines, and analytic techniques and research strategies applicable to the continuous quality improvement process.

PPA 5370 Quality Initiatives: A Practical Experience (3)

Managers in health care have a leadership responsibility in designing, implementing, and evaluating CQI Plans. This course is designed to provide organization based experience and successful completion of the course satisfies the internship requirement for the degree program. In addition the Department of Public Policy and Administration requires all students to complete a course that provides Community Service Learning or other applied experience. This course also satisfies that requirement.

PPA 5400 Leadership (3)

This course focuses on the concept of leadership. Leadership is a process of social influence in which one person is able to enlist the aid and support of others in the accomplishment of a common task. This course looks at leadership both theoretically and practically. Topics include trait and behavior theory, contingency theory, and transactional leadership, transformational leadership, catalytic or shared leadership, leadership and change, and decision-making. The course seeks to integrate a wide range of classic and contemporary topics such as: Leadership; Public Leadership; Management; Conflict; Change; Problem-Solving; Civic Engagement; and Social Responsibility.

PPA 5500 Contract Management (3)

This course examines principles, practices, and issues of contract management activities within government, nonprofit, and commercial/business organizations. A comprehensive evaluation of the process addresses the fundamentals of managing the entire contract life cycle of small to large transactions in a management systems approach. Participants develop practical competencies in using different planning, development, implementation, monitoring, and close-out templates and guidelines, as well as techniques relating to critical thinking, problem solving, and decision making. Federal Acquisition Regulations; principles are integrated into the transaction process to address an extended range of contracting complexities associated with

expanded expectations, such as delivery of advanced technology systems or logistical issues involving intricate delivery schedules.

PPA 5620 Emergency Management (3)

The focus of this elective seminar is on the broad field of emergency management and its interface with homeland security. The course surveys public and private sector responses to emergencies, disasters, and terrorism. The intergovernmental nature of both emergency management and homeland security is discussed. Particular attention will be paid to mitigation, preparedness, response, and recovery; the organizational and politics of emergency management and homeland security; and the provision of homeland security in an uncertain world. The course will conclude with an emergency management/homeland security simulation.

PPA 5710 Seminar in Administration of Justice (3)

This elective seminar emphasizes research and field investigations of current justice administrative and policy problems, which cut across the total system. Topics may vary each quarter.

PPA 6100 Public Human Resources Administration (3)

This graduate core seminar provides an in-depth study of the personnel and civil service systems in the federal, state, and local governments and in nonprofit and health care organizations. Review of the methods of recruitment, promotion, discipline, and termination are explored through case studies, discussion, and simulations. Contemporary issues in collective bargaining and labor relations are extensively explored.

PPA 6110 Public Finance and Budgeting (3)

This graduate seminar provides a survey of current public policies, principles, and issues in public and healthcare finance and budgeting. Topics may include: economic functions and goals of public and healthcare entities; public and healthcare fiscal policies; revenues and taxation; debt; public and healthcare budgeting trends; and financial methods related to the management of public and healthcare institutions.

PPA 6180 Health Policy and Policy Research (3)

This course addresses health policy issues from the public policymaking process, through a history of US health policy, to the policy research challenges faced by managers and administrators. Explored are the stakeholders, policy networks, and policy impacts---including Medicaid, Medicare, S-CHIPs, and the PPACA. The types of policy research are introduced with a focus on the methods used, especially the case study, and the stage of program evaluation.

PPA 6520 Public Management and Organizational Change (3)

In this graduate core seminar, the student will critically examine organization and management concepts and behavior. Emphasis will be on exploring the dynamics of planned organizational change as well as models of organizational development in the public management context.

Prerequisite: PPA 5000.

PPA 6530 Policy Analysis-Quan Focus (3)

This integrating MPA graduate seminar focuses on the policies in the public and health care sectors. Explores qualitative and quantitative policy models and policy analysis methodology. Selected contemporary policy areas such as energy, the environment, criminal justice, welfare, health care, and education are explored.

