

# Masters in Public Administration

Department of Political Science



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## **Program Summary**

### **Accreditation**

The Master of Public Administration Degree (MPA) is offered through the Political Science Department at Texas State University-San Marcos. The MPA Program was originally accredited in 1988 by the National Association of Schools of Public Affairs and Administration and is re-accredited through September 2017.

### **Purpose**

The MPA Program is divided into three major components. These components consist of coursework, the applied research project and a comprehensive oral examination. Designed to prepare individuals for leadership and management, the MPA Program can either get careers started or aid in career advancement.

The MPA degree enables students to develop professional skills and take advantage of the many opportunities in the public or non-profit sector of the economy. The challenges and rewards in government have never been greater than today. Whether an individual is interested in government information systems, public finance, personnel management, international relations, or policy analysis, the MPA Program at Texas State University-San Marcos can help meet current needs and future aspirations.

### **Classes**

Classes consist of 20-25 students and are scheduled with the working student in mind. Students in the MPA Program have varied academic backgrounds and include practitioners at all levels of government, active duty military, private sector professionals, as well as students who recently completed a baccalaureate degree.

Since classes are small, students and instructors have continuing opportunities to take advantage of the diversity represented in each course. Courses meet one night per week from 3:30 pm to 6:20 pm or 6:30 pm to 9:15 pm in the fall and spring semesters and from 6:15 to 10:00pm in the summer sessions. Courses are offered both on the main campus in San Marcos, Austin, and Round Rock.

## Class Locations

### Evans Liberal Arts Building-San Marcos, TX



The Evans Liberal Arts building is located on the main campus in San Marcos, Texas. The Evans Liberal Arts building is the home of the Department of Political Science (ELA 266). From the Quad, turn right (south) at the electronic sign between Evans Liberal Arts and Flowers Hall. Cross Bobcat Trail to the south side of the street and travel east on the sidewalk. Accessible parking is located on Bobcat Trail in front of Flowers Hall. For more information see:

<http://www.maps.txstate.edu/campus/buildings/ela.html>

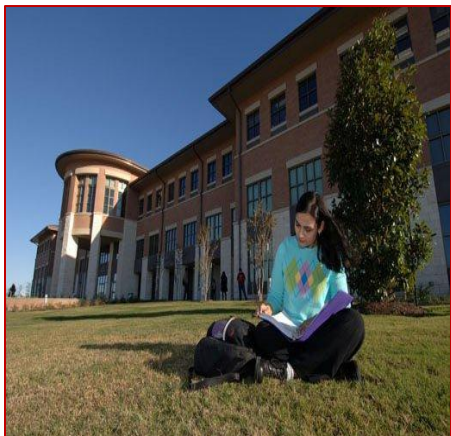
### Brown Heatly Building-Austin, TX



The Brown Heatly complex is located in Austin, Texas on North Lamar Blvd. between 45th Street and Koenig Lane (also known as 290 and 2222). The main entrance for the Brown Heatly complex is on Lamar just past the Lamar/Guadalupe split (going south on Lamar). The entrance is clearly marked as 4800 - 4900 N. Lamar Blvd. Visitor's parking is in front of the building or on the fifth and sixth floor of the parking garage. Visitors enter the building at the south entrance and check in at the security station. For more information see:

<http://www.rrhec.txstate.edu/about/sites/otherloc.html>

### Round Rock Higher Education Center-Round Rock, TX



The Round Rock Higher Education Center (RRHEC) is the official name of Texas State University-San Marcos' campus in Round Rock, Texas. Texas State's Round Rock campus is located on 101-acres on University Boulevard in northeast Round Rock between I-35 and Highway 130, just off SH 1460. The big blue IKEA store provides a handy landmark at the exit from the highway. For more information see:

<http://www.rrhec.txstate.edu/about.html>

### **In-service**

Students who have previously been or are currently employed in the public sector are classified as **in-service**.

### **Pre-service**

Students who have had no public sector experience are classified as **pre-service**. For pre-service students, a public service internship is required in addition to the 39-hour degree program.

### **Program Admission**

Admission to the MPA Program requires an undergraduate degree in any discipline and acceptance by the Texas State University-San Marcos Graduate College. The GPA scores are based on the last 60 semester hours of the baccalaureate degree. GRE scores are one measure of student's ability to succeed in the MPA Program and are for advising purposes.

