

New Mexico State



Master of Public
Administration (MPA) Program

Handbook

Updated September 1, 2016



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Introduction and Program Overview

The New Mexico State University graduate program in Public Administration leads to a Master of Public Administration (MPA) Degree. The MPA combines the specific needs of an administrative career, the opportunity for specialized practical experience, and the breadth of a liberal arts education. Designed for individuals who recently completed undergraduate degrees and returning students, the program presents contemporary trends in the field and prepares graduates for administrative positions in the public or nonprofit sectors or doctoral level study. The program is structured to foster public service leadership by teaching students how to confront theory with practice and practice with theory. The MPA is accredited by the National Association of Schools of Public Affairs and Administration (NASPAA), a distinction enjoyed by approximately one-fourth of all MPA programs in the United States.

The MPA faculty brings a variety of perspectives to the program and endeavors to share the latest scholarship and the most pressing issues with students through courses and projects. The faculty encourages MPA students to think critically and creatively in addressing public concerns and problems. Case studies and practical exercises provide students opportunities to apply and revise knowledge developed by others. The small size of the program encourages close interaction between students and faculty.

The MPA is a two-year professional degree. All MPA students complete a common set of six core courses. A minimum of 42 credit hours, which includes the core courses, either an internship or thesis, and a final written examination, are required for the MPA. The program is designed so that full-time students who enter in the fall semester can receive their degree in two years or five semesters.

One indicator of the quality of New Mexico State University's MPA program is the repeated success of its graduates in obtaining positions through several competitive public management internships, including the prestigious Presidential Management Fellowship Program. Former students are pursuing demanding careers in planning, environmental protection, personnel, finance and budgeting, and general administration at all levels of government. Other program graduates have gone on to seek doctoral degrees at leading universities across the country.

The MPA Program participates in offering two different joint degrees in cooperation with the Department of Criminal Justice (MPA-MCJ) and the Department of History (MPA-MA with a specialization in public history). These joint degree programs allow students to obtain two degrees through a special plan consisting of 57 credit hours, as opposed to 75 to 82 credit hours if completed separately. Students interested in either joint degree program should consult the appropriate information packet and are advised to speak directly with the directors of the relevant programs.

Program Mission

Living Mission Statement: As a land-grant, Hispanic Serving Institution (HSI) serving the U.S./Mexico border region, the mission of the New Mexico State University MPA program is “to provide a high quality generalist and practitioner-oriented program that educates and prepares individuals for careers in public service, meets the needs of a diverse student body, and empowers them to serve their community and profession through teaching, research, service, and outreach.” This goal is achieved by the following four objectives which are pursued on a continuous basis and by which we evaluate the effectiveness of our program:

Program Objective 1: To enhance the student’s values, knowledge, and skills to act ethically and effectively in the management of public service organization and programs;

Program Objective 2: To provide students with an understanding of the changing political, legal, economic, and social environment in which public servants work;

Program Objective 3: To prepare students to act as change agents in areas of economic development, social justice, border issues/programs, and quality of life initiatives;

Program Objective 4: To provide students with skills and competencies to enter the job market competitively.

The joint MPA-MCJ degree tailors the objectives of the MPA program states above to focus on preparing students for administrative positions in government and nonprofit agencies developing, implementing, and/or evaluating law enforcement or criminal justice policies. Similarly, the joint MPA-MA in history degree focuses on preparing public historians for professional positions in governmental and nonprofit organizations administering programs and recommending policy action related to the collection, preservation, and promotion of history.



MPA Degree Requirements

The MPA curriculum combines a core of courses designed to provide students with essential knowledge with electives chosen by the student to meet specific educational objectives. Students must complete a minimum of 42 credit hours of course work, including an internship or thesis. The program is structured around three tiers of learning:

1. A core curriculum of six required courses (18 credits);
2. Electives, perhaps including a graduate minor in another department (18 credits); and
3. An internship (3 credits) and proseminar (3 credits) or thesis (6 credits).

