Program Requirements
The MPA curriculum is comprised of nine courses for four units, and one course of two units (38 credits). For the HSA concentration, two of these courses (PA 717 and PA 760) will be health specific.

First Year Fall Semester

**PA 711: Navigating and Negotiating in Public Administration** (4 credits)
This first course in the MPA program reviews the development of public administration and health administration each as fields of practice, as well as emerging trends and best practices in public administration and society, serving as a foundation for future courses. The course surveys contemporary political, managerial, and leadership practices in government administration, as well as interactions with the nonprofit sector. This course provides the tools, skills, and concepts to operationalize the USF mission statement of "Change the World from Here". An emphasis is on navigating and negotiating in public systems to leverage organizational, community, or institutional change.

**PA 723: Managing Budgets, Finance and Economics** (4 credits)
Discusses the context for local government or nonprofit budgeting including key actors, functions, and recent innovations. Compares and contrast the processes for developing local, state, and government/nonprofit and state/federal budgets. Demonstrate varied forecasting and cost analyses techniques. Specifies those factors responsible for government revenue, expenditure, taxation and debt management. Explains how demographic factors can be used to forecast government revenue, expenditure and debt accumulation. Understand cutting-edge developments in public finance, including alternative methods for financing and deploying capital projects at the federal, state and local levels. Addresses issues of fiscal sustainability.

January Intersession for one, 2-credit course in Year 1 Or Year 2

**PA 785: Strategic Communications** (2 credits)
Know the historical development and understanding of the communication process with an emphasis on the legal and ethical framework used by public and nonprofit sector communicators; Understand the importance of communication management as a function of understand the principles, process, and programs of communication management to better analyze, solve problems, and make decisions about communication situations; Explore the creative process to develop strategic campaigns and message points; and undergo media relations training to understand how to improve the public and nonprofit sectors’ abilities to manage public conversations. Develop research and writing skills through a variety of class assignments that articulate the needs of public and nonprofit sector communication officers. Or

**PA 799 Intersectoral Leadership** (2 credits)
This course teaches how to apply best practices of leadership at the intersection of the public, private, and nonprofit sectors. The course starts with the premise that successful leadership development is by design, not by accident to design, negotiate, manage, navigate, and evaluate programs, policies, initiatives, and projects that have a cross-sectoral dimension. Of particular interest are the varied mechanisms in play across sectors and placed-based approaches, not only in the United States, but also globally. The class emphasizes action-based learning to teach the application of leadership processes at four levels: Personal, Group, Organizational and Community for impact. Or

**Academic Global Immersion** (2 credits)
The course surveys the nongovernmental sector working outside of the U.S. and compares it to the nonprofit sector working in the U.S. This is an optional 2-credit course for the MNA and MPA students. The Academic Global Immersion (AGI) version of this course explores NGO practices in refugee service management and anti-human trafficking. The purpose of this is to compare and contrast administrative effective strategies for forced migrations in Europe, the United States and internationally. Or

**Elective Approved by Program Director** (2 credits)

*Classes and sequencing are subject to change*
First Year Spring Semester

PA 732: Public Policy Analysis and Implementation (4 credits)†
Identify approaches to public policy analysis, policy change processes and challenges to policy implementation. Apply professional ethics, value conflicts, and ethical code of ethics of policy analysts. Contrast rationales for distributional, competitive, market failure and other modes of problem analysis. Conduct cost-benefit analysis in programmatic review. Juxtaposes analytical tools in policy analysis with programmatic financial and budgetary methodology. Systematically apply policy analysis at the developmental, implemented and evaluative stages of deployment at the local, regional, state or federal levels.

PA 713: Management Practice, Organizational Behavior, and Human Resources (4 credits)†
Explore ways to resolve organizational and managerial problems. Develop recommendations that improve the performance of an actual organization. Apply reframing to organizational analysis, from at least four different frameworks. Understand the evolution of organizational theory models and practices in the historical development of the field. Analyze the structure of public and nonprofit organizations. Describe the human resources dynamics in organizations. Describe the drivers for politics and conflict, offering recommendations for negotiation. Analyze the impact of organizational culture on organizational performance. Consider the contemporary research on diversity and gender. Discuss the human resource function, limitations, and potential within the public and nonprofit sectors.

