SEATTLE UNIVERSITY'S INSTITUTE OF PUBLIC SERVICE

Janelle Wong is associate professor and executive director of the Institute of Public Service.

Founded in 1974, the Institute of Public Service offers a Master of Public Administration program that educates and inspires working professionals to make effective and ethical contributions to public service. The Institute represents an integral part of a great university whose mission is educating for service. Its long term vision is to expand its role within the broader community as a resource for public service education, training and research.

In 2004, Seattle University's MPA program became the first MPA program in the state of Washington to earn accreditation by the National Association of Schools of Public Affairs and Administration.

The MPA faculty are scholars of public policy, management, and leadership, as well as practitioners who offer an insider's perspective on public affairs. Our faculty have a strong commitment to excellence in graduate education, which is evidenced by their concern for the individual needs of students. The low student-to-faculty ratio makes it possible for students to receive the guidance they need to customize their academic programs and develop their career plans.

NASPAA ACCREDITED
The Commission on Peer Review & Accreditation

Janelle Wong, Ph.D., *associate professor and executive director* Dr. Wong's research examines nonprofit organizations and their role in political participation among Latino and Asian American immigrants. She has published more than 25 journal articles and book chapters on political participation and civic engagement. She is the author of three books on immigrants and politics.

Kelly Bay, Ph.D., *visiting assistant professor* Dr. Bay's research concerns the politics of citizen participation in development policy and the resulting quality of social service delivery. Her area of expertise is in the fields of Comparative Politics and International Relations, with a regional focus on Latin America.

Michael Bisesi, Ed.D., *professor and director* of the Center for Nonprofit and Social Enterprise Management. Dr. Bisesi's professional and academic experience includes associate dean of the College of Business Administration at the University of Houston and as managing director of the Greater Houston Community Foundation.

Noreen Elbert, Ed.D., *visiting assistant professor* Dr. Elbert has over 10 years experience in leadership positions within the nonprofit sector. Her teaching and research interests focus on nonprofit executive director issues, leadership, and interpersonal behavior.

Maureen Emerson Feit, Ph.D., *visiting assistant professor* Dr. Feit has over a decade of nonprofit leadership experience with community-based organizations focused on a wide range of social justice issues, including education, youth development, immigrant and human rights.

Tanya Hayes, Ph.D., *assistant professor* Dr. Hayes's teaching and research examines the institutional and socioeconomic aspects of environmental change and sustainable ecosystem management. Her areas of expertise include international and national conservation policies.

Leanna L. Holmer, Ph.D., *associate professor* Dr. Holmer has over 20 years experience in management and consulting capacities. Her research interests include emotional development in leadership and organizational health.

Rich Nafziger, M.A., *visiting assistant professor* Rich Nafziger worked as an economist in public policy for nearly 35 years. His positions include Executive Director for Partnerships and Economic Development for Seattle Community Colleges, Chief of Staff for the State Senate Democrats, Chief Clerk of the Washington House of Representatives, and policy advisor for Governors Gardner and Locke.

James E. Sawyer, Ph.D., *associate professor* Dr. Sawyer, the former Louis B. Gaffney Chair of Arts and Sciences at Seattle University, is an economist with a research interest in the diffusion of information technology, particularly to economically marginalized populations.

Marie Rose Wong, Ph.D., *associate professor* Dr. Wong's teaching and research interests are in urban studies, including housing, history, and land use development, and in Asian American studies.

ADDITIONAL INFORMATION

Admissions Office
Seattle University
901 12th Avenue, P.O. Box 222000
Seattle, WA 98122-1090
T 206 296 2000
F 206 296 5656
E grad-admissions@seattleu.edu
U www.seattleu.edu
Toll Free Outside WA 1 800 426 7123
Toll Free Inside WA 1 800 542 0833

Institute of Public Service
T 206 296 5440
F 206 296 5402
E mpa@seattleu.edu
U www.seattleu.edu/artsci/ips

