

Master of Public Administration Graduate Program



TEXAS SOUTHERN UNIVERSITY



THE BARBARA JORDAN - MICKEY LELAND SCHOOL OF PUBLIC AFFAIRS

Our Vision

The vision of the Barbara Jordan – Mickey Leland School of Public Affairs is to become a nationally and internationally recognized school of global and urban affairs dedicated to building and maintaining an intellectually challenging and stimulating educational environment that encourages inquiry, scholarly production, ethical behavior and social growth and discipline.

Our Mission Statement

The mission of the Barbara Jordan – Mickey Leland School of Public Affairs is to serve as an urban focused community of learning dedicated to educating professionals who will plan and administer environmentally healthy and sustainable communities at the local, state, national and international levels of society.



Our Program

“My experience at the Barbara Jordan – Mickey Leland School of Public Affairs has opened up my views and perspectives of how to be an effective leader while providing me with the tools that will set me apart as a public administrator.”

Kendrack Lewis — *MPA Candidate*

“The MPA faculty is knowledgeable and experienced in their areas of concentration. They offer a unique opportunity to their students; helping to establish a strong foundation for the graduates to move as leaders in the community.”

Natia Simon — *MPA Candidate*

“The idea of studying at an institution named after two great public servants; Barbara Jordan and Mickey Leland, provides me with the incentive to make my mark and make a significant difference as I pursue a career in public service.”

Mickey Ary — *MPA Candidate*

“In this age of globalization, the MPA program offers a comprehensive curriculum designed to develop the needed skills and applications which are vital components to being a public manager. Students are strongly encouraged to participate in civic engagement and public service.”

Linda Smith — *MPA Candidate*

“The School of Public Affairs has prepared me to be an efficient public administrator. Its supportive environment has enabled me to hone skills that are transferable into the public sector environment. These skills will be useful as I prepare for the “new public sector” – opportunities in government, non-profits, NGOs, consulting and education.”

Landon Taylor — *MPA Candidate*



Program Outline / Program Mission

The Master of Public Administration (MPA) Program has as its purpose the preparation of professionals for immediate upward mobility in professional careers in public sectors or for graduate study where the nature of the profession requires the master's degree as the entry criterion. Its greatest single asset lies in its potential to alleviate the shortage of professionally educated persons, especially those from minority groups, in local, state, national and international public service.

The program is designed to prepare professionals to resolve the increasingly complex problems of managing urban growth. It is intended to respond to the increasing importance of planning and management as major instruments in improving and developing solutions to problems of cities and metropolitan regions. The program seeks to give students a balanced inventory of conceptual, quantitative and professional skills.

Program's Curricular Objectives:

1. Educate students on analytical approaches to decision-making in the managerial sciences.
2. Provide students with problem solving skills and analytical competencies that are relevant to management positions.
3. Emphasize knowledge of the workings of governmental and non-governmental organizations.
4. Develop the student's ability to make use of academic research.
5. Provide a foundation in computer and information technology.
6. Sharpen written and oral communication skills.
7. Emphasize knowledge of basic management processes and techniques.

Program Details

Degree Requirements

1. Eight Core Courses – 24 hours
2. Four Specialization Courses – 12 hours
3. Internship – 6 hours

Areas of Specialization

1. Public Policy
2. Human Resources
3. International and Development Administration



Master of Public Administration – Curriculum

Core Courses (24 hours)

- PAD 500 Public Administration Theories and Practice
- PAD 502 Research Methods in Public Administration
- PAD 503 Quantitative Methods I
- PAD 504 Quantitative Methods II
- PAD 507 Seminars in Organizational Theory
- PAD 509 Computer Applications in Public Administration
- PAD 631 Government Budgeting and Financial Management
- PAD 640 Public Personnel Administration: Theory and Practice

Specialization Courses (12 Hours)

Students must take 12 hours of coursework in one of the following specialization areas: public policy, human resources, or international and development administration.

