At the end of the D.P.A. program, students will be able:

1. To lead and manage in public governance: the ability to appraise both the internal and external organizational environment, including the culture, politics, and institutional setting, and to use this knowledge to lead and manage personnel, programs, policy, and outcomes
2. To participate in and contribute to the public policy process: the ability to understand the policy making process, including defining the problem, facilitating stakeholder involvement in agenda-setting, formulating, implementing, and evaluating policies and developing the expertise to effectively contribute to the policy-making process
3. To analyze, synthesize, think critically, solve problems, and make decisions: the ability to evaluate and synthesize information in order to propose solutions for public problems, think critically by demonstrating both procedural and conceptual knowledge, analyze data using a variety of research methods, and make evidence-based and ethical decisions regarding public policy and organizational outcomes
4. To articulate and apply a public service perspective: the ability to understand and apply public service values appropriate to public affairs, administration, and policy
5. To communicate and interact productively with a diverse and changing workforce and citizenry: the ability to respond thoughtfully to diversity both in the workplace and the citizenry and workproductively in teams, including interacting effectively, demonstrating composure, professionalism, and respect for others, and sharing information, expertise, and resources

Master of Public Administration Program

The Department of Public Policy and Administration (M.P.A.). The M.P.A. is a professional degree with areas of concentration in general public administration, human resource management, and nonprofit administration. In addition, graduate certificates, which can be coupled with the M.P.A., are offered in healthcare administration, sport management, and athletics, and urban and regional planning.

The degree is designed to equip students with the skills necessary to enhance the field of public service through positions both inside and outside government in the nonprofit and even private sector, e.g., as consultants to governmental organizations or as governmental service providers. The M.P.A. curriculum provides students with a foundation in the practice of public administration. Beyond that, students earning the degree will possess a high level of competency in administrative processes for the public and nonprofit sectors.

The curriculum is designed for individuals with professional work experience who want to enhance their administrative and public management skills, as well as pre-service students who do not have professional experience. Students who lack work experience will incorporate a relevant internship or other job experiences into their programs.

Programs

Doctor of Public Administration

- D.P.A. Doctor of Public Administration (http://catalog.wcupa.edu/graduate/business-public-management/public-policy-administration/doctor-public-administration-dpa)

Master's Programs in Public Policy and Administration

- M.P.A. Master of Public Administration (http://catalog.wcupa.edu/graduate/business-public-management/public-policy-administration/master-public-administration-mpa)
- M.P.A. Nonprofit Administration Concentration (http://catalog.wcupa.edu/graduate/business-public-management/public-policy-administration/nonprofit-administration-concentration-mpa)
- M.P.A. Public Administration Concentration (http://catalog.wcupa.edu/graduate/business-public-management/public-policy-administration/public-administration-concentration-mpa)

Certificates in Public Policy and Administration

- Public Administration (http://catalog.wcupa.edu/graduate/business-public-management/public-policy-administration/administration-certificate)
Admissions

All applicants to one of West Chester University’s graduate programs will be held to the graduate admissions requirements (http://catalog.wcupa.edu/general-information/admissions-enrollment/graduate-admissions). When applicable, additional requirements for admission into specific department program(s) may be listed below.

Admission Requirements for the D.P.A. Degree

D.P.A. Admissions Committee will require/consider the following data points in making an admissions recommendation:

- Master’s degree, from a regionally accredited college or university. Students whose master’s degrees are not in public administration, public affairs, policy analysis, political science, public health or nonprofit management or a related field, and or do not have relevant work experience may be required to complete additional coursework in public administration.
- GRE Requirement: Needed for all individuals with a master's GPA of lower than 3.85.
- Three letters of recommendation (2 letters of recommendation from faculty in the student’s masters program and 1 letter from an employer)
- Supplemental Application Questions
- Sample of professional writing
- Resume or vita

Admission Requirements for the M.P.A. Degree

Students should submit the following materials to the Office of Graduate Studies:

- Official academic transcript(s) from all colleges and universities attended at both the undergraduate and graduate levels, demonstrating the achievement of an undergraduate GPA of 3.00 (Students who do not meet this requirement may be considered for provisional status.)
- Completed graduate application, including a statement of how the M.P.A. furthers the individual’s professional goals
- Official academic transcript(s) from all colleges and universities attended at both the undergraduate and graduate levels
- Two letters of reference from current or former supervisors who can attest to the applicant’s management potential
- Resume

Policies

All graduate students are held to the academic policies and procedures (http://catalog.wcupa.edu/graduate/academic-policies-procedures) outlined in the graduate catalog. Students are encouraged to review departmental handbooks for program tips, suggested course sequences, and explanations of procedures. When applicable, additional policies for specific department programs may be listed below.

D.P.A. Comprehensive Exam Requirements

After completing the administration core and methods sequence, students are required to sit for a comprehensive examination. Students will be required to successfully pass a written qualifying exam before enrolling in DPA 803. The qualifying exam will cover content from both the core and methods courses. An oral exam may be required of students with noted deficiencies in their written qualifying exams. Students not passing the qualifying exam on the first try will be permitted only one additional attempt.

