

DEPARTMENT OF PUBLIC POLICY AND ADMINISTRATION

College of Business and Public Management

557 Business and Public Management Center

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Department of Public Policy and Administration (<http://www.wcupa.edu/publicPolicyAdmin/>)

Dr. Loedel (ploedel@wcupa.edu), *Interim Chairperson*

Dr. Kline (akline@wcupa.edu), *M.P.A. Program Director*

Dr. Crossney (kcrossney@wcupa.edu), *D.P.A. Program Director*

Mission of the Department and Programs

The mission of the Department of Public Policy and Administration, Doctor of Public Administration (D.P.A.) program, and the Master of Public Administration (M.P.A.) program at West Chester University is to provide high-quality, accessible public service education for a diverse group of emerging and existing public service leaders. This department prepares students to manage and lead across boundaries of the public, nonprofit, and private sectors. A community of accomplished scholars and practitioners instructs and mentors students in pursuing the public interest with accountability and transparency; serving professionally with competence, efficiency, and objectivity; acting ethically to uphold the public trust; and demonstrating respect, equity, and fairness in dealings with citizens and fellow public servants. The Department of Public Policy and Administration, with its affiliated Center for Social and Economic Policy Research, provides community access to faculty expertise, applied scholarship, and guidance in the practice of public affairs, administration, and policy. The M.P.A. program is available through our AACSB-accredited College of Business and Public Management and is accredited by NASPAA, the gold standard in public service education.

Doctor of Public Administration Program

The Doctor of Public Administration (D.P.A.) degree at West Chester University is designed to meet employer and student needs by preparing individuals to advance the practice of public affairs and administration at the highest levels. The Administration Core focuses on strategic management, public sector economic and financial decision-making, and policy advocacy and leadership. The Methods Sequence adopts a research and evaluation focused lens, which assists students in identifying the most effective and efficient solutions to the problems they encounter in practice. Electives may be selected from different departments, such as Public Policy and Administration, Criminal Justice, Geography and Planning, Graduate Social Work, Health, and Psychology. In their dissertation, students demonstrate a high level of competence in applying the D.P.A. student learning outcomes through applied research.

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

1. Advance public service values and demonstrate the ability to be advocates and leaders
2. Evaluate and design public policy and administration research
3. Develop skills in critical thinking, analysis, and decision making
4. Communicate a public service perspective effectively and productively with diverse constituencies
5. Exemplify diversity, equity, and inclusion values
6. Recognize and uphold ethical principles

Master of Public Administration Program

The Department of Public Policy and Administration offers the Master of Public Administration (M.P.A.). The M.P.A. is a professional degree with areas of concentration in general public administration, public management, and nonprofit administration. In addition, graduate certificates, which can be coupled with the M.P.A., are offered in geographic information systems (GIS), industrial/organizational psychology, 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 within government, the nonprofit sector, and the 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, and students earning the degree 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 with one year of management/supervisory experience may apply to the M.P.A. Director to have their internship waived.

Programs

Doctoral Program

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

Master's Programs

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

Certificates

- Food Policy (<http://catalog.wcupa.edu/graduate/business-public-management/public-policy-administration/food-policy-certificate/>)
- Nonprofit Administration (<http://catalog.wcupa.edu/graduate/business-public-management/public-policy-administration/nonprofit-administration-certificate/>)
- Public Administration (<http://catalog.wcupa.edu/graduate/business-public-management/public-policy-administration/administration-certificate/>)
- Public Management (<http://catalog.wcupa.edu/graduate/business-public-management/public-policy-administration/public-management-graduate-certificate/>)
- Sport Management and Athletics (<http://catalog.wcupa.edu/graduate/health-sciences/kinesiology/sport-management-athletics-certificate/>)
 - For more information about this program, please see the Department of Kinesiology (<http://catalog.wcupa.edu/graduate/health-sciences/kinesiology/>).
- Geographic Information Systems (GIS) (<http://catalog.wcupa.edu/graduate/business-public-management/geography-planning/geographic-information-systems-certificate/>)

- For more information about this program, please see the Department of Geography and Planning (<http://catalog.wcupa.edu/graduate/business-public-management/geography-planning/>).
- Urban and Regional Planning (<http://catalog.wcupa.edu/graduate/business-public-management/geography-planning/urban-regional-planning-certificate/>)
 - For more information about this program, please see the Department of Geography and Planning (<http://catalog.wcupa.edu/graduate/business-public-management/geography-planning/>).
- Industrial/Organizational Psychology (<http://catalog.wcupa.edu/graduate/sciences-mathematics/psychology/industrial-organizational-psychology-certificate/>)
 - For more information about this program, please see the Department of Psychology (<http://catalog.wcupa.edu/graduate/sciences-mathematics/psychology/>).