**Effective Summer I 2011**, to be admitted through regular admission to the MPA program you must have a minimum GPA of 3.0 or better. Students with a GPA between 2.99 and 2.75 (in the last 60hours) would be considered for conditional admission using the "Admission Justification Form."

**Effective Fall 2007**, applicants must have an official GRE general score sent to Texas State University-San Marcos before their application will be considered for admission.

### **Conditional Admission**

Applications for conditional admission are reviewed by the graduate advisor in consultation with the M.P.A. faculty on a case-by-case basis. In order to apply for conditional admission, a student must:

- A. Submit a Graduate College Application for Admission;
- B. Have completed the General Portion of the GRE (verbal and quantitative combined) and have the official score reported to the office of the Graduate College;

- C. A student may submit a request for consideration of conditional admission to the M.P.A. director, Public Administration Program, Texas State University-San Marcos, San Marcos, Texas 78666-4616, stating the reasons for consideration of admission.

Students are encouraged to submit supplemental information such as letters of recommendation, evidence of continuing education (training), awards, etc., for consideration by the committee. A meeting with the M.P.A. Director is also advised. The admission decision is made by a faculty committee upon recommendation of the M.P.A. director.

The graduate advisor will recommend the stipulations and requirements for conditional admission. Students who are admitted conditionally must make a grade of “B” or better in each course for their first 12 hours of course work including background courses. When the conditions have been met the graduate advisor will recommend regular admission status to the dean of the Graduate College.

Students who do not meet all Graduate College or MPA Program requirements may be admitted on a conditional basis. Conditional admission usually requires additional support documentation. For international students a score of 550 on the TOEFL and three (3) on the TWE is required. The TOEFL and TWE are required for international students regardless of the location of their baccalaureate degree.

## **Program Requirements**

**Degree Works** are the official course of study and include the listing of all courses that must be completed to obtain the MPA degree.

As soon as a student is admitted to the MPA Program, a proposed degree outline is prepared in consultation with the graduate advisor. The proposed degree outlines is then submitted by the department to the dean of the Graduate College for approval. The degree audit is to be used by the student to determine which courses to select for each semester's registration. **Any course taken prior to the approval of the Degree Audit is taken at the student's risk, as the courses completed may not count toward the degree requirements.**

## **Outline Changes**

Any changes in the degree outline must be requested electronically in the Degree Works, and a justification of the requested change must be stated. **Any degree change request should be completed prior to the student's registering for a course that is not included in the degree outline. Any courses taken without an approved degree outline change request is taken at the student's own risk and may not count toward the degree.**

## Course Work

Course work consists of a core of required courses and career support areas.

### Background Courses

POSI 5303 Political Research and Methodology can be waived if a student has taken an undergraduate statistics class within the **LAST YEAR AND RECEIVED AN "A"**.

Students without administrative experience will be required to take POSI **5370**, Internship in Government, within the **first twenty-four (24) hours** of the program. In order for the internship requirement to be waived, a letter from an employer or past employer briefly documenting the student's administrative experience needs to be sent to the director of the MPA Program.

Candidates to the MPA Program may take background courses prior to taking the GRE. Courses required as background work may not be substituted at a later date for courses required as part of the MPA degree audit report.

### Prerequisite Courses

A number of the courses in the core requirements and the career support areas have prerequisite courses. POSI 5303 **or** undergraduate-level statistics must be completed as a prerequisite to enrollment in POSI 5343.

**POSI 5335 MUST** be completed prior to enrollment in POSI 5397 and at the end of the program.

### Core Courses

The MPA core consists of 30 hours of public administration courses. Courses range across many different topical areas (law, public finance, intergovernmental relations, organization theory, public personnel administration, and research theory and methodology). For a comprehensive listing of courses, review the curriculum outlines contained in these guidelines and in the Graduate Catalog.

### Career Support Areas

The Career Support Areas are designed to allow specialization in a particular area of interest. Students who select one of the interdepartmental career support areas should check with the director of the MPA program and with the graduate advisor of the appropriate department regarding course offerings and availability. Not all courses in the curriculum are available in the evenings or in Austin. For more information on each

career support area see pages 9-11.

