## **Institute of Public Service**

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## **Degree Offered**

Master of Public Administration (MPA)

### Mission of the Institute of Public Service

Seattle University's Institute of Public Service educates working professionals for positions of responsibility and leadership in public service. The MPA program, consistent with the mission of Seattle University, "is dedicated to empowering leaders for a just and humane world."

Students and graduates are expected to meet high standards of professionalism, trust, and steward-ship. The Institute's academic program is responsive to the evolving character of public service and to the changing problems our public leaders confront. The Seattle University MPA offers students:

- A state-of-the-art curriculum emphasizing active learning
- A blend of management studies and public-policy analysis
- Emphasis in nonprofit management and government administration
- Small classes, offered evenings and Saturdays
- An MPA degree in two or three years while enrolled part-time
- The choice of fall, winter, spring, or summer admission
- Mentorship, internship, and independent study options

# Bachelor of Public Affairs/Master of Public Administration: A Five-Year Program

A Seattle University BPA student may apply for a program that culminates in the Master of Public Administration (MPA) degree. The graduate degree can be completed in four quarters. For joint degree students only there is a reduced, 36-credit requirement for the MPA. This program is also open to junior-year transfer students from other universities and from the community colleges. See program director for details.

#### Master of Public Administration

The MPA degree is designed for the in-service student who holds or seeks a managerial or professional position in a public or nonprofit organization. Typically, students are in their late-20s to mid-30s, with considerable professional experience and are employed full-time in a career position in the government, nonprofit, or private sectors. Students bring a wealth of professional and life experiences to the classroom, providing real world learning opportunities for other students.

The MPA courses blend theory and practice, providing students with the analytic capacity and the understanding of organizations and policy that are essential to effective public management. Students in the MPA program learn about the political, legal, and economic environments of public sector and nonprofit administration. Students explore the differences between profit-seeking and public-serving missions, and the central importance of ethical and moral expectations for those serving the public. Core courses teach analytical and interpersonal skills and perspectives required to manage and lead public sector organizations. Topics include organizational behavior and theories for management, public sector finance, research techniques, policy making and policy analysis, the legal environment, and public sector ethics. The two

specializations in Government and Nonprofits offer topics such as the legal environment, advanced policy analysis, and information management. The diverse offering of elective courses allows students to pursue other areas of interest, and includes emphasis in nonprofit leadership or local government administration.

The faculty members have extensive public sector and nonprofit experience, a complement to their academic qualifications. They maintain regular contact with the practice of public administration through research, consulting, professional associations, and community service projects. The program has an outstanding adjunct faculty of public service professionals.

The curriculum and the other aspects of the program meet the standards established by the National Association of Schools of Public Affairs and Administration (NASPAA) and reflect both the mission of Seattle University and the program's experience in offering the MPA degree for three decades. Seattle University's MPA program received the honor of being accredited by NASPAA in 2004 without conditions until 2011, the first MPA program in Washington state to receive this distinction.

Students can complete the program entirely on weeknights, Saturdays, or a combination of the two. Students may enter during any academic quarter, including summer. A full complement of courses is offered each quarter. MPA students may register for up to nine credits per term without permission of the director. Although the University's limitation of 10 transfer credits will apply to most students, those who transfer from another university's MPA program may be allowed as many as 18 quarter credits in transfer.

A variety of student services are offered to MPA students to assist them in their academic and career progress, including job placement services, internships, individual career counseling, Job Club, alumni events and networking, community leadership mentor program, peer-to-peer mentor program, and MPA Student Association activities. The MPA program also participates in the Pi Alpha Alpha honor society, the national honor society for the fields of public affairs and administration. Qualified students are invited to join Pi Alpha Alpha once per year.

## Admission Requirements

While applications are accepted all four quarters, admission is competitive. Applicants are evaluated on their individual merits rather than on a comparative basis. Applicants are required to submit the following documents for consideration:

- Completed application for graduate admission and non-refundable \$55 application fee (waived for Seattle University alumni)
- Evidence of a four-year equivalent bachelor's degree from a regionally accredited institution.
- Minimum grade point average of 3.00 as calculated from official transcripts of all post-secondary educational institutions attended in the last 90 quarter/60 semester credits of the bachelor's degree, including any transfer credits earned during this time, and any post-baccalaureate course work.
- Current résumé reflecting at least one year of continuous full-time work experience
- Two completed Seattle University MPA recommendation forms: at least one should be from current or former supervisors who can speak to qualifications
- Two-page maximum letter of intent summarizing interest in the MPA program, commitment to public service, and discussing ways in which the MPA will assist in reaching career and educational goals
- If English is not applicant's native language, official English proficiency scores meeting the university's entrance requirements must be submitted. See policy 2008-01 in Admissions Policies for details.