Public Policy

- PAD 620 Policy Making Process
- PAD 621 Social Researches and Social Policy
- PAD 622 Science, Technology and Public Policy
- PAD 623 Public Policy Analytical Methods
- PAD 624 Issues on Aging

Human Resources

- PAD 641 Human Resources and Organizational Planning
- PAD 642 Labor Relations and Collective Bargaining
- PAD 705 Topical Seminar

International and Developmental Administration

- PAD 660 Introductions to International Development
- PAD 661 Selected Topics in Comparative International Development
- PAD 662 Comparative Public Administration Developing Nations
- PAD 663 Seminars on Developing Societies



Electives (6 Hours)

PAD 501 Leadership and Decision Making

PAD 506 Program Evaluation

PAD 508 Administrative Regulations

PAD 630 Public Financial Management

PAD 633 Managerial Finance: Analytical Methods

PAD 650 Intergovernmental Relations

PAD 651 Urban Administrative Systems

PAD 652 Human Services Administration Electives in other departments may be counted toward the 6 required hours given the approval of the student's faculty advisor and program director. Common MPA elective areas include business administration, urban planning and environmental policy, law and transportation management.

Internship (6 Hours)

PAD 700 Internship in Public Administration

Upon completion of twenty-four (24) semester hours of graduate-course work, a student will be eligible to enroll in the internship program. The internship provides an opportunity for students to gain field experience in the public sector.

The primary goals of the internship are:

1. To provide students an opportunity to test and expand classroom learning under the guidance and teaching of a practitioner supervisor.
2. To demonstrate how knowledge affects problem-solving, interpersonal interactions, communications, and task achievement.
3. To provide those without administrative/management experience a practical working introduction to the profession.
4. To expose students to the organizational culture of an employing agency as it interacts with its total environment - economic, social, political, and technological subsystems.
5. To enhance personal and professional development through interpersonal relations with individuals who are achievers in their careers.



Course Descriptions

PAD 500 – Public Administration Theory and Practice (3 Credits)

A general survey of public sector management and administration. This class addresses administrative theory, policy, decision-making, and the concepts and practices of organizational management.

PAD 501 – Administrative Decision Making (3 Credits)

The techniques of decision analysis and methodology for making decisions are discussed. There is a focus on the risk and uncertainty of choice among policy alternatives.

PAD 502 – Research Methods in Public Administration (3 Credits)

Examines the concepts and methods employed in administrative research and analysis with an emphasis on methodological assumptions. The problems and issues in research design are also analyzed.

PAD 503 – Quantitative Methods I (3 Credits)

A modeling course that introduces classical deterministic optimization models. Topics include linear programming, probabilistic and statistical models.

PAD 504 – Quantitative Methods II (3 Credits)

An applied course in regression analysis, hypothesis testing, estimation and time series analysis. Strong emphasis will be on forecasting techniques. Mini-taps, SAS and SPSS will be utilized.

Prerequisite: PAD 503

PAD 506 – Program Evaluation (3 Credits)

An analysis of alternative designs for evaluating the performance of programs. There is an emphasis on designing an evaluation study through application principles and problems encountered in evaluation research.

Prerequisites: PAD 502, 503

PAD 507 – Seminar in Organizational Theory (3 Credits)

An exploration of the various relationships between organization and management in both the public and private sphere. The live-case method will be used.

PAD 508 – Administration Regulations (3 Credits)

Focuses on legal context and the statutory, regulatory and adjudicative functions of public agencies. Reviews interpretations of administrative orders, rules, regulations, contracts and documents.

PAD 509 – Computer Applications in Public Administration (3 Credits)

Focuses on current practices for gathering data and analysis with the use of computers.

PAD 620 – The Policy Making Process (3 Credits)

An examination of the process by which policy is formulated and implemented. This class emphasizes the relationships between the political process and policy outcomes in illustrative policy areas.

PAD 621 – Social Research and Social Policy (3 Credits)

Discusses the implications of social science research for social policy. Experimental and research designs will be useful for deciding which program features to examine systematically.

Prerequisites: PAD 502, 503

PAD 622 – Science, Technology and Public Policy (3 Credits)

An examination of the impact of science and technology on governmental policy in the United States.

PAD 623 – Public Policy Analytical Methods (3 Credits)

Looks at the application of theories and techniques of policy analysis to current public problems. There is a focus on design and execution of policy research.

PAD 624 – Issues on Aging (3 Credits)

Addresses issues such as employment, health care, housing, income security, social services, social security and Medicare programs.

PAD 630 – Public Financial Management (3 Credits)

An introduction to capital budgeting, financial decision-making and valuation. Discusses sources of finance and financing problems associated with public projects.

PAD 631 – Government Budgeting and Financial Management (3 Credits)

Examines the design and use of planning, budgeting and other information systems in the control and evaluation of programs. Multi-project valuation techniques will be emphasized.