- Administration of Criminal Justice Systems
- General Public Administration
- Government Information Systems
- International Relations
- Legal and Judicial Administration
- Public Finance Administration
- Social Policy
- Urban and Environmental Planning

### **Applied Research Project**

MPA students are eligible to enroll in POSI 5397 (Applied Research Project) after the completion of 33-36 hours of the MPA degree program.

Before enrolling in POSI 5397, the student should have completed at least 33-36 hours of MPA coursework including both POSI 5334 and POSI 5335. In addition they must submit an acceptable research prospectus before they register for POSI 5397.

The prospectus guideline can be found at: <http://mpa.polisci.txstate.edu/student-resources/prospectus.html>

The approximate due dates are August 10 (Fall), December 30 (Spring) and May 5 (Summer). Due dates can be found on the website at: <http://www.polisci.txstate.edu/people/faculty/shields/5397.html>

Students registering for POSI 5397 will be expected to accomplish a major research paper for the professor supervising their work. The student and the professor will meet at hours to be arranged.

Professors will establish their own deadlines and procedures for submission of the research paper at the beginning of each semester. As a general rule, students should be prepared to turn in their paper **in final form** by the last day of classes for that semester. If a student fails to turn in an acceptable **first draft** of the paper, he/she will be advised to drop the course and re-register the following semester.

Failure to drop by the required deadline could result in a grade of “F” for the course. Three copies of the final draft should be prepared for the committee review. If the student submits an acceptable first draft but fails to complete and approved final draft before the established end-of-the-semester deadline, the student may receive a grade of “I” for the course.

**Students must complete the Applied Research Project in 12 months or the “I” grade will revert to an automatic “F.”**

The Applied Research Project (ARP) requires the review and signature of two committee members. The committee is assigned during the semester the student is enrolled in POSI 5397. (See appendix of faculty expertise)

Professors will establish their own individual quality standards for research papers. The paper should contain an extensive bibliography, appropriate citations, and normally be formatted according to *The Chicago Manual of Style, 15th edition*.

The student must turn in two bound copies of the paper in final form to the supervising professor. Upon approval of the paper, the professor will assign a letter grade to the student. The student will submit one electronic copy and one bound copy that will be catalogued and placed in the Texas State Library. The electronic copy may be included in the Texas State institutional repository also known as ecommons. To view, papers on ecommons see <http://ecommons.txstate.edu/arp/>

### **Comprehensive Oral Examination**

During the semester in which a student expects to graduate, he/she must take and pass a comprehensive oral exam. The exam is based on the student's applied research project. The exam is conducted by two faculty members and a public administration practitioner with an MPA or equivalent. At least two of the faculty members must be from the Political Science Department.

The comprehensive oral exam must be scheduled at least 10 days prior to graduation. The date of the examination will be established by the applied research project director in consultation with the committee and the student. In addition, it is the student's responsibility to meet all deadlines published in the graduate school handout, "Master's Degree Candidates for (specific semester)." A copy of the Graduate College handout is published each semester.

### **Internship**

The internship is primarily designed to provide practical experience to pre-service students. The academic component consists of part-time (paid or unpaid) employment

in a public service entity or government-related office. A maximum of three hours credit can be earned through an internship.

Normally the student will work an average of 20 hours per week for the three hours of POSI 5370 credit. The academic component of the public service internship includes a required research paper and completion of assigned readings.

An internship is required for all pre-service students, but is optional for practitioners. The required internship for pre-service students is in addition to the 39-hour MPA curriculum. Internships for practitioners can be useful for individuals wishing to make a career change. Additional details concerning the internship program can be obtained by contacting the programs administrative assistant.

### **Degree Outlines (Course of Study)**

The Course of Study approved for the MPA degree must be completed within six years of the date of initial enrollment in the program. In certain cases a waiver of the time limit for degree completion may be granted. Students should submit their request for a waiver in writing to the director of the MPA Program.