# **Degree Requirements: Master of Public Administration**

The MPA requires the completion of 54 credits. The degree includes 11 required three-credit classes: 8 courses in the core, and 3 courses in a student selected specialization—Government or Nonprofit. The remaining 21 credits are electives designed to enrich understanding of particular aspects of public service, and may include graduate courses taken in other departments or other colleges of this university. Electives deal with such topics as the nonprofit sector, legislative process, local government, mediation and negotiation, labor law, social justice, oral communication, and program evaluation.

**PUBM 574** 

**PUBM 575** 

**Social Justice and Social Policy** 

**Introduction to City Management** 

| I. Core Requir     | rements  |
|--------------------|--|
| 24 credits, includ | ing:   |
| PUBM 501           | Foundations of Public Administration                       |
| PUBM 511           | Understanding Organizations                                |
| PUBM 512           | Policy Formation and Implementation                        |
| PUBM 521           | Management and Human Relations Skills                      |
| PUBM 530           | Management Analysis and Control                            |
| PUBM 540           | Policy and Program Research                                |
| PUBM 570           | Economic Analysis  |
| PUBM 590           | Prospectives in Public Service                             |
| II. Specializat    | ion (choose one)9  |
| Choose one of th   | e following specialization areas:                          |
| Government Sp      | ecialization   |
| PUBM 541           | Policy Analysis  |
| PUBM 572           | Administrative Law   |
| PUBM 584           | Information Management for Government                      |
| Nonprofit Speci    |  |
| PUBM 561           | Information Management for Nonprofit                       |
| PUBM 582           | Nonprofit Law  |
| PUBM 588           | Nonprofit Governance                                       |
| III. Program E     | lectives   |
| Choose electives   | from the following:  |
| PUBM 522           | Human Resources Management                                 |
| PUBM 531           | Public Budgeting   |
| PUBM 550           | Contracting and Procurement                                |
| PUBM 562           | Oral Communication for Administrators                      |
| PUBM 563           | Communication and Advocacy                                 |
| PUBM 564           | Building Effective Teams                                   |
| PUBM 565           | Computer Skills for Public Administration                  |
| PUBM 566           | Beyond Grantwriting: Partnering with Institutional Funders |
| PUBM 567           | Strategic Planning for Public and Nonprofit Organizations  |
| PUBM 568           | Social Marketing   |
| PUBM 569           | Community and Economic Development                         |
| PUBM 571           | Government Finance   |
| PUBM 573           | Administration of Justice                                  |

| PUBM 576   | Digital Government                          |
|--|---|
| PUBM 577   | Comparative Public Administration           |
| PUBM 578   | Creating and Sustaining the Livable City    |
| PUBM 579   | Comparative Social Policy                   |
| PUBM 580   | Legislative Policy Making                   |
| PUBM 581   | Labor Law and Collective Bargaining         |
| PUBM 583   | Mediation and Negotiation Skills            |
| PUBM 585   | Leadership, Learning, and Change Management |
| PUBM 586   | Fundamentals of the Nonprofit Sector        |
| PUBM 587   | Nonprofit Resource Development              |
| PUBM 589   | Policy Reform                               |
| PUBM 591   | Special Topics (1 to 3)                     |
| PUBM 592   | Special Topics (1 to 3)                     |
| PUBM 593   | Special Topics (1 to 3)                     |
| PUBM 595   | Internship (CR/F) (1 to 6)                  |
| PUBM 596   | Independent Study (CR/F) (1 to 6)           |
| Other Graduate F   | Program Courses (see advisor)               |
| Minimum cred   | its required for the degree54               |
| Public Admin   | istration Courses                           |
| Provides an overvi<br>basic concepts, and<br>of governments in<br>of administrators in | Foundations of Public Administration        |
| Reviews classical a<br>effectiveness in pul<br>concerning organiz                      | Understanding Organizations                 |
| Analyzes processes interplay of executi of policy formation lic bureaucracies, v.      | Policy Formation and Implementation         |
| Study and practice profit organization   | Management and Human Relations Skills       |