PAD 633 – Managerial Finance: Analytical Methods (3 Credits)

The study of decision-making models involving the major components of financial management. An emphasis is on the application of analytical methods to portfolio management.

PAD 640 – Public Personnel Administration (3 Credits)

Examines the fundamentals of personnel employment and placement, staff and evaluation, wage and salary administration, employment benefits and services, and labor relations.

PAD 641 – Human Resources and Organizational Planning (3 Credits)

Involves the critical analysis of personnel and organizational structure and function. Emphasizes research, planning, staffing and budget preparation.



PAD 642 – Labor Relations and Collective Bargaining (3 Credits)

Discusses the rise of labor unions in the public sector and reviews the collective bargaining process and the legal framework of collective bargaining.

PAD 650 – Intergovernmental Relations (3 Credits)

Examines the relationships and cooperative functions among federal, state and local governmental units. There is an emphasis on the urban administrator's role in changing patterns of cooperation and coordination.

PAD 651 – Urban Administrative Systems (3 Credits)

An overview of the position of cities in the American governmental system, highlighting relationships between administrative, political, social and economic features of urban life.

PAD 652 – Human Services Administration (3 Credits)

A focus on the various approaches to the planning, delivery and administration of human services through public, private and non-profit organizations.

PAD 660 – Introduction to International Development (3 Credits)

Introduces theories of development, roles of international institutions in resource exchanges, foreign investment and trade, and the development of modernization.

PAD 661 – Selected Topics in Comparative International Development (3 Credits)

Selected topics emphasizing issues with respect to comparing roles of international institutions.

PAD 662 – Comparative Public Administration: Developing Nations (3 Credits)

Looks at the role of the administrative process of political development emphasizing bureaucracy and political change in emerging nations.

PAD 663 – Seminar on Developing Societies (3 Credits)

An analysis of traditional and transitional societies, theories and practices of developmental change, and the role of bureaucracies in development, institutional buildings, public enterprises, technology assessment and transfer.

PAD 700 – Internship (6 Credits)

Work and independent research in a public or governmental agency under the direction of an agency supervisor and internship coordinator. This course may be waived if a candidate has five (5) or more years of experience.

Prerequisites: 24 Credit Hours

PAD 705 – Topical Seminar (3 Credits)

Selected topics emphasizing contemporary issues in the public sector and public policy.

Admissions Requirements

All students must meet the admission requirements of the Texas Southern University Graduate School and the Barbara Jordan – Mickey Leland School of Public Affairs - Public Administration Department.

For more information, visit:

<http://www.tsu.edu/academics/graduate/admission/index.asp>

All Applicants should submit the following:

1. The Texas Southern University Graduate School Application (specific program) and a non-refundable application fee
2. Two official copies of transcripts from all colleges and/or universities attended
3. GRE Scores (minimal of at least a 3.5 score on the Analytical Writing Section)
4. Three letters of reference from individuals qualified to give an evaluation of the applicants past scholastic performance, research, ability for advanced work in administration of justice, and personal motivation
5. Essay: 250 – 300 words
6. Documentation of completion of all undergraduate prerequisite courses in research methods and statistics.

All students who have not completed the prerequisite courses for the MPA may be conditionally admitted. Students are required to complete prerequisite courses in the Barbara Jordan – Mickey Leland School of Public Affairs and must earn a grade of “B” or better.

Funding opportunities are available.





Dual MPA / JD Program

The Barbara Jordan – Mickey Leland School of Public Affairs offers a Dual MPA / Juris Doctorate (JD) Degree in coordination and partnership with the Thurgood Marshall School of Law at Texas Southern University. The program allows students to complete requirements for the two degrees in four (4) years instead of 5 years, if pursued separately. The program is intended for students who want to obtain mastery of the administrative and legal aspects of public administration in the public, private and non-profit sectors; combining advanced public administration education with legal training in order to enhance or expand their career options.