PPA 6610 Strategic Management in Health Care and Human Service (3)

The management of health care and human service organizations has changed dramatically in the past few decades. Management of these competitive organizations now demands strategic thinking, planning and management. Preparation for this challenge begins with this course that requires students to draw on a foundation of traditional organization theories in management, organizational behavior, leadership and organization change. However, the focus of the course is building knowledge, skills and abilities in developing, implementing, and evaluating strategic processes and practices. The course is designed as a hybrid model; seat time is reduced and IT data gathering, and group and individual case preparation time is increased. Each student will participate in a community service project as well.

PPA 6620 Legal and Ethical Issues in Health Care (3)

This graduate seminar explores legal and ethical issues in health care policy and administration. Legal aspects such as constitutional issues, laws, administrative regulations and court interpretation, and professional responsibilities are examined. Exploration of ethical issues will include an examination of moral systems, identification of ethical principles and the introduction of analytical techniques to help in choosing alternative decisions and actions. The student is expected to develop expertise in oral and written argument. This graduate seminar examines the legal and ethical issues that confront managers and administrators in health care and human service organizations. Explored will be the social, cultural, legal, economic and organizational values, paradoxes and dilemmas of our society and the laws, regulations, codes, standards and theories constructed to deal with these issues. The course is grounded in ethical and legal philosophies and examines the value-based belief systems we use individually, as a nation, and through health care and human service organizations. Participants will be encouraged to develop or further shape an ethical system through which they will manage. Methods that stimulate reflection and description are integral. Therefore, the seminar format is used. Texts, debates,

newspapers, fiction, nonfiction, movies, videos, case studies, exercises, and games are some of the learning techniques that may be employed.

PPA 6770 Selected Topics in Public Policy and Administration (3)

In-depth study of selected topic or topics not covered in regular courses. Topics vary each quarter; prerequisites announced for each topic.

PPA 6850 Individual Graduate Study (1-3)

Supervised investigation of an approved project leading to a written report. Project selected in conference with instructor in the area of major interest; regular meetings to be arranged with instructor. Department determines application and number of units.

PPA 6860 Internship (1-3)

An internship experience is required for all students that are considered pre-service (MPA Program) or have not had supervisory experience in a health care setting (MSHCA Program) or nonprofit organization. Requirements include at least 200 hours of supervised management level experience and leadership for and completion of an assigned project. Completion of the course follows a formal evaluation by the organization sponsor. This course is graded credit/no credit and does not satisfy the requirements of an elective.

PPA 6980 Master's Paper (3)

This course is a practicum, which demonstrates competency acquired in the masters programs. Each student will complete a thesis like project that requires the application of both theory and methods. This is the capstone course in both the MPA and MSHCA programs. It is strongly recommended that students do not enroll in other courses while taking this course. Prerequisite: PPA 5360 or PPA 6530. Candidates for the MPA and MSHCA degrees must complete a culminating activity in accordance with Title V of the California Administrative Code. The purpose of this activity is to demonstrate competency acquired in the graduate program. This includes mastery of knowledge in the discipline and in the ability to use theory and method in the preparation of an applied research project. Candidates must complete PPA 5360 or 6530 before they may begin the culminating activity. The first and second reader must each assign a score of four or higher on both critical thinking and writing to sign the final product.

PPA 7000 Continuous Enrollment (3)

This graduate seminar explores legal and ethical issues in health care policy and administration. Legal aspects such as constitutional issues, laws, administrative regulations and court interpretation, and professional responsibilities are examined. Exploration of ethical issues will include an examination of moral systems, identification of ethical principles and the introduction of analytical techniques to help in choosing alternative decisions and actions. The student is expected to develop expertise in oral and written argument. This graduate seminar examines the

legal and ethical issues that confront managers and administrators in health care and human service organizations. Explored will be the social, cultural, legal, economic and organizational values, paradoxes and dilemmas of our society and the laws, regulations, codes, standards and theories constructed to deal with these issues. The course is grounded in ethical and legal philosophies and examines the value-based belief systems we use individually, as a nation, and through health care and human service organizations. Participants will be encouraged to develop or further shape an ethical system through which they will manage. Methods that stimulate reflection and description are integral. Therefore, the seminar format is used. Texts, debates, newspapers, fiction, nonfiction, movies, videos, case studies, exercises, and games are some of the learning techniques that may be employed.

Campus Map