1. The MPA Core

All students must complete a core curriculum of 18 credits of course work, including:

GOVT 502 Research Methods in Government	(Offered every Fall)
GOVT 541 Public Budgeting	(Offered every Fall)
GOVT 547 Government Organizations	(Offered every Fall)
GOVT 542 Public Personnel Management	(Offered every Spring)
GOVT 544 Public Policy Analysis	(Offered every Spring)
GOVT 549 Ethics in Government	(Offered every Spring)

The core courses provide a broad introduction to the political, legal, social, and economic institutions and processes associated with public administration. They present concepts and teach skills for organizing and managing personnel, programs, and funds; for analyzing policy options and program endeavors; for representing public interests; and for examining ethical and personal values. The courses seek to develop writing skills and enhance computer literacy. Working effectively in groups and learning from applied experiences are a fundamental component of the core courses.

The remaining 24 credit hours required for the degree are selected by the student, with an advisor's approval, to meet the needs and interests of the individual. The object is to combine graduate electives and an internship or thesis to prepare the graduate for a specific career objective. This format insures that a student masters a body of knowledge while allowing enough flexibility to develop a substantive specialty and gain experience through a variety of methods.

2. Graduate Electives

With the advice and approval of a faculty advisor, each student selects and completes 18 credit hours of graduate electives. This must include six credits in MPA courses and may include up to 12 credits outside the Department of Government. Many students have taken advantage of this opportunity to pursue a graduate minor in another department. Potential graduate minors include criminal justice, social work, health, security studies and economics. Students interested in a minor should contact the minor department directly for information on requirements or any restrictions that may apply to courses which can be counted toward a minor.

3. Thesis and Internship Options

Because students have divergent career goals, both the thesis and internship options are offered. The thesis option requires six credit hours of thesis (GOVT 599) and a final written examination covering the thesis and course work. The internship option requires three credit hours of internship (GOVT 510), three credit hours of Proseminar in Public Administration (GOVT 519) and a final written examination covering the internship and course work.

A. Thesis Option

The thesis option is strongly suggested for students who have a specific career objective that can be enhanced by the deep and careful analysis of a selected topic in public administration. For the student interested in pursuing a doctoral degree, the thesis option provides an excellent opportunity for exploring themes and ideas which might serve as the foundation for a dissertation topic, while offering valuable experience in conducting original research.

The committee for a thesis option student will be composed of three members of the Department of Government faculty. In all instances the committee chair and at least one other committee member must be a member of the MPA faculty. Given the time commitment involved in preparing a thesis, students are urged to have a committee appointed ten to twelve months prior to the expected time of completion of all degree requirements. Early in the semester prior to the semester of expected completion of the thesis, a prospectus (six to ten pages in length) must be presented for approval by the thesis committee. A formal meeting of the committee and student will be convened, and the student may be asked to revise the prospectus for resubmission to the committee. A final copy of the prospectus, signed by the members of the committee, will be filed with the Director of the MPA Program. Upon completion of the thesis, with approval of the committee chair, the student is permitted to schedule the final oral examination that is required by the Graduate School. Additional elective courses may be offered to assist with the writing of the thesis prospectus, please see the Director of the MPA Program for more details.

B. Internship Option

This option offers students a formal field experience in a public or private nonprofit agency to complement their academic training and career goals. The internship is considered a vital part of the student's education in that it serves as a link between the classroom and agency operations. This option is strongly recommended for individuals lacking practical experience in the public sector or for those not planning to seek a doctorate in the immediate future.

The MPA faculty will make every effort to develop internship opportunities, but students are encouraged to identify and arrange internship positions as well. An internship position may be paid or unpaid, although an effort will be made to secure paid positions for students. Generally, a student should plan on working at least 10 hours per week for 15 weeks for three credit hours of internship. Adjustments are required when participating in a summer internship.

Students enrolled in an internship are expected to meet with an internship advisor on a regular basis. The academic requirements for the internship are determined by the faculty member supervising the placement, pursuant to the MPA Internship Guidelines. As part of the internship placement, the student is expected to undertake a major task or project for the agency. This endeavor should be a well-defined activity capable of being completed in a fixed period of time. For returning students working full-time in an appropriate position and organization, this project or task may be an extension of their current position but must represent an assignment given beyond one's normal duties. Students should consult the MPA Internship Guidelines to learn more about internship requirements.