†Students in the Health Service Administration concentration will take the following classes:

These classes are only offered at the San Francisco campus.

PA 760: Health Law and Ethics (4 credits)
Understand the fundamentals, structure, and functions of the legal system in health policy and care delivery. Recognize legal risk/liability in a wide variety of situations and communicate about that with legal counsel. Recognize the unique issues involved with health care information management, security, and reporting. Understand patient’s rights and ethical dilemmas that arise in health care. Understand the interplay of health care quality and employee regulation. Understand the role of regulatory agencies and how to navigate and negotiate in the regulatory environment. Develop a basic tool for analyzing and presenting health care legal policy.

AND

PA 617: Healthcare Management (4 credits)
Develop skills needed to manage and lead health care programs, organizations, and systems with an emphasis on planning and execution. Manage the healthcare delivery system by applying strategic planning, problem solving, continuous quality improvement, control, and resource management. Analyze policy issues arising within the health care delivery system to become effective leaders in the future. Identify challenges and issues in the U.S. health care sector in specific areas of policy, its contemporary legal framework and management; describe/develop operational responses and managerial adaptations.

Summer Semester

PA 770: Quantitative Methods and Big Data (4 credits)
Formulate researchable questions related to public interests that lend themselves to quantitative solution techniques. Determine what research method would provide a solution. Develop a research design. Conduct research or field work to explore the content and principles of quantitative analysis for public sector policy research or program evaluation. Carry out research in an ethical, socially responsible manner. Accurately observe record, analyze, and report data. Evaluate the validity of research results. Demonstrate understanding of and literacy in statistical techniques common in public management. Present results using widely accepted reporting formats, i.e. reports and presentations.

*Classes and sequencing are subject to change
Second Year Fall Semester

PA 744: Strategic Planning (4 credits)
Understand the core elements of strategy: outcomes, measures, assets, behaviors, values, stakeholders, environmental analysis, pitfalls or obstacles, and engagement processes. Apply strategy for advancing outcomes in your professional work. Distinguish between strategy and tactics. Analyze complex organizational challenge; determine leverage points for strategy, Identify obstacles to human resource strategic change and various strategies for overcoming barriers in the organization transformation process.

PA 738: Information Technology and E-Trends (4 credits)
Discuss underlying concepts, methods, and techniques that are essential to the effective selection, development, deployment, and use of technology. Discuss how technology alters the decision making process and can contribute to greater effectiveness of public organizations. Explain the considerations and tradeoffs involved in making decisions about needed systems functions, integrating technology and business, and procuring solutions. Discuss the legal, ethical and policy issues regarding the use of technology in the public sector. Use on-line technology for research, communications, and collaboration. Understand the challenges of changing management information systems in the public sector, including procurement challenges. Find cutting edge Apps and Web sites developed by public agencies.

January Intersession for one, 2-credit course in Year 1 Or Year 2

PA 785: Strategic Communications (2 credits)
Or
PA 799 Intersectoral Leadership (2 credits)
Or
Academic Global Immersion (2 credits)
Or
Elective Approved by Program Director (2 credits)

Second Year Spring Semester

PA 780: Program Evaluation and Monitoring (4 credits)
Analyze a program and develop a logic model to explicate it using action theory. Apply qualitative and/or quantitative (economic) methods in evaluation research. Design and describe a program and develop and present an evaluation proposal. Become a competent researcher and consumer of evaluation research products.

PA 720: Core Value Driven Leadership and Ethics (4 credits)
Explore the connections between core values and leadership. Describe and apply a variety of frameworks and major ethical theories for ethical decision-making as well as for best practices for core value driven leadership. Engage in reflection on their own views on ethics, leadership and public service. Explain the human dimensions of ethical leadership and ethical failures. Apply a variety of approaches as public agency managers to create and sustain a culture of ethics within their organizations, including practical ways to increase the ethical awareness in organizations. Understand normative, compliance, and ethical practice in relation to good governance, anti-corruption and the promotion of transparent and accountable administration.