# Division of Public Administration Graduate Student Handbook

## Portland State University

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I. The Division of Public Administration and the Masters Programs

A. Vision and Mission Statements

Vision Statement
The Division of Public Administration’s vision is to be an agent of change to develop and enhance public leadership through education, scholarship and service. Building upon Portland State University’s commitment to community-engaged scholarship and service, the Division of Public Administration is uniquely placed to prepare current and emergent leaders in local, regional, national and global communities.

We recognize that solutions to contemporary problems require innovative approaches and alliances among governments, nonprofits and businesses, and encourage our faculty and students to engage in multidisciplinary and collaborative approaches to advance the public interest.

We aim to contribute to the integrity, effectiveness, and transparency of the next generation of trusted public leaders.

Statement of Mission
The Division of Public Administration at Portland State University is dedicated to preparing individuals for ethical, competent and effective public service in a range of roles in policy, management and leadership. We seek to improve practice by facilitating learning through community engagement, promoting scholarship, and encouraging reflection as we develop and work with leaders representing diverse communities across all domains of public service.

B. Value and Belief Statements

We recognize that public service professionals work within a complex set of constitutional, institutional, sociocultural, and legal structures. We believe that they must understand the ways in which economic and political interdependence, both global and domestic, shape the exercise of administrative leadership and management. Our collective efforts support the educational and professional preparation of public service professionals and new scholars.

Based on this recognition, we are guided by the following values which encompass our commitment to integrated, rigorous and relevant teaching, learning, and scholarship, all geared toward the sustainability of our increasingly diverse and rich communities:

• We believe that the integration of theory and practice is essential for successful management and leadership in public, nonprofit and health organizations, and that reflective practice enhances this integration.
• We believe that a public service education that integrates ethics and experience is essential to our society.
• We seek to model in ourselves and develop in our students values of public service and provide mechanisms through which students can explore potential roles for engaging the public in their work.
• We are committed to addressing the life-long learning needs of our graduates and career public service professionals.
• We value scholarship that is both rigorous and relevant.
We value Portland State University’s commitment to community-engaged teaching and scholarship.

We are committed to collaborating with public and nonprofit organizations and communities to create rich learning experiences that both assist the community and prepare graduates for productive public service careers.

We believe that public service professionals must understand the ways in which a multiplicity of interests help to shape, and in turn are shaped by, the underlying values of our systems of democratic governance.

We believe that understanding the dynamic social relationships in diverse and global communities is essential for public service leaders and managers.

C. Program Learning Competencies
Students in the MPA, MPA:HA, EMPA and MPH:HMP programs will master the following competencies by graduation, as evident through their demonstrated ability to:

1. Articulate and exemplify the ethics, values, responsibilities, obligations and social roles of a member of the public service profession.
2. Identify and apply relevant theories and frameworks to the practice of public service leadership, management and policy.¹
3. Respond to and engage collaboratively with diverse local and global cultures and communities to address challenges in the public interest.
4. Identify and engage with the key elements of the public policy process.
5. Employ appropriate qualitative and quantitative techniques to investigate, monitor and manage resource use.²
6. Create and manage systems and processes to assess and improve organizational performance.
7. Conceptualize, analyze, and develop creative and collaborative solutions to challenges in public service leadership, management and policy.
8. Assess challenges and explore solutions to advance cross-sectoral and inter-jurisdictional cooperation in public programs and services.
9. Demonstrate verbal and written communication skills as a professional and through interpersonal interactions in groups and in society.
10. Think critically and self-reflectively about emerging issues concerning public service leadership, management and policy.

D. Masters Programs and Specializations
The Division of Public Administration offers students a choice of four degree programs as well as a variety of different specializations within the MPA program. Students can pursue the Master of Public Administration (MPA), Executive Master of Public Administration (EMPA), Master of Public Administration with an emphasis in Health Administration (MPA:HA), or the Master of Public Health (MPH) in Health Management and Policy. It is important for students to be familiar with the requirements for the degree they seek. (Students pursuing the MPH should consult the MPH: Health Management and Policy Handbook.)

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¹ Theories and frameworks could include economic, financial, legal, organizational, political, social, and/or ethical approaches.
² Resource use could include human, fiscal, technologic, information, physical, and/or other resources.
Within the MPA program each student must select an area of specialization. It may be chosen from one of five specializations approved by the Division: global leadership and management, resources management, local government, human, nonprofit management, and natural resources policy and administration. With permission students can work with their advisor to construct a specialization based upon particular interests or career plans. Courses to satisfy the specialization requirement are selected by the student with approval of their advisor.

It is important that students meet with their assigned advisor early in their program of study in order to sequence courses, identify the specialization, and work with the advisor to select skill development courses that fit with the specialization.

E. Program Setting

College of Urban and Public Affairs

The College of Urban and Public Affairs at Portland State University allows students with interests in urban problems and processes to take advantage of the resources of an urban university situated in a major metropolitan area. Opportunities for urban education are available through eight graduate degrees, two undergraduate degree programs, and baccalaureate minors.

The College of Urban and Public Affairs is comprised of three schools: the Mark O. Hatfield School of Government, the School of Community Health, and the Nohad A. Toulan School of Urban Studies and Planning. The College also includes a number of research centers and public service units including the Institute on Aging, the Center for Public Service, the Criminal Justice Policy Research Institute, the Center for Urban Studies, the Institute for Portland Metropolitan Studies, the Institute for Tribal Government, the National Policy Consensus Center, and the Center for Population Research and Census. The College is located in the Urban Center (Mill St. between 5th and 6th Avenues).

Mark O. Hatfield School of Government

The Mark O. Hatfield School of Government (www.pdx.edu/hatfieldschool) includes the Division of Criminal Justice, Division of Political Science, and the Division of Public Administration. It is the lead division for the College-wide Ph.D. program in Public Affairs and Policy. The Hatfield School is housed on the 5th, 6th and 7th floors of the Urban Center.

F. Accreditation


The MPH:HMP program is accredited as part of the Oregon MPH by the Council on Education for Public Health (CEPH). To read the Self Study document submitted in 2013 go to http://www.oregonmph.org/content/accreditation

G. Degree Requirements

All programs consist of multiple parts: core curriculum, electives and field experiences. Since the curriculum varies with each of the masters programs, it is important that students pursuing the MPA, EMPA, MPA:HA, MPH:HMP obtain the appropriate Degree Requirements and Degree Completion Worksheets; these are all included in this handbook (see Appendices D-K).

The Master of Public Administration and the Master of Public Administration: Health Administration are addressed here. Students should discuss the requirements of the EMPA with their advisor. Students pursuing the MPH:HMP should discuss the requirements with their advisor and consult the MPH:HMP handbook.

Completing the Master of Public Administration (MPA) and the Master of Public Administration: Health Administration (MPA:HA) requires:

- At least 60 credits of coursework approved by the academic advisor, including:
  
  **Master of Public Administration (MPA)**
  
  Required Core Courses (30 credits)
  Skill Development Courses (9 credits)
  Field of Specialization (15 credits)
  Integrative Experience (6 credits)

  **Master of Public Administration: Health Administration (MPA:HA)**
  
  Required Core Courses (39 credits)
  Elective Courses (15 credits)
  Integrative Experience (6 credits)

  *Students must complete 30 health care specific credits by graduation.

- A minimum 3.0 (B) grade point average for all work completed in graduate standing.
- Successful completion of 200 hours of integrative field experience (worth six credits). This includes development of a comprehensive field-based project and written report. Approximately 150 hours will be spent in the field, and up to 50 of the 200 hours may be allotted for writing the culminating assessment paper. (See Section H: Integrative Experience.)

It is very important that students work closely with their advisor to become familiar with these requirements and plan their individual program of study. Note that these programs do not have a thesis option and there is no comprehensive final examination.
Master of Public Administration (MPA)
The MPA required core courses (3 credit courses, total of 30 credits) are:
PA 511 Public Administration
PA 513 Administrative Ethics and Values (Prerequisite PA 511)
PA 533 Public Policy: Origins and Processes
PA 534 Administrative Law
PA 540 Administrative Theory and Behavior (Prerequisite PA 511)
PA 551 Analytic Methods in Public Administration I
PA 552 Analytic Methods in Public Administration II (Prerequisite: PA 551)
PA 513 Administrative Ethics and Values (Prerequisite: PA 511)
PA 582 Public Budgeting
PA 585 Financial Management in the Public Sector (or approved Economics course)
PA 590 Human Resource Management in the Public Sector (Prerequisite PA 511)

MPA students are required to complete three skill development courses (9 credits) selected in consultation with their advisor that are appropriate to their interests and specialization. Substitutions of other skill development courses offered by the Division of Public Administration are allowed with approval of the advisor. The most commonly taken skill development courses are listed below; other courses may be appropriate for a given specialization. See the recommended courses in the specialization descriptions in the appendices as well. Skill development courses include:
PA 525 Grantwriting for Nonprofit Organizations
PA 536 Strategic Planning
PA 545 Organization Development (Prerequisite: PA 540)
PA 549 Crosscultural Communication in the Public Sector
PA 550 Managing Information Resources
PA 554 Policy Analysis Research
PA 555 Program Evaluation and Management
PA 556 Public Contract Management
PA 557 Operations Research in Public Administration
PA 558 Managing Public Projects and Programs
PA 562 Managing Employee Performance in the Public Sector

MPA students select a field of specialization, consisting of five courses (15 credits). Five specializations are approved by the Division: global leadership and management, human resources management, local government, nonprofit management, and natural resources policy and administration. With permission, students may work with their advisor to construct a specialization based upon particular interests or career plans. Courses to satisfy the specialization requirement are selected by the student with approval of their advisor. The details of the required/recommended courses for each specialization and recommended skill development courses are presented in Appendices M-Q.

The integrative experience, worth 6 credits, is described in Section H, below.
Master of Public Administration: Health Administration (MPA:HA)
The MPA:HA required core courses (3 credit courses, total of 39 credits) are:
PA 511 Public Administration
PA 533 Public Policy: Origins and Processes
PA 551 Analytic Methods in Public Administration I
PA 552 Analytic Methods in Public Administration II (Prerequisite: PA 551)
PA 582 Public Budgeting
PA 590 Human Resources Management in the Public Sector (Prerequisite: PA 511) or PAH 580 Health Services Human Resources Management (Prerequisite: PAH 574)
PAH 541 Organizational Behavior in Health Services Organizations or PA 540 Administrative Theory and Behavior (Prerequisite: PA 511)
PAH 570 Health Administration
PAH 571 Health Policy (Prerequisite: PAH 574)
PAH 573 Values and Ethics in Health (Prerequisite: Completion of 30 credits of graduate program) or PA 513 Administrative Ethics and Values (Prerequisite: PA 511)
PAH 574 Health Systems Organization
PAH 577 Health Care Law and Regulation (Prerequisites: PAH 571, 574) or PA 534 Administrative Law
PAH 586 Introduction to Health Economics (Prerequisite: PAH 574)

MPA:HA students are required to complete five elective courses (15 credits) selected in consultation with their advisor. Substitutions of other elective courses are allowed with approval of the advisor. The most commonly taken elective courses for the MPA:HA are:
PA 525 Grantwriting for Nonprofit Organizations
PA 545 Organization Development (Prerequisite: PA 540 or PAH 541)
PA 549 Crosscultural Communication in the Public Sector
PA 553 Sustainable Development Policy and Governance
PA 554 Policy Analysis Research
PA 556 Public Contract Management
PA 558 Managing Public Projects and Programs
PA 562 Managing Employee Performance in the Public Sector
PAH 544 Leadership and Governance in Health Care (Prerequisites: PAH 541, PAH 571, PAH 574)
PAH 572 Health Politics (Prerequisite: PAH 574)
PAH 575 Advanced Health Policy (Prerequisite: PAH 571)
PAH 576 Strategic Management of Health Care Organizations (Prerequisites: PAH 574, PAH 541) or PA 536 Strategic Planning
PAH 578 Continual Improvement in Health Care (Prerequisites: PAH 541, PAH 574)
PAH 579 Health Care Information Systems Management (Prerequisite: PAH 574) or PA 550 Managing Information Resources
PAH 587 Financial Management in Health Services (Prerequisite: PAH 574)
PAH 588 Program Evaluation and Management in Health Services or PA 555 Program Evaluation and Management

MPA:HA students have already identified their specialization (health administration) in their selection of a graduate program. MPA: HA students must complete at least 30 credits that are health specific (required or elective). Students should consult with their advisor to verify
acceptability of any courses counted towards the specialization that do not have a PAH prefix, and to ensure they have completed the required 30 credits of health specific courses.

