

GRADUATE CENTER FOR PUBLIC POLICY AND ADMINISTRATION

College of Health and Human Services

Director: Edward J. Martin

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Career Possibilities

Management Analyst • City Manager • Financial Analyst • Project Manager • Presidential Management Intern (PMI) • Non-Profit Management (Some of these, and other careers, require additional education or experience. For more information, see www.careers.csulb.edu.)

Introduction

The Center offers the Master of Public Administration degree; options in the degree program include Public Works Administration and Urban Affairs; and graduate certificate programs in Urban Executive Management, the Public Management Analyst, Employer-Employee Relations and Personnel Management, Public Sector Financial Management, and Transportation Policy and Planning.

Admission applications are encouraged from persons with successful government service who wish to pursue, part-time or full-time. A detailed summary of requirements, current course offerings and procedures are contained in student handbooks available from the Graduate Center for Public Policy and Administration and on its website at <http://www.csulb.edu/~beachmpa>.

The Center is accredited by the National Association of Schools of Public Affairs and Administration, Commission on Peer Review and Accreditation (NASPAA, 1120 G Street, NW, Suite 730, Washington, DC 20005, phone: 202-628-8965).

Admission Requirements

1. Minimum 3.0 Undergraduate GPA
2. Demonstrated competence in professional writing. A listing of ways you can demonstrate writing competence is available in the Center office (SSPA 228) or on the Center website: <http://www.csulb.edu/colleges/chhs/departments/ppa/>
3. Quality of professional experience as evaluated by Center faculty. This evaluation will be based on the applicant's current job description, resume, any other materials submitted by the applicant, and the length of professional service.
4. Other evidence of applicant's potential to undertake and successfully complete the MPA course of study: faculty may consider other evidence submitted by the

applicant; for example, scores on optional standardized examinations such as the GRE, GMAT, LSAT, or other recognized standardized examinations.

Following admission to the University and acceptance to the Center, each student should meet with a faculty advisor. The faculty advisor will provide advice to the student on program course requirements and elective opportunities, and counsel the student in the chosen elective area.

A student whose overall grade point average is less than 3.0, but who presents acceptable evidence of professional potential shown through recent academic performance and experiential background, may be admitted by special action of the Center.

Advancement to Candidacy

1. Fulfillment of the Graduate Writing Assessment Requirement (GWAR)
2. Minimum GPA of 3.0 in all graduate work completed at this University, or transferred from other sources, to meet degree or program requirements.
3. Successful completion (grade of "B" or better) of six units in the MPA program.
4. Completion of the orientation requirement.

Transfer of Credit

Students who have completed a graduate certificate program in the Public Management Analyst, Employer-Employee Relations and Personnel Management, Public Sector Financial Management, or Transportation Policy and Planning, may transfer up to 15 units of credit earned in the certificate program to be applied to the Center's Master of Public Administration degree program. The student must apply to the Center for admission as a degree candidate.

Students who have completed the academic requirements for the Master of Public Administration degree, prior to applying for admission to a graduate certificate program in the Center, may apply up to 6 units of credit earned in the MPA program for the required or elective courses in a certificate program.

Master of Public Administration

This is a 39-unit program. A common grounding in the core areas of public policy and administration is required; beyond this, considerable freedom of choice enables students to select subjects which fit their particular backgrounds or career objectives.

Admission Requirements

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2. Demonstrated competence in professional writing. A listing of ways you can demonstrate writing competence is available in the Center office (SSPA 228) or on the Center website: www.csulb.edu/colleges/chhs/departments/ppa/

3. Quality of professional experience as evaluated by Center faculty. This evaluation will be based on the applicant's current job description, resume, any other materials submitted by the applicant, and the length of professional service.
4. Other evidence of applicant's potential to undertake and successfully complete the MPA course of study: faculty may consider other evidence submitted by the applicant; for example, scores on optional standardized examinations such as the GRE, GMAT, LSAT, or other recognized standardized examinations.

Following admission to the University and acceptance to the Center, each student should meet with a faculty advisor.

A student whose overall grade point average is less than 3.0, but who presents acceptable evidence of professional potential shown through recent academic performance and experiential background, may be admitted by special action of the Center.