Faculty

Associate Professors
Kristen B. Crossney (kcrossney@wcupa.edu) (2008)
B.S., University of Maryland-Baltimore County; M.A., Temple University; Ph.D., Rutgers University
Amanda Olejarski (aoiejarski@wcupa.edu) (2015)
B.A., Rutgers University; M.P.A., Rutgers University; Ph.D., Virginia Tech
Allison H. Turner (aturner@wcupa.edu) (2010)
Director, M.P.A. Program
Assistant Chairperson, Public Policy and Administration
B.A., Centre College; M.P.A., Ph.D., University of Louisville

Assistant Professors
Mark W. Davis (mdavis2@wcupa.edu) (2013)
B.S., Washington University; M.P.A., Indiana University
Jeremy N. Phillips (jphillips2@wcupa.edu) (2012)
Director, D.P.A. Program
Chairperson, Public Policy and Administration
B.A., University of Southern Indiana; M.P.A., Western Kentucky University; Ph.D., Southern Illinois University–Carbondale
Michelle L. Wade (mwade@wcupa.edu) (2013)
B.S., M.P.A., Missouri State University; Ph.D., Southern Illinois University

Courses

DPA

DPA 700. Pre-Doctoral Seminar in Public Policy and Administration. 1 Credit.
The pre-doctoral seminar explores the development of the doctorate of public administration. Issues of effective leadership in the practice of public policy and administration are explored. Special emphasis is placed on knowledge and theory application by those with advanced practice doctorates in the field.
Distance education offering may be available.

DPA 701. Advanced Practice and Applied Theories of Public Policy and Administration. 3 Credits.
This course engages students in an advanced examination of the scope and theory of public administration. Emphasis is placed on how the evolution and diversification of public policy and administration theory has impacted practice. Coursework will train students in the identification and evaluation of lessons or knowledge derived from the theoretical literature.
Distance education offering may be available.

DPA 702. Strategic Public Sector Management and Governance. 3 Credits.
This course focuses on the key internal and external factors that drive strategic management and governance within the public sector. Issues related to the management of human capital in cooperation, collaboration, strategic planning, and performance measurement within and among organizations are explored.
Distance education offering may be available.
DPA 703. Advanced Public Sector Economic and Financial Decision Making. 3 Credits.
This course trains students on the use of economic and financial management tools and
theories to evaluate the impact of public policies and fiscal decisions. Emphasis is placed on the
application of economic and budget theory to financial decision making in the fields of public
administration, and policy. Particular attention is paid to economic and budgetary functions,
including: control, management, planning, policy, and collaboration.
Distance education offering may be available.

DPA 704. Advocacy and Leadership in Public Policy and Administration. 3 Credits.
This course highlights the unique role public administrators play in the formation and
implementation of public policy. Students are trained in strategies and skills to influence
public policy decision-making to maximize policy outcomes for the communities and
individuals they serve.
Distance education offering may be available.

DPA 705. Research Design for Program and Policy Evaluation. 3 Credits.
This course covers proper design of empirical research. While research design is discussed
broadly, an emphasis is placed on common quantitative and qualitative designs used by
public sector practitioners. Topics covered in the course include issues related to proper
measurement, sampling, and data collection. Students will learn to track program and policy
outcomes and establish causation.
Distance education offering may be available.

DPA 706. Quantitative Methods of Program and Policy Evaluation. 3 Credits.
This course introduces statistical theories and techniques commonly used by public sector
managers in policy analysis and program evaluation. Topics include probability theory,
statistical inference, and advanced statistical techniques such as multivariate regression,
regression with limited dependent variables, and time-series analysis.
Pre / Co requisites: DPA 706 requires a prerequisite of DPA 705.
Distance education offering may be available.

DPA 707. Qualitative Methods of Program and Policy Evaluation. 3 Credits.
This course prepares students to properly design and implement qualitative research
techniques for policy analysis and program evaluation. Topics include case studies,
interviewing, focus groups, participant observations, ethnography, and document analysis.
Pre / Co requisites: DPA 707 requires a prerequisite of DPA 705.
Distance education offering may be available.

DPA 801. Capstone Seminar I: Research Questions and Framing the Literature. 3
Credits.
The DPA Capstone Seminar is a series of four courses whereby students demonstrate mastery
of required competencies through the completion of a final culminating independent applied
research project. The Capstone Seminar I is the first in a series of four courses designed to
guide and support students in the identification of research questions and tracing the relevant
literature.
Distance education offering may be available.

DPA 802. Capstone Seminar II: Data and Measurements. 3 Credits.
The DPA Capstone Seminar is a series of four courses whereby students demonstrate mastery
of required competencies through the completion of a final culminating independent applied
research project. The Capstone Seminar II is the second in a series of four courses designed to
guide and support students in the identification and collection of data and the formulation of
appropriation measurement techniques.
Distance education offering may be available.

