



TEXAS A&M UNIVERSITY  
CORPUS CHRISTI

# **Master of Public Administration**

**Department of Social Sciences**

**Graduate Student Handbook**

*Academic Year 2024-2025*

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*Revised July 2024*

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# WELCOME TO THE MPA PROGRAM

The Master of Public Administration (MPA) program at Texas A&M University-Corpus Christi (TAMUCC) successfully prepares students for managerial careers in the public, not-for-profit and private sectors of the economy. Our graduates contribute to the profession of public administration at the local, state, and national levels in fulfillment of the mission of the MPA program and University. This handbook will provide you with important information with respect to curriculum, degree plans, faculty profiles, study guides and more. The program demonstrates a strong commitment to increasing the capacity for responsible governance in the South Texas region. Many of the students in the program are current government and non-profit employees throughout the region. They are utilizing their education to advance their knowledge and skills in the workplace and become key leaders in the community. We hope you will too! Program faculty work in conjunction with community leaders in service learning and applied projects to both educate students and assist in better governance within the region.

MPA faculty have demonstrated accomplishments in teaching with high levels of student satisfaction and participation in teaching development to utilize innovative practices that encourage student engagement. Similarly, MPA faculty are engaged in both basic and applied research related to our location in collaboration with our students and other related disciplines. MPA faculty are also prominent leaders on campus and in the community, participating in active service roles within their various professional and non-profit communities.

As part of the Network of Schools of Public Policy, Affairs, and Administration (NASPAA), the Master of Public Administration (MPA) Program at TAMUCC encourages you to go public with your career.

## **TAMUCC Public Administration graduate students can:**

- Prepare for managerial careers in public and not-for-profit sectors.
- Complete the program in 2 years (full time students) or 3 years (part-time students).
- Earn a Master's in Public Administration (MPA) after completing 36 semester hours (12 courses)
- Choose from four program tracks: Public Management, Public Safety, Non-Profit Management, or Health Care Administration.
- Complete SEVEN core courses to increase understanding in administrative theory, policy making, data analysis, public budgeting and finance, human resources, public organization.
- Complete FIVE elective courses in your selected track.

## MISSION & STUDENT LEARNING OUTCOMES

The Master of Public Administration (MPA) Program at Texas A&M University-Corpus Christi (TAMUCC) has been in existence since 1991 and was one of the first graduate degree programs at TAMUCC. The MPA program is part of the Department of Social Sciences that also offers undergraduate degrees in Criminal Justice and Political Science. The MPA program is designed to prepare students for managerial careers in the public and not-for-profit sectors of the economy. The MPA has been designed to meet the needs of full-time employees wishing to earn their degree through part-time study. Students in the program will take a core of seven courses in order to increase their understanding of administrative theory, policymaking, data analysis, public budgeting and finance, and human resource management. Additionally, each student will select one of four program tracks, which specify the remaining course work in their program. The student may choose from specialized tracks in public management, health care administration, non-profit management, and public safety.

### *Student Learning Outcomes and Core Competences:*

As a member of the Network Association of Schools of Public Policy, Affairs, and Administration (NASPAA), upon graduation students must demonstrate five universal required competencies related to the current needs and status of the public service. Student learning outcomes mirror these five domains:

1. Lead and manage in public governance by utilizing different theories and decision tools to identify and analyze management and public sector problems.
2. Participate in and contribute to the policy process by successfully analyzing policy alternatives and use policy models, instruments and management tools to address social problems.
3. Analyze, synthesize, think critically, solve problems and make decisions by utilizing analytical tools to analyze, present, and interpret data, including appropriate design, statistical, and evaluative techniques for both organizational decision making and policy decisions.
4. Articulate and apply a public service perspective to administrative and policy decisions and actions by engaging public service principles that include inclusiveness; shared power and responsibility; public deliberation; accountability; aspiring to do the “right” thing rather than just do things right; respect and appreciation for diverse values and perspectives; wise stewardship of public resources, and an appreciation for lifelong learning.
5. Communicate and interact productively with a diverse and changing workforce and citizenry by effectively communicating issues to a diverse set of stakeholders, in a manner that is accurate, clear, and concise, while also being tailored to varied audiences.

## MPA FACULTY & ADMINISTRATIVE SUPPORT

### ***MPA Program Coordinator and Program Faculty Member***

Dr. Isla Schuchs Carr  
Associate Professor  
Office: Bay Hall (BH) 301  
Phone: (361) 825-2215  
Email: Isla.SchuchsCarr@tamucc.edu

### ***MPA Internship/Practicum Coordinator and Program Faculty Member***

Dr. Sarah Scott  
Professor  
Office: Bay Hall (BH) 307  
Phone: (361) 825-2733  
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### ***MPA Program Faculty Member***

Dr. Qingqing (Q.) Wang  
Assistant Professor  
Office: Bay Hall (BH) 344  
Phone: pending/not-yet-available  
Email: qingqing.wang@tamucc.edu

### ***MPA Program Academic Advisor***

Ms. Teri Ruiz  
Office: Faculty Center (FC) 233  
Phone: (361) 825-4932  
Email: Teri.Ruiz@tamucc.edu