Orientation Requirement

All students must attend a mandatory Center orientation within the first two semesters of acceptance into the MPA Program.

Requirements

1. A minimum of 39 course units in graduate course work, with a minimum of 24 units of 500/600 level courses in public policy and administration;
2. Satisfactory completion of the following:
 - PPA 500 Foundations of Public Policy and Administration (3)
Prerequisites: None.
 - PPA 555 Government Budgeting and Finance (3)
Prerequisites: PPA 518 or ECON 101 or ECON 300 or equivalent with a grade of "C" or better.
 - PPA 577 Public Sector Human Resources Management (3)
Prerequisites: None.
 - PPA 660 Seminar in Organization Theory and Behavior (3)
Prerequisites: None.
 - PPA 670 Policy Issue Analysis (3)
Prerequisites: None.
 - PPA 696 Research Methods in Public Administration (3)
Prerequisite: PPA 517 or STAT 108 or equivalent with a grade of "C" or better.
3. Completion of approved internship program (PPA 585) as required course work beyond the 39-unit minimum, or waiver of the internship requirement based on professional experience;
4. Additional elective course work in elective fields to meet the 39-unit minimum;
5. Successful completion of the following:
 - PPA 697 Directed Research (3,3)
Prerequisites: Advancement to candidacy, completion of required MPA courses, consent of instructor.

An approved Student Learning Portfolio

University Courses Acceptable for the Master of Public Administration

A wide variety of graduate courses in other departments also are acceptable. Graduate course descriptions are found in the department listings in which they are offered. Consult with Center Faculty for more information.

Option in Urban Affairs

Admission

The general standards for admission are identical to those for the Master of Public Administration degree program. An applicant must demonstrate a background of related undergraduate course work of twelve units, or significant management and/or staff experience in public administration.

Requirements

1. A minimum of 39 course units in graduate course work, with a minimum of 27 units of 500/600 level courses in public policy and administration;
2. Satisfactory completion of the following:
 - PPA 500 Foundations of Public Policy & Administration (3)
Prerequisites: None.
 - PPA 555 Government Budgeting and Finance (3)
Prerequisites: PPA 518 or ECON 101 or ECON 300 or equivalent with a grade of "C" or better.
 - PPA 577 Public Sector Human Resources Management (3)
Prerequisites: None.
 - PPA 610 Seminar in Urban Affairs (3)
Prerequisites: None.
 - PPA 660 Seminar in Organization Theory and Behavior (3)
Prerequisites: None.
 - PPA 670 Policy Issue Analysis (3)
Prerequisites: None.
 - PPA 696 Research Methods in Public Administration (3)
Prerequisite: PPA 517 or STAT 108 or equivalent with a grade of "C" or better.
3. Completion of an approved internship program (PPA 585) as required course work beyond the 39-unit minimum, or waiver of the internship requirement based on professional experience;
4. Completion of 12 units of elective course work from: PPA 512, 517, 522, 523, 525, 533, 535, 540, 546, 547, 548, 550, 567, 571, 575, 581, 590; CRJU 530, 504, 621; EDAD 541, 544; EDP 520, 536; GEOG 650, 666; HIST 673; POSC 640; REC 521, 571.
5. Successful completion of the following:
 - PPA 697 Directed Research (3,3)
Prerequisites: Advancement to candidacy, completion of required MPA courses, consent of instructor.

An approved Student Learning Portfolio.

Option in Public Works Administration

Admission

The general standards for admission are identical to those for the Master of Public Administration degree program. An applicant must demonstrate a background of related undergraduate course work of twelve units, or significant management and/or staff experience in public administration. For this degree option, the experiential background would be targeted to the public works and infrastructure sector.