Kasa Tupua Pierson, Coordinator
T 206 296 5437
E tupuak@seattleu.edu

www.seattleu.edu/artsci/ips

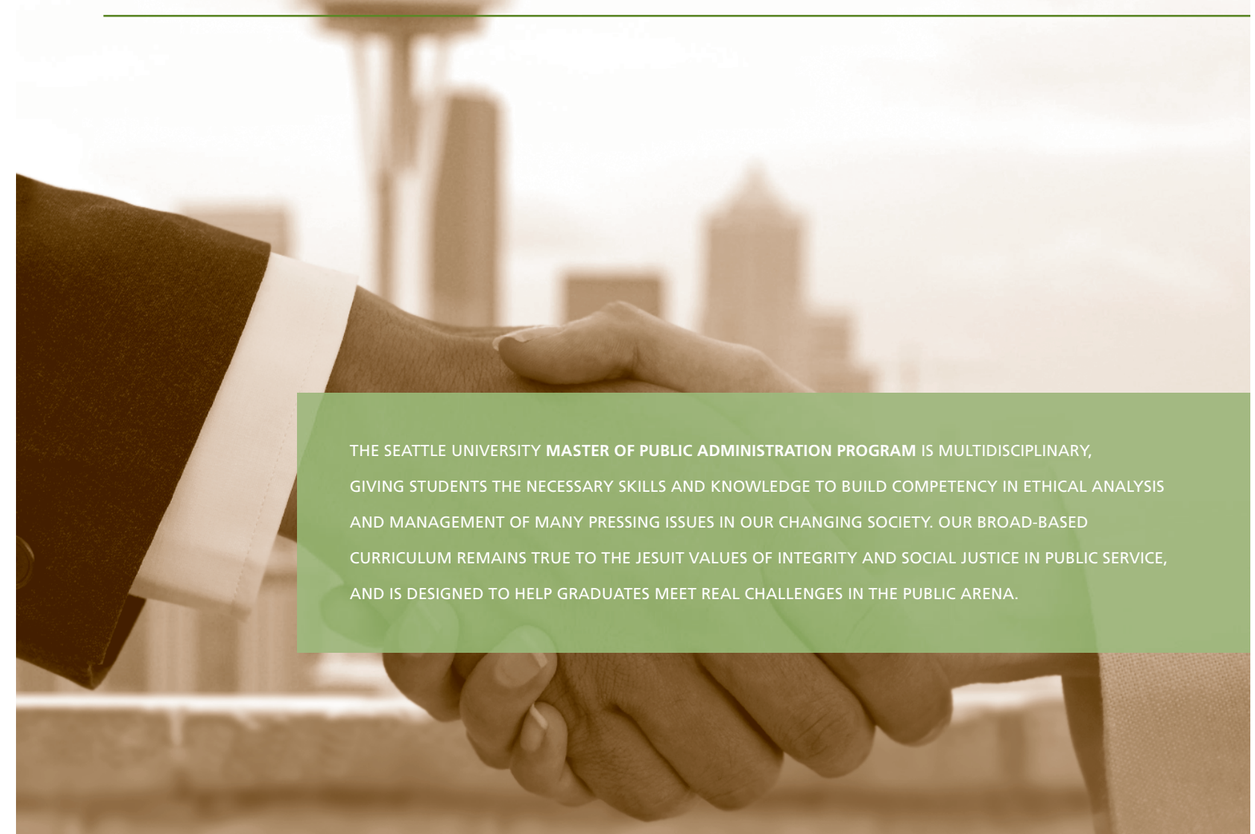
Seattle University does not discriminate on the basis of race, color, religion, sex, national origin, age, disability, marital status, sexual or political orientation, or status as a Vietnam-era or special disabled veteran in the administration of any of its education policies, admission policies, scholarship and loan programs, athletics, and other school-administered policies and programs, or in its employment-related policies and practices. All university policies, practices and procedures are administered in a manner consistent with Seattle University's Catholic and Jesuit identity and character. Inquiries relating to these policies may be referred to the University's Associate Vice President of Human Resources and Equal Opportunity Officer.