The integrative experience, worth 6 credits, is described in Section H, below.

H. Integrative Experience
The six-credit integrative experience is the culminating experience for the MPA, MPA:HA and MPH:HMP. It provides students with a customized final, field-based experience that allows students to build skills for future practice, integrate theoretical and applied knowledge obtained through coursework, and develop skills of reflective practice to assist in integration and synthesis of program content and plan for future career directions. Graduate students in the MPA and MPA:HA must complete either the PA/PAH 509 Organizational Experience or PA 512 Case Analysis to fulfill the Integrative Experience requirement. MPH:HMP may only complete the PAH 509.

The integrative experience is offered with two options and is available to students only after they have completed at least 42 credits in the program. Option 1, PA/PAH 509 Organizational Experience, is intended for students who have had limited or no administrative experience. Option 2, PA 512 Case Analysis, is for those students who have had at least three years of full-time administrative or management experience in public, nonprofit, and/or health care organizations.

PA/PAH 509 Organizational Experience typically involves the student working on an administrative or management issue confronting a government agency or nonprofit organization. It is an opportunity for the student to relate her/his academic experience in the graduate program to a practice setting. The culmination of the experience is a report that the student prepares that documents the experience and its product, comments on the utility of the experience for the student, and offers personal reflection on a) achievement of the student’s learning objectives articulated at the beginning of the organizational experience, b) opportunities for integration of curricular content into practice, and c) future career directions based on the experience and related learning. The report includes documentation prepared for the organizational setting, as well as for the academic instructor of record, and is submitted to the instructor as the evidence of completion of the experience. The report is graded.

The student spends a minimum of 200 hours of work in the integrative experience, usually operationalized as two days per week over one quarter (or in some cases as one day per week over two quarters). PA/PAH 509 Organizational Experience normally is taken toward the end of the program. Students must have completed at least 42 graduate credits in the program, to ensure that they have sufficient academic experience to use their organizational experience as an integrative and reflective activity.

For MPA and MPA:HA students who have at least three years of full-time administrative or management experience in public, non-profit or health care organizations, PA 512 Case Analysis can be substituted for the PA/PAH 509 Organizational Experience. Written advisor approval is required for this substitution. Some students who have sufficient prior experience choose to do the PA/PAH 509 Organizational Experience as part of a career transition or for other professional development reasons. Students should discuss this with their advisor relatively early in their program of study.
For the PA/PAH 509, students should meet with their advisor to discuss appropriate timing in their course of study. Students are required to attend the PA/PAH 509 orientation offered quarterly by the Division of Public Administration to learn about the requirements and expectations. They then consult with their faculty advisor and develop a draft of the learning contract in conjunction with the faculty advisor and the potential field placement site, before making contact with the designated PA/PAH 509 Faculty. Students should begin arrangements for the experience no later than the quarter prior to commencing PA/PAH 509; an experience may not begin until the faculty advisor has approved the draft learning contact, and the student, field supervisor, and PA/PAH 509 faculty instructor have all signed the student's final learning contract. Students who wait until the term begins and have not completed the contract in consultation with their advisor will not be able to register. Registration requires a special form, signed by the PA/PAH 509 faculty, and may not be done on-line. For more information, go to http://www.pdx.edu/hatfieldschool/509-organizational-experience.

I. Suggested Course Sequencing
Students do not enter the program on a cohort model, and therefore may need to take courses as they are available, rather than in a strict sequence. Some classes have prerequisites or must be taken in sequence. A two-year rolling schedule is available on the PA website, and is updated regularly; students should check it to determine the schedule of future offerings.

Here are some suggested guidelines for MPA and MPA:HA students for sequencing; MPH:HMP students should consult the track handbook for specifics on sequencing for that program:

• PA 511 Public Administration is a prerequisite for PA 540 Administrative Theory and Behavior (MPA:HA students generally take PAH 541, but may take PA 540). This course should be taken as early in the program as possible since it provides a context and foundation for other courses.

• PA 551 Analytic Methods in Public Administration I is a prerequisite for PA 552 Analytic Methods II; PA 551 and PA 552 should be taken in successive quarters with the same faculty. These courses should be taken relatively early in the program so that students can use the analytic tools provided in these courses in other classes.

• PA 533 Public Policy: Origins and Processes and PA 534 Administrative Law are good foundations for classes in all areas of specialization.

• PA 509 Organizational Experience may not be taken until at least 42 credits (and preferably more) have been completed in the program. Ideally it should be taken as close to the end of the program in order to be an integrative experience. It is advisable to talk with your advisor early in your program about the process and ideas for your 509 experience.

Always consult with your advisor regarding your program of study. Note that your advisor must sign off on your program before you can graduate, so it is wise to consult with them regarding electives so that you know you have their approval.

J. Executive Master of Public Administration
The Executive Master of Public Administration (EMPA) degree program is a unique effort by the Division of Public Administration in our continuing mission to improve access to public service education. The EMPA program is offered for experienced practitioners with a curriculum
designed to reflect the way problems realistically present themselves in the work setting. Courses make use of students' experiences to integrate theory and practice in the classroom.

The EMPA offers a unique cohort learning experience and a work-centered curriculum to students. The admissions criteria are different than for the other graduate programs in the Division, and students must demonstrate considerable work experience. Regional cohorts are composed of professionals who are aggressively moving forward in their careers. Class members interact with other professionals who are facing real-life challenges and are well-positioned to share "best practices" across organizational and jurisdictional boundaries. This heightened level of experience in multiple policy settings brings to the classroom a sophisticated and effective learning environment.

Students may take up to 15 quarter hours of course work (5 courses) without being formally admitted to the EMPA program. Course schedules and content are tailored to meet the needs of the cohort participants. By accepting students who already have substantial work experience and who take the program together as a "cohort" group, participants in the Executive MPA program benefit from peer camaraderie that is characteristic of full time graduate study.

More information on the EMPA can be found at: http://www.pdx.edu/cps/executive-master-of-public-administration.

K. Advising
For graduate students, academic advisors are the most readily accessible role models. Frequent communications and a good working relationship between graduate students and their advisors can be a major factor in facilitating successful program outcomes.

During the admissions process, new students are assigned to a faculty advisor based on a review of their interests. However, a student may switch advisors by informing the assigned advisor of his or her desire to do so and by finding another full-time faculty member in the Division who agrees to assume the advisor position. Once all agreements have been reached, both the new advisor and the student should inform the division staff of the change. The Division Chair is responsible for ensuring that all faculty have equivalent advising responsibilities.

The faculty, administration, and staff of the Division regularly discuss ways to ensure effective advising. Faculty members maintain regular office hours for advising and seek to accommodate students whose work schedules make it difficult to come to the office. For example, telephone appointments may work well for students who commute considerable distances or cannot come to the office during posted office hours, or advising may be done through email. Students are encouraged to avoid program difficulties by addressing needs as soon as possible.

While the faculty and staff try to facilitate advising opportunities, students assume the primary responsibility. Students should contact their advisor and communicate regularly as responsible graduate students. The Mark O. Hatfield School of Government is an important part of an active university which means that, in addition to their teaching responsibilities, faculty are actively engaged in research, public engagement, professional and community service, and university governance activities, and have many obligations. The following guidelines are suggested for working with your faculty advisor:
• **Initiate contact with your advisor at least once per quarter.** Try to see your advisor early in the term when schedules may be less hectic than later in the quarter, and follow-up as necessary to confirm your decisions about course selections.

• **Check e-mail regularly for notices and other important communications.** All students have access to a PSU email account, and the faculty and University administration offices will use that address automatically to communicate with you. If you do want to use a different email account, please go to MyPSU and change your email address information so that materials will reach you at an address you regularly check. Many communications are only conveyed by email.

• **When you contact your faculty advisor, do not assume that they will be able to respond on the same day.** Like you, they receive large amounts of email and other contacts each day and are also seeing other students, teaching, doing course preparations, conducting scholarly work, writing, and performing public service. It may take a few days to a week to get in touch with you. If the faculty member does not get back to you in a reasonable period of time, or you are in urgent need of information, leave a message on their office voicemail and send an email reminder. Many faculty do not respond to communications on weekends or holidays, and may have limited access to communications during the summer months (June 16 to September 15) when they are not on regular University contracts. Students need to allow for delays in responses.

• **Take advantage of special events** sponsored by the school, the program, and the college such as receptions, lectures, and student-sponsored activities. The listservs and the bulletin boards in the Urban Center are good resources to learn about these. Many professionally-sponsored activities offer student discounts for registration.

• **If you encounter a problem or make a change in your program status, contact your advisor as soon as possible.**

• **Notify the Division of address or other information changes.**

### L. Policies and Other Important Information

#### Grading

Students are assigned numeric grades for all classes. Pluses and minuses may be assigned but there is no A+. A “C” is considered the minimal passing grade in graduate programs; students may not graduate with more than 2 C’s in their program.

#### Incomplete Grades

If you need to request an incomplete for unforeseen personal or professional reasons, the university policy requires that the reason given by a student must be acceptable to the instructor. The student does not have the right to demand an “I”. When instructors assign an “I” grade, there should be an agreement between the student and the instructor on the remaining work that must be done to remove an incomplete. The instructor will indicate the conditions that accompany the approval of the request.
It is a good idea to avoid requesting an incomplete (“I”) grade for a course as they can become an ongoing burden that can be difficult to resolve with the pressure of other obligations and the requirements of other courses the student might take. An incomplete must be resolved within a year, or the student loses the course credit and potential for a grade.

Your financial aid may be affected by an incomplete grade, since some forms of financial aid come with requirements for progress toward the degree on a continuing basis.

**Grievances/Disagreements**
There may be situations in which students find themselves in disagreement with an instructor or with a program action. The best way to resolve such matters is with a respectful conversation in which those involved seek to resolve the matter as informally as possible. If, however, an informal effort cannot settle the matter, a student should contact the Chair of the Division of Public Administration. If the Chair cannot help the student resolve the matter, it will be referred to the Director of the Hatfield School, and if necessary to the Dean of the College. Once a resolution of the matter has been attempted at the school and college levels, the university has a grievance process that operates through the Office of Student Affairs.

Students can find more information regarding the appeal process and other student affairs issues on the Office of Student Affairs web page at [http://www.pdx.edu/studentaffairs/](http://www.pdx.edu/studentaffairs/).

**Student Code of Conduct**
Portland State University seeks excellence in instruction, research, and public service. The University recognizes the intrinsic value of individual differences and diversity. The University supports the right of all people to live and learn in a safe and respectful environment that promotes the free and vigorous expression of ideas. Policies and procedures are designed to protect these freedoms and the fundamental rights of others. Students are expected to conduct themselves in a manner consistent with these principles.

A student, a Recognized Student Organization, or a group of students whose conduct is determined incongruent with the standards of the University as described in this Code of Student Conduct and Responsibility (“Code”) is subject to disciplinary action. The procedures for that action are generally educational in nature and are intended to lead to self-evaluation and accountability.