Students selecting the internship option must take the proseminar in Public Administration (GOVT 519) after successfully completing 30 credit hours of course work, including at least five of the core courses. GOVT 519 is offered every spring semester. The proseminar class is typically offered during the late afternoon, two days a week. Students with day jobs should plan to make arrangements in advance to take this class. Students are required to earn a B- or higher in the proseminar in order to take the written examinations. Participation in the proseminar and an internship permits the integration of knowledge, theories, attitudes, and values, while developing professional skills.



MPA Examinations

Each candidate for the MPA degree must pass a two-part examination process. The first part of the examination process depends on whether the student has selected the internship or thesis option. For students selecting the internship option, the first part of the examination entails the successful completion of the Proseminar in Public Administration (GOVT 519) with a grade of B- or higher. For individuals selecting the thesis option, the first part involves the writing of a thesis that meets with the preliminary approval of the thesis committee.

The second part of the examination process, required of all students, is the taking of a final written examination. The written examination is designed to evaluate a candidate's understanding of the concepts, scope and methods of public administration as both an academic discipline and a public service vocation. Students must have completed all core courses and removed any incomplete grades from their transcript before taking the final written examination. The Graduate School requires that students, at the time of taking the final oral examination, have a cumulative graduate grade point average of at least a 3.0 and be enrolled in their final semester. Written examinations will only be scheduled each spring semester.

For students selecting the thesis option, the final examination committee is the same as the thesis committee. The final oral examination is scheduled for two hours. In the case of students selecting the internship option, the final written examination covers material of the faculty's choice. Candidates should be prepared to discuss general questions about public administration theory and practice, public administration literature, sub-fields of the discipline and the internship experience.

The oral examination for students pursuing the thesis option will be in two parts. The student must make a brief presentation of the thesis, including findings, and then a question and answer period is conducted. The examination committee is at liberty to question the student on any aspect of the student's graduate study, although it is presumed the emphasis will be upon the thesis topic.

Comprehensive Exam Basis (non-thesis internship/capstone option)

Once a student has successfully (a grade of B- or better earned) completed five of the six core courses (GOVT 502, GOVT 541, GOVT 547, GOVT 542, GOVT 544, and GOVT 549) and 30 of the 42 required credits in the program, the student is able to register for GOVT 519: Proseminar in Public Administration. The comprehensive written exam will be taken within this course during the first 8 weeks of the spring semester and any rewrites on failed portions of the exam will occur following the spring break. Please note that students must complete all core courses with NMSU or be concurrently enrolled in any remaining core course in order to be eligible to take the comprehensive exam. Students usually take the comprehensive exam in the last semester of the program.

Preparing for the Comprehensive Exam

While individual faculty may, at times, assist in preparing for the exam, it is ultimately the student's responsibility to prepare for the exam. Preparation requires responsible and dedicated independent study; it is the student's interest to retain syllabi, lecture notes, assignments, and readings from the core classes and electives completed within the department. These generally provide valuable reference material in preparing for the comprehensive exam.

Comprehensive Exam Grading Procedures

There are three sections to the comprehensive exam: public administration/organization theory, research methods/public policy analysis, and a third from ethics, public budgeting, or public personnel management. Each student must write a passing response to all questions for each of the three sections. Each section of the exam is graded as either: pass with distinction, pass, or not pass. The MPA director works with specific faculty to grade the exams over the first 8 weeks of the semester. Exams are blind-graded by two public administration faculty for each

section of the exam. Students must receive a passing grade for each exam section from both faculty. Students will be notified individually via email within a two-week period after completing the exam whether the exam has been passed with distinction, passed, or not passed. In the event that a student receives a “not pass” grade on any section of the exam, the student will be given a one-time option to rewrite the exam section. The student will be notified by the MPA director what section(s) have not been passed, and will arrange a timeframe for the student to rewrite the section(s) of the exam. If the student does not receive a passing grade for the rewrite, the student must take a new exam for the section(s) during the next regularly scheduled comprehensive exam. If the student receives a “not pass” grade once again, the student will be required to retake the relevant core course(s) before retaking the section(s) of the comprehensive exam not passed. There are several reasons for receiving a “not pass” grade: failure to directly address the question(s) asked, failure to answer each part of the question(s), incorrect use of terms and concepts, failure to illustrate depth or comprehension in formulating a response, inadequate use of materials and/or sources. The MPA director will notify the registrar’s office when a student has passed the comprehensive exam. This serves as the official notification process for the university that the student has completed the final exam requirement for the Master’s Degree in public administration. The student’s final obligation is to run a STAR report to verify that all remaining requirements have been completed in order to graduate. A program of study is also required for students with any specific conditions of admission or students declaring a minor area of study.