### ***Administrative Associate, Department of Social Sciences***

Ms. Cynthia (Cindy) Lazcano  
Office: Bay Hall (BH) 349  
Phone: (361) 825-2696  
Email: Cynthia.Lazcano@tamucc.edu

### ***Chair, Department of Social Sciences***

Dr. Wendi Pollock  
Office: Bay Hall (BH) 348  
Professor of Criminal Justice  
Phone: (361) 825-3061  
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***MPA Program Website:*** <https://www.tamucc.edu/liberal-arts/departments/social-sciences/mpa-program/index.php>

## ADMISSION REQUIREMENTS

In addition to the admission requirements outlined for graduate programs, the MPA program requires the following:

- Transcripts of all undergraduate and graduate work undertaken from regionally accredited universities.
- Two letters of evaluation from individuals such as professors and employers attesting to the applicant's potential for success in a graduate program of study. Letters of evaluation should specifically address the applicant's potential for a successful career and motivation for graduate study.
- A 300-500-word essay describing work experience, educational goals, professional goals, languages spoken and any other material that would be relevant. The essay should also address the reasons and motivations for seeking an MPA degree.
- A full resume.

Applicants accepted into the program must develop an initial degree plan that is approved by the MPA Coordinator. The student is assigned an Academic Advisor.

### The Admission Decision

Basing their decision on the information contained in all items listed above, the MPA Admissions Committee will unconditionally admit, conditionally admit, or deny admission to the MPA program. Only complete applications are evaluated. For full consideration of admission and scholarships, a completed admissions packet must be received by April 15th for Fall semester admissions; by October 15th for Spring admissions. For unconditional admission, applicants must be a graduate of a regionally accredited university or, if an international student, have the equivalent of a U.S. accredited degree as determined by the Dean of Graduate Studies. Applicants must have an overall grade point average (GPA) of no less than a 3.0 on a 4-point scale. Applicants with less than a 3.0 GPA may be conditionally admitted to the program if the graduate admissions committee determines that the student's other application materials compensate for the deficient GPA.

### Conditional Admission

Applicants who have received a bachelor's degree from a regionally-accredited university or, if an international student, the equivalent of a U.S. accredited degree, but applicants who do not meet the admission requirements noted above may be conditionally admitted into the program. The MPA Graduate Admissions Committee will make the decision as to a student's conditional status. Students admitted conditionally must have a 3.0 GPA in their first 9 hours of graduate coursework approved by the MPA Graduate Advisor in order to continue in the program. The MPA Graduate Admissions Committee may also require the student to take relevant undergraduate leveling courses, particularly if the applicant's degree is from an unrelated field. In special circumstances, the MPA Graduate Admissions Committee may also make conditional admission contingent on other additional requirements as it sees fit. Any additional requirements will be specified in writing to the student. Once the conditional admission requirements have been met, the student will earn full admission to the MPA program. If a student does not meet the conditional admission requirements, this will result in enforced withdrawal from the program.

## AFTER ADMISSIONS—FREQUENTLY ASKED QUESTIONS

### How do I register for classes?

There are a couple of things you should be thinking of once you are admitted into the MPA program. First, you must enroll in classes through S.A.I.L. S.A.I.L. is TAMUCC's student management portal that you will use to check out courses available, your final grades and other critical information.

Registration is easy. Go to the University Web page, [www.TAMUCC.edu](http://www.TAMUCC.edu). The direct link to S.A.I.L is: <http://sail.tamucc.edu/>

On the bottom right of the page you will see a quick links column, click the S.A.I.L. link. Once on S.A.I.L. registration information can be found on the right center of the page. If this is your first time registering at TAMUCC, go to the tutorial.

It is highly recommended that the first two class you enroll in are PADM 5301 Theory and Practice of Public Administration and PADM 5302 Policy Making and P.A. Both of these courses are 3 student credit hours each and courses are typically offered every Fall and Spring Semester. It is also suggested that if you are working full time or “conditionally admitted” you only enroll for 6 student credit hours, or two classes. Full time students should take no more than 9 credit hours a semester.

***Rule of Thumb – A simple rule of thumb for graduate classes is that for every hour in class you may spend up to 9 hours outside of class preparing for it. This includes reading, assignments, discussions etc. Therefore, do not set yourself up for failure, until you become accustomed to the workload of a graduate level education do not think I took 12 hours a semester or more as an undergraduate, I can do that as a graduate student too.***

Each traditional 15-week semester, options to take face-to-face, hybrid/blended, and fully online courses will be offered. In the two five-week summer sessions, we offer two to four online courses (electives). Students may choose to complete the degree fully online or face-to-face. Students should be aware that not all courses will be offered in their desired modality in the semester in which they wish to take it. Please work with the graduate coordinator to ensure timely progress to degree, especially if pursuing the fully online path to completion. All five of the Health Care Administration electives are offered online and are taught by faculty in the College of Nursing and Health Sciences. Two Health Care Administration courses are offered in the fall and spring and one HCAD course is offered in the summer. Visit with your Academic Advisor to review your degree plan.