The procedures of this Code consider each case individually and without prejudice. In addition to the regulations in this Code, all students must follow the academic and professional standards of all applicable academic units, departments, schools, and colleges. This Code became effective on September 28, 2009. Please refer to the Portland State University Student Code of Conduct at [http://pdx.edu/dos PSU-student-code-conduct](http://pdx.edu/dos PSU-student-code-conduct) for more information.

**GPA Requirements**
The Division, the Hatfield School, the College, and the University have grade point average requirements that are rigorously enforced. All students in the program must maintain a “B” (3.0 GPA) average. Students who fail to do so will be placed on immediate probation until a B average is once again attained (see *PSU Bulletin* for the removal of probationary status). No
student may have more than two “probations.” Any student who is placed on probation a third time will be automatically dropped from the program.

A student cannot use any course with a grade lower than a C- for the degree. If a grade lower than a C- is received in a required course, the student must repeat that course. In addition, students may not use more than two courses with grades lower than a B- for the degree, and students must have a GPA of 3.0 of higher to graduate.

Transfer of Credits
There are two kinds of transfer of credit situations. One involves transfers from other institutions, and the second applies to students pursuing multiple degrees within PSU for whom there are questions as to how various courses will be counted and applied. Transfer credits count toward the 60 credits required for the degree.

Students contemplating a transfer credit application should speak with a faculty advisor as soon as possible, even before they file the application. There are some limitations on credits that can be transferred into PSU programs.

Graduate students of the Division of Public Administration may transfer in up to 1/3 of the number of credits required for their degree. This number includes any pre-admission credits (up to 12) taken in the graduate program as well as transfer credits from other institutions. All pre-admission and transfer credits must be graduate level and meet the following requirements: 1) must be letter graded B- or higher; 2) must not be graded Pass (or similar grading method); 3) must not be used for any other degree at any institution; 4) must be no more than seven years old at the time the master’s degree is awarded; 5) must be applicable to a master’s degree at the originating institution without qualification; and 6) must not be correspondence credit. Refer to the PSU Bulletin for information on transfer of television courses, short-term courses, and courses from foreign institutions, as these require additional documentation.

Students who are enrolled in more than one degree program at PSU will want to see their advisor and PA Division staff to obtain the necessary approval forms that indicate how courses are to be counted for their multiple programs. If this is not done, students will encounter difficulties when they apply for graduation. As always, the earlier that a student develops these intentions and speaks with an advisor about the relevant requirements, the less likely there is to be a difficulty.

Course Waiver Requirement
There are situations in which a student may believe that he/she has previously taken a course that satisfies a particular degree requirement. Students may petition to waive a class requirement if they have comparable previous experience through coursework. The student should first have a conversation with their advisor, to determine how to proceed. Waiver of a required course does not waive the credit towards the degree.

Course Evaluations
Students are asked to complete an evaluation at the end of each course for which they are registered. Course evaluations assist faculty and staff in assessing the quality of the courses and identifying opportunities for improvement, as well as scheduling future offerings. Evaluations
are usually distributed to students in the last class session. If no evaluations are distributed, please contact the Public Administration Division office to request a form.

**Leave of Absence**
The Hatfield School of Government follows university enrollment policies, detailed in the *PSU Bulletin*. Any student admitted to a master's program of the Division of Public Administration who is in academic good standing may petition for a leave of absence. Leave of absence status assures that students will retain their admissions status during periods in which they cannot actively pursue the degree for personal, health, or other unforeseen reasons. A leave of absence is granted for up to one calendar year.

The student’s advisor and the Division Chair must approve a leave of absence petition. Application for leave of absence must be filed in the Office of Graduate Studies no later than the last day to register for classes in the term for which the application is made. A leave of absence does not constitute a waiver of the time limit for completion of the master’s program. Only in cases of extreme need will additional leave time be considered. The Division Chair must approve such extensions.

Students who have not enrolled for three consecutive terms (excluding summer) must submit a re-enrollment request.

**Time to Degree Completion**
A student is entitled to take up to seven years to complete the degree.

**Course Limits Prior to Admission**
Students sometimes take courses prior to admission. Only 12 credits taken in non-degree status may be transferred into the program once a student is admitted.

**M. Joint Degree Programs or Certificate Programs**
Students can pursue degrees in multiple graduate programs at one time (for an additional degree or graduate certificate). Students must complete all coursework in both programs to successfully complete the programs. Students wishing to pursue a joint program should discuss this option with their advisor as early as possible.

**II. Frequently Asked Questions**

**A. Potential Students**

1. **How much does the program cost?**
   Current rates for instate and out of state tuition can be found [here](#). In 2015 the cost per 3-credit course is $1,068 for residents and $1,668 for non-residents, plus any applicable student fees for health insurance etc. Tuition may vary from year to year.

2. **How long is the program?**
   Full-time students typically complete the program in two years (including one summer term). Many part-time students choose to work full- or part-time while taking one or two classes per term, which lengthens the time to degree. Students work with their advisors to set up a
schedule that meets their needs. Students may switch from full-time to part-time (or the reverse) without advisor approval.

3. **What are the minimum requirements for undergraduate GPA and for GRE scores?**
The suggested minimum requirements for GPA are 3.0 for MPA students and 3.25 for MPH students. If a prospective student has already completed at least 12 credits of graduate study, the graduate GPA is used as the basis for admission, and the undergraduate GPA is not considered. The suggested minimum requirement for the newly revised GRE scores is: 150+ for Verbal, 149+ for Quantitative and an Analytic score of 4.5+. If you took the GRE before 2011, the minimum requirements are a combined score of 1000+ for Verbal and Quantitative and an Analytic score of 4.5+.

4. **What are the school and department codes?**
The school code is 4610 and the department code is 4801; these may be used to have your GRE scores sent directly to the University.

5. **What is the basis for admission decisions?**
The admissions committee will consider all aspects of the applications including personal statement, letters of recommendation, undergraduate GPA, GRE scores, and previous work and/or volunteer experience. Previous work experience is not necessary for admission to the program but is considered helpful. At least one letter should come from a previous professor or other person who can comment on your academic record. All letters should speak to your potential to succeed in the graduate program and a career in public service. Letters of reference from personal friends or family are discouraged.

6. **What specializations are offered?**
The MPA program currently offers specializations in global leadership and management, human resource management, local government, nonprofit management, and natural resources policy and administration. Other specializations may be designed by working with your faculty advisor. More information may be found in Section I.D (earlier in this handbook).

Note: Students who select the MPA:HA or the MPH:HMP have already selected their specialization.

7. **Do I need to have a specific undergraduate major?**
No, although students may find previous coursework in the social sciences useful, as well as skill development in verbal and written communications.

8. **What kind of financial aid is available?**
Students should check with the University Office of Financial Aid for a complete listing of available sources and grant and loan requirements. The following is a partial list of scholarship opportunities available to graduate students at Portland State University. Financial aid is available primarily for full-time graduate students, although some loans and grants are open to part-time students. This aid is of three general types: (1) graduate assistantships available through the College of Urban and Public Affairs and the Hatfield School of Government; (2) loans and work study available through the University’s Office of Financial Aid; and (3) awards, grants, and scholarships available through PSU.
Graduate Assistantships
Graduate assistant (GA) positions provide research services working with faculty. Levels of appointment are between .15 and .49 FTE, granted on a one-term, nine-month, or 12-month basis. The typical full time assistantship is .15 FTE, which is equivalent to 7.5 hours per week, or .30 FTE, which is equivalent to 15 hours per week.

Graduate assistant positions may be available throughout the year in other departments across campus. Students should check the Office of Graduate Studies webpage for current openings. Students interested in applying for graduate assistantships must have regular admission status and maintain good standing in the graduate program. GA positions also require that students be registered for, and satisfactorily complete, a minimum of nine graduate credits each term with the exception of summer term. Graduate assistants usually receive tuition remission and a stipend.

The Office of Graduate Studies registers graduate assistants for up to six credit hours per term. These credits do not count toward the degree, but are meant to reflect the educational value of the GA activities on your transcript.

Financial Assistance Available Through the University: Loans and Work Study
Graduate students may receive consideration for financial assistance through the Federal Perkins Loan, Federal Work Study, and Federal Direct Stafford Loan programs. The Office of Financial Aid is located in Neuberger Hall lobby, (503) 725-3461.

Federal Perkins Loans
This federally funded loan program is available to graduate students who demonstrate exceptional financial need. This is a long-term, low interest rate loan for which repayment commences nine months after the student is no longer enrolled on at least a part-time basis.

Federal Direct Stafford Loans
These loans are available to PSU graduate students through the cooperation of the University and the U.S. Department of Education. Both interest-subsidized and unsubsidized loans are available. Repayment begins six months after the student drops below half-time status, or leaves the University. The federal government pays interest on the subsidized loans while the student is in school. Unsubsidized loan eligibility is based on the difference between the student’s cost of attendance and the financial aid awarded. Repayment begins while the student is still enrolled. The federal government does not make interest payments. Annual loan maximums for graduate students receiving either subsidized or unsubsidized Perkins loans are $10,000.

Work Study
Graduate students are eligible for Federal Work Study funds. Federal Work Study is a need-based program in which the Federal government pays from 70-90 percent of student wages, and the institution or agency pays the remainder. This program assists students who demonstrate a need for part-time employment to pursue a college education. Sources of work include metropolitan non-profit agencies and/or campus employment. For other student employment opportunities contact the Student Employment Office at (503) 725-4958.
Awards Available Through the University
You may access scholarship information and application materials at http://www.pdx.edu/scholarships/. The online application process usually opens in Fall and closes in Spring. Many other scholarships are available to graduate students through the Oregon Community Foundation and other organizations including the Oregon Sports Lottery Scholarship, the University Club Scholarship, the College of Urban and Public Affairs, and the Mike Lindberg Public Works Scholarship, among others. Another good resource is the Oregon Student Assistance Commission scholarship database: http://www.osac.state.or.us/osac_programs.html.

Ron Cease Founder’s Award
Ron Cease, PSU Professor Emeritus and founder of the Division of Public Administration, and his wife Jane Cease led active careers as state administrators and as Oregon legislators. In 2001, they established the Ron Cease Founder’s Award endowment program. The endowment is supported by contributions made by the Ceases, as well as faculty, alumni, and friends of Portland State and the Public Administration program. These scholarships honor graduate students by providing financial assistance to those who are planning careers in public service and are pursuing on a full-time basis an MPA, MPA:HA, or MPH:HMP degree. The endowment currently provides funds to assist three to four students each year.

Helen Oliver Memorial Fellowship Award
This is an annual cash award given to a graduating student with an official degree who demonstrates the promise of being a responsible and mature civic leader. The award is not based on need or scholastic achievement (although good scholarship is assumed), but rather on good character and dedicated spirit. Students may apply through the Office of Academic Affairs, 650 Market Street Building (503) 725-3422.

Robert and Rosemary Low Memorial Award
One award, given in years when funds are available. This scholarship gives special recognition to academically qualified graduate students with physical handicaps. Eligible students must be admitted to PSU as regular graduate students. Selection will be based on scholarship and academic potential. Financial need may be considered, but is not a requirement. The deadline for application is April 15 for the following academic year. Information is available after March 1st at the Office of Graduate Studies, 184 Extended Studies Building (503) 725-8410.

Oregon Laurels Tuition Remission Program
These are annual awards of tuition credit equivalent to the instructional portion of graduate fees for full and part-time PSU graduate students. Awards are merit-based. Financial need is a consideration for some of these awards. Deadline for application is April 15 for the following academic year. For further information contact the Office of Graduate Studies after March 1st of the year in which you wish to apply (Office of Graduate Studies, 184 Extended Studies Building (503) 725-8410.