Different degree outlines will be prepared depending on the career support area chosen by the student. Degree outlines for MPA students are illustrated below. MPA students will be required to take the following 30 hours of core courses:

### **Core Courses- 30 Credit Hours**

- POSI 5311 Public Finance Administration
- POSI 5314 Organizational Theory
- POSI 5315 Problems in Public Personnel Administration
- POSI 5318 Public Management and Ethics
- POSI 5321 Introduction to Public Policy and Administration
- POSI 5330 Problems in Public Law
- POSI 5334 Problems in Quantitative Analysis
- POSI 5335 Problems in Research Methodology
- POSI 5397 Applied Research Project

### **One course from the following:**

- POSI 5340 Problems in American Public Policy
- POSI 5341 Seminar in the Policy Process
- POSI 5343 Seminar in Program Evaluation

It is advised that POSI 5334 be taken after POSI 5303 but prior to POSI 5343 and POSI 5335. POSI 5321 should be taken within the first 6 hours.

### **Career Support Areas**

In addition to the core courses students will select one of the following 9 career support areas and complete nine hours of coursework from courses listed in the **specific** career support area.

#### **Administration of Criminal Justice Systems (ACJS)**

Select three courses from the Criminal Justice Curriculum or:

- POSI 5343          Seminar in Program Evaluation

#### **General Public Administration (GPA)**

**Effective 9/9/2010:** Select three graduate level political science electives.

#### **Government Information Systems (GIS)**

Select nine hours from the following courses:

- POSI 5345          Conceptual Foundations of Government Information Systems
- POSI 5346          Technology of Government Information Systems
- POSI 5347          Public Finance Information System

#### **Human Resources in Public Administration (HRPA)**

Select nine hours from the following courses:

- POSI 5316          Labor Management Relations
- POSI 5317          Management Practices in Public Personnel Administration
- SOCI 5319          Seminar in Social Psychology
- POSI 5345          Conceptual Foundation of Government Information Systems
- POSI 5343          Seminar in Program Evaluation

#### **International Relations (IR)**

Select nine hours from the following courses:

- POSI 5301      Problems in American Foreign Relations
- POSI 5360      Problems in International Politics
- SOCI 5364      Problems in International Organizations
- POSI 5365      Problems in International Law
- POSI 5375      International Comparative Public Administration
- POSI 5380      Problems in International Political Economy
- POSI 5384      Topics in Modern Democratic Systems
- POSI 5385      Topics in Third World Politics

### **Public Finance Administration (PFA)**

Select nine hours from the following courses:

- POSI 5312      Public Sector Economics
- POSI 5343      Seminar in Program Evaluation
- POSI 5347      Public Finance Information Systems

### **Legal and Judicial Administration**

Select nine hours from the following courses:

- POSI 5319      Seminar in Law and Constitutional Theory
- POSI 5343      Seminar in Program Evaluation
- POSI 5379      Legal Drafting
- POSI 5387      Legal Research
- POSI 5390      Administrative Law
- POSI 5394      Litigation

### **Social Policy**

Select nine hours from the following courses:

- SOCI 5316      Seminar in Deviation and Social Problems
- SOCI 5320      Seminar in Demography
- SOCI 5343      Seminar in Criminology
- SOCI 5353      Seminar in the Community
- SOCI 5363      Seminar in Medical Sociology
- SOCI 5370      Seminar in Multi-Cultural Relations

- POSI 5343 Seminar in Program Evaluation
- COM 5319 Organizational Communication

### **Urban and Environmental Planning**

Select nine hours from the following courses:

- POSI 5333 Ecology and the Politics of Scarcity
- GEO 5312 Managing Urbanization
- GEO 5313 Environmental Management
- GEO 5314 Geographic Elements of Environmental Law
- GEO 5336 Transportation Systems
- GEO 5339 Land Development and Management
- GEO 5351 Regional Waste Management
- GEO 5408 Web Mapping \* (**Prerequisite**)
- POSI 5343 Seminar in Program Evaluation
- POSI 7330 Environmental Policy, Politics, and Law\*

\*Requires instructor approval prior to registration

### **Doctoral courses offer by the MPA program**

\*Requires instructor approval prior to registration.

- POSI 7320 Research Practicum
- POSI 7330 Environmental Policy, Politics, and Law

### **Course Substitutions**

Under certain unusual circumstances, students may be unable to take all the courses required by their degree outline or may have a specific career need that is not met by the required curriculum. In such cases, the MPA graduate advisor may recommend a substitution of courses.