### How do I find out what textbooks I need for classes?

Course textbooks are chosen by the instructor of each class every semester the course is taught. Faculty work hard to keep the cost of textbooks down but the need for books is unavoidable in most cases. When you register for your classes on S.A.I.L there will be a link to the far right had side of the page that says, “View Books”. That link should take you to the University Bookstore web site and list the required and suggested books that have been ordered for that class. On that

page you will have the link to order the books through the bookstore. There may be other ways and vendors to buy the necessary books for your class but be sure that you have the appropriate title and edition for the class by using the ISBN number listed for the class. Faculty sometimes require students buy the online ancillaries or key codes for publishers' materials for courses too. Be sure that you buy all "required" texts and ancillaries for the correct faculty member and the current semester. If you do not see any books listed, email the course instructor and ask if there will be any textbooks required for the class since none are listed at the bookstore site.

***Hint – Graduate classes move fast. You should have your textbooks bought and ready to use the first day of class! Do not wait to see what the professor really needs you to have. The professor has already made that decision.***

## Advising

Upon acceptance to the program, the MPA Program Coordinator will contact you by email. You should set up a meeting with the coordinator before you begin class or early in your first semester in the program. The coordinator and student will establish a degree plan based on the status of the student as part-time or full-time. New students, whether part-time or full-time, are advised to take 5301 and 5302 in their first semester and to take 5311 Research Methods prior to courses involving elements of data analysis. The coordinator makes sure to advise students that they cannot take the Capstone course until they have completed all core courses. Students who are employed full-time are strongly encouraged to take no more than two courses each term. In addition to meeting with the coordinator to determine a degree plan, students are advised to meet with their Academic Advisor early in their first semester as well.

The goal of TAMUCC academic advisors is to provide accurate and timely information to students, to fully utilize the resources at the University, make constructive course selections and graduate in a timely manner. It is strongly encouraged you to meet with your advisor at least once a semester. Please contact your graduate advisor, Ms. Teri Ruiz, for assistance with registration (follow this link and scroll down the webpage to find the contact information or to make an appointment with Ms. Theresa Garcia-Ruiz: <https://www.tamucc.edu/grad-college/new-students/welcome.php>).

## International Students

International students should be aware of the regulatory framework and conditions that apply to attending classes at TAMUCC. You should contact the [Office of International of Education](#) as soon as possible to make sure that you have meet the necessary requirements. They can also answer any questions you may have regarding work requirements if you are looking for employment opportunities.



## What resources are available to graduate students?

The College of Graduate Studies offers graduate students exclusive space and resources tailored specifically to their academic needs and professional development. GROW (Graduate Resource and Opportunity Workspace) provides services including professional workshops, student support events, networking activities, and community service opportunities.

GROW is in the Mary and Jeff Bell Library, Room 220. They are open Monday through Friday 10am-2pm. You can find out more information about workshops and resources on their website: <https://grow.tamucc.edu>.

### ARE THERE STUDENT AND PROFESSIONAL ORGANIZATIONS I SHOULD KNOW ABOUT?

**Pi Alpha Alpha Honors Society** -- As a member of NASPAA, the MPA program has a chartered chapter of Pi Alpha Alpha, the Global Honor Society for Public Affairs and Administration. Pi Alpha Alpha allows the MPA program to encourage and recognize outstanding scholarship and accomplishment in public affairs and administration among its students on a national and international level. Invitations to Pi Alpha Alpha are extended to students who have maintained at least a 3.7 GPA and completed a minimum of 18 hours of MPA coursework. Those students who achieve membership in Pi Alpha Alpha exhibit the highest educational performance levels and are considered the most prepared for public service careers.

**American Society for Public Administration (ASPA)** -- <https://aspanet.org/> A national professional association of public administrators from all governmental levels and the publisher of Public Administration Review (PAR) which is considered to be the flagship journal in the field of public administration. There is also a regional chapter, South & West Texas ASPA-- <https://aspanet.org/ASPA/ASPA/Chapters-Sections/Chapter-Information-Pages/South-West-Texas-Chapter.aspx>, currently led by MPA Faculty Member and SWT ASPA President Dr. Isla Schuchs Carr. SWT ASPA membership is included with the national ASPA membership.

**International City Managers Association (ICMA)** -- <http://icma.org/en/icma/home> Information and topics with a focus on local government.

## Is financial aid available?

The best resource for that question is the [Office of Financial Aid](#). They are experts in knowing what financial aid is available for Graduate Students and how to apply for it. Once each semester you should also go to the College of Graduate Studies [Funding](#) link and complete that application as there may be other opportunities for funding through the College of Graduate Studies. Please note that you should check as to the requirements and deadlines for awards and scholarships. Most of the deadlines listed for upcoming semesters are early! For example, the Fall Application Deadline for Preferred Consideration might be as early as April 15<sup>th</sup> or May 1<sup>st</sup>.

If you are employed, check with your employers' Human Resources department. Many public sector employers have tuition assistance programs as a benefit for employees.

## Do you offer scholarships?

If you are interested in learning more about scholarship opportunities, or in applying for scholarships that are often offered for Fall and Spring (and occasionally for Summer), please visit the College of Graduate Studies [Scholarships](#) page.

