Master of Public Administration (MPA) with a specialization in Public Policy and Governance
Master of Public Administration (MPA) with a specialization in Public Policy and Governance

The MPA Public Policy and Governance specialization further develops the knowledge and professional skills learners need to effectively engage in collaborations between public and private entities. The curriculum emphasizes appropriate, value-added tools and concepts used to evaluate public programs and policies; techniques related to the nuances of collaborative governance; and the intricacies associated with public policy analysis and advocacy. Throughout the specialization, learners explore how to craft, analyze, design, and advocate for public policies impacting diverse policy domains. Upon successful completion of this specialization, learners are prepared to pursue