If a student does not attempt to answer a section of the comprehensive exam, the section is considered not passed. Per grading procedures, the student will be given a one-time option to rewrite the exam section during the next regularly scheduled comprehensive exam. If a student does not attempt a second time to answer a section of the comprehensive exam, the section is considered not passed and the student may be removed from the program without degree completion.

Policies on Academic Integrity and Plagiarism for the Comprehensive Exam

The department encourages students to refer to and utilize course materials, notes, and readings accrued during the completion of relevant coursework in formulating responses to the comprehensive exam questions. Further, preparation for the exam may occur in tandem with other students, such as with study groups. However, the department insists that all students uphold the New Mexico State University’s Student Code of Conduct, “Students at NMSU have an obligation to uphold the laws of the larger community of which they are a part.” Therefore, incidences of academic dishonesty, collusion, and plagiarism on the comprehensive exam will not be tolerated. Plagiarism refers to appropriating excerpts from websites, books, journal articles, etc. without proper in-text citation referring to the original source of the material. For further clarification on what constitutes plagiarism, please refer to NMSU’s library website: <http://lib.nmsu.edu/plagiarism/> Further, a student should not represent another student’s work as a valid response for any exam question. Additional resources used to answer any exam question are strongly discouraged as the comprehensive exam is directly related to the core courses and core competencies for the field of public administration. If a student’s response contains plagiarized material, or if a student has collaborated with another student in any way during the exam period, the student(s) will fail the entire exam and may be removed from the program without the option to complete the degree. It is expected that students taking the exam will consult with NO ONE, either professors or fellow graduate students, on any questions or issues relevant to exam content during the examination period. Further, clarification of exam questions should be directed via email to the MPA director.

MPA Admissions

The MPA program seeks to include individuals from many different backgrounds. A majority of students have had undergraduate degrees in the social sciences, especially in political science, but applicants have been accepted with many other majors, ranging from agriculture business to engineering. The program admits up to 25 students per year, with minority groups, women, and foreign nationals well represented. We encourage ethnic and racial diversity in the program and we try to balance the number of pre-service (full-time) and in-service students, most of whom attend school part-time.

Prospective graduate students are expected to have a 3.0 undergraduate grade point average during their last two years. Preference is given to applicants who demonstrate a clear commitment to public service. Applicants interested in entering the program are expected to have successfully completed courses in the following areas:

1. American government and politics
2. Public administration
3. Economics; and
4. Statistics and/or Research Methods

Preparation in the above areas (as demonstrated by successful completion of undergraduate or graduate courses, or comparable work experience) is not required for admission. However, applicants with inadequate preparation in any of these areas will face conditions on their admission. Specifically, they will be required to take courses in those areas and may face some restrictions on when they are able to enroll in certain MPA core courses. These can be taken at either the graduate or undergraduate level. Specific conditions for admission are explained in the letter from the MPA director in which the student is notified of admission to the program. It is the student's responsibility to follow up with the MPA Director for advising and additional information regarding these conditions.

Applications are accepted twice per year during the fall and spring semesters, It is strongly recommended that students planning on seeking a Graduate Assistantship or financial assistance apply two semesters (excluding summer) prior to their admission semester. Priority will be given to applications submitted in the fall and spring semesters due to the limited availability of faculty during the summer months. The Graduate Catalog lists application deadlines for each semester and session. Given the scheduling of courses, completion of all degree requirements in a two-year period cannot be guaranteed for full-time students starting in the spring or summer semesters.

Admissions Procedures

Admission to the MPA program involves the completion of a single online application through the Graduate School's website listed below. Deadlines for submission of all application materials are listed in the Graduate Catalog. Students seeking admission to the joint program must also apply for admission to the Department of Criminal Justice for the MPA/MCJ or apply directly to the Department of History for the MPA/MA.