## Do you offer graduate assistantships of other employment opportunities?

### Career Services

The MPA program does not have any established graduate assistantships or employment opportunities. There are times when the College of Liberal Arts, the College of Graduate Studies, or University Administration have Graduate Assistantships available. If the MPA Coordinator becomes aware of such opportunities they are typically announced to all current students via email. All on-campus job opportunities are to be posted through [Career Services](#), so it is highly recommended that you contact them to get registered if you are looking for on-campus employment. Once registered, you will also find off-campus employment opportunities, too.

### Faculty

MPA and other faculty at TAMUCC are very active in seeking and doing funded research. From time to time, that research requires faculty hire research assistants. Such positions are ad hoc and may vary in what they pay and how long the position will last. It is good to let your MPA faculty know if you are interested in such opportunities. Be advised, however, that how well you do in class, your behavior as a student, and your availability outside of class hours are critical aspects of the hiring decision for these types of jobs.

### Internships

The City of Corpus Christi, Nueces County, and some consulting firms also work with the MPA program on a regular basis to hire paid interns. These positions typically require the student to be willing to commit to at least 8-10 hours a week for a 15-week semester. Pay can vary depending on the entity; internships can be paid or unpaid. When these types of opportunities become available the announcement is typically announced via email to current students. Usually, employment is contingent upon the student having completed at least one semester in the MPA program, a strong recommendation from the MPA faculty, and the student meeting the entity's employment requirements (entity personnel guidelines and background checks). Students interested in Internships should contact the MPA Internship/Practicum Coordinator Dr. Sarah Scott.



## DEGREE REQUIREMENTS & COMPLETION

The sections below are taken from the Graduate Catalogue that was current at the time of the document's creation. Catalogue copy can change though, so you should always look at the Graduate Catalogue under which you were admitted for degree and completion requirements. This information can be found on the [College of Graduate Studies](#) website. You should also check with the current academic advisor for graduate programs in the College of Liberal Arts.

### Degree Requirements

To receive the Master in Public Administration (MPA) degree at TAMUCC, students must successfully complete 36 graduate credit hours, including a 21-hour core requirement taken by all students, and 15 hours of elective course work in the Public Management, Public Safety, Non-Profit Management or Health Care Administration program tracks. Each of these components is outlined below.

#### Core Course Requirements

- PADM 5301 - Theory and Practice of Public Administration (Fall/Spring)
- PADM 5302 - Policy Making and Public Administration (Fall/Spring)
- PADM 5304 - Human Resource Management (Spring)
- PADM 5305 - Public Budgeting and Finance (Spring)
- PADM 5310 - Public Organizations (Fall)
- PADM 5311 - Research Methods in Public Administration (Fall/Spring)
- PADM 5365 - Seminar in Public Administration - Capstone (Fall/Spring)\*

\* *All core courses must be completed prior to enrolling in Capstone.*

Five Track Courses are required in addition to the core course requirements for a total of 36 credit hours (15 courses).

### Program Tracks

#### Public Management Track

Students who choose this broad and general preparation will take, in addition to the core: Five public management courses (15 sem. hrs.) selected from the following:

- PADM 5300 - U.S. Government Institutions
- PADM 5303 - Administrative Ethics
- PADM 5306 - Public Sector Fiscal Management and Analysis
- PADM 5308 - Administrative Law
- PADM 5313 - Survey Research for Public and Non-Profit Managers
- PADM 5320 - Diversity in Public Administration
- PADM 5331 - Public and Non-Profit Management
- PADM 5335 - Program Evaluation
- PADM 5360 - Strategic Planning

- PADM 5370 - Topics in Public Administration
- PADM 5377- Grant Writing
- PADM 5396 - Individual Study
- PADM 5399 – Internship/Assistantship

### **Public Safety Track**

Five public safety courses (15 sem. hrs.) selected from the following:

- COSC 6374 - Computer Forensics^
- COSC 6376 - Network Security^
- PADM 5313 - Survey Research for Public and Non-Profit Managers
- PADM 5320 - Diversity in Public Administration
- PADM 5331 - Public and Non-Profit Management^
- PADM 5332 - Resource Development for Non-profit Organizations
- PADM 5335 - Program Evaluation
- PADM 5370 - Topics in Public Administration (with Coordinator Approval)
- PADM 5377 - Grant Writing
- PADM 5380 - Homeland Security and Public Administration
- PADM 5381 - Modern Terrorism and Counter Terrorism
- PADM 5382 - Emergency Management and Disaster Planning Practicum
- PADM 5396 - Individual Study
- PADM 5399 - Internship/Assistantship

### **Non-Profit Management Track**

Five non-profit management courses selected from the following:

- PADM 5313 - Survey Research for Public and Non-Profit Managers
- PADM 5320 - Diversity in Public Administration
- PADM 5331 - Public and Non-Profit Management^
- PADM 5332 - Resource Development for Non-profit Organizations
- PADM 5335 - Program Evaluation
- PADM 5360 - Strategic Planning
- PADM 5370 - Topics in Public Administration (with Coordinator Approval)
- PADM 5377 - Grant Writing
- PADM 5396 - Individual Study
- PADM 5399 – Internship/Assistantship

### **Health Care Administration Track**

Students in this track are required to take the following five courses (15 semester hours) in the College of Nursing and Health Sciences:

- HCAD 5312 - The Health Care System
- HCAD 5320 - Health Economics and Policy
- HCAD 5325 - Health Care Financial Management
- HCAD 5330 - Health Law and Ethics
- HCAD 5390 - Health Care Selected Topics