Frank Roberts Community Service Scholarship
Awarded to a PSU graduate student who exemplifies a spirit of public service and commitment to community, applicants must be admitted to a PSU graduate program, in good academic
standing, and enrolled for at least six credit hours per term. They must also have excellent undergraduate portfolios and demonstrate financial need. For information contact the Office of Graduate Studies, 184 Extended Studies Building (503) 725-8410.

Under-Represented Minorities Achievement Scholarship Program – Graduate-Level
A limited number of UMAS awards are available to PSU graduate students who are Oregon residents and of African-American, American Indian/Alaska Native, or Hispanic American heritage. Awards are made in the amount of instructional fees. For information contact Educational Equity Programs and Services, Smith Memorial Center, Room 120 (503) 725-4457.

9. What is the policy for minimum enrollment?
The College of Urban and Public Affairs requires that students be continuously enrolled for at least three credits per quarter until the completion of their degree unless they are on an approved leave of absence.

10. What is the difference between full-time and part-time enrollment?
Full-time students are enrolled in a minimum of nine credit hours of classes each term for three terms per year. Part-time students take up to eight credit hours each term. Both full and part-time students may be enrolled in the Division’s graduate programs. In order to be eligible for the services of the Center for Student Health and Counseling, students must be enrolled for nine regular credit hours. This does not include self-support courses; however, students can pay an additional health fee to maintain the student insurance and access to the Center. Ask the Cashier’s office about this if you are taking off-campus courses or courses you have been told are considered “self-support.”

11. If I have taken courses prior to admission, how many credits can I apply to my degree?
You may apply 12 credits (each completed with a grade of B- or higher) as pre-admission credits toward your degree.

12. If I work, are there evening classes available in the programs?
Most classes are offered in the evenings so that students may be employed. Most courses are offered in time slots beginning at 4 p.m. or 6:40 p.m. on a once-per-week basis. However, it may not be possible to complete the degree by solely taking courses offered in the late afternoon or evening. “Intensive” format classes are also offered periodically, usually over a three-weekend format (not consecutive). Such courses have special notes in the Schedule of Classes that denote “intensive” course. Some web-based classes are also offered.

B. Current Students
13. Can I substitute courses for required courses in the programs?
You should check with your advisor regarding any potential substitutions before enrolling in a “comparable” course.

14. Can I take courses in other departments?
The majority of the courses for the graduate programs are courses taught within the Division of Public Administration. Upon completion of the required coursework, students may choose to complete relevant elective coursework in other departments such as Urban Studies, Political Science, Conflict Resolution, Communications, Community Health, Sociology, etc. Students
should consult with their advisor to ensure that such coursework will satisfy the requirements of their respective area of specialization or skill development.

15. How do I register for classes at PSU?
Students register for PSU courses online using the PSU Information System. Students must either be formally admitted to the University, have gone through the “Quick Entry” process or be enrolled with “Post baccalaureate” status prior to registering for classes. The PSU Information System can be accessed at through BanWeb or from a link on PSU’s homepage at www.pdx.edu.

Logging onto the PSU Information System requires a student ID and PIN number. Your login ID is your PSU ID number. Your initial PIN is a six-digit number representing the month, day, and year of your birth. For example, a student born on April 1, 1960 uses 040160 as the initial PIN. Students are required to change their PIN to a unique number upon their first login. Portland State recommends changing your PIN at frequent intervals and choosing a PIN that is easy to remember but difficult for others to guess. PIN changes may be made online or at the registration windows in the lobby of Neuberger Hall. Please note that entering an incorrect PIN five times in a single session will disable the account. Instructions for resolving this issue are included in the Help link on the PSU Information System login page.

After successfully logging in, select the "Student Services and Financial Aid" link. Next, select "Registration". Update student information if appropriate, otherwise click on "Continue to Registration Menu".

To search for classes, select "Look-up Classes to Add". The search feature allows students to look for classes according to subject, course number, title, part of term, instructor, start and end times, and days of the week. Choose one parameter or several, and then click on the "Get Classes" button. Select courses using the check box on the left side of the search results screen, then click on either "Register " or "Add to Worksheet" at the bottom of the page. Proceed to add classes using this procedure, or use the "Add/Drop Classes" link from the main Registration Menu.

When finished adding/dropping classes and/or making other changes, click on the "Please click here to complete your registration" link at the bottom of the page. Students who fail to perform this crucial step are not registered. Students may view their completed registration/class schedule by selecting "Student Schedule Detail" or "Student Schedule by Day and Time" links from the main Registration Menu.

Exit the PSU Information System by clicking on "Exit" near the top right-hand corner of the page. If using a shared computer, close the browser application to ensure privacy of personal data.

NOTE: Some classes fill up early. To be sure to get into a specific offering of a course, be sure to register very soon after registration opens. If a course is full, check to see if there is an online waiting list you can join; if not, please contact the Division.
16. How do I add myself to a course waitlist?
When a student chooses to register for a full section, they will be given the option of being placed on the waitlist. When a space opens in the section, the first student on the waitlist will receive an email notifying them that they have 24 hours to register. The student will be dropped completely from the waitlist if they do not register during that 24-hour block. If a course has more than one section, students can only be added to the waitlist of one section of the course. However, students are able to be on multiple waitlists even if there are time/day conflicts.

Waitlists will revert to a manual waitlist on the first Monday of the term. This allows faculty to enforce the common requirements that a student must attend the first day of class or be dropped from the course. On the first day of class, the faculty will give Special Registration forms to the present, waitlisted students who are being admitted into the class.

17. How do I find out about conflicts with classes that involve travel?
Check the footnote in the class schedule located here for exact dates of classes that involve travel. Also check with your other professors to see if there will be any conflicts with the class schedule. It is up to the student to make special arrangements if a class that involves travel conflicts with another class in which the student is enrolled.

18. How do I get a PSU email account?
Portland State University provides many computing resources to students. An "Odin" account will allow you to access most of these resources, including:
- A PSU Email account (username@pdx.edu)
- Remote Internet access
- Campus computer labs
- UNIX shell access (odin.pdx.edu)
- Disk space for personal files and web pages

Go to https://www.account.pdx.edu/setup/index.php to set up your Odin account. For questions about computer related services contact the PSU Help Desk at 503-725-HELP or http://www.pdx.edu/oit/

19. How do I park when taking courses at PSU?
Graduate students are eligible to purchase limited-term parking permits at PSU. When possible, students are encouraged to use public transportation since parking is limited. The parking and transportation office is located in the Academic and Student Resource Center on 6th Avenue. For more information on parking and transportation, please contact:
PSU Parking and Transportation Services: 503-725-3442
http://www.pdx.edu/transportation/

20. How do I arrange Reading and Conference credits?
If you have a topic that you would like to explore in depth outside of a regular class, you may talk with a potential faculty supervisor who is interested in the topic to determine if it is feasible to register for a Reading and Conference class as an independent study. If the faculty member agrees, you can register for the class through completion of special paperwork. You will be expected to do reading in the topical area and to write a paper on the topic in order to earn a grade; the deliverables and grading scheme are negotiated with the faculty supervisor.
21. How do I access my enrollment files and transcripts?
Students may request to view their official files by contacting the division administrator, or may access their transcripts on-line via the PSU Information System at [https://banweb.pdx.edu](https://banweb.pdx.edu).

22. What are my rights regarding my file?
Listed below is a summary of the rights and privileges relating to the privacy and release of student records and enrollment information provided by the Office of Academic Affairs. All questions relating to the release and maintenance of your student records should be directed to the administrator in the Division of Public Administration or Agnes Hoffman, Office of Admissions and Records, 503-725-5502.

Faculty, staff, and those under departmental supervision may not release protected student information to any outside party, including parents of minors, except as provided by public records law. Care should be exercised to protect the privacy of students. The student information listed below is considered strictly confidential at all times:

- Student identification number or social security number
- Age, race, gender, national origin, religious affiliation
- Exam or course grades
- Class schedule
- Financial, medical or public safety records
- Email addresses

Information such as email addresses, class rosters, grade reports, student ID numbers, exams and papers are not routed or posted openly in the classroom or faculty offices. These documents and data are protected under the student privacy regulations. Under public records authority, faculty may release information for current or previously registered students which is designated as “public” or “directory” information. Such public information is limited to:

- Student name
- Current address and telephone number
- Number of academic credits earned
- Dates of attendance and enrollment, including full or part-time status
- Degrees and awards received

Students have a right to restrict distribution of the “public” information listed above. No information, including public directory information, may be released for students who have requested this confidential, non-disclosure status. Students concerns or complaints regarding records or enrollment information should be directed to the Office of Academic Affairs, 503-725-3422.

23. What are the required procedures for graduation?
The Office of Graduate Studies and Research provides the necessary forms for applying for graduation. They are available online at [http://www.pdx.edu/ogs/](http://www.pdx.edu/ogs/).

Graduating students must complete an Approved Graduate Degree Program (GO-12), which must be submitted according to the deadlines listed at [http://www.pdx.edu/ogs/graduate-candidate-deadlines](http://www.pdx.edu/ogs/graduate-candidate-deadlines). The Application for Advanced Degree must be filled out at the same time.
24. How do I sign up for the MPA or MPH listservs?
As a graduate student, you are encouraged to subscribe to the Division’s graduate student listservs. The listservs are open only to graduate students enrolled in the Division’s programs, faculty, staff, and alumni. You will be subscribed to the listserv for your program of study upon your acceptance of admission to the program. Through the listservs, students will find the most current information about job-related opportunities, internships, new class offerings, related seminars, upcoming events, fellowships and other items of interest. The listserv is also a way to communicate with other students. The listserv is not to be used to send personal messages, fund-raising, or other solicitations, or to disseminate information not directly related to the programs. Please observe proper “netiquette.” All questions related to the MPA and MPH listservs should be directed to publicad@pdx.edu.

25. How do I forward email from PSU to my personal email account?
When you create an Odin account with Portland State, you are automatically given a pdx.edu account. The email address for this account is where correspondence from the school will be sent. It is very important that you receive the emails sent to this account. Many people find it easiest to forward their PSU email to the personal or work email they check most frequently:

Here is how to forward messages automatically:

1. Click the gear icon 🛠️ in the upper right, then select Settings.
2. Click the Forwarding and POP/IMAP tab.
3. From the first drop-down menu in the "Forwarding" section, select 'Add new email address.'
4. Enter the email address to which you would like your messages forwarded.
5. For your security, OIT will send a verification to that email address.
6. Open your forwarding email account, and find the confirmation message from the Gmail team.
7. Click the verification link in that email.
8. Back in your Gmail account, select the 'Forward a copy of incoming mail to...' option and select your forwarding address from the drop-down menu.
9. Select the action you would like your messages to take from the drop-down menu. You can choose to keep Gmail's copy of the message in your inbox, or you can send it automatically to All Mail or Trash.
10. Click Save Changes.

26. Where are the on-campus computer labs?
PSU’s Office of Information Technologies maintains numerous microcomputer laboratories on campus. These labs provide students, faculty, and staff with access to a variety of general purpose microcomputer hardware and software for use in academically related tasks. The computers provided include programs for word processing, databases, programming languages, spreadsheets, graphics applications, and a range of instructional software. Lab attendants are on duty at all times to help with user problems. In addition, software manuals, user guides, and tutorials are on hand for reference and self paced instruction.
The College of Urban and Public Affairs provides a lab designated for graduate students within the college. The lab is located on the 2nd floor of the Urban Center. For more information on hours of operations call 503-725-4017.

A lab exclusively for use by graduate students is located in the basement of Smith Center.

The main general access labs are located at Neuberger Hall Room 96 (503-725-3288), on the first floor of Millar Library (503-725-8425), Broadway Housing Building Room 226 (open 24 hours, 7 days per week) (503-725-9111). Other labs around campus are available for general access when not scheduled for specific purposes. Each lab has its own schedule. You can find information on seat availability for computer labs on campus here: http://www.pdx.edu/oit/labs. Students may also contact the Help Desk at 503-725-HELP for more information.