Accelerated Bachelor's to Master's

- B.S. in Business Management to Master of Public Administration (<http://catalog.wcupa.edu/undergraduate/business-public-management/management/business-management-bs/>)
- B.S. in Marketing to Master of Public Administration (<http://catalog.wcupa.edu/undergraduate/business-public-management/marketing/marketing-bs/>)
- B.A. in Political Science - Government and Politics Concentration to Master of Public Administration (<http://catalog.wcupa.edu/undergraduate/sciences-mathematics/political-science/political-science-ba-government-politics-concentration/>)

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.
- Three letters of recommendation (2 letters of recommendation from faculty in the student's Masters program and 1 letter from an employer or professional reference)
- Supplemental Application Questions
- Sample of professional writing
- Resume or vita

Admission Requirements for the M.P.A. Degree

Applications for the fall and spring semesters must be submitted two weeks before the start of the semester. New students may only begin the program in the fall or spring semester, not summer or winter sessions.

Students should submit the following materials to The Graduate School:

- 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
- Two letters of reference from current or former supervisors or professors who can attest to the applicant's potential in public service
- 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 the comprehensive exam before enrolling in DPA 803. This exam will cover content from both the administration core and methods sequence. An oral exam may be required of students with noted deficiencies in their exam. Students not passing the comprehensive exam on the first try will be permitted only one additional attempt. Students who do not pass the comprehensive exam after two attempts will not be able to continue on in the D.P.A. program.

Departmental Minimum Grade Requirement

Candidates for the Doctor of Public Administration (D.P.A.) and Master of Public Administration (M.P.A.) must meet WCU's general requirements for degree completion. Additionally, degree candidates must achieve a **minimum grade of B-** in all core/required administration courses AND maintain a **cumulative Grade Point Average (GPA) of at least 3.0** on a 4.0 point scale .

Faculty

Professors

Kristen B. Crossney (kcrossney@wcupa.edu) (2008)
Director, D.P.A. Program

B.S., University of Maryland-Baltimore County; M.A., Temple University; Ph.D., Rutgers University

Cheryl W. Neale-McFall (cneale-mcfall@wcupa.edu) (2012)
B.S., James Madison University; M.S., University of Georgia; M.Ed., Ph.D., Old Dominion University

Amanda M. Olejarski (aolejarski@wcupa.edu) (2015)
B.A., Rutgers University; M.P.A., Rutgers University; Ph.D., Virginia Tech

Allison H. Turner (aturner@wcupa.edu) (2010)
B.A., Centre College; M.P.A., Ph.D., University of Louisville

Associate Professors

Francis Atuahene (fatuahene@wcupa.edu) (2009)
B.A., University of Ghana; M.A., M.P.A., Ph.D., Ohio University

Jeremy N. Phillips (jphillips2@wcupa.edu) (2012)
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

Assistant Professors

Mark W. Davis (mdavis2@wcupa.edu) (2013)
B.S., Washington University; M.P.A., Indiana University; Ph.D.,
University of Colorado

Angela D. Kline (akline@wcupa.edu) (2019)
Director, M.P.A. Program
B.A., University of Pittsburgh; M.P.A., Villanova University; Ph.D.,
University of Delaware

Courses

DPA

DPA 700. Doctoral Seminar in Public Policy and Administration. 3 Credits.

The doctoral seminar explores the development of the doctorate of public administration. Issues of effective leadership, and the knowledge and theory application in the practice of public policy and administration are explored. The seminar serves as an introduction to applied doctoral studies and doctoral-level scholarship in public policy and administration. Distance education offering may be available. Typically offered in Fall & Spring.

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. Distance education offering may be available. Typically offered in Fall & Spring.

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. Typically offered in Fall.

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. Typically offered in Spring.

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. Typically offered in Fall & Spring.

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. Typically offered in Fall & Spring.

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. Typically offered in Spring.

DPA 707. Qualitative Research Methods. 3 Credits.

This course prepares students to properly design and implement qualitative research techniques. This course will provide students will a broad overview of qualitative and interpretive methods and will require practical experience in some qualitative methods of data collection. Topics include case studies, interviews, focus groups, participant observation, ethnography, and document analysis. Pre / Co requisites: DPA 707 requires a prerequisite of DPA 705. Distance education offering may be available. Typically offered in Fall.

DPA 710. Advanced Topics in Public Policy and Administration. 3 Credits.

Advanced select topics in public administration current to the interests and needs of students. Typically offered in Fall, Spring & Summer. Repeatable for Credit.

DPA 711. Independent Study in Public Policy and Administration. 3 Credits.

Independent study of research projects, reports, and readings in public policy and administration. Distance education offering may be available. Typically offered in Fall, Spring, Summer, Winter. Repeatable for Credit.

DPA 801. Dissertation Seminar I: Research Questions and Framing the Literature. 3 Credits.

The DPA Dissertation 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. This 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. Pre / Co requisites: DPA 801 requires prerequisites of DPA 700, DPA 701, DPA 702, DPA 703, DPA 704, DPA 705, DPA 706, and DPA 707. Distance education offering may be available. Typically offered in Fall, Spring & Summer.