## Typical Degree Plans

### Typical Degree Plan for Part-Time Student: Public Management Track

Course Number	Course Title	Semester Offered
PADM 5301	Theory and Practice of Public Administration	Fall/Spring
PADM 5302	Policy Making and Public Administration	Fall/Spring
PADM 5304	Human Resource Management	Spring
PADM 5305	Public Budgeting and Finance	Spring
PADM 5310	Public Organizations	Fall
PADM 5311	Research Methods in Public Administration	Fall/Spring
PADM 5365	Seminar in Public Administration – Capstone	Fall/Spring
PADM 5320	Diversity in Public Administration	Summer
PADM 5331	Public and Non-Profit Management	Spring
PADM 5335	Program Evaluation	Fall
PADM 5377	Grant Writing	Spring
PADM 5370	Topics in Public Administration	Summer
36 credit hours		Graduation:

### Typical Degree Plan for Full-Time Student: Public Safety/ Non-Profit Management Track

Course Number	Course Title	Semester Offered
PADM 5301	Theory and Practice of Public Administration	Fall/Spring
PADM 5302	Policy Making and Public Administration	Fall/Spring
PADM 5304	Human Resource Management	Spring
PADM 5305	Public Budgeting and Finance	Spring
PADM 5310	Public Organizations	Fall
PADM 5311	Research Methods in Public Administration	Fall/ Spring
PADM 5365	Seminar in Public Administration – Capstone	Fall/Spring
	15 hours of allowed electives in the Specified Track	Varies
36 credit hours		Graduation:

### Typical Degree Plan for Full-Time Student: Healthcare Administration Track

Course Number	Course Title	Semester Offered
PADM 5301	Theory and Practice of Public Administration	Fall/Spring
PADM 5302	Policy Making and Public Administration	Fall/Spring
PADM 5304	Human Resource Management	Spring
PADM 5305	Public Budgeting and Finance	Spring
PADM 5310	Public Organizations	Fall
PADM 5311	Research Methods in Public Administration	Fall/ Spring
PADM 5365	Seminar in Public Administration – Capstone	Fall/Spring
HCAD 5312	The Health Care System	Summer
HCAD 5320	Health Economics and Policy	Fall
HCAD 5325	Health Care Financial Management	Spring
HCAD 5330	Health Law and Ethics	Spring
HCAD 5390	Health Care Selected Topics	Spring
36 credit hours		Graduation:

Each traditional 15-week semester, options to take face-to-face, hybrid/blended, and fully online courses will be offered. Most courses with a face-to-face component are offered once per week in the evening to accommodate students who work full-time. Students may choose to complete the degree fully online or face-to-face. Students should be aware that not all courses will be offered in their desired modality in the semester in which they wish to take it and should work with the graduate coordinator to ensure timely progress to degree.

## Completion Requirements

Successful completion of the MPA degree involves the following conditions:

1. Completion of all 36 semester hours for graduation within a seven-year time period. The 36 semester hours must be those specified in an approved degree plan.
2. Completion of 24 of the required 36 semester hours in residence at this University. Only 12 semester hours may be transferred from accredited institutions. No grade of "C" or lower may be transferred. No correspondence courses may be transferred at the graduate level. Credit from a degree earned at another institution will not be applied to a second master's degree at TAMUCC.

### a. Transfer of Credit

Coursework completed before the student applies for admission at Texas A&M University - Corpus Christi or completed at another institution after admission to Texas A&M University - Corpus Christi is considered transfer of credit. Course work transferred or accepted for credit toward a graduate degree must represent graduate course work relevant to that degree, with course content and level of instruction resulting in student competencies at least equivalent to those of students enrolled in Texas A&M University-Corpus Christi's own graduate degree programs. The following rules apply to all graduate transfer courses.

- The student must have earned transferred graduate credit at a regionally accredited institution.
- The student must have earned a grade of B or better in the transfer course work. Courses lacking letter grades (e.g., courses graded pass/no pass, credit/no credit, or satisfactory/unsatisfactory) will not be accepted as transfer credit.
- The course work must be less than 7 years old for Master's degrees and less than 10 years old for Doctoral degrees at the time the Texas A&M University-Corpus Christi degree is awarded.
- Credit from a degree earned at another institution will not be applied to a graduate degree at Texas A&M University-Corpus Christi.

Additional limitations on transfer of credit are discussed in "[Requirements for Master's Degrees](#)" and "[Requirements for Doctoral Programs](#)."

All transferred work (with accompanying grades or marks) will be translated into Texas A&M University-Corpus Christi terms. If an equivalency has not already been established, the College of Graduate

Studies will consult with the appropriate graduate program that represents the course content to determine the course equivalency and transferability. Should the Graduate Dean determine that a student has taken courses of similar level and content at more than one institution (duplicated work), the grade of the second course attempted will be the grade of record, and all others will be recorded without credit. Transfer work will become a part of the student's record only after matriculation and then only when the student has established a course-of-record.