27. What health services are available to students?

The Center for Student Health and Counseling

The Center for Student Health and Counseling is a primary care clinic that provides outpatient medical treatment, women's health care, lab and x-ray facilities, immunizations, dispensary services, wellness resource center, health education, dental services and psychological counseling. The Student Health Center offers pain relievers, band-aids and several other sundries free of charge in the lobby.

A basic insurance plan is automatically provided fall, winter, and spring quarters, for students enrolled for nine or more credits, but it must be purchased separately for the summer term, unless a student is enrolled for at least one credit. An extended plan can be purchased each quarter that provides additional coverage for the student, spouse or family. For further information regarding services available, measles vaccination requirements, or insurance information, please contact SHAC at (503) 725-2800 or their website: http://www.pdx.edu/shac/. The Center for Student Health and Counseling is located in the University Center Building, Suite 200 (SW 6th and Hall St.).

Please be aware that some courses are considered “self-support.” Self-support courses are not assessed the standard fees and therefore if you are registered for two classes and one self-support course, you will not be assessed the health fee and thus will not have access to the health services unless you ask the cashier’s office to charge you the health fee. This is particularly important for those graduating spring term who would like to continue the student health insurance through the summer. Be sure to pay the health fee in the spring and enroll for summer insurance. This will not be done automatically.

Counseling and Psychological Services

The Testing Service for Counseling and Psychological Services provides assistance to PSU students in the following areas: academic major and career counseling, educational counseling, biofeedback, relaxation training, and stress management, national test program preparation. CAPS is open Monday through Thursday, 8:00 a.m. to 6:00 p.m., Friday, 8:00 a.m. to 5:00 p.m. For inquiries, phone 503-725-2800, or visit the center at 1880 SW 6th Ave. (University Center Building, Suite 200). The website is http://www.pdx.edu/shac/.
28. What other resources are available to me as a student at PSU?

**Branford P. Millar Library**

The Branford P. Millar Library has holdings of more than one million volumes and more than 10,000 subscriptions and serials in support of teaching and research. The Information Desk, Reserve Section, guides to library use, and catalog files are located on the ground floor. The library has an on-line public access catalog file. For library hours call 503-725-3065. The website is [http://library.pdx.edu/](http://library.pdx.edu/).

If desired books are not available at the PSU library, books can be requested through Interlibrary Loan (ILL) using Summit (request “pick-up anywhere” to retrieve at any campus library). Students can request copies of journal articles via Interlibrary Loan (ILL), if not owned by the PSU library. In most cases journal articles will be delivered electronically to the student’s email account. If you have questions about library resources, contact your campus library office.

If you have questions specific to sources for research of public administration contact Emily Ford, 503-725-3689, forder@pdx.edu. Professor Ford is Urban and Public Affairs Librarian and can help with all library queries; she requests that students give her up to three days to respond to inquiries given the number of students and faculty she serves.

**Student Lounge and CUPA Library**

A student lounge is located within the College of Urban and Public Affairs on the 2nd floor of the Urban Center. The lounge is equipped with a microwave oven, refrigerator, sink, tables, chairs and couches. Vending machines are nearby on the 2nd floor. Students are also encouraged to use the CUPA Resource Library located on the 7th floor as a quiet area to study and conduct research.

**Campus Public Safety**

The Campus Public Safety Office provides assistance in emergency situations, an evening escort service, and routes emergency messages on campus. It is located at the corner of SW Broadway and College. In cases of emergency, call 503-725-4404 or use any of the emergency phones located around campus. For non-emergency inquiries, call 503-725-4407.

**Student Recreation and Intramurals**

Campus Recreation offers members the opportunity to participate in a variety of activities, including six program areas all uniquely designed to offer recreation in the areas of Aquatics, Fitness and Health Promotion, Intramurals and Special Events, Rec Clubs, Inclusive Rec and Community Service, and an Outdoor Program. Student membership is included in students’ tuition and fees for those taking one credit or more. Drop-in Group X fitness classes are included in the membership at no additional cost. A PSU or a government-issued photo ID is required to enter the facility. Signing up and paying for special classes, events, tournaments, Intramural leagues, locker/towel memberships, etc. is easy by visiting the Member Services desk on the second floor of the Rec Center.

**Lockers**

A limited number of lockers are available in the College of Urban and Public Affairs on the second floor. Lockers are available on a first come, first serve basis. Go to the Nohad A. Toulan
C. General

29. How do I contact the Division of Public Administration office?
The office coordinator, Megan Heljeson, can be reached by telephone at 503-725-3921, or 800-547-8887 Ext. 3921. The email address for general inquiries is publicad@pdx.edu. The mailing address is:

Division of Public Administration
Mark O. Hatfield School of Government
Portland State University
PO Box 751
Portland, OR 97207-0751

30. What is the Office of Graduate Studies?
The Office of Graduate Studies, located at 184 Extended Studies Building, provides guidelines for graduation and thesis preparation, scholarship information, and access to many other resources. The website is http://www.pdx.edu/ogs/.

31. How is Summer Session different from Fall, Winter or Spring term?
During Summer Term classes are offered on different time formats. The Summer Session schedule of classes is posted during Spring Term. Visit www.sa.pdx.edu/soc for course offerings.

32. Are all courses held on campus?
All regular courses are held on the PSU campus, but a few courses include community-based projects or web-based instruction. Some elective public administration courses are held in sites such as Washington, DC; Hanoi, Vietnam; Oaxaca, Mexico; Canada; and India.

33. What is a “510” course?
PA 510 is the course number for new or experimental courses that have not yet received a permanent course number. Consult your advisor to determine if specific PA 510 courses can be applied to your degree requirements.

34. What should I know about plagiarism?
Plagiarism is an extremely serious academic offense. You must document your sources whenever you use words or ideas that are not your own. Making sure you have not plagiarized is your responsibility, not the instructor’s. If you are uncertain about how to use source material, please review the following guidelines for properly documenting a research paper:

1. Use quotation marks to set off borrowed passages a few words to three lines long; cite the source (always include page numbers) of the quoted passage.
2. Indent and single space quoted passages of three or more lines; cite the source of the quoted passage.
3. Cite the reference of any facts, ideas, or information that is not common knowledge.

Please ask the instructor, the writing associate, or a tutor at the PSU Writing Center if you have any questions. A useful article by the Writing Tutorial Service entitled, “Understanding
Plagiarism” can be found on the Internet at: http://www.indiana.edu/~tedfrick/plagiarism/.

Any assignment containing plagiarized material will receive a failing grade on the assignment and will be reported to the Office of Student Affairs. A second offense will result in a failing grade for the course.

35. How can I improve my study skills?
For a very useful website with recommendations on how to improve your study skills, go to http://www.ucc.vt.edu/stdyhlp.html. You can also contact the Information and Academic Support Center for more materials on ways to study to enhance your chances for academic success at PSU.

36. What is service-learning or community-based learning?
According to Campus Compact, a national higher education advocacy organization, “service-learning is a teaching method which combines community service with academic instruction as it focuses on critical, reflective thinking and civic responsibility.” Service-learning (also called community-based learning) has been incorporated into courses throughout Portland State University and the Division of Public Administration. Through these courses, students gain valuable experience and make connections with community organizations. The experience with the organizations is then integrated into the classroom to provide students with a deeper understanding of the course material.

37. How do I get more involved in the Division of Public Administration?
Each year there are a number of opportunities for students to become involved in the Division and its events. Opportunities often arise for student representation on committees; please let your advisor know if you are interested. If you are interested in helping to plan program events, please contact publicad@pdx.edu. The Public Administration Student Association (PASA) is also a way to get involved. The student-run student group meets periodically throughout the year for social and professional development events. Contact PASA by email at pasapsu@pdx.edu.

38. Can I take a class at another university in the Oregon University System?
It may be possible to take a class at another university in the Oregon University System through a process called “By Arrangement.” Be sure to meet with your advisor to discuss this prior to enrolling in such a course.

39. What are websites of interest to graduate students in the Division of Public Administration?

Portland State University www.pdx.edu

The American Society for Public Administration http://www.aspanet.org
National news, conferences, career development

ICMA (International City/County Management Association http://www.iap2.org
Job posting, career development and events

The International Association for Public Participation (IAP2) http://ci.portland.or.us.jobs
News, training, events, job postings

City of Portland Human Resources [http://www5.ci.portland.or.us/jobs/](http://www5.ci.portland.or.us/jobs/)
Job postings

Oregon Employment Department [http://www.employment.oregon.gov](http://www.employment.oregon.gov)
Job links: city, county, state, federal, etc.

News, career resources

D. International Students

40. **What are the required TOEFL scores?**
The Division of Public Administration requires the following minimum TOEFL scores:
   - Paper – 550
   - Computer – 213
   - Internet – 79

41. **Do you accept IELTS (International English Learning Testing Service) scores?**
Yes, and the minimum score accepted is 7.0.

42. **Is there a different application process for international students?**
International students need to fill out the international student application for Portland State University admissions and the International Student Measles Form. Links to both of these items and further information on the admissions process can be [found here](http://www5.ci.portland.or.us/jobs/).
### Appendix A: Division of Public Administration Contact List

<table>
<thead>
<tr>
<th>Name</th>
<th>Room</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jennifer Allen</td>
<td>670J</td>
<td>503-725-9440</td>
<td><a href="mailto:jhallen@pdx.edu">jhallen@pdx.edu</a></td>
</tr>
<tr>
<td>Jack Corbett</td>
<td>670G</td>
<td>503-725-8226</td>
<td><a href="mailto:corbettj@pdx.edu">corbettj@pdx.edu</a></td>
</tr>
<tr>
<td>Phil Cooper</td>
<td>670D</td>
<td>503-725-8155</td>
<td><a href="mailto:pcooper@pdx.edu">pcooper@pdx.edu</a></td>
</tr>
<tr>
<td>Erna Gelles</td>
<td>670H</td>
<td>503-725-5405</td>
<td><a href="mailto:gellese@pdx.edu">gellese@pdx.edu</a></td>
</tr>
<tr>
<td>Sherril Gelmon</td>
<td>670N</td>
<td>503-725-3044</td>
<td><a href="mailto:gelmons@pdx.edu">gelmons@pdx.edu</a></td>
</tr>
<tr>
<td>Julia Goodman</td>
<td>670T</td>
<td>503-725-2225</td>
<td><a href="mailto:julia_goodman@pdx.edu">julia_goodman@pdx.edu</a></td>
</tr>
<tr>
<td>GLA Harris</td>
<td>670S</td>
<td>503-725-9594</td>
<td><a href="mailto:glah@pdx.edu">glah@pdx.edu</a></td>
</tr>
<tr>
<td>Marcus Ingle</td>
<td>670F</td>
<td>503-725-8202</td>
<td><a href="mailto:mingle@pdx.edu">mingle@pdx.edu</a></td>
</tr>
<tr>
<td>Theresa Kaimanu</td>
<td>670M</td>
<td>503-725-5155</td>
<td><a href="mailto:theresak@pdx.edu">theresak@pdx.edu</a></td>
</tr>
<tr>
<td>Kevin Kecskes</td>
<td>670E</td>
<td>503-725-8136</td>
<td><a href="mailto:kecskesk@pdx.edu">kecskesk@pdx.edu</a></td>
</tr>
<tr>
<td>Doug Morgan</td>
<td>570M</td>
<td>503-7258216</td>
<td><a href="mailto:morgandf@pdx.edu">morgandf@pdx.edu</a></td>
</tr>
<tr>
<td>Masami Nishishiba</td>
<td>670Q</td>
<td>503-725-5151</td>
<td><a href="mailto:nishism@pdx.edu">nishism@pdx.edu</a></td>
</tr>
<tr>
<td>Jill Rissi</td>
<td>670R</td>
<td>503-725-8217</td>
<td><a href="mailto:jrisi@pdx.edu">jrisi@pdx.edu</a></td>
</tr>
<tr>
<td>Billie Sandberg</td>
<td>670K</td>
<td>503-725-3920</td>
<td><a href="mailto:billie.sandberg@pdx.edu">billie.sandberg@pdx.edu</a></td>
</tr>
<tr>
<td>Craig Shinn</td>
<td>670P</td>
<td>503-725-8220</td>
<td><a href="mailto:shinnnc@pdx.edu">shinnnc@pdx.edu</a></td>
</tr>
<tr>
<td>Neal Wallace</td>
<td>670L</td>
<td>503-725-8248</td>
<td><a href="mailto:nwallace@pdx.edu">nwallace@pdx.edu</a></td>
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</table>