A. Domestic Student Admissions

All prospective students, whether domestic or international, are required to complete and submit an Application for Admission to the MPA Program. The application can be completed through the Graduate School website:

The Graduate School
PO Box 30001/MSC 3G
New Mexico State University
Las Cruces, NM 88003
(575) 646-2736
<http://gradadmissions.nmsu.edu/>

Applicants must arrange with each institution previously attended to have one official transcript of their undergraduate and graduate work submitted for consideration with their online application. Action cannot be taken on an application until all materials have been received. A complete online application consists of:

1. Three (3) Letters of Reference;
2. A Personal Statement;
3. A Writing Sample; and
4. A Current Resume Listing Work Experience.
5. GRE Scores (if applicable)

The GRE is required if an applicant's bachelor's degree is less than five years old AND if an applicant's GPA is less than 3.0. For more information on the Graduate Record Examination (GRE), please visit their website at www.gre.org. An applicant whose GPA falls below a 3.0 and has graduated college more than five years ago, may apply to the MPA Program and take up the three MPA courses as an "undeclared major". The three MPA courses must equal nine credits (no skills workshops, individualized courses, etc). Approximately half way through the semester, the student's progress will be assessed by the MPA faculty. Up to three courses may be transferred into the student's Program of Study this way.

B. International Student Admissions

International students must seek admission through International Programs. Materials and inquiries concerning international admission procedures should be directed to the International Program's web site.

<http://gradadmissions.nmsu.edu/international-applicants/>

Additional materials that are required of international students include an International Programs Referral and TOEFL Score.

Students interested in one of the joint degree programs must apply separately to the appropriate participating departments and need to indicate this on all application materials. The personal statement should address this interest as well. Acceptance by one program is not a guarantee of acceptance by the other program; in which case a student cannot pursue the joint degree but could continue in the accepting program.

MPA Admission Decision

Applications for admission are normally reviewed by as many MPA core faculty members as possible, with decisions made by a committee of no fewer than three MPA faculty members. Applications submitted late in the spring semester or summer semester, may not be reviewed until the start of the fall semester due to limited faculty availability. The committee considers a variety of factors in making this decision, one of the most important of which is the candidate's commitment to public service. Other factors include previous academic performance, preparation for studying public administration, work experience, standardized test results (if available), writing skills, and letters of reference.

The committee may set restrictions on which core courses can be taken and in what sequence, based on the student's preparations in the following areas: American government and politics, public administration, economics and statistics and/or research methods. Students will be informed of any such conditions in the same letter in which they are notified of admission to the program. Students required to take additional courses may not be able to complete the program in the normal two-year cycle.

Candidates with incomplete applications (missing letters of reference, no writing sample, etc) will not be processed. In many instances such applicants will qualify for unclassified admission status in the Graduate School.

Students denied admission may enroll as an unclassified student providing they meet the Graduate School admission requirements. Students who choose this option may take up to nine credit hours of MPA classes as unclassified. Students who successfully complete these classes with a B- or better may reapply for admission into the MPA Program, but this does not guarantee admission. The decision to admit a student is made by the MPA faculty. Before a student can reapply, they must successfully complete at least two MPA classes including at least one core course. None of the courses can be taken as a Skills Workshop or individualized studies course. The courses taken cannot be from the same faculty member. No more than nine (9) credit hours of graduate course work may be transferred from unclassified status to the MPA Program.

After review by the Admission Committee, the applicant will receive two letters. One will be from the Dean of the Graduate School summarizing the outcome of the review process. The second will be from the MPA Director addressing any specific issues pertaining to an individual's application.



Financial Assistance

The Department of Government has a range of financial options to support MPA students. Although not required, students interested in financial assistance may want to consider taking the Graduate Record (GRE) in the fall or winter prior to the year they wish to receive aid. Award decisions are normally made in the spring and early summer for the subsequent year. Depending upon the type of financial assistance awarded, funding will begin in the summer or fall. Mid-year funding is sometimes possible but cannot be guaranteed.