Requirements

1. A minimum of 39 course units in graduate course work, with a minimum of 27 units of 500/600 level courses in public policy and administration;
2. Satisfactory completion of the following:
 - PPA 500 Foundations of Public Policy and Administration (3)
Prerequisites: None.
 - PPA 554 Public Works Facilities and Urban Policy (3)
Prerequisites: None.
 - PPA 555 Government Budgeting and Finance (3)
Prerequisites: PPA 518 or ECON 101 or ECON 300 or equivalent with a grade of "C" or better.
 - PPA 577 Public Sector Human Resources Management (3)
Prerequisites: None.
 - PPA 660 Seminar in Organization Theory and Behavior (3)
Prerequisites: None.
 - PPA 670 Policy Issue Analysis (3)
Prerequisites: None.
 - PPA 696 Research Methods in Public Administration (3)
Prerequisite: PPA 517 or STAT 108 or equivalent with a grade of "C" or better.
3. Completion of an approved internship program (PPA 585) as required course work beyond the 39-unit minimum, or waiver of the internship requirement based on professional experience;
4. Completion of 12 units of elective course work selected from the following:
 - PPA 515, 522, 535, 540, 547, 550, 552, 560, 575, 590; CE 520
5. Successful completion of an approved Student Learning Portfolio and 6 units of one of the following courses:
 - PPA 697 Directed Research (3,3)
Prerequisites: Advancement to candidacy, completion of required MPA courses, consent of instructor.
 - CE 697 Directed Studies (1-3)
Prerequisites: Graduate standing. Corequisites: CE 696 or written consent of directed studies advisor.

Graduate Certificate in Urban Executive Management

This program is designed to serve the post-graduate executive development needs of men and women aspiring to top level positions in city and county governments. The goal of this program is to provide urban executives with a comprehensive knowledge of strategic planning processes; dynamics of human relations; strategies for implementing policies; consensus building techniques; and economic and financial forces impacting on local governments.

Students may only pursue the certificate program in combination with a CSULB degree program.

Prerequisite

In addition to the general admission requirements, applicants for the graduate certificate in Urban Executive Management should have significant upper level management experience in Public Administration, and a minimum of 10 years of progressively responsible management experience in government.

Requirements

1. A minimum of 18 course units in graduate course work, including 3 required and 3 elective courses.
2. Satisfactory completion of the following
 - PPA 542 Emergency Planning and Management (3)
Prerequisites: None.
 - PPA 547 Local Government Economic Development Processes (3)
Prerequisites: None.
 - PPA 571 Leadership Skills and Strategies in the Public Sector (3)
Prerequisites: None.
3. Satisfactory completion of 3 elective courses selected from the following:
 - PPA 512, 525, 533, 535, 550, 555, 560, 575, 577, 610

Graduate Certificate in Public Management Analysis

This program is designed for men and women who work or desire to work in budgeting, policy formulation, financial management, or program evaluation offices of government agencies. The program prepares candidates with such skills as defining a problem; conducting cost benefit analysis; utilizing basic statistical techniques; conducting behavioral/political analysis; preparing and presenting reports; learning to blend qualitative, behavioral, and political skills necessary for success as an analyst in government.

Students may only pursue the certificate program in combination with a CSULB degree program.

Prerequisite

In addition to general admission requirements, students should be employed in public service or related activities, or have a goal of public service-related activities.

Requirements

1. A minimum of 18 course units in graduate course work, including 4 required and 2 elective courses.
2. Satisfactory completion of the following:
 - PPA 515 Administrative Report Writing (3)
Prerequisites: None.
 - PPA 517 Analytical Skills Development (3)
Prerequisites: None.
 - PPA 521 Microcomputer Management for Public Administrators (3)
Prerequisites: None.
 - PPA 555 Government Budgeting and Finance (3)
Prerequisites: PPA 518 or ECON 101 or ECON 300 or equivalent with a grade of "C" or better.
3. Satisfactory completion of 2 elective courses from:
 - PPA 522, 523, 540, and 560

Graduate Certificate in Public Sector Employer-Employee Relations and Personnel Management

This program is designed for public sector managers and those aspiring to enter public service who need the knowledge, skills, and abilities required to deal effectively with the critical area of public sector employee relations and personnel management. The primary goal is to provide the necessary training for public managers to effectively utilize human resources to their greatest potential in conjunction with the needs of the public organization.

Students may only pursue the certificate program in combination with a CSULB degree program.