3. The student must maintain a graduate grade point average of 3.0 in all courses in the approved MPA degree plan or accepted by approved waiver, and in all graduate work taken at this university. Students receiving more than two grades of "C" or lower in their coursework will be terminated from the program.
4. The student is making satisfactory academic progress if courses identified on the degree plan are being completed and a grade point average of 3.0 is maintained. Satisfactory progress is also reflected by a return to a grade point average of 3.0 or higher for students who had been placed on scholastic probation.
5. Students should apply for graduation early in the term in which they intend to complete their final semester credits.

Successful completion of the capstone course, PADM 5365 - Seminar in Public Administration - Capstone, is required. **All MPA core courses must have been completed before the capstone course is taken.**

## MPA Curriculum

### Course Modalities

Each semester, options to take face-to-face, hybrid/blended, and fully online courses will be offered. Students may choose to complete the degree fully online or face-to-face. Students should be aware that not all courses will be offered in their desired modality in the semester in which they wish to take it. Please work with the graduate coordinator to ensure timely progress to degree.

### Course Descriptions

#### **PADM 5300. 3 sem. hrs.**

#### **U.S. GOVERNMENT INSTITUTIONS**

A survey of the major institutions of the U.S. national government, with special attention to the presidency, Congress, and the U.S. Supreme Court. Some comparative discussion of federalism, parliamentary systems of government, and proportional representation. Brief review of the U.S. Constitution, the federal court structure, and the role of Federal Reserve System.



**PADM 5301. 3 sem. hrs.**

**THEORY & PRACTICE OF P.A.**

An introduction to the concepts, theories, literature, legal aspects, and practices of public administration and management. Topics include administrative behavior; program planning, management and evaluation; decision-making; structure and processes of organizations; and ethics.

**PADM 5302. 3 sem. hrs.**

**POLICY MAKING & P.A.**

Relationship of politics and administration with reference to the influence of administration and bureaucracy, legislative bodies, parties, political leadership, interest groups and other forces in the formation and execution of public policy in various levels of, primarily, American government

**PADM 5303. 3 sem. hrs.**

**ADMINISTRATIVE ETHICS**

A survey of ethical issues faced by public administrators. The course will provide a general grounding in the philosophical and theoretical foundations of ethical inquiry. Special attention will be given to ethical problems arising within hierarchical organizations and to the ethical implications of particular public policies.

**PADM 5304. 3 sem. hrs.**

**HUMAN RESOURCE MANAGEMENT**

Analysis of the major personnel management problems and issues in the public sector. The functions of recruitment, selection, development, compensation, and employee relations will be studied. Special attention will be given to the legal environment of personnel. *Prerequisite: PADM 5301*

**PADM 5305. 3 sem. hrs.**

**PUBLIC BUDGETING AND FINANCE**

An analysis of the formation, management, and administration of fiscal policies at all levels of government in the United States. Basic financial management planning, preparation, presentation, and resource allocation analysis.

**PADM 5306. 3 sem. hrs.**

**PUBLIC SECTOR FISCAL MANAGEMENT AND ANALYSIS**

This course takes an in-depth look at public finance and focuses on budget reform techniques, revenue sources, structure and control, the administration of debt and cash management, including strategies for reducing borrowing costs and increasing the interest earnings of government. *Prerequisite: PADM 5305*

**PADM 5308. 3 sem. hrs.**

**ADMINISTRATIVE LAW**

Analysis of the nature of law, especially the law of administrative procedure. The course examines the separation and delegation of powers, the meaning and functioning of the Administrative Procedures Act, the scope of judicial review, and other remedies against administrative actions.

**PADM 5310. 3 sem. hrs.**

**PUBLIC ORGANIZATIONS**

A course designed to develop an understanding about public sector organizations, their environments, and the political **subsystems in which they** exist. The course explores organization theory and administrative behavior to understand and diagnose organizational problems and dynamics in the public sector. Emphasis is placed on organization-environment relationships.

**PADM 5311. 3 sem. hrs.**

**RESEARCH METHODS IN P.A.**

Examination of analytical methods, research techniques, and models of inquiry in the social and administrative sciences. Topics may include problem definition; needs assessment; data gathering, processing and interpretation; survey research; secondary analysis; and demographics. Assumes computer literacy and completion of an introductory statistics course, or equivalent, prior to student's entry into the class. *Prerequisite: POLS 1342 [Common Course MATH 1342] or equivalent coursework*

**PADM 5313. 3 sem. hrs.**

**SURVEY RESEARCH FOR PUBLIC AND NON-PROFIT MANAGERS**

The ability to conduct and interpret survey research is becoming an integral part of public management. This course provides students with the knowledge and skills needed to direct, understand, and make effective use of administrative and policy information from survey research.

**PADM 5320. 3 sem. hrs.**

**DIVERSITY IN PUBLIC ADMINISTRATION**

This course examines the importance of diversity, including race/ethnicity, gender and other demographics in public administration at the local, state and federal level and in various types of public agencies.

**PADM 5331. 3 sem. hrs.**

**PUBLIC AND NON-PROFIT MANAGEMENT**

An examination of theories, processes, and skills in managing the public and non-profit sectors. Topics of study include how to successfully implement policies, administer services and provide public goods, and collaborate with agencies in various sections.