The following are types of aid available through the MPA Program:

Graduate Assistantship. Stipends vary each semester and every effort is made to offer at least a ¼ time assistantship (15 hour work week). Students work under the direction of Government faculty, performing teaching or research related activities. Assistants pay their own tuition and fees; however, out-of-state students qualify for in-state tuition rates. Students applying to one of the joint degree programs may also be eligible for an assistantship in the other department. An application is required to be considered for an assistantship and must be submitted along with the rest of your materials.

Minority Graduate Assistantship. This program is designed to assist minorities and is administrated by the Graduate School. Nominations are solicited from graduate programs across campus and MPA students have a high success rate in securing such positions. Awardees receive a full assistantship and out-of-state tuition waiver. Students work under the supervision of a faculty member from the nominating program.

Paid Internship. Paid part-time positions are arranged under contracts with agencies in the immediate area. Students work from 15 to 20 hours per week for varying lengths of time, depending on the nature of the project. Tuition and fees are not covered, and no out-of-state tuition waiver is available. Normally, priority is given to second year students. Internship credits may be arranged.

Roque M. Lujan Scholarship. This scholarship is awarded annually to a current or incoming graduate student in the Department of Government. Recipients should have a demonstrated commitment to public service, with preference given to Hispanic women who are natives of Dona Ana County, New Mexico.

Students interested in financial aid should indicate their interest on the form for Admission to the MPA Program in order to ensure consideration for positions and resources as they become available. Additional application materials for the Lujan Scholarships are available from the MPA Director. Information on student loans, state and federal work study programs, and other type of financial assistance may be obtained from:

Financial Aid and Scholarship Office
PO Box 5100
New Mexico State University
Las Cruces, NM 88003
(575) 646-4105

Please visit their website for more information
<http://fa.nmsu.edu/>

MPA Course Descriptions

- GOVT 502** **Research Methods in Government** **(3 credits)**
Contemporary methods of political research and analysis, including mathematical and statistical techniques. *MPA Core*
- GOVT 503** **Qualitative Research Methods** **(3 credits)**
An overview of qualitative research methods such as fieldwork, ethnography, content analysis, case studies, focus groups and grounded theory. Introduces students to epistemology – the study of knowledge – and to basic components of research design. Explores activist scholarship, ethical dilemmas in research, and software tools for computer assisted analysis. Especially useful for students preparing thesis, dissertation or other research projects.
- GOVT 510** **Internship** **(3 credits)**
Assignment with a public agency, research report, and prior approval of graduate intern advisor required. Up to 3 credits may be taken per semester for a total of 6 credits.
- GOVT 519** **Proseminar in Public Administration** **(3 credits)**
Review of classic and contemporary theory and practice in public administration. Synthesis and integration of course work and application (internship) knowledge, skills and abilities. Application of written and oral skills to the presentation and defense of essays on various aspects of public administration. **Pre-requisite:** student must have completed 30 semester hours of MPA program course work which includes at least five of the core courses.
- GOVT 522** **Public Sector Economics I** **(3 credits)**
Introduction to the economic rationale for government intervention in the economy and the effects of the intervention on economic agents and the economy in general. The expenditure side of government policy will be emphasized. Same as AEEC 522. GOVT 522 is not a prerequisite to taking GOVT 523.
- GOVT 523** **Public Sector Economics II** **(3 credits)**
A continuation of GOVT 522. Concentrates on the economic effects of taxation. Same as AEEC 523.
- GOVT 526** **Women, Politics and Administration** **(3 credits)**
Examination of women’s participation in U.S. electoral politics as voters, candidates, and officeholders; their political activism in issue-based movements and strategies for affecting public policy; leadership as administrators and managers in public service agencies. Course also covers the influence of feminism in changing women’s roles socially, legally, and politically.
- GOVT 527** **Issues in Public Management** **(3 credits)**
Special topics in public management. May be repeated with different subtitles. Previously offered courses include Water Utility Management, Risk Management, and Intergovernmental Relations.