Any degree outline change request must be completed **prior** to the student's registering for a course that is not included in the degree outline. All recommended course substitutions must be requested in writing on the appropriate Graduate College form. The form must be signed by the graduate advisor and forwarded to the dean of the Graduate College for approval.

The dean of the Graduate College has the final authority to approve or disapprove course substitutions. **Any course taken without an approved degree outline change**

**request is taken at the student's own risk and may not count toward the degree.**

In some cases up to six hours of credits earned from other universities may be transferred to the MPA degree program. The process varies depending on whether the transfer occurs at the start of the degree program or while the program is in progress.

### **Prior Transfer Credit**

The director of the MPA Program has the responsibility of evaluating graduate courses taken at other universities to see if they can be applied toward the MPA degree and making a recommendation to the dean of the Graduate College. As a rule up to six credit hours may be transferred to Texas State University prior to admission to the graduate program.

**To be eligible for transfer, these courses must have been taken while enrolled and accepted in a graduate program at the institution from which transfer credit is desired. All transfers are subject to the final approval of the dean of the Graduate College.**

Courses taken over six years prior to admission to the Graduate College normally cannot be transferred. To request transfer credit, a copy of the official transcript and a copy of the catalog course description must be provided to the Graduate Advisor.

### **Post Transfer Credit**

In order for a course taken on another campus to be accepted toward a graduate degree after admission to the MPA program and to graduate studies at Texas State, a letter of good standing must be issued. The student should initiate a written request for a letter of good standing well in advance of the time of planned enrollment.

The written request for the letter of good standing is sent to the MPA director for approval. The request must identify the course by name and number, specify the semester the course will be taken and the institution at which the course will be taken. An official catalogue description of the course and a course syllabus must accompany the request for the letter of good standing.

The dean of the Graduate College has final authority and must approve the request for credits earned to count toward the degree.



The Special Student Status form can be obtained from the Office of Graduate Studies and Research. The form must be signed by the Graduate Advisor and then returned to the Office of Graduate Studies and Research for the approval of the Dean.

The student is required to process the form in person. Courses taken in special student status may not be counted toward degree credit.

### **MPA Advisory Council**

The MPA Advisory Council was created in January 1989. It is composed of alumni, practitioners at federal, state, and local levels of government, and current students. The Council meets three times a year. The Council and program faculty serve as an advisory body for program activities including, but not limited to, the following:

- Curriculum development
- Program improvement
- Liaison and networking for program graduates
- Assistance with new student orientation
- Career development

### **Evaluation of the Program**

Evaluation from the students in the MPA program is both desired and solicited. Prior to the close of each semester a MPA course evaluation form will be submitted to each student enrolled in a MPA course. On this form the student is encouraged to analyze and describe strengths and weaknesses of MPA courses, instructors and procedures.

Every effort will be made to respond to student critiques. As a final step of the oral comprehensive examination, students are asked to participate in an "exit review" which provides an opportunity for discussion of areas of program strengths and weaknesses and suggestions for improvement.

### **List-Serve**

The MPA list-serve provide MPA students prompt access to program information as well as a connection to other MPA students and faculty.

#### **List-Serve Information**

ALL MPA students are required to be on the MPA List-Serve.

Q: What messages would I get if I subscribed to the Texas State MPA List-Serve?

A: There are several categories of information you would get:

- Urgent class meeting cancellations or relocations
- Scholarship and award opportunities
- News and meeting minutes from the MPA Advisory Council
- Centex APSA events and announcements

Q: What is a List-Serve?

A: A List-Serve is an e-mail handler that can quickly broadcast a message to all its members at once.

Q: Will other members of the List-Serve be able to see my email address?

A: No, you just receive the messages anonymously.

Q: How many e-mails will I get from being on the Texas State MPA List-Serve?

A: Probably less than a dozen e-mails per month. All submissions to the List-Serve require administrator approval.

Q: Is there more than one List-Serve?

A: Yes, the current student List-Serve and the alumni List-Serve.

Q: Can I choose which e-mail I have messages sent to?

A: Yes, send an e-mail to the administrative assistant from the email you wish to use and make sure to include your name in the email.