### Hatfield School of Government

<table>
<thead>
<tr>
<th>Position</th>
<th>Office</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sy Adler, Interim Director</td>
<td>750C</td>
<td>503-725-5172</td>
<td><a href="mailto:adlers@pdx.edu">adlers@pdx.edu</a></td>
</tr>
<tr>
<td>Cathy Heslin, Assistant to Director</td>
<td>650B</td>
<td>503-725-5156</td>
<td><a href="mailto:cheslin@pdx.edu">cheslin@pdx.edu</a></td>
</tr>
<tr>
<td>Megan Heljeson, Office Coordinator</td>
<td>650</td>
<td>503-725-3921</td>
<td><a href="mailto:meloos@pdx.edu">meloos@pdx.edu</a></td>
</tr>
<tr>
<td>Sarah Orizaga, Office Coordinator</td>
<td>650</td>
<td>503-725-3920</td>
<td><a href="mailto:sorizaga@pdx.edu">sorizaga@pdx.edu</a></td>
</tr>
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</table>

### Center for Public Service

<table>
<thead>
<tr>
<th>Position</th>
<th>Office</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phil Keisling, Director</td>
<td>650C</td>
<td>503-725-8168</td>
<td><a href="mailto:keisling@pdx.edu">keisling@pdx.edu</a></td>
</tr>
<tr>
<td>Sara Salkizberg, Assistant Director</td>
<td>570P</td>
<td>503-725-8153</td>
<td><a href="mailto:salsitz@pdx.edu">salsitz@pdx.edu</a></td>
</tr>
<tr>
<td>Jennifer Everett, Office Administrator</td>
<td>570</td>
<td>503-725-8259</td>
<td><a href="mailto:everettj@pdx.edu">everettj@pdx.edu</a></td>
</tr>
<tr>
<td>Nicole Savara-Brown, Office Coordinator</td>
<td>570</td>
<td>503-725-8261</td>
<td><a href="mailto:nsavara@pdx.edu">nsavara@pdx.edu</a></td>
</tr>
<tr>
<td>Tiffany McElmurry, EMPA program</td>
<td>570</td>
<td>503-725-5165</td>
<td><a href="mailto:mcelmurry@pdx.edu">mcelmurry@pdx.edu</a></td>
</tr>
</tbody>
</table>
Appendix B: Campus Resources

CUPA Librarian: Emily Ford
Phone: 503-725-3689, Email: forder@pdx.edu
Website: library.pdx.edu
Address: 140 Millar Library, 1875 SW Park Ave
Help with library research and accessing library databases effectively

PSU Office of Graduate Studies
Phone: 503-725-8410, Email: grad@pdx.edu
Website: www.pdx.edu/ogs
Address: 184 Extended Studies Bldg (XSB), 1633 SW Park Ave
Policies set by this office guide the graduate programs

PSU Office of Information Technology
Phone: 503-725-4357, Email help@pdx.edu
Website: www.pdx.edu/oit
Address: 18 Smith (basement), 1825 SW Broadway
Information on setting up ODIN accounts, help with D2L

Center for Student Health & Counseling
Phone: 503-725-2800
Website: www.pdx.edu/shac
Address: 1880 SW 6th Ave
Counseling and psychological services, health services, insurance, after-hours/emergency information

Disability Resource Center
Phone: 503-725-4150, Email: drc@pdx.edu
Website: www.drc.pdx.edu
Address: 116 Smith, 1825 SW Broadway
Helps to ensure barrier-free environments for students with disabilities

PSU Office of Registration & Records
Phone: 503-728-3412
Website: www.pdx.edu/registration
Address: Lobby of Neuberger Hall, 724 SW Harrison St.
Resource for questions or problems about enrollment records as a PSU student

PSU Transportation and Parking Services
Phone: 503-725-3442 Email: psupark@pdx.edu
Website: www.pdx.edu/transportation
Address: Lobby of Neuberger Hall, 724 SW Harrison St.
Transit, biking and parking information

Women's Resource Center
Phone: 503-725-5672, Email: wrc@pdx.edu
Website: www.pdx.edu/wrc
Address: Basement, 1802 SW Montgomery
Services to women students at PSU: support groups, parent groups, Returning Women Students program
Appendix D: MPA Degree Requirements

**Substantive Core (30 Credits)**
- PA 511 Public Administration
- PA 513 Administrative Ethics & Values *(Prerequisite PA 511)*
- PA 533 Public Policy: Origins and Processes
- PA 534 Administrative Law
- PA 540 Administrative Theory & Behavior *(Prerequisite PA 511)*
- PA 551 Analytic Methods in Public Administration I
- PA 552 Analytic Methods in Public Administration II *(Prerequisite PA 551)*
- PA 582 Public Budgeting
- PA 585 Financial Management in the Public Sector *(or economics course approved by advisor)*
- PA 590 Human Resource Management in the Public Sector *(Prerequisite PA 511)*

**Skill Development (9 credits) (other courses may be approved by the faculty advisor)**
- PA 525 Grantwriting for Nonprofit Organizations
- PA 536 Strategic Planning
- PA 545 Organization Development *(Prerequisite PA 540)*
- PA 549 Crosscultural Communication in the Public Sector
- PA 550 Managing Information Resources
- PA 554 Policy Analysis Research
- PA 555 Program Evaluation and Management
- PA 556 Public Contract Management
- PA 557 Operations Research in Public Administration
- PA 558 Managing Public Projects and Programs
- PA 562 Managing Employee Performance in the Public Sector

**Field of Specialization (15 credits)**
The MPA program offers fields of specialization in human resource management, nonprofit management, natural resources policy and administration, local government, and global leadership and management. Students select a field upon admission, identify 5 courses (15 credits) to make up the field, and are required to complete a “field of specialization” with a proposed program of study by the completion of 30 credits of the MPA program, which must be signed by the faculty advisor. See the field of specialization descriptions for required and elective courses. On occasion, a student may create a unique field of specialization with advisor approval, which must be documented in the student’s graduate file.

**Integrative Field Experience (6 credits)**
The integrative experience is offered with two options and is available to students only after they have completed 42 credits in their master’s programs.

Option 1: PA 509 Organizational Experience: For students who have had limited or no administrative experience or those who wish to complete an applied field experience. The PA 509 placement must build upon the student’s declared area of specialization.

Option 2: PA 512 Reflective Practice: For students who have had at least three years of full-time administrative or management experience in public, nonprofit, and/or health care organizations. Advisor approval required.

TOTAL CREDITS: 60

*Effective for admissions Fall 2011*
## Appendix E: MPA Degree Completion Worksheet

<table>
<thead>
<tr>
<th>Course Number</th>
<th>Course Name</th>
<th>Quarter Complete</th>
<th>Grade</th>
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<tbody>
<tr>
<td><strong>Substantive Core (30 Credits)</strong></td>
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</tr>
<tr>
<td>PA 511</td>
<td>Public Administration</td>
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<tr>
<td>PA 513</td>
<td>Administrative Ethics and Values (Prerequisite: PA 511)</td>
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<tr>
<td>PA 533</td>
<td>Public Policy: Origins and Processes</td>
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<tr>
<td>PA 534</td>
<td>Administrative Law</td>
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<tr>
<td>PA 540</td>
<td>Administrative Theory and Behavior (Prerequisite: PA 511)</td>
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<tr>
<td>PA 551</td>
<td>Analytic Methods in Public Administration I</td>
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<tr>
<td>PA 552</td>
<td>Analytic Methods in Public Administration II (Prerequisite: PA 551)</td>
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<tr>
<td>PA 582</td>
<td>Public Budgeting</td>
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<tr>
<td>PA 585</td>
<td>Financial Management in the Public Sector</td>
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<tr>
<td>PA 590</td>
<td>Human Resources Management in the Public Sector (Prerequisite: PA 511)</td>
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<tr>
<td><strong>Skill Development (9 Credits) (Refer to MPA Specializations list for recommendations)</strong></td>
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<tr>
<td>PA 525</td>
<td>Grantwriting for Nonprofit Organizations</td>
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<tr>
<td>PA 536</td>
<td>Strategic Planning</td>
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<tr>
<td>PA 545</td>
<td>Organizational Development (Prerequisite: PA 540)</td>
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<tr>
<td>PA 549</td>
<td>Crosscultural Communications in the Public Sector</td>
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<tr>
<td>PA 550</td>
<td>Managing Information Systems</td>
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<tr>
<td>PA 554</td>
<td>Policy Analysis Research</td>
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<tr>
<td>PA 555</td>
<td>Program Evaluation and Management</td>
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<td>PA 556</td>
<td>Public Contract Management</td>
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<tr>
<td>PA 557</td>
<td>Operations Research in Public Administration</td>
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<tr>
<td>PA 558</td>
<td>Managing Public Projects and Programs</td>
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<tr>
<td>PA 562</td>
<td>Managing Employee Performance in the Public Sector</td>
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</tr>
<tr>
<td><strong>Integrative Experience (6 Credits)</strong></td>
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</tr>
<tr>
<td>PA 509</td>
<td>Organizational Experience</td>
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<tr>
<td>OR</td>
<td>(must have 3 or more years of management level experience, advisor approval, and department petition for 512 option)</td>
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<td></td>
</tr>
<tr>
<td>PA 512</td>
<td>Reflective Practice</td>
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</tr>
<tr>
<td><strong>Field of Specialization Courses (15 Credits) (See MPA specializations list)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Identify Specialization Focus:</strong></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
Appendix F: MPA:HA Degree Requirements

Required Courses (13 courses/39 credits)
- PA 511 Public Administration
- PA 533 Public Policy: Origins and Processes
- PA 534 Administrative Law or PAH 577 Health Care Law and Regulation (Prerequisites: PAH 571, PAH 574)
- PA 551 Analytic Methods in Public Administration I
- PA 552 Analytic Methods in Public Administration II (Prerequisite: PA 551)
- PA 582 Public Budgeting
- PA 590 Human Resource Management in the Public Sector (Prerequisite: PA 511) or PA 580 Health Services Human Resources Management (Prerequisite: PAH 574)
- PAH 541 Organizational Behavior in Health Services Organizations or PA 540 Administrative Theory and Behavior (Prerequisite: PA 511)
- PAH 570 Health Administration
- PAH 571 Health Policy (Prerequisite: PAH 574)
- PAH 573 Values & Ethics in Health (Prerequisite: completion of 30 credits of graduate program) or PA 513 Administrative Ethics and Values (Prerequisite: PA 511)
- PAH 574 Health Systems Organization
- PAH 586 Introduction to Health Economics (Prerequisite: PAH 574)

Elective Courses (Select 5 courses/15 credits) (other courses may be approved by the faculty advisor)
- PA 525 Grantwriting for Nonprofit Organizations
- PA 545 Organization Development (Prerequisite: PA 540 or PAH 541)
- PA 549 Crosscultural Communication in the Public Sector
- PA 553 Sustainable Development Policy and Governance
- PA 554 Policy Analysis Research
- PA 556 Public Contract Management
- PA 558 Managing Public Projects and Programs
- PA 562 Managing Employee Performance in the Public Sector
- PAH 544 Leadership and Governance in Health Care (Prerequisites: PAH 541, PAH 571, PAH 574)
- PAH 572 Health Politics (Prerequisite: PAH 574)
- PAH 575 Advanced Health Policy (Prerequisite: PAH 571)
- PAH 576 Strategic Management of Health Care Organizations (Prerequisites: PAH 574, PAH 541) or PA 536 Strategic Planning
- PAH 578 Continual Improvement in Health Care (Prerequisites: PAH 541, PAH 574)
- PAH 579 Health Care Information Systems Management (Prerequisite: PAH 574) or PA 550 Managing Information Resources
- PAH 587 Financial Management in Health Services (Prerequisite: PAH 574)
- PAH 588 Program Evaluation and Management in Health Services or PA 555 Program Evaluation and Management

Field of Specialization
MPA: HA students must complete at least 30 credits that are health care specific by graduation. Consult with your advisor to verify acceptability of any courses counted towards the specialization that do not have a PAH prefix.