Requirements

1. A minimum of 18 course units in graduate course work, including 3 required and 3 elective courses.
2. Satisfactory completion of the following:
 - PPA 555 Government Budgeting and Finance (3)
Prerequisites: PPA 518 or ECON 101 or ECON 300 or equivalent with a grade of "C" or better.
 - PPA 575 Public Sector Employer-Employee Relations (3)
Prerequisites: None.
 - PPA 577 Public Sector Human Resources Management (3)
Prerequisites: None.
3. Satisfactory completion of 3 elective courses from: PPA 533, 570, 571 and 581

Graduate Certificate in Public Sector Financial Management

This Certificate Program is designed for public managers and others interested in obtaining an understanding of governmental financial management concepts, functions, techniques, and issues. The program is designed to familiarize students with financial management problems and the techniques available for solving them. An emphasis is placed on how to recognize, evaluate, and utilize financial information in decision-making.

Those most interested in pursuing the Certificate would likely fall into one of three categories. First, current private sector finance professionals who wish to develop an understanding of financial management functions and practices within the public sector. Second, current public sector financial managers who wish to further develop expertise in public sector financial management. Finally, in-service public sector employees who wish to start a career in government finance and who may use the courses for the Certificate as a guide for their course work towards the Master of Public Administration degree.

Students may only pursue the certificate program in combination with a CSULB degree program.

Prerequisites

Certificate students will need to complete the following prerequisites:

- Calculus for Business or Calculus I with a grade of "C" or better or equivalent.
- Microeconomics with a grade of "C" or better.
- Elementary Financial Accounting with a grade of "C" or better.
- Statistics with a grade of "C" or better.

Note: Graduate level courses may be used to satisfy the above prerequisites but they may not be counted toward completion of the Certificate.

Requirements

- Take all of the following (18 units):
- PPA 555 Government Budgeting and Finance (3)
Prerequisites: PPA 518 or ECON 101 or ECON 300 or equivalent with a grade of "C" or better.
 - PPA 590T Selected Topics in PPA - Public Finance (3)
Prerequisites: PPA 555.
 - PPA 560 Public Financial Management (3)
Prerequisite: PPA 555.

PPA 567 Basic Governmental (Fund) Accounting (3)
Prerequisite: PPA 555.

ACCT 610 Adv. Cost Accounting, Budgeting and Control (3)
Prerequisites: ACCT 500 or equivalent with a grade of "C" or better.

IS 601 Quantitative Methods for Managerial Decision Making (3)
Prerequisites: MBA standing required.

Note: Appropriate substitutes for the required courses may be allowed subject to permission of the Public Finance Specialization Faculty Advisor. Also, ACCT 610 and IS 601 have substantial prerequisites. Prospective students should refer to the University Catalog for details.

Graduate Certificate in Transportation Policy and Planning

The purpose of this certificate program is to provide instruction in the skills and knowledge appropriate to professional activity in transportation policy and planning for urban transportation. Key support areas include urban planning, policy analysis, environmental policy, intergovernmental policy, personnel policy, and grants administration.

Students may only pursue the certificate program in combination with a CSULB degree program.

Requirements

1. A minimum of 18 course units in graduate course work, including 2 required and 4 elective courses.
2. Satisfactory completion of the following:
 - PPA 522 Automating Government Administration (3)
Prerequisites: None.
 - PPA 550 Urban Transportation Policy and Planning (3)
Prerequisites: None.
3. Satisfactory completion of 4 elective courses from: PPA 535, 540, 575, 670; CE 520; ECON 690

Courses (PPA)

500. Foundations of Public Policy and Administration (3)

Concepts of the discipline; fundamentals of public organization theory, policy formulation and analysis, and administrative and management processes; management in the public interest; and ethics in government.

Letter grade only (A-F).

509. Seminar in Strategic Planning for Public Managers (3)

Prerequisite: Consent of instructor

Introduction to the theories and practice of strategic planning in public organizations. The course is designed to promote an understanding of the theories and approaches to strategic planning and help the student to acquire practical skills involved in strategic planning.

Letter grade only (A-F).

512. Urban Executive Management (3)

Examines problems confronting today's urban administrator and offers techniques for solving a variety of pressing problems. Subjects include managing in a local government setting issues such as public policy, planning, financial resources, personnel, and labor relations.

Letter grade only (A-F).

514. Municipal Law for Administrators (3)

Examination of major laws and legal issues affecting local government. Basic powers of cities including regulatory (police) powers, corporate (service) powers, taxation and eminent domain. Letter grade only (A-F). Not open for credit to students with credit in PROF 514.