DPA 803. Capstone Seminar III: Quantitative and Qualitative Analysis. 3 Credits.
The DPA Capstone Seminar is a series of four courses whereby students demonstrate mastery
of required competencies through the completion of a final culminating independent applied
research project. The Capstone Seminar III is the third in a series of four courses designed to
guide and support students in the evaluation of data using both quantitative and qualitative
methods.
Distance education offering may be available.

DPA 804. Capstone Seminar IV: Findings and Recommendations. 3 Credits.
The DPA Capstone Seminar is a series of four courses whereby students demonstrate mastery
of required competencies through the completion of a final culminating independent applied
research project. The Capstone Seminar IV is the fourth in a series of four courses designed to
guide and support students in completing the capstone project by formulating findings and
recommendations.
Distance education offering may be available.
PPA 515. Social Equity and Public Administration. 3 Credits.
This course examines the role of social equity and diversity in public policy and administration, focusing primarily on gender, race, and ethnicity. Emphasis will be placed on the history of the struggle for legal equality and the current forces of institutional discrimination that still exist. Students will also learn strategies for how public managers can embrace diversity in their organizations and create a climate of cultural inclusiveness for the workforce as well as for citizens.
Distance education offering may be available. Typically offered in Fall & Spring.

PPA 530. Topics in Nonprofit Administration. 3 Credits.
Intensive study of selected topics in nonprofit administration that are current to the interests and needs of students. Repeatable for Credit.

PPA 532. Grant Writing. 3 Credits.
Art of grant writing via proposal development processes. Targeting proposals to public, private and nonprofit agencies. Distance education offering may be available. Typically offered in Summer.

PPA 533. Nonprofit Fundraising Essentials. 3 Credits.
This course emphasizes the concepts and tools necessary for understanding the fundraising process. Topics include relationship building, the solicitation process, specific fundraising strategies, and ethical considerations. Distance education offering may be available.

PPA 534. Nonprofit Program Evaluation and Assessment. 3 Credits.
Examines performance measurement and outcomes assessment as they relate to managing nonprofit organizations. An emphasis will be placed on the process of assessment and closing the loop by incorporating assessment outcomes into decision making and planning.

PPA 535. Strategic Management for Non Profit Organizations. 3 Credits.
This course is an advanced management course in the Nonprofit Concentration of the MPA degree program, and is designed to prepare students for a career in executive management in public sector organizations. The course examines the overall concepts of management and strategy in the nonprofit and government settings, and the role of board and executive leadership in providing strategic direction for the organization. The course examines topics of special importance in the governance and strategic management of public sector organizations, including organization development, board leadership, strategic planning, human resource management, organizational performance and effectiveness, and marketing.

PPA 550. Topics in HR Management. 3 Credits.
Intensive study of selected topics in human resource management that are current to the interests and needs of students. Repeatable for Credit.

PPA 551. Staffing and Development. 3 Credits.
Examines all legal and regulatory factors affecting staff selection and development. Includes all applicable federal laws and practices as well as employee orientation, training, and development.
Distance education offering may be available.

PPA 552. Employee Relations. 3 Credits.
Emphasizes employee relationships with management, particularly in a nonunion environment. Covers issues such as policy formulation, compliant systems, employee rights, methodology of performance appraisals, employee morale and motivation, and factors affecting employee health, safety, and security.
Distance education offering may be available. Typically offered in Spring.

PPA 553. Labor Relations. 3 Credits.
Analyzes labor-management relationships, particularly with respect to federal laws and regulations, administration of labor contracts, mediation, and arbitration processes. Incorporates all legal aspects of collective bargaining as well as related practices, and strategies of negotiation, unfair labor practices, and the management of organization, union relations.
Distance education offering may be available.

PPA 554. Compensation Analysis and Benefits Planning. 3 Credits.
Examines the legal and regulatory factors affecting compensation and benefit administration within the public and nonprofit sectors. Reviews compensation philosophies and economic factors affecting pay plans, as well as the type and characteristics of specific compensation and benefit programs.

PPA 555. Topics in Nonprofit Management. 3 Credits.
Intensive study of selected topics in nonprofit management that are current to the interests of students. Repeatable for Credit.

PPA 600. Capstone Seminar in Public Administration. 3 Credits.
This course integrates knowledge from the curriculum and uses it to demonstrate mastery of required competencies to complete a capstone portfolio. Students will also submit their required competencies assessment portfolio. Repeatable for Credit.

PPA 601. Public Policy and Administration Internship. 3-6 Credits.
Intensive field placement in a public sector or nonprofit organization through faculty guidance and supervision. Students will be required to complete a project as part of their internship. Repeatable for Credit.

PPA 602. Professional Seminar in Public Administration. 3 Credits.
A course designed to provide students with an equivalent experience to that of an internship in the public sector. Students will interact with practicing public administrators and non-profit professionals on a weekly basis and engage in assigned readings of case studies focused on the practice of public administrations. Students are required to spend an intensive two to three day period of time with a selected public sector or nonprofit organization. Lastly, as a class, students will complete a public service project over the course of a semester. Students are strongly encouraged to take the internship and enrollment in this course requires the permission the program director.