- GOVT 528** **Public-Private Partnerships** **(3 credits)**
 This course explores how taxpayer-funded services are administered and delivered through public-private partnerships involving privatization and government contracting with the nonprofit sector and for-profit companies. The class will explore funding, legal, accountability, and stakeholder issues in partnerships in health and human services, criminal justice, and homeland security.
- GOVT 530** **Seminar in Public Policy** **(3 credits)**
 Survey course on the political, administrative and technical aspects of policy-making in government.
- GOVT 531** **Public Program Evaluation** **(3 credits)**
 Politics, processes and techniques for evaluating both program operations and the outcome of program endeavors.
- GOVT 535** **Education Policy** **(3 credits)**
 Overview of current pressing policy issues and political debates on education in the U.S., including school choice, vouchers, accountability, and affirmative action. Multiple topics and perspectives covered, with political economy the main approach.
- GOVT 537** **Issues in Public Policy** **(3 credits)**
 Special topics in public policy. May be repeated with different subtitles. Previously offered courses include Environmental Policy, Federal Indian Policy, Health Policy, and Immigration Policy.
- GOVT 540** **Seminar in Public Administration** **(3 credits)**
 Survey course on the theory and practice of program, personnel and financial management in the government and the private, non-profit sector.
- GOVT 541** **Public Budgeting** **(3 credits)**
 Budgetary process; budget classifications, analysis and evaluation. **MPA Core**
- GOVT 542** **Public Sector Human Resource Management** **(3 credits)**
 Exploration of public personnel systems and practices, including job analysis, compensation, performance evaluation, recruitment and labor-management relations. **MPA Core**
- GOVT 543** **Skills Workshop** **(1 – 6 credits)**
 Focus on management of task skills in selected areas of public administration. Specific topics will appear in current Schedule of Classes; may be repeated with different subtitles for a total of 6 credits. (A list of past subtitles can be found following the course list.)
- GOVT 544** **Public Policy Analysis** **(3 credits)**
 Environment of policy analysis; various descriptive and quantitative designs for analyzing and evaluating public policy. Problems of public analysis. **Pre-requisite:** GOVT 502 or consent of instructor. **MPA Core**
- GOVT 547** **Government Organizations** **(3 credits)**
 Historical overview and present applications of organizational theory in public management. **MPA Core**

GOVT 548	<u>Public Sector Leadership</u> Theories and styles of leadership.	(3 credits)
GOVT 549	<u>Ethics in Government</u> Examination of standards, perspectives and issues for ethical decision making in public agencies. <i>MPA Core</i>	(3 credits)
GOVT 550	<u>Seminar in American Politics</u> Selected topics in American political institutions, behavior and processes.	(3 credits)
GOVT 564	<u>Advanced National Security Policy</u> Major topical, theoretical, and regional issues in national security policy.	(3 credits)
GOVT 566	<u>Advanced Issues in American Foreign Policy</u> Major topical, theoretical, and regional issues in American foreign policy. May be repeated for a maximum of 6 credits under different subtitles.	(3 credits)
GOVT 590	<u>Seminar Public Law and Legal Systems</u> Focus on U.S. Constitutional Law and other national legal systems.	(3 credits)
GOVT 591	<u>Law for Administrators</u> Case law definitions of the legal roles and powers of public administrators.	(3 credits)
GOVT 598	<u>Special Research Programs</u> Individual investigations - either analytical or experimental – designed to help students develop a set of research skills in an area of particular interest to them. Three credits may be taken per semester for a total of 6 credits. Pre-requisite: Consent of Instructor	(1 – 3 credits)
GOVT 599	<u>Master’s Thesis</u>	(variable credit)

**Other Graduate Courses
Offered by the Department of Government
Available to MPA Students**

GOVT 465 Peru: From Incas to Inca Cola
GOVT 468 Rebels, Guerrillas & Terrorists in Modern Latin America
GOVT 469 Globalization
GOVT 474 European Politics
GOVT 493 Mass Communication Law

GOVT 553 Issues in American Politics
GOVT 560 International Relations Theory
GOVT 563 Issues in International Relations
GOVT 569 Advanced Issues in Globalization
GOVT 570 Seminar in Comparative Politics
GOVT 575 Issues in Comparative Politics
GOVT 574 Contemporary Comparative Studies
GOVT 578 Seminar in U.S. Mexican Border
GOVT 579 Seminar in Mexican Politics
GOVT 580 Seminar in Political Theory
GOVT 582 Study of Political Theory
GOVT 593 Issues in Public Law
GOVT 596 International Law