DPA 802. Dissertation Seminar II: Data and Measurements. 3 Credits.

The DPA Dissertation 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. This 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. Pre / Co requisites: DPA 802 requires prerequisites of DPA 700, DPA 701, DPA 702, DPA 703, DPA 704, DPA 705, DPA 706, and DPA 707, and a prerequisite or corequisite of DPA 801. Distance education offering may be available. Typically offered in Fall, Spring & Summer.

DPA 803. Dissertation Seminar III: Quantitative and Qualitative Analysis. 3 Credits.

The DPA Dissertation 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. This is the third in a series of four courses designed to guide and support students in the evaluation of data using quantitative and qualitative methods. Distance education offering may be available. Typically offered in Fall, Spring & Summer.

DPA 804. Dissertation Seminar IV: Recommendations and Conclusions. 3 Credits.

The DPA Dissertation 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. This is the fourth in a series of four courses designed to guide and support students in completing the Dissertation project by formulating recommendations and conclusions. Distance education offering may be available. Typically offered in Fall, Spring & Summer.

PPA

PPA 500. Foundations of Public Service. 3 Credits.

Introduces students to the practice and discipline of public administration. Core functions of the field are surveyed including: organization theory, public personnel administration, and budgeting and finance. Distance education offering may be available.

PPA 501. Analysis and Decision Making I. 3 Credits.

This course introduces students to the practice of policy analysis and program evaluation. Emphasis is placed on the applied nature of both. Students are introduced to both the quantitative and qualitative methods of policy analysis and program evaluation.
Pre / Co requisites: PPA 501 requires a prerequisite or corequisite of PPA 500.
Distance education offering may be available.
Typically offered in Fall.

PPA 502. Analysis and Decision Making II. 3 Credits.

Application of the logic of scientific methodology and research design construction to the practice and discipline of public administration. Emphasizes hypothesis development and testing, data collection, measurement problems, and theory application.
Pre / Co requisites: PPA 502 requires a prerequisite of PPA 501 and a prerequisite or corequisite of PPA 500.
Distance education offering may be available.
Typically offered in Spring.

PPA 503. Public Budgeting & Finance. 3 Credits.

This course introduces students to the principles and procedures of public budgeting and finance. Emphasis is placed on the budgeting process.
Distance education offering may be available.

PPA 504. Public Human Resource Management. 3 Credits.

This course introduces students to human resource management in the public and non profit sectors. Topics include: federal and state employment laws, job analysis, recruitment and selection, performance evaluation, compensation and benefits, training and development, labor-management relations and human resource information technology.
Pre / Co requisites: PPA 504 requires a prerequisite or corequisite of PPA 500.
Distance education offering may be available.
Typically offered in Spring.

PPA 505. Public Sector Organization Theory. 3 Credits.

This course introduces students to the study of organization theory within the context of the public sector. Issues of organization design and effectiveness are explored. Schools of thought include: classical, neoclassical, human resources, modern structural, organizational culture and open systems theory.
Pre / Co requisites: PPA 505 requires a prerequisite or corequisite of PPA 500.
Distance education offering may be available.
Typically offered in Spring.

PPA 506. Foundations in Nonprofit Administration. 3 Credits.

Introduces students to the practice of non profit administration. Core functions of the field are surveyed including: financial and organizational management, role of boards, and strategic planning.
Pre / Co requisites: PPA 506 requires a prerequisite or corequisite of PPA 500.
Distance education offering may be available.
Typically offered in Fall.

PPA 510. Topics in Public Administration. 3 Credits.

Intensive study of selected topics in public administration current to the interests and needs of students.
Typically offered in Fall, Spring & Summer.
Repeatable for Credit.

PPA 512. Communications for Public Administrators. 3 Credits.

Development of communication skills for the effective writing of letters, memos, reports, and proposals. The course will survey communication issues specific to public and nonprofit management.
Distance education offering may be available.
Typically offered in Fall & Spring.

PPA 513. Law for Public Administrators. 3 Credits.

A survey of the legal environment of public administration. Topics include: the development of and trends in administrative law, including the rights, duties and liabilities of public officials.
Distance education offering may be available.

PPA 514. American Public Policy. 3 Credits.

Survey of literature; examination of approaches; discussion of concepts and issues in the field of American politics and policy processes.
Distance education offering may be available.
Typically offered in Spring.

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.

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.
Distance education offering may be available.
Typically offered in Fall, Spring, Summer, Winter.
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.
Typically offered in Spring.

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 535. Strategic Management for Nonprofit 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 the 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.
Distance education offering may be available.
Typically offered in Spring.

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.
Distance education offering may be available.
Typically offered in Fall & Spring.

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.
Distance education offering may be available.
Typically offered in Fall, Spring & Summer.