Integrative Field Experience (6 credits)
The integrative experience is offered with two options and is available to students only after they have completed 42 credits in their master’s programs. The integrative experience for MPA-HA students must be health-specific.
Option 1: PAH 509 Organizational Experience: For students who have had limited or no administrative experience, or those who wish to complete an applied field experience. The PAH 509 placement must build upon the student’s declared area of specialization.
Option 2: PA 512 Case Analysis: For students who have had at least three years of full-time administrative or management experience in public, nonprofit, and/or health care organizations. Advisor approval required.

TOTAL CREDITS: 60 (all courses are 3 credits unless indicated otherwise)

Effective for admissions Winter 2012
Appendix G: MPA:HA Degree Completion Worksheet

<table>
<thead>
<tr>
<th>Course Number</th>
<th>Course Name</th>
<th>Quarter Complete</th>
<th>Grade</th>
<th>Health* (a)</th>
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<tbody>
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<td><strong>Required Courses (39 Credits)</strong></td>
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<tr>
<td>PA 511</td>
<td>Public Administration</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PA 533</td>
<td>Public Policy: Origins and Processes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PA 534 OR PAH 577</td>
<td>Administrative Law and Policy Implementation Prerequisites: PAH 571, PAH 574</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PA 540 OR PAH 541</td>
<td>Health Care Law and Regulation Prerequisites: PA 511</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PA 551</td>
<td>Analytic Methods in Public Administration I</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>PA 552</td>
<td>Analytic Methods in Public Administration II Prerequisite: PA 551</td>
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<td></td>
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<tr>
<td>PAH 570</td>
<td>Health Administration</td>
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</tr>
<tr>
<td>PAH 571</td>
<td>Health Policy Prerequisite: PA 574</td>
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<td></td>
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</tr>
<tr>
<td>PAH 573 OR PA 513</td>
<td>Values and Ethics in Health Prerequisite: Completion of 30 PA / PAH Graduate credits</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>PAH 574</td>
<td>Health Systems Organization</td>
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<td>PA 582</td>
<td>Public Budgeting</td>
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<tr>
<td>PA 586</td>
<td>Introduction to Health Economics Prerequisite: PA 574</td>
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<tr>
<td>PA 590 OR PAH 580</td>
<td>Human Resource Management in the Public Sector Prerequisite: PA 511</td>
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<td><strong>Elective Courses (15 Credits)</strong></td>
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<tr>
<td>PA 525</td>
<td>Grantwriting for Nonprofit Organizations</td>
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<tr>
<td>PA 545</td>
<td>Organizational Development Prerequisite: PA 540 or PAH 541</td>
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<tr>
<td>PA 549</td>
<td>Crosscultural Communication in the Public Sector</td>
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<td>PA 554</td>
<td>Policy Analysis Research</td>
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<td>PA 556</td>
<td>Public Contract Management</td>
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<td>PA 558</td>
<td>Managing Public Projects and Programs</td>
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<td>PA 562</td>
<td>Managing Employee Performance in the Public Sector</td>
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<td>PA 563</td>
<td>Sustainable Development Policy and Governance</td>
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<tr>
<td>PAH 544</td>
<td>Leadership and Governance in Health Care Prerequisites: PAH 541, PAH 571, PAH 574</td>
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<tr>
<td>PAH 572</td>
<td>Health Politics Prerequisite: PAH 574</td>
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<td>PA 575</td>
<td>Advanced Health Policy Prerequisite: PAH 571</td>
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<tr>
<td>PAH 576 OR PA 536</td>
<td>Strategic Management of Health Care Organizations Prerequisites: PAH 574, PAH 541</td>
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<td>PAH 578</td>
<td>Continual Improvement in Health Care Prerequisites: PAH 541, PAH 571</td>
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<tr>
<td>PAH 579 OR PA 550</td>
<td>Health Care Information Systems Management Prerequisite: PAH 574</td>
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<td>PAH 587</td>
<td>Financial Management in Health Services Prerequisite: PAH 574</td>
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<td>PAH 588 OR PAH 555</td>
<td>Program Evaluation and Management in Health Services</td>
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<td><strong>Integrative Experience (6 Credits)</strong></td>
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<tr>
<td>PAH 509 OR PA 512</td>
<td>Organizational Experience</td>
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<td>Reflective Practice</td>
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*Check if Health-care specific

Total: 60 Credits
Appendix H: MPH: Health Management and Policy Degree Requirements

**MPH Core (16 credits)**
PHE 535 Epidemiology Survey (PSU)
PHPM524 Introduction to Biostatistics (OHSU) (4 credits)
PHE 512 Principles of Health Behavior (PSU)
PHE 580 Concepts of Environmental Health (PSU) or PHPM 518 Concepts of Environmental Health (OHSU)
PAH 574 Health Systems Organization (PSU)

**Health Management and Policy Concentration Core (24 credits)**
PAH 541 Organizational Behavior in Health Services Organizations
PAH 571 Health Policy (Prerequisite: PAH 574)
PAH 573 Values and Ethics in Health (Prerequisite: completion of 30 credits of graduate program)
PAH 576 Strategic Management of Health Care Organizations (Prerequisites: PAH 574, PAH 541)
PAH 577 Health Care Law and Regulation (Prerequisites: PAH 571, PAH 574)
PAH 586 Introduction to Health Economics (Prerequisite: PAH 574)
PAH 587 Financial Management of Health Services (Prerequisite: PAH 574)
PAH 588 Program Evaluation and Management in Health Services

**Health Management and Policy Concentration Electives (choose 5 courses/15 credits; other courses may be approved by the faculty advisor)**
PA 525 Grantwriting for Nonprofit Organizations
PA 543 Creating Collaborative Communities
PA 545 Organizational Development (Prerequisite: PA 540 or PAH 541)
PA 549 Crosscultural Communication in the Public Sector
PA 553 Sustainable Development Policy and Governance
PA 554 Policy Analysis Research
PA 556 Public Contract Management
PA 558 Managing Public Projects and Programs
PAH 544 Leadership and Governance in Health Care (Prerequisites: PAH 541, PAH 571, PAH 574)
PAH 570 Health Administration
PAH 572 Health Politics (Prerequisite: PAH 574)
PAH 575 Advanced Health Policy (Prerequisite: PAH 571)
PAH 578 Continual Improvement in Health Care (Prerequisites: PAH 541, PAH 574)
PAH 579 Health Care Information Systems Management (Prerequisite: PAH 574)
PAH 580 Health Services Human Resources Management (Prerequisite: PAH 574)
PHE 520 Qualitative Research Design
PHE 541 Media Advocacy and Public Health
PHE 557 National Long-term Care Policy

**Practicum/Field Experience (6 credits)**
PAH 509 Organizational Experience

TOTAL CREDITS: 61 (all courses are 3 credits unless indicated)

*Effective for admissions Winter 2012*
## Appendix I: MPH: Health Management and Policy Degree Completion Worksheet

<table>
<thead>
<tr>
<th>Course Number</th>
<th>Course Name</th>
<th>Quarter Complete</th>
<th>Grade</th>
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<tbody>
<tr>
<td>PAH 574</td>
<td>Health Systems Organization</td>
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<tr>
<td>PHE 535</td>
<td>Epidemiology Survey</td>
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<tr>
<td>PHPM 524</td>
<td>Introduction to Biostatistics (OHSU)</td>
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<tr>
<td>PHE 512</td>
<td>Principles of Health Behavior</td>
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<tr>
<td>PHE 580 or PHPM 518</td>
<td>Concepts of Environmental Health (PSU) or (OHSU)</td>
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### Health Management and Policy Core (16 Credits)

<table>
<thead>
<tr>
<th>Course Number</th>
<th>Course Name</th>
<th>Quarter Complete</th>
<th>Grade</th>
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<tbody>
<tr>
<td>PAH 574</td>
<td>Health Systems Organization</td>
<td></td>
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<tr>
<td>PHE 535</td>
<td>Epidemiology Survey</td>
<td></td>
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<tr>
<td>PHPM 524</td>
<td>Introduction to Biostatistics (OHSU)</td>
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<tr>
<td>PHE 512</td>
<td>Principles of Health Behavior</td>
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<tr>
<td>PHE 580 or PHPM 518</td>
<td>Concepts of Environmental Health (PSU) or (OHSU)</td>
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### Health Management and Policy Concentration Core (24 Credits)

<table>
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<th>Course Name</th>
<th>Quarter Complete</th>
<th>Grade</th>
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</thead>
<tbody>
<tr>
<td>PAH 541</td>
<td>Organizational Behavior in Health Services Organizations</td>
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<tr>
<td>PAH 571</td>
<td>Health Policy Prerequisite: PAH 574</td>
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<tr>
<td>PAH 573</td>
<td>Values and Ethics in Health Prerequisite: Completion of 30 PA / PAH graduate credits</td>
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<tr>
<td>PAH 576</td>
<td>Strategic Management in Health Care Organizations Prerequisites: PAH 574, PAH 541</td>
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<tr>
<td>PAH 577</td>
<td>Health Care Law and Regulation Prerequisites: PAH 571, PAH 574</td>
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<tr>
<td>PAH 586</td>
<td>Introduction to Health Economics Prerequisite: PAH 574</td>
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<td>PAH 587</td>
<td>Financial Management of Health Services Prerequisite: PAH 574</td>
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<tr>
<td>PAH 588</td>
<td>Program Evaluation and Management in Health Services</td>
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### Health Management and Policy Concentration Electives (15 Credits)

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<th>Course Number</th>
<th>Course Name</th>
<th>Quarter Complete</th>
<th>Grade</th>
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<tr>
<td>PA 525</td>
<td>Grantwriting for Nonprofit Organizations</td>
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<td>PA 543</td>
<td>Creating Collaborative Communities</td>
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<td>PA 545</td>
<td>Organizational Development Prerequisite: PA 540 Or PAH 541</td>
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<td>PA 549</td>
<td>Crosscultural Communication in the Public Sector</td>
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<td>PA 553</td>
<td>Sustainable Development Policy and Governance</td>
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<td>PA 554</td>
<td>Policy Analysis Research</td>
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<td>PA 556</td>
<td>Public Contract Management</td>
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<td>PA 558</td>
<td>Managing Public Projects and Programs</td>
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<td>PAH 544</td>
<td>Leadership and Governance in Health Care Prerequisites: PAH 541, PAH 571, PAH 574</td>
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<td>PAH 570</td>
<td>Health Administration</td>
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<td>PAH 572</td>
<td>Health Politics Prerequisite: PAH 574</td>
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<td>PAH 575</td>
<td>Advanced Health Policy Prerequisite: PAH 571</td>
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<td>PAH 578</td>
<td>Continual Improvement in Health Care Prerequisites: PAH 541, PAH 574</td>
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<td>PAH 579</td>
<td>Health Care Information Systems Management Prerequisite: PAH 574</td>
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<td>PAH 580</td>
<td>Human Resources Management in Health Care Prerequisite: PAH 574</td>
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<tr>
<td>PHE 520</td>
<td>Qualitative Research Design</td>
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<td>PHE 541</td>
<td>Media Advocacy and Public Health</td>
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<tr>
<td>PHE 557</td>
<td>National Long-term Care Policy</td>
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### Practicum / Field Experience (6 Credits)

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<tr>
<th>Course Number</th>
<th>Course Name</th>
<th>Quarter Complete</th>
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<tr>
<td>PAH 509</td>
<td>Organizational Experience</td>
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</table>
Appendix J: EMPA Degree Requirements

The EMPA program requires 45 quarter hours of credit rather than the 60 hours required by the other PSU MPA programs. It is designed to be completed in 24 months and to meet the unique needs of busy public sector professionals.