- The MPA / JD Dual Degree Program is open to holders of baccalaureate degrees from accredited colleges or universities.
- Applicants to the program must meet the entrance requirements and follow the application procedures administered by the Texas Southern University Graduate School (www.tsu.edu/academics/public), the Barbara Jordan – Mickey Leland School of Public Affairs MPA Program and the Thurgood Marshall School of Law (www.tsu.edu/academics/law).
- Dual Degree Program participants will have to satisfy the same admission requirements as applicants for the stand-alone Master of Public Administration (MPA) and Juris Doctorate (JD) programs.
- Admission to the Dual Degree Program shall be open to all MPA and law students who are academically eligible under the TSU Graduate School, MPA Program and Thurgood Marshall School of Law Rules.
- MPA students wishing to enroll in the Dual Degree Program must petition the MPA Program Director. Such petition shall state why the student wishes to enroll in the program and include a proposed plan for completing all course work and other requirements within four (4) years. Students who have not submitted this petition will not be considered Dual Degree candidates.
- Although students may apply for either the MPA or JD program at any time during their course of study, students must be admitted to both programs before completing either program.
- Continuation in the Dual Degree Program shall be dependent upon the student's satisfactory academic progress in each of the dual fields. Incomplete work or other evidence of unsatisfactory academic progress may lead to a decision by the MPA Program Director to reduce the student's workload directed towards the law degree. Continued unsatisfactory progress may result in dismissal from the Dual Degree Program.

Dual Degree MPA / JD Requirements

Students enrolled in the Dual Degree Program must successfully complete the substantive twenty-four (24) hours Core MPA curriculum and nine (9) hours in one of the three Specialization Areas - Public Policy, Human Resources or International and Development Administration.

Fifteen (15) credit hours of successfully completed course work from the law school will be accepted for application towards completion of the MPA Degree. (A student must have earned a grade of 2.0 or better for the course to be accepted for credit towards completion of the MPA degree.)

The course schedules for the Dual Program must be approved by the program advisor in each area and each school will establish the procedures for such approvals.

A student must also:

- Maintain a 2.0 cumulative GPA in the JD portion of the program.
- Successfully complete the writing and optional oral defense requirements of the JD portion of the program.
- Register for all required law school courses on a full-time basis and in the sequence established by the Law School faculty. (Concurrent enrollment in the courses of either school is permitted only after the completion of the first year JD curriculum.)
- Complete all the requirements for the MPA portion of the dual program within four (4) years of the initial enrollment in the program.
- Complete all the requirements for the JD portion of the dual degree within four (4) years of the initial enrollment in the program.
- Comply with the academic regulations of each school, including those related to the minimum GPA and scholastic discipline. (The computation of the cumulative GPA in each program (JD and MPA) is based on all the courses that would be taken into consideration to award each degree.)





Faculty Roster / Areas of Interest

Michael O. Adams, Ph.D.

Program Director / Professor – Public Administration

Atlanta University – Political Science

Areas of Interest: E-Government, Web 2.0, Public Policy, and Policy Analysis

Eugene Barrington, Ph.D.

Associate Professor – Public Administration

Syracuse University – Political Science

Areas of Interest: Human Resource Administration, Labor Relations,
Ethics Practice and Theory, and Organizational Structure and Design

Theophilus Herrington, Ph.D.

Dean – Barbara Jordan – Mickey Leland School of Public Affairs / Associate Professor

University of Illinois – Political Science

Areas of Interest: Urban Management, Public Policy Management, and American Political Institutions

Zuberi Mwamba, Ph.D.

Professor – Public Administration

Howard University – Political Science

Areas of Interest: Public Administration in Developing
Nations, African Politics, Comparative Governments, and International Relations

Carroll G. Robinson, Esq.

Associate Professor – Public Administration

George Washington University – Juris Doctorate

Areas of Interest: Law and Policy, Economics and Policy,
Climate Change Policy and Metropolitan Sustainability, and Policy and Politics

Don Anthony Woods, Ph.D.

Professor – Public Administration

University of Pittsburgh – Public Administration

Areas of Interest: International Development and
Comparative Public Administrations

Contact Information



TEXAS SOUTHERN UNIVERSITY

Admission to the graduate program for Master of Public Administration is competitive. Applicants must demonstrate an ability to participate fully, engage in, and successfully complete the program. The Barbara Jordan – Mickey Leland School of Public Affairs - Public Administration Department seeks individuals with a desire to resolve the complex problems of managing urban growth in metropolitan areas.

For More Information or To Apply
Visit – www.tsu.edu/academics/graduate

or contact

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Photography by Earlie Hudnall and J. Sebastien Boncy. Cover photo of the distinctive work entitled “Jonah and the Whale” – Carroll Harris Sims Sculpture Plaza – Texas Southern University.