**PADM 5335. 3 sem. hrs.**

**PROGRAM EVALUATION**

This course is designed to help the pre- and in-service professional public manager conceptualize the program evaluation effort as a meaningful and understandable set of tasks. The course will examine various means of evaluating programs. The course is designed to develop the program evaluation skills so that students become better contributors and consumers of evaluation and research reports.

**PADM 5360. 3 sem. hrs.**

**STRATEGIC PLANNING**

A seminar course that gives pre- or in-service public managers the tools necessary to consider the long-term mission and direction of the agency and craft strategy and operations from both internal and external stakeholders to achieve those goals. Consideration of strategic planning as a process for implementing strategic management.

**PADM 5365. 3 sem. hrs.**

**SEMINAR IN PUBLIC ADMINISTRATION. CAPSTONE**

The capstone course for the MPA program is an integrative approach applying the skills, knowledge and values considered, discussed and acquired throughout the core courses to selected public and administrative problems through analytical exercises and case studies. All core courses should be completed prior to enrollment in the capstone. This is the exit requirement for the MPA program. This course must be taken during the last semester prior to graduation.

**PADM 5370. 3 sem. hrs.**

**SEMINAR IN PUBLIC ADMINISTRATION**

Seminar in identified topics in Public Administration. May be repeated when topics vary. Offered on sufficient demand.

**PADM 5377. 3 sem. hrs.**

**GRANT WRITING**

An advanced workshop on the grant proposal writing process, including identifying sources of funding, conducting research to support funding applications, data analysis, tailoring each proposal to a specific funding agency, and the requirements of electronic submission. Students will receive experience writing actual proposals on behalf of local organizations and agencies.

**PADM 5380. 3 sem. hrs.**

**HOMELAND SECURITY AND PUBLIC ADMINISTRATION**

This course will provide an overview of the essential ideas that constitute the emerging discipline of homeland security. The course is designed for students interested in a broad overview of homeland security policies including topics related to emergency management, intelligence gathering and analysis, infrastructure security, protection of civil liberties, and counter terrorism strategies.

**PADM 5381. 3 sem. hrs.**

**MODERN TERRORISM AND COUNTER TERRORISM**

This course will provide an introduction to the operational and organizational dynamics of modern terrorism from the Cold War to the present. This course will study terrorist organizations to understand the ideologies, cultures, structures and causative factors behind major movements. This course will also focus on U.S. Efforts to counter terrorism from the Cold War to the Global War on Terrorism.

**PADM 5382. 3 sem. hrs.**

**EMERGENCY MANAGEMENT AND DISASTER PLANNING PRACTICUM**

This course will examine the public policies, procedures and programs for the management of hazards, emergencies and disasters through the use of case studies. It focuses on providing students hands-on experience in emergency management planning and response through the use of tabletop and field exercises. Students will be required to take this course last in the graduate certificate program.

**PADM 5396. 3 sem. hrs.**

**INDIVIDUAL STUDY**

See college description. Offered on application.

**PADM 5399. 3 sem. hrs.**

**INTERNSHIP/PRACTICUM**

Practical experience with a government or not-for-profit agency arranged in advance by the supervising professor. Periodic visits, consultations, and a final paper.

*All five of the Health Care Administration electives are offered only online and are taught by faculty in the College of Nursing and Health Sciences.*

**HCAD 5312. 3 sem. hrs.**

**THE HEALTH CARE SYSTEM**

Focus on the major components of the American health care system and related issues in the administration of care delivery. Policy information and political issues are discussed.

**HCAD 5320. 3 sem. hrs.**

**HEALTH ECONOMICS AND POLICY**

Analysis and evaluation of classical and modern economic theory, principles and procedures applicable to the health care delivery system and their implications for public policy.

**HCAD 5325. 3 sem. hrs.**

**HEALTH CARE FINANCIAL MANAGEMENT**

Overview of concepts, principles and uses of basic accounting and budgeting information for the health care manager. Focuses on providing the nurse administrator with a basis for understanding the fiscal status of a health care organization; Includes 45 hours of laboratory time to strengthen financial skills including ROI, budget development, FTEs and financial statement analysis.

**HCAD 5330. 3 sem. hrs.**

**HEALTH LAW AND ETHICS**

A study of the legal and related ethical aspects of the health care delivery system including governing boards, liabilities, consent and malpractice as well as other related topics. Current governmental, state and other regulating bodies are presented.

**HCAD 5390. 3 sem. hrs.**

**HEALTH CARE SELECTED TOPICS**

In-depth study and discussion of various topics relevant to health care administration. May be repeated when topics vary.

## COLLEGE OF GRADUATE STUDIES POLICIES

### General Information

This section of the handbook includes standardized information about rules and policies pertaining to graduate education at Texas A&M University. It is not intended to be comprehensive. You are strongly encouraged to read the sections of the catalog pertaining to graduate students, which will provide more detail and additional topics that may impact you. You will also find information about your program.

### Graduate Admissions

To be admitted to a program of graduate study, an applicant must hold a bachelor's degree from an accredited institution of higher education in the United States or an equivalent foreign institution. *(Note: The requirement to hold a bachelor's degree does not apply to students enrolling in the RN-MSN option in nursing.)* Decisions concerning admission to graduate study are based on all admission criteria. To be considered for a graduate program, a minimum last 60-hour GPA of 2.5 is required. Some programs may have higher GPA requirements; review specific program information in the graduate catalog or elsewhere in this handbook. All applications must be made through [Apply Texas](#). For more information about the application process, visit the [Application Process](#) page on the CGS website or see the Catalog, [Graduate Admissions section](#).