515. Administrative Report Writing (3)

Preparation of written documents required of public administrators. Letter grade only (A-F).

517. Analytical Skills Development (3)

Designed to develop or improve the skills needed to perform analytical work in the public sector. Emphasis is on the methods of analysis and evaluation used in public service organizations. Communication of results will also be covered.

Letter grade only (A-F).

518. Microeconomics and Public Policy (3)

Covers key principles of microeconomics such as supply, demand, and market processes. Provides extensive coverage of topics that concern public sector decisions, such as public goods, externalities, welfare analysis, and cost-benefit analysis.

Letter grade only (A-F).

521. Microcomputer Management for Public Administrators (3)

Focuses on the design, development, and management of microcomputer systems and applications in public organizations. Course elements: analysis of critical concepts and issues relating to management of computer systems, and hands-on computer laboratory experience for design, and use of applications.

Letter grade only (A-F).

522. Automating Government Administration (3)

The use of computers to assist government management. Special emphasis on automation of services. Provides an introductory background in computers and their applications to government systems and files for non-computer specialists.

Letter grade only (A-F).

523. Urban Information Systems for Public Management (3)

Overview of significant information technologies impacting government management: World-Wide Web and G.I.S. (Geographic Information Systems.) Introduces students to the construction and use of Web pages. Includes an introduction to GIS in public organizations. Extensive use of computers.

524. GIS Management and Applications for Public Managers (3)

Introduces students to the management and applications of Geographic Information Systems (GIS) in the Public Sector. Covers the requirements for designing and managing GIS applications for solving public sector problems. Hands-on use of GIS and analysis of GIS cases.

Letter grade only (A-F).

525. Non-Profit Management (3)

Examination of principal characteristics, scope, and functional management areas (i.e., governance, fund development, board development, volunteer and staff management, intersectoral relations; budgeting) in American nonprofit organizations, with particular attention to the important roles of nonprofits in the delivery of health and human services.

Letter grade only (A-F).

533. Race, Inequality and Public Policy (3)

Examines the multiple sources of ethnic, racial, gender, and class inequalities in the United States and how public policies have attempted to address these issues.

Letter grade only (A-F).

535. Intergovernmental Relations (3)

Presents concepts and issues of U.S. intergovernmental relations. Topics include history of the field, intergovernmental finances, state and federal legislative processes, legislative advocacy, interorganizational management, and current issues.

Letter grade only (A-F). Not open for credit to students with credit in PROF 535.

540. Grants Administration and Management (3)

Study of the various types of financial and technical assistance to local public and quasi-public agencies; the strategies for locating and obtaining grant programs support; and the development of effective project systems for externally funded projects.

Letter grade only (A-F).

542. Emergency Planning and Management (3)

Planning and management processes and issues involved in large-scale emergencies; the nature of natural and technological risk and emergency, with attention to public sector roles in contingency planning and response.

Letter grade only (A-F). Same course as EMER 506. Not open for credit to students with credit in EMER 542 or 506.

546. The Urban Crisis and the Public Administrator (3)

Survey of the history of urbanization, the literature of urban power relations and decision-making, and the dynamics of race relations in the urban environment. Major focus on extensive interface with urban agency representatives.

Letter grade only (A-F).

547. Local Government Economic Development Processes (3)

Discussion of the nature, goals and processes of locally based economic development programs. Definition of governmental incentives designed to maximize private investment. Explanation of property-related revenues from public and private perspectives.

Letter grade only (A-F).

548. Housing Problems and the Urban Administrator (3)

Overview of housing problems in contemporary urban society. Increases public administrator's awareness of the interrelationships between local government administration and housing problems, facilitate public administrator's ability to deal with these problems.

Letter grade only (A-F).

550. Urban Transportation Policy and Planning (3)

Examines urban transportation activities and options for future. Analyzes local, state, federal policy; Los Angeles urban transportation development, transit proposals, new policies and activities.

Letter grade only (A-F).

554. Public Works Facilities and Urban Policy (3)

Provides a study of public infrastructure essential to urban communities. Focus given to water, wastewater, transportation, solid waste, public facilities, and schools.

Letter grade only (A-F).

555. Government Budgeting and Finance (3)

Prerequisites: PPA 518 or ECON 101 or ECON 300 or equivalent with a grade of "C" or better.