## **Course Descriptions**

### **POSI 5303 Political Research and Methodology**

Topical seminar for the exploration of problems in the scope and the methods of political science and public administration. The course emphasizes quantitative methods.

### **POSI 5311 Public Finance Administration**

Study of the formation, management and administration of fiscal policy at the levels of government in the United States, particularly budgeting as the ultimate expression of public policy.

**POSI 5312 Public Sector Economics**

Advanced study of allocation, tax and tax incidence theories; distribution policy, fiscal federalism; public debt and debt management. Evaluation of stabilization policy and its impact on unemployment, inflation, and economic growth.

**POSI 5314 Organizational Theory**

Analysis of the theoretical perspectives of organizations, with particular reference to public organizations and public administration.

**POSI 5315 Problems in Public Personnel Administration**

Analyses and evaluations of major personnel management problems in government; employee-management relations; interagency and inter-governmental relationships. Impact of automation and the evaluation of personnel systems.

**POSI 5316 Labor Management Relations**

An examination of the historical development of public employee unions and the reaction of public employers and the effect of collective bargaining agreements on personnel policy development. The legal position of public laws concerning collective bargaining arguments as well as analysis of organizing procedures and strategy on the part of public managers will be covered.

**POSI 5317 Management Practices in Public Personnel Administration**

Examines recent developments in Public Personnel Administration. Special attention will be paid to the use of the Personnel Office as a center for job assignment, employee development, organizational development, and affirmative action. In addition, students will become familiar with specific personnel practices including the development of pay plans, job classifications, and employee manuals.

**POSI 5318 Public Management and Ethics**

Analysis of public management principles and functions in the context of ethics and accountability, including bureaucratic discretion, constitutional values, and professionalism.

**POSI 5321 Introduction to Public Policy and Administration**

An introduction to the policy and administration institutional environment with special emphasis on intergovernmental relations in the federal system.

**POSI 5330 Problems in Public Law**

Problems in American Public law and judicial processes. Addresses the policy environment in which the American judicial system operates.

**POSI 5333 Ecology and the Politics of Scarcity**

An examination of major issues, theoretical, involved in the crisis areas of declining energy resources, arable land, water, and food, amidst increasing population and pollution of the environment.

**POSI 5334 Problems in Quantitative Analysis**

Topics in political science and public administration methodology with special emphasis on quantitative techniques.

**POSI 5335 Problems in Research Methodology**

A course that emphasizes qualitative and conceptual aspects of research. Topics include: social science research paradigms, defining the research question, linking theory to methods, field research the focus group technique, literature review and research prospectus development.

**POSI 5336 Topics in Public Administration**

The course will examine contemporary topics in public administration policy and management. Repeatable for credit twice with different emphasis.

**POSI 5336a Alternate Public Delivery Systems: Privatization and the Third Sector**

This course examines the provision of public services that occur outside the public sector. Privatization (the reliance on market mechanisms) and third sector (nonprofit) service provision are explored. Management and policy issues associated with each are highlighted.

**POSI 5336b Ensuring Public Sector Performance and Detering/Detecting Fraud**

This course examines the issues surrounding governmental performance. Management and policy issues such as performance measurement, evaluation, and citizen participation will be explored. In addition, serious problems associated with performance, such as fraud deterrence and detection, are examined.

**POSI 5340 Problems in American Public Policy**

Problems arising in the area of political decision-making, executive-legislative relationships, functions of government, and regulatory activities of the government.

**POSI 5341 Seminar in the Policy Process**

Critical examination of the policy process with emphasis on analytical applications in the administrative and management environment.

**POSI 5343 Seminar in Program Evaluation**

An advanced course in the application of quantitative methods to the evaluation of public policies and programs with emphasis on the administrative and management environment.

**POSI 5345 Conceptual Foundations of Government Information Systems**

A study of the theoretical assumptions, conceptual foundations, and design of government information systems.

**POSI 5346 Technology of Government Information Systems**

A study the technological foundations and implications of computer-based government information systems in government.

**POSI 5347 Public Finance Information Systems**

Advanced theory and application of computer-based financial information systems in government; system analysis and design; hardware configurations and software attributes.

