Masters in Public Administration (MPA)

Texas A&M University-Corpus Christi
College of Liberal Arts
Department of Social Sciences

Student Handbook
WELCOME TO THE MPA PROGRAM!!!

The Masters 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 in 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 21st Century learning tools that increase engagement in learning. 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.

We looking forward to working with you!

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https://www.facebook.com/TAMUCC.DSOC

“We prepare students to meet career aspirations in Political Science, Criminal Justice and Public Administration”
As part of the National Association of Schools of Public Administration and Affairs (NASPAA), the Masters 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 THREE program tracks: Public Management, Public Safety, or Health Care Administration.
- Complete SEVEN core courses to increase understanding in administrative theory, policymaking, data analysis, public budgeting, and finance, human resources, public organization.
- Complete FIVE elective courses in your selected track.
MISSION AND STUDENT LEARNING OUTCOMES

The Masters 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 three program tracks, which specify the remaining course work in their program. The student may choose from specialized tracks in public management, health care administration, and public safety.

Student Learning Outcomes and Core Competences:
As a member of the Networked Association of Schools of Public Administration and Affairs (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

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SO I AM ADMITTED, NOW WHAT DO I NEED TO DO?

Admission Status

There are two types of admission status to the MPA program “full admission” and “conditional admission.”

Full admission means that the admissions decision was made that given your previous academic performance and admissions package you have attributes that more than likely will result in the successful completion of the MPA program at TAMUCC. You have the ability to matriculate from semester to under the advice, but without needing approval, from the MPA Coordinator, so long as you continue to meet the academic requirements of the MPA program and the College of Graduate Studies.

Conditional admission means that the admissions decision was made that given your previous admissions package it appears you have attributes that more than likely will result in the successful completion of the MPA program at TAMUCC. However, typically due to past academic performance, there are conditions placed on your matriculation through the MPA program until you are fully admitted. These conditions will be stated in your conditional admissions letter. Once the conditions have been successfully satisfied and upon approval of the MPA Coordinator, you will have full admission status and have the ability to matriculate from semester to under the advice but without needing approval from the MPA Coordinator so long as you continue to meet the academic requirements of the MPA program and the College of Graduate Studies.

Registration Through S.A.I.L.

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

Registering is easy, go to the University Web page, 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. Once you do it, it becomes really easy.

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 course 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.
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, don’t 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.

Most courses are offered once per week in the evening. There are some courses offered either as online or a hybrid each semester. In the summer, we offer two to three online courses (generally our summer courses are electives in the Public Management program track). 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.

How Do I Find Out About What Books I Need for Classes?

Course books 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 addition for the class by using the ISBN number listed for the class. Faculty often 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 don’t 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! Don’t wait to see what the professor really needs you to have. The professor have 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 and that Capstone must be completed in their final semester of the program. 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.
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. 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) -- http://www.aspanet.org/public/ 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.

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

International Students

International students are 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.

IS THERE FINACIAL AID AVAILABLE?

The best place to have that question answered is through the Office of Financial Aid. They are experts in know 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 Graduate Studies. Please note that you should check as to the requirements and deadlines for awards and scholarships. Most of the deadlines listed are for preferred consideration for upcoming semesters are early! For example, the Fall Application Deadline for Preferred Consideration might be as early as April 15th or May 1st.

*Hint -- If you have missed the deadline, apply anyway, the worst answer you can get is “Sorry you were late.”*
If you are employed, check with your employers Human Resources area. Many public sector employers have tuition assistance programs as a benefit for employees.

**DO YOU HAVE GRADUATE ASSISTANSHIPS OR 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 has Graduate Assistantships available. If the MPA Coordinate becomes aware of such opportunities, they are typically posted on the Department of Social Sciences Facebook page. 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. On 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 30 hours a week for one year. Pay can vary depending on the entity. When these types of opportunities become available, the announcement is typically posted on the Department of Social Sciences web site. 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).

**WHAT ARE SOME USEFUL PUBLIC ADMINISTRATION WEB LINKS?**

- **Govloop** -- [https://www.govloop.com/](https://www.govloop.com/)  A national social network with a focus on public sector topics like training, resources, and jobs
WHAT ARE SOME CAREER OPTIONS ONCE I GRADUATE?

Graduates from the MPA at TAMUCC work all over the world. You will find them in the public and private sector working in Corpus Christi City, San Antonio, Austin, Houston, Dallas/Fort Worth, Washington D.C. and even diving the deepest depths of the oceans at the Marians Trench near Guam. There are numerous employment opportunities for our graduates. Along with local job listings, you might want to check out the Careers in Government web page: https://www.careersingovernment.com/; the Federal Government Official Employment Site: https://www.usajobs.gov/; or the GovLoop Jobs link: http://jobs.govloop.com/ to see where your career can go!

TAMUCC MPA ALUMNI JOB TITLES AND CAREERS

HOW TO I GET OUT OF HERE?