Graduate students should be aware of their enrollment status, as it may impact financial aid, veteran's benefits, or other important aspects of graduate life. In addition, international students have specific requirements about enrollment status. Enrollment status for graduate students is as follows:

Full-time graduate student	Fall or spring term = 9 hours Combined summer terms = 6 hours
Three-quarter-time graduate student	Fall or spring term = 7 hours Combined summer terms = 5 hours
Half-time graduate student:	Fall or spring term = 5 hours Combined summer terms = 3 hours

### Continuous Enrollment

The University does not have a continuous enrollment policy for master's students. However, you should be aware of your own program's requirements, which may differ from general University requirements. Master's students should also know that if they do not attend for two years, they will be required to reapply to the University. Students should consider applying for a leave of absence (see below), especially if the time-to-degree and recency of credits requirements will be impacted by a needed absence.

## Leave of Absence

Students experiencing life changing or catastrophic events should consult with their program coordinator and/or department chair and request a [Leave of Absence](#) in writing from the College of Graduate Studies using the [Request for Leave of Absence form](#). A student who is in good standing may petition for a leave of absence of no more than two full academic terms. The maximum number of leave of absence requests permitted in a program is two. A request for a leave of absence requires approval in advance by the faculty advisor, Program Coordinator, College Dean, and Graduate Dean. If the Graduate Dean approves the petition, the registration requirement is set aside during the period of time of the leave. Students should be aware that leaves of absences require suspension of all activities associated pursuit of the degree. See the catalog for more information.

## Maximum Course Load

Graduate students may not register for more than 12 hours in a regular semester, 6 hours in a single session of summer school, or 12 hours in the combined summer session (not including Maymester) without the approval of the appropriate college dean. See the [Maximum Course Load](#) section in the catalog.

## Time Limit to Degree

The requirements for a master's degree at Texas A&M University-Corpus Christi must be completed within seven years subsequent to admission to the program. The seven-year period begins the first semester of enrollment and is calculated from the date of degree conferral. Credit that is more than seven years old will not be counted toward a master's degree.

Exceptions will require strong justification in writing from the student requesting the exception as well as submission of a revalidation plan. Credits earned at another university are not eligible for an exception. Written approval from the major department chairperson, the dean of the college offering the degree, the graduate dean, and the Provost are required. See the revalidation process below.

## Revalidation of Courses Beyond Degree Time Limit

In order to revalidate dated courses, students should carefully attend to information in the catalog (see [Graduate Academic and Degree Requirements](#) section of the catalog. Revalidation requests should be made using the [Revalidation Request Form](#).

## Academic Requirements for Graduate Work

**Good Standing.** Graduate students, including degree-seeking, certificate-seeking, and non-degree-seeking students, are considered in “good academic standing” if they maintain a minimum 3.0 grade point average (GPA) on all graduate course work and earn a grade of S (Satisfactory), IP (In Progress), or CR (Credit) on all course work that does not affect GPA. A higher GPA may be required by some programs. In such cases, the higher standard will be \_\_\_\_\_

substituted for 3.0 in all other matters related to good academic standing. A complete discussion of academic requirements including but not limited to scholastic probation and enforced withdrawal may be found in the [Graduate Academic and Degree Requirements](#) section of the catalog. For information regarding the effect of scholastic probation and enforced withdrawal, see the [Financial Assistance Suspension Policy](#) in the Tuition, Fees, & Financial Assistance section of the catalog.

### **Academic Integrity**

Texas A&M University-Corpus Christi students are expected to conduct themselves in accordance with the highest standards of academic honesty. Academic misconduct for which a student is subject to penalty includes all forms of cheating, which include but are not limited to illicit possession of examinations or examination materials, falsification, forgery, plagiarism, or collusion in any of these behaviors. All students should familiarize themselves with the full Academic Integrity Policy as well as the processes and procedures used to address violations thereof. You can find additional information in the [Academic Integrity](#) section of the catalog. Students can also access University Rules and Procedures [13.02.99.C0.04](#): Student Academic Misconduct Cases.

## ADDITIONAL RESOURCES & INFORMATION

Students should be sure to consult the 2024-2025 graduate catalogue for information about college-level and university-level rules and policies for graduate students. Students can access this information on the College of Graduate Studies website. Here students can access the following:

- Admissions
- General Academic Policies and Regulations
- Graduate Academic Requirements
- Tuition, Fees, & Financial Assistance
- Academic and Student Services
- Research Resources
- Master's Student Handbook
- Master's Forms

Information, policies, and procedures about tuition, fees, financial assistance, scholarships, and other topics important to graduate students can be found in the catalog. In addition to the catalog, web pages for offices and services on campus provide expanded information, forms, and contact names/phone numbers. Some of those webpages include the following:

[College of Graduate Studies](#)

[Office of Student Financial Assistance](#)

[Office of International Education](#)

[Scholarships](#)

[GROW](#)

[Assistantships](#)