| of human resource<br>and compensation                          | Human Resource Management             |
|--|---------------------------------------|
| defines terminolog<br>program structure,                       | Management Analysis and Control       |
| include capital bud  | Public Budgeting                      |
| cepts include speci<br>tive data, reliability                  | Policy and Program Research           |
| been implemented<br>policies and makin<br>this course are mo   | Policy Analysis                       |
| ment by governme<br>contracting, procur<br>grates contracting  | Contracting and Procurement           |
| in public and nonp<br>vision, history, pol<br>complex environm | Information Management for Nonprofits |
| cusses theories of   | Oral Communication for Administrators |

and nonprofit organizations. Elective.

| change-agent lead<br>for their stakehold<br>text is one-to-one<br>preparation, strate | Communication and Advocacy                                |
|---|---|
| steps and roles th<br>such as roles and<br>termining team st                          | Building Effective Teams                                  |
| efficiently, as well<br>working with Wor<br>forecasting as wel<br>fessional presenta  | Computer Skills for Public Administration                 |
| profit and philant  | Beyond Grantmaking: Partnering with Institutional Funders |
| and the basic elen<br>fective facilitation<br>enterprise plannin                      | Strategic Planning for Public and Nonprofit Organizations |
| health, safety, env<br>plication of traditi<br>positive public be                     | Social Marketing  |
| ment topics, include<br>ment, and revitalia<br>opportunity to app                     | Community and Economic Development                        |

| policy and manage   | with fundamental economic content and knowledge to understand issues of public ement. Focus on concepts of cost, market dynamics, inflation, demand elasticity, welfare, y, and stabilization policy. Required. |
|---|---|
| theories and mode   | Government Finance  |
| tory process; rule r<br>analysis, legal rese  | Administrative Law  |
| resources and as n<br>preciate theoretica<br>and cost-effective   | Administration of Justice   |
| tive perspectives. J  | Social Justice and Social Policy  |
| government. This of<br>government in the<br>tures, municipal re   | Introduction to City Management   |
| justice and humar   | Digital Government  |
| country's very diff<br>country's nonprofi<br>directed to issues<br>sites and social se<br>public services ava | Comparative Public Administration   |

| This course is aime<br>Working within an<br>ing urban environr<br>on the quality of li   | Creating and Sustaining the Livable City   |
|--|--|
| navian Social Dem<br>reasons that some<br>public solutions to                            | Comparative Social Policy  |
| Considers the play<br>with specific atten-<br>fices and initiative<br>to shape future po | of forces that shape state policy-making within the various branches of government tion to "legislative policy-making." Using current and recent campaigns for public of the course examines the confluence of cultural and political issues raised and likely dicy-making. Through texts, readings, and guest speakers, the course utilizes seminar cally examine state policy-making. Major focus is on an individual research paper on a set. Elective. |
| Examines the legal and collective barg   | Labor Law and Collective Bargaining  |
| Exposes students to<br>Students will learn<br>and obligations of                         | Nonprofit Law  |
| processes. Student resolving conflicts,  | Mediation and Negotiation Skills   |
| in public and nonp<br>vision, history, poli<br>complex environme                         | Information Management for Government  |
| PUBM 585 The practice of lear nizations. A concept organizational lear                   | Leadership, Learning, and Change Management  |

| laws, regulations,                                     | Fundamentals of the Nonprofit Sector |
|--|--------------------------------------|
| tal agencies. The kindiscussion groups,                | Nonprofit Resource Development       |
| what boards and roles and responsi staff. The "how" re | Nonprofit Governance                 |
| public officials, po                                   | Policy Reform                        |
| or management po                                       | Prospectives in the Public Service   |
| PUBM 591-593   | Special Topics                       |
| PUBM 594   | Integrative Seminar                  |
| PUBM 595   | Internship (CR/F)                    |
| PUBM 596   | Independent Study (CR/F)             |
| PUBM 597   | Directed Reading (CR/F)              |
| PUBM 598   | Directed Research                    |