**POSI 5370 Internship in Government**

Practical experience in the on-going work of a selected governmental unit. The student will be assigned to a unit of federal, state, regional, or local government. A research paper and a journal dealing with the internship experience must be written under the direction of a faculty member. Evaluation will be based on the research paper, journal, and work performance. May be repeated once with different emphasis for additional credit.

### **POSI 5375 Comparative Public Administration**

This course studies and compares the public administration systems in countries throughout the world.

### **POSI 5397 Applied Research Project**

Problem-oriented applied research project for Master of Public Administration degree. Student will prepare a prospectus to include a statement of the problem, research design, specification of data, questions to be answered concerning problem, and a representative bibliography, and submit it to the supervising instructor prior to registration for the course. **There will be a hold on registration until an acceptable prospectus has been submitted. Prerequisite: A grade of "B" or better in POSI 5335.**

### **POSI 7320 Research Practicum**

This class uses structured group research to analyze a current policy, management, or administrative issue of concern to communities, public-, or nonprofit sector partnering organizations. A professor led research team of graduate students will prepare a final report detailing findings and recommendations for action. Repeatable once for additional credit.

### **POSI 7330 Environmental Policy, Politics, and Law**

This class examines the formulation and implementation of environmental policy and law at the state, federal, and international level. The class highlights the historical drivers of policy formulation, legislation, rulemaking, permitting, treaties and international conventions, institutional capacity, risk assessment, economic development, property rights, implementation strategies, policy mechanisms, and compliance adherence.

## Graduate MPA Faculty



### **Howard Balanoff Ed.D.**

(Environmental Design, Texas A&M) Areas of Interest: management and organization theory, environmental policy, international public administration, urban and regional planning. Email: [hbo2@txstate.edu](mailto:hbo2@txstate.edu)  
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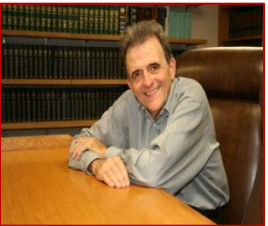
### **Christopher Brown, M.P.A., JD**

(MPA, Northwestern, JD, University of Texas) Areas of Interest: Environmental and Natural Resources Law, Administrative Law, Constitutional Law, Law Related to Public Administration. Email: [cb56@txstate.edu](mailto:cb56@txstate.edu)  
<http://www.polisci.txstate.edu/people/faculty/brown.html>

Photo not  
available

### **Billy Fields, Ph.D.**

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### **Charles Garofalo, Ph.D.**

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### **Kay Hofer, Ph. D.**

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### **Emily Balanoff-Jones, Ph. D.**

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**Thomas Longoria, Ph.D.**

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**Patricia M. Shields, Ph.D.**

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**Helpful Links:**

**Graduate College:**

<http://www.gradcollege.txstate.edu>

**Graduate Scholarships:**

[http://www.gradcollege.txstate.edu/Prospect\\_Students/Fin\\_Grad\\_Ed/Scholarships.html](http://www.gradcollege.txstate.edu/Prospect_Students/Fin_Grad_Ed/Scholarships.html)

**Financial Aid:**

<http://www.finaid.txstate.edu/>

**International Office:**

<http://www.international.txstate.edu/about.html>

**Dr. Shields Homepage:**

<http://www.polisci.txstate.edu/people/faculty/shields.html>

**TX State Registrar:**

<http://www.registrar.txstate.edu/>

**Schedule of Classes:**

<http://catsweb.txstate.edu/catsweb/rg/soc.htm>

**Career Services:**

<http://www.careerservices.txstate.edu/>

**Alkek Library:**

<http://www.library.txstate.edu/>

**Applied Research Projects:**

<http://ecommons.txstate.edu/arp/>

**Masters Public Administration:**

<http://mpa.polisci.txstate.edu/>

**Applied Research Paper Info:**

<http://mpa.polisci.txstate.edu/student-resources/arp.html>

**MPA Checklist:**

<http://www.polisci.txstate.edu/resources/forms/contentParagraph/0110/document/MPA+CHECKLIST.pdf>

Should you have any questions concerning the MPA program, please do not hesitate to contact the Political Science Department at 512-245-7582; or email the Administrative Assistant for the MPA program Dodie Weidner at [dw29@txstate.edu](mailto:dw29@txstate.edu) or come by Evans Liberal Arts room 270.