Core Courses (27 Credits)
PA 513 Administrative Ethics and Values
PA 518 Leading Public Organizations
PA 533 Public Policy: Origins and Process
PA 534 Administrative Law
PA 540 Administrative Theory and Behavior
PA 545 Organizational Development
PA 552 Analytic Methods in Public Administration II
PA 583 Advanced Budgeting Concepts and Techniques
PA 590 Human Resource Management in the Public Sector

Additional Courses (12 Credits)
PA 510 Selected Topics
PA 510 International Field Experience
PA 517 Leadership Development in Public Organizations
PA 539 National Policy Process

Capstone Requirement (6 credits)
Students register for the following two courses to complete their capstone, a culminating project intended to demonstrate mastery of the core skills taught in the program as applied to a real-life problem of public management:
PA 510 Advanced Case Analysis
PA 512 Case Analysis
# Appendix K - EMPA Degree Completion Worksheet

Student Name: ____________________________________________

<table>
<thead>
<tr>
<th>Course Number</th>
<th>Course Name</th>
<th>Quarter Completed</th>
<th>Grade</th>
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<tbody>
<tr>
<td>I: Core Courses (39 Credits)</td>
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<tr>
<td>PA 513</td>
<td>Administrative Ethics and Values</td>
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<tr>
<td>PA 517</td>
<td>Leadership Development in Public Organizations</td>
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<tr>
<td>PA 518</td>
<td>Leading Public Organizations</td>
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<tr>
<td>PA 533</td>
<td>Public Policy: Origins and Processes</td>
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<tr>
<td>PA 534</td>
<td>Administrative Law</td>
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<tr>
<td>PA 539</td>
<td>National Policy Process</td>
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<td>PA 540</td>
<td>Administrative Theory and Behavior</td>
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<td>PA 545</td>
<td>Organizational Development</td>
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<td>PA 552</td>
<td>Analytic Methods in Public Administration II</td>
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<td>PA 583</td>
<td>Advanced Budgeting Concepts and Techniques</td>
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<td>PA 590</td>
<td>Human Resource Management in the Public Sector</td>
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<td>PA 510</td>
<td>International Field Experience</td>
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<tr>
<td>PA 510</td>
<td>Selected Topics</td>
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<tr>
<td>II: Capstone Requirement – 6 Credits Required</td>
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<tr>
<td>PA 510</td>
<td>Advanced Case Analysis</td>
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<tr>
<td>PA 512</td>
<td>Case Analysis</td>
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Advisor's signature: ______________________ Reviewed with Advisor: (date)__________

Anticipated Graduation Term & Year: _______

TOTAL CREDITS: 45
Appendix L: Field of Specialization Form
Division Of Public Administration
Hatfield School of Government

Name:               ID#:               

MPA with specialization in

Number of credits required:

<table>
<thead>
<tr>
<th>Course No.</th>
<th>Course Title</th>
<th>Term</th>
<th>Credits</th>
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I. Total Number of Credits

Rationale for deviation from a specialization concentration in a field:

☐ Approved  ☐ Denied

__________________________________________  ____________________________
Advisor’s Signature                      Date
Appendix M: MPA Specialization in Global Leadership and Management

Required courses:
PA 514 Global Leadership and Management
PA 542 Sustainable Development Implementation

Choose three courses from the following: (others may be approved by your advisor)
PA 523 Nongovernmental Organizations: Nonprofits on the World Stage
PA 529 Oaxaca Field Study
PA 549 Crosscultural Communications in the Public Sector
PA 550 Managing Information Resources
PA 558 Managing Public Projects and Programs
PA 565 Natural Resources Policy and Administration
Courses from this list may be taken as skill development courses if not counted as specialization courses.
Other courses with the PA 510 course prefix may also be relevant; check with your advisor.

Recommended skill development courses:
PA 517 Leadership Development for Public Organizations
PA 525 Grantwriting for Nonprofit Organizations
PA 536 Strategic Planning
PA 543 Creating Collaborative Communities
PA 545 Organizational Development
PA 553 Sustainable Development Policy and Governance
PA 554 Policy Analysis Research
PA 555 Program Evaluation and Management
Appendix N - MPA Specialization in Human Resource Management

Required courses:
PA 510 Labor Relations in the Public Sector
PA 593 Civil Rights for Public Managers

Choose three courses from the following: (others may be approved by your advisor)
PA 546 Supervision in the Public Sector
PA 562 Managing Employee Performance in the Public Sector
PA 591 Employment Law and Policy *(course title effective Fall 2011)*
PA 594 Enhancing Diversity in the Workplace
Other courses with the PA 510 course prefix may also be relevant; check with your advisor.

Recommended skill development courses:
PA 517 Leadership Development for Public Organizations
PA 525 Grantwriting for Nonprofit Organizations
PA 529 Oaxaca Field Study
PA 536 Strategic Planning
PA 545 Organizational Development
PA 548 Advocacy Roles in Public Management
PA 549 Crosscultural Communication in the Public Sector
PA 550 Managing Information Resources
PA 555 Program Evaluation and Management
PA 556 Public Contract Management
PA 598 Values Based Management
Appendix O: MPA Specialization in Local Government

Required courses:
PA 560 Local Government Administration (course number effective Fall 2011)
PA 561 Intergovernmental Relations (course number effective Fall 2011)

Choose three courses from the following: (others may be approved by your advisor)
PA 517 Leadership Development in Public Organizations
PA 519 Civic Capacity
PA 542 Sustainable Development Implementation
PA 543 Creating Collaborative Communities
PA 545 Organization Development
PA 546 Supervision in the Public Sector
PA 563 Citizens and Administration
PA 564 Issues in Environment Policy and Administration
PA 583 Advanced Budgeting Concepts and Techniques
PA 593 Civil Rights for Public Managers
USP 531 Geographic Information Systems (GIS) for Planners
USP 542 Land Use Implementation
USP 551 Community Economic Development
USP 568 Oregon Land Use Law

Courses from this list may be taken as skill development courses if not counted as specialization courses.

Other courses with the PA 510 course prefix may also be relevant; check with your advisor.

Recommended skill development courses:
PA 514 Global Leadership and Management
PA 536 Strategic Planning
PA 549 Crosscultural Communications in the Public Sector
PA 550 Managing Information Resources
PA 555 Program Evaluation and Management
PA 556 Public Contract Management
PA 557 Operations Research in Public Administration
PA 558 Managing Public Projects and Programs
USP 591 Geographic Information Systems I: Introduction
USP 592 Geographic Information Systems II: Applications
Appendix P: MPA Specialization in Natural Resources Policy and Administration

Required course:
PA 565 Natural Resources Policy and Administration

Choose four courses from the following: (others may be approved by your advisor)
PA 539 National Policy Process
PA 542 Sustainable Development Implementation
PA 553 Sustainable Development Policy and Governance
PA 564 Issues in Environmental Policy and Administration
PA 566 Water Policy and Administration
PA 567 Energy Resources Policy and Administration
PA 568 Forest Policy and Administration
PA 569 Fish and Wildlife Policy and Administration
USP 571 Environmental Policy
Other courses with the PA 510 course prefix may also be relevant; check with your advisor.

Recommended for those students without an economics background:
EC 532 Advanced Environmental Economics
EC 533 Advanced Natural Resources Economics

Recommended skill development courses:
EC 522 Economics of Sustainability: Theory and Practice
ESM 588 Environmental Sustainability
PA 514 Global Leadership and Management
PA 519 Civic Capacity
PA 525 Grantwriting for Nonprofit Organizations
PA 536 Strategic Planning
PA 543 Creating Collaborative Communities
PA 548 Advocacy Roles in Public Management
PA 549 Crosscultural Communication in the Public Sector
PA 550 Managing Information Resources
PA 554 Policy Analysis Research
PA 555 Program Evaluation and Management
PA 556 Public Contract Management
PA 557 Operations Research in Public Administration
PA 558 Managing Public Projects and Programs
SOC 588 Social Sustainability: Theory and Practice
USP 543 Geographic Applications to Planning
USP 584 Negotiation in the Public Sector
USP 588 Sustainable Development Practices
USP 591 Geographic Information Systems I: Introduction
USP 592 Geographic Information System II: Applications
Appendix Q: MPA Specialization in Nonprofit Management

Required courses:
PA 520 Introduction to Nonprofit Management
PA 521 History and Foundations of the Nonprofit Sector
PA 522 Governance of Nonprofit Organizations
PA 524 Financial Management in Nonprofit Organizations
NOTE: PA 524 is taken by nonprofit students in lieu of PA 585; nonprofit students must take one additional course approved by their advisor to complete the 60 credit degree.

Choose one course from the following: (others may be approved by your advisor)
PA 523 Nongovernmental Organizations: Nonprofits on the World Stage
PA 527 New/Emerging Nonprofits: Development and Management
PA 528 Organizational Leadership and Decision Making in Nonprofit Organizations
PA 529 Oaxaca Field Study
PA 538 Advocacy and Political Participation by Nonprofit Organizations
PA 541 Social Entrepreneurship
Courses from this list may be taken as skill development courses if not counted as specialization courses.
Other courses with the PA 510 course prefix may also be relevant; check with your advisor.

Recommended skill development courses:
PA 514 Global Leadership and Management
PA 525 Grantwriting for Nonprofit Organizations
PA 526 Fundamentals of Fundraising in Nonprofit Organizations
PA 536 Strategic Planning
PA 543 Creating Collaborative Communities
PA 545 Organizational Development
PA 549 Crosscultural Communication in the Public Sector
PA 555 Program Evaluation and Management
PA 556 Public Contract Management
PA 581 Advanced Fundraising
PA 592 Volunteerism and Volunteer Management
PA 598 Values-Based Management
Appendix R: Graduation Information

Here is information on the forms and applications you need to apply for graduation. It is important to note that students need to apply one term before the term of expected graduation. For a complete list of graduation application deadlines, please click here.

Application for Awarding of Master's or Doctoral Degree

Proposed Pre-Admission and Transfer Credit (Form GO-21) (only for those with pre-admission credits or transferring in credits)

Please submit GO-21 to Megan Heljeson in URBN 650.

CUPA Hooding Ceremony
Faculty, staff and students are invited to celebrate master's and doctoral degree recipients in June of each year with a special College "Hooding Ceremony." Participation forms and further details will be sent out via the listservs before the ceremony. Students who have graduated since the previous summer, and are registered for all final requirements to be completed Spring or Summer, may participate in the Hooding Ceremony.

Please remember, you must register for the PSU Commencement separately from the CUPA Hooding Ceremony.

Regalia
To participate in the Hooding Ceremony or Commencement, graduates must wear academic regalia (cap, gown, hood/cowl, and tassel). Academic regalia will be available through the PSU Bookstore online; it is advisable to get regalia well in advance. You can call the bookstore directly at 503-226-2631 for more information.