Ok, so by now you might be asking yourself “What did I get into with this program?” and “How do I get out?” 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. That can be found on the College of Graduate Studies Web site. You should also check with the current academic advisor for graduate programs in the College of Liberal Arts. DEGREE REQUIREMENTS
To receive the Master's in Public Administration degree at TAMUCC, students must successfully complete 36 graduate credit hours, including a 21-hour core requirement taken by all students, and 12 hours of elective course work in the Public Management, Public Safety, or Public Policy 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)
- PADM 5365 - Seminar in Public Administration - Capstone (Fall/Spring)*

* Must be taken in your last semester.

Five Track Courses are required in addition to the core course requirements for a total of 36 credit hours (12 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 5307 - Communications and Organizations
- PADM 5308 - Administrative Law
- PADM 5331 - Managing the Non-profit Organization
- PADM 5335 - Program Evaluation
- PADM 5360 - Strategic Planning
- PADM 5363 - Leadership in the Public Sector
- PADM 5370 - Seminar in Public Administration
- PADM 5396 - Individual Study
- PADM 5397 - Internship

**Public Safety Track**
Five public safety courses (15 sem. hrs.) selected from the following:

- CRIJ 5302 - Foundations of Criminal Justice
- CRIJ 5310 - Seminar in the Judicial Process
- CRIJ 5320 - Correctional Theory and Policy
- CRIJ 5330 - Seminar in Juvenile Justice
- CRIJ 5351 - Seminar in Criminal Justice Management
- CRIJ 5380 - Issues in Justice Administration
- PADM 5335 - Program Evaluation
- PADM 5380 - Homeland Security and Public Administration
- PADM 5381 - Modern Terrorism and Counter Terrorism
- PADM 5382 - Emergency Management and Disaster Planning
- PADM 5370 - Seminar in Public Administration
- CRIJ/PADM 5396 - Individual Study
- PADM 5397 - Internship
- COSC 5374 - Computer Forensics
- COSC 5376 - Network Security

**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**

<table>
<thead>
<tr>
<th>Course Number</th>
<th>Course Title</th>
<th>Semester Offered</th>
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<tbody>
<tr>
<td>PADM 5301</td>
<td>Theory and Practice of Public Administration</td>
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<tr>
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<tr>
<td>PADM 5311</td>
<td>Research Methods in Public Administration</td>
<td>Fall</td>
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<tr>
<td>PADM 5365</td>
<td>Seminar in Public Administration – Capstone</td>
<td>Fall/Spring</td>
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<tr>
<td>PADM 5306</td>
<td>Public Sector Fiscal Management and Analysis</td>
<td>Summer</td>
</tr>
<tr>
<td>PADM 5308</td>
<td>Administrative Law</td>
<td>Fall</td>
</tr>
<tr>
<td>PADM 5335</td>
<td>Program Evaluation</td>
<td>Spring</td>
</tr>
<tr>
<td>PADM 5360</td>
<td>Strategic Planning</td>
<td>Fall</td>
</tr>
<tr>
<td>PADM 5370</td>
<td>Topics in Public Administration</td>
<td>Varies</td>
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<td>36 credit hours</td>
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<td>Graduation:</td>
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**Typical Degree Plan for Full-Time Student: Public Safety Track**
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<td>PADM 5365</td>
<td>Seminar in Public Administration – Capstone</td>
<td>Spring</td>
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<td></td>
<td>15 hours of allowed electives in the Public Safety Track</td>
<td>Varies</td>
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<td></td>
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Typical Degree Plan for Full-Time Student: Healthcare Administration Track

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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.

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" 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, in the last term prior to graduation. All MPA core courses must have been completed before the capstone course is taken.

COURSE DESCRIPTIONS
TAMUCC MASTER'S PUBLIC ADMINISTRATION

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 5307. 3 sem. hrs.
COMMUNICATIONS AND ORGANIZATIONS
The theories and current practice of communication within organizations with a particular emphasis on the administrator. Topics will include communication with the external environment, problems of communication within the organizational structure, design of communication systems within the organization, enhancement of written communication skills and oral presentation skills. The course will include some laboratory experiences. Offered on sufficient demand.

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 in to the class. [Cross-listed with IDSY 5311.] Prerequisite: POLS 1342 [Common Course MATH 1342] or equivalent.

**PADM 5331. 3 sem. hrs.**  
**MANAGING THE NON-PROFIT ORGANIZATION**  
Examination of the forces present and acting on non-profits, the effect of these forces on the non-profit world, position and reactions of the non-profit sector, and possible interventions at the macro and micro level.

**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 5363. 3 sem. hrs.**  
**LEADERSHIP IN THE PUBLIC SECTOR**  
This course deals with various perspectives on leadership in the public sector and evaluates different leadership styles in different contexts. Students are expected to analyze administrative,
organizational, and political circumstances which affect the performance of leaders. Through various case studies, students discuss issues, challenges, and opportunities leaders face.

**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 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 5397. 3 sem. hrs.

INTERNSHIP

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