Presents the major concepts and skills associated with budget preparation for all levels of government. Topics include: budget processes and formats, basic principles of government accounting, revenue, and capital budgeting.

Letter grade only (A-F). Not open for credit to students with credit in PROF 555.

560. Public Financial Management (3)

Prerequisite: PPA 555.

Focuses on financial planning, implementation and management control, financial reporting, and financial analysis used in public service organizations.

Letter grade only (A-F).

567. Basic Governmental (Fund) Accounting (3)

Prerequisite: PPA 555.

Provides an introduction to unique characteristics of governmental accounting. Aspects of recording and reporting of financial transactions in public service organizations. Governmental auditing and financial condition analysis.

Letter grade only (A-F).

570. Negotiating Dynamics: Strategies and Skills (3)

Examination of negotiating strategies and skills based on tested use of power and psychological principles in negotiations. Different strategies and skills examined for negotiating under varying levels of cooperation and conflict.

Letter grade only (A-F).

571. Leadership Skills and Strategies in the Public Sector (3)

Leaders in urban governments, community based and non-profit organizations are challenged to move their bureaucracies toward solutions to complex problems. Examines administrative leadership, current approaches to organizational excellence and their applicability in a variety of administrative settings.

575. Public Sector Employer-Employee Relations (3)

Analysis of prevailing practice and techniques of collective bargaining and its continuing impact on the economic, political, and organization structure in the public sector.

Letter grade only (A-F).

577. Public Sector Human Resources Management (3)

Historical development of civil service/merit system; laws which affect operations of personnel system; analysis of the various components of a personnel system; impact of labor negotiations; role of personnel system as a change agent.

Letter grade only (A-F). Not open for credit to students with credit in PROF 577.

581. Government/Community Relations (3)

Investigation of relationship between governments and community based organizations, with particular attention to strategies for diagnosing problems and opportunities and prescribing courses of action in public policy where governments and nonprofits converge.

Letter grade only (A-F).

585. Public Policy and Administration Internship (3-12)

Prerequisite: Consent of the instructor.

Provides exposure to and understanding of the governmental environment. Students seeking the MPA degree who do not have managerial experience in government are required to participate in the internship program.

May be repeated to a maximum of 12 units. Academic credit earned for the internship program is beyond the 39 units required for the MPA degree. Letter grade only (A-F).

590. Selected Topics in Public Policy and Administration (3)

Investigation of a special problem as defined by the instructor that is of current interest to the field of public policy and administration.

Letter grade only (A-F). May be repeated to a maximum of 9 units with different topics. Topics announced in the *Schedule of Classes*.

S. Small-Scale Survey Research for Public Administrators

T. Public Finance

Prerequisite: PPA 555.

597. Directed Studies (1-3)

Prerequisite: Consent of instructor.

Independent study in public policy and administration.

Letter grade only (A-F).

610. Seminar in Urban Affairs (3)

An interdisciplinary course gives students opportunity to develop expanded awareness of the interrelationships between various urban problems in the urban systemic environment.

Letter grade only (A-F).

660. Seminar in Organization Theory and Behavior (3)

Examination of theories of organizations and behavior of members therein. Among the subtopics: generalist management, bureaucracy, organization structure and design, systems theory, motivation, leadership, decision-making, group and team dynamics, power and conflict, culture, organization change and development.

Letter grade only (A-F).

670. Policy Issue Analysis (3)

Introduces theories and approaches to policy analysis. The core of the course follows the policy analysis cycle and includes: problem recognition, problem definition, development of alternative solutions, analysis of alternatives, selection of policy options, policy implementation and evaluation.

Letter grade only (A-F)

696. Research Methods in Public Administration (3)

Prerequisite: PPA 517 or STAT 108 or equivalent with a grade of "C" or better.

Covers the techniques of public sector research. Topics include research design, survey research, and statistical analysis. Note:

Suggested: take PPA 696 early in MPA program. Letter grade only (A-F).

697. Directed Research (3)

Prerequisites: Advancement to candidacy, completion of required MPA courses, consent of instructor.

Required capstone project. Individual research of a public issue. Supervision of a full-time faculty member required.

May be repeated to a maximum of 6 units in the same semester. Letter grade only (A-F).