Consistent with the requirements of Title IX of the Education Amendments of 1972 and its implementing regulations, Seattle University has designated three individuals responsible for coordinating the University's Title IX compliance. Students or employees with concerns or complaints about discrimination on the basis of sex in employment or an education program or activity may contact any one of the following Title IX coordinators: Equal Opportunity Officer Ruth Donohue, human resources manager, University Services 107, (206) 296-5865, donohue@seattleu.edu; Dr. Jacob Diaz, assistant vice president and dean of students, Student Center 140B, (206) 296-6066, diazj@seattleu.edu; Dr. Jacquelyn Miller, associate provost for academic administration, Admin. 104, (206) 296-5446, jcmiller@seattleu.edu. ©2008 Seattle University.

PROGRAM GUIDE

MASTER'S DEGREE
PUBLIC ADMINISTRATION

INSTITUTE OF PUBLIC SERVICE



THE SEATTLE UNIVERSITY **MASTER OF PUBLIC ADMINISTRATION PROGRAM** IS MULTIDISCIPLINARY, GIVING STUDENTS THE NECESSARY SKILLS AND KNOWLEDGE TO BUILD COMPETENCY IN ETHICAL ANALYSIS AND MANAGEMENT OF MANY PRESSING ISSUES IN OUR CHANGING SOCIETY. OUR BROAD-BASED CURRICULUM REMAINS TRUE TO THE JESUIT VALUES OF INTEGRITY AND SOCIAL JUSTICE IN PUBLIC SERVICE, AND IS DESIGNED TO HELP GRADUATES MEET REAL CHALLENGES IN THE PUBLIC ARENA.

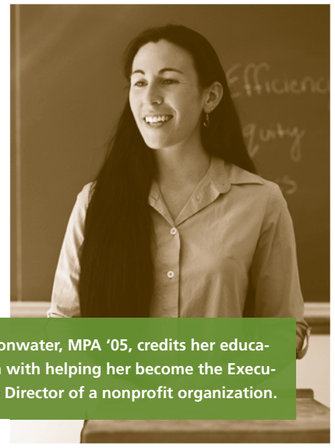
SEATTLE UNIVERSITY

EDUCATING LEADERS FOR A JUST AND HUMANE WORLD

310042-Seattle U_MPA broch.indd 1
Process CyanProcess MagentaProcess YellowProcess BlackPANTONE 4625 CPANTONE 576 CPANTONE 4625 UPANTONE 576 U
7/22/11 11:33:25 AM

THE MASTER OF PUBLIC ADMINISTRATION PROGRAM

Seattle University's MPA curriculum cuts across disciplinary lines to focus on organizational leadership, public policy analysis and implementation, management control and economics. The MPA requires the completion of 54 credits. The degree includes 11 required three-credit courses: 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 the student's understanding of particular aspects of public service. Since the curriculum is designed to accommodate working students, all classes are offered in the evenings and on Saturdays. The typical time frame for completing the MPA is two to three years of study.



Moonwater, MPA '05, credits her education with helping her become the Executive Director of a nonprofit organization.

STUDENTS

Our students bring a wealth of experience and expertise to the classroom. The diversity in race, age, educational and career backgrounds makes for rich interaction in a supportive, rigorous learning environment. Students enjoy the emphasis placed on peer learning and on application of coursework to real-world problems.

The vast majority of our MPA students work full-time while attending graduate school. Students take one, two, or three classes per quarter depending on their schedules and course offerings. The MPA Student Association fosters community outside of the classroom through quarterly social gatherings, service projects, professional development opportunities and other events.

CORE CURRICULUM

Foundations of Public Administration (PUBM 501)
Explores the key issues and controversies of the field of public administration that are essential for understanding and practicing public sector administration in contemporary America.

Understanding Organizations (PUBM 511)
Examines organizational values, structure, politics and assumptions about human nature that are key to understanding organizations and to improving organizational effectiveness.

Policy Formation and Implementation (PUBM 512)
Studies the interplay of forces that convert interests into issues and into public policies, and the special role of public bureaucracies in the policy formation process.

Management and Human Relations Skills (PUBM 521)
Develops management and human relations skills for successful leadership in government and nonprofit organizations.

Management Analysis and Control (PUBM 530)
Evaluates how government and nonprofit organizations can optimally utilize their financial and nonfinancial performance indicators for management control.

Policy and Program Research (PUBM 540)
Concentrates on the key concepts and principles of empirical research design and data analysis needed by government and nonprofit leaders to understand and use reports of empirical data analyses.