**Skills Workshop (GOVT 543) Subtitles
Offered as of 2014**

- Accessing Government Information via the Internet
- ADA Compliance
- Administrative Writing
- Alternate Dispute Resolution
- Capital Budgeting
- Collective Bargaining Negotiations
- Community Collaboration
- Computer Applications for Public Administration
- Conducting Public Meetings
- Conflict Resolution
- Contract Administration
- Developing an Ethics Policy
- Developing a Sexual Harassment Policy
- Developing a Workplace AIDS Policy
- Economic Development Negotiations
- EEO Investigations
- Effective Lobbying
- Effective Oral Presentations
- Employee Recruitment and Selection
- Governmental Accounting
- Grant Writing
- Job Search Skills
- Local Government Economic Development
- Management Information Systems
- Municipal Bond Financing
- Non-Profit Management
- Performance Measurement and Appraisals
- Position Descriptions
- Project Management
- Quality Management in the Public Sector
- Recruitment and Selection
- Risk Management in the Public Sector
- Team and Group Management
- Strategic Planning
- User Fees and Rate Analysis
- Using Excel Spreadsheets

Department Faculty
MPA Core Faculty*

Greg Butler	Ph.D., Catholic University, 1989 Professor Areas: Political Philosophy Ethics American Politics
Thaddieus Conner	Ph.D., University of Oklahoma, 2012 Assistant Professor Areas: Public Management Intergovernmental Relations Public Finance and Budgeting Tribal Governance and Administration
Jiaqi Liang	Ph.D., American University, 2014 Assistant Professor Areas: Organization Theory Environmental Policy Comparative Public Administration
Christina Medina	Ph.D., University of Colorado at Denver, 2008 Associate Professor and MPA Director Areas: Public Policy (Education and Immigration) Qualitative Research Methods Human Resources
Christa Slaton	Ph.D., University of Hawaii, 1990 Professor Areas: American Politics Public Administration Conflict Resolution Political Theory

*The MPA Faculty forms the membership of the MPA Program Committee, which is responsible for the governance of the program.

Supporting Departmental Faculty

William Corbett

J.D., University of Illinois, 1984; MPA, Pennsylvania State, 1977
College Assistant Professor
Areas: Administrative Law and Public Administration

Neil Harvey

Ph.D., University of Essex, 1990
Professor and Department Head
Areas: Mexican Politics and Comparative Politics

Kim Seckler

J.D., University of New Mexico, 1986
College Professor
Areas: Public Law and New Mexico Law

Emerti Faculty

Nancy Baker

Ph.D., Tulane University, 1989
Regents Professor
Areas: Public Law and American Political Institutions

Yosef Lapid

Ph.D., Columbia University, 1981
Regents Professor
Areas: International Organizations and International Relations

William Taggart

Ph.D., Florida State University, 1982
Professor
Areas: Public Policy Analysis
Research Methods
State and Local Government
Public Budgeting and Financial Management
Public Policy (Criminal Justice and Gaming)

Russell Winn

Ph.D., Arizona State University, 1985
Associate Professor
Areas: Public Policy Analysis
Research Methods
Public Administration
Criminal Justice Policy
Environmental Policy and Politics

Adjunct Faculty

A partial list of individuals offering courses in the MPA Program since 2000

Frank Lopez	New Mexico NGage
Marc Legarreta	New Mexico State University Certified Public Manager Program (CPM) and New Mexico Edge
Stuart Ed	Director, Administrative Services, El Paso Police Department
Pamela Lillibridge	President and CEO, TRESKO, Inc.
Gerard Nevarez	Executive Director, Office of Institutional Equity/EEO, NMSU
Bruce Brinkerhoff	MPA Graduate, Battalion Chief, Las Cruces Fire and Emergency Services
Maria Nape	JD, Independent Consultant and Grant Writer
Peter Ossorio	JD, Retired Federal Prosecutor, Retired LTC Army
Shirley Judson	MPA Graduate, Women's Studies Director, NMSU