Economic Analysis (PUBM 570)
Focuses on the development of economic models and the application of models to issues of public policy and management.

Prospectives in the Public Service (PUBM 590)
Integrates knowledge and skills from prior course work in the individual analysis of a policy or management problem, concluding with a recommended course of action.

SPECIALIZATION (choose one):

GOVERNMENT

Policy Analysis (PUBM 541)
Develops skills for systematic analysis of problems leading to recommendations for policy actions.

Administrative Law (PUBM 572)
Analyzes central components of the constitutional framework governing the work of governments, including the regulatory process, rule-making, governmental liability, investigation and adjudication.

Information Management for Government (PUBM 584)
Analyzes the effective use of information and communications technology (ICT) in public organizations. The course includes a lab that focuses on mastery of the common ICT applications.

NONPROFIT

Nonprofit Governance (PUBM 588)
Explores the new governance environment in which boards and volunteers operate, including the roles of boards and volunteers and how they perform in changing times.

Nonprofit Law (PUBM 582)
Exposes students to the legal structures within which nonprofit organizations function and are regulated.

Information Management for Nonprofits (PUBM 561)
Analyzes the effective use of information and communications technology (ICT) in nonprofit organizations. The course includes a lab that focuses on mastery of the common ICT applications.

Gregory Morand, MPA '05, chose Seattle University's MPA program for its professional focus and well-rounded curriculum.

ADMISSIONS CRITERIA

- At least one year of professional work experience.
- Demonstrated commitment to public service.
- Bachelor's degree from a regionally accredited institution.
- 3.00 grade point average. Strong applicants with less than a 3.00 grade point average may be admitted on probationary status.

The MPA program does not typically require testing prior to admission unless the applicant's bachelor's degree was from a non-traditional institution (letter grades not issued), in which case the GRE may be required.

Evidence of ability to read and speak English at the graduate level may be requested of applicants for whom English is not a primary language. The TOEFL is the required instrument used in this assessment.

All students are expected to have working knowledge of word processing and spreadsheet programs.

CAREER ASSISTANCE

The Institute of Public Service, together with Career Services and the Alumni Relations Office, offers career services for graduate students. These include:

- individualized job and internship search assistance and resume-writing consultation;
- Public Administration Career Night and career development brown-bag sessions;
- access to a network of more than 900 alumni employed throughout the United States and abroad; and
- e-mail and Web access to current job and internship opportunities.

APPLICATION PROCEDURES

Applications are accepted all four quarters. All materials must be received by the Admissions Office on or before the following application deadlines to ensure an admission decision for that quarter: July 20 for fall, October 20 for winter, February 20 for spring, May 20 for summer. Please send to the Admissions Office:

- **A completed Application for Graduate Admission form and application fee.**
- Two completed Recommendation Forms for Graduate Studies. Recommenders must seal and sign the envelopes before returning them to the applicant.
- **A one-to-two page letter of intent summarizing the applicant's interest in the MPA program and discussing ways in which the MPA education will assist in reaching career and educational goals.**
- An official, sealed transcript from every college or university attended. If mailed directly to the applicant, they must remain in their sealed envelopes.
- **A detailed and current résumé describing the applicant's professional employment and relevant activities.**

FINANCIAL AID

MPA students are eligible for departmental scholarships. Additional resources may be available from other sources in the form of need-based scholarships and low-interest loans. Applicants are encouraged to ask if one's employer will provide contributions or reimbursements for tuition. Please contact Student Financial Services at 206 296 2000 or visit their website at *www.seattleu.edu/sfs*.

VISIT CAMPUS

We encourage applicants to meet with the MPA coordinator individually or attend one of the regularly scheduled information sessions held on campus. Please contact the MPA coordinator at 206 296 5440 for an appointment. Information session dates are posted on the MPA website at *www.seattleu.edu/artsci/ips*.

310042-Seattle U_MPA broch.indd 2
Process CyanProcess MagentaProcess YellowProcess BlackPANTONE 4625 CPANTONE 576 CPANTONE 4625 UPANTONE 576 U
7/22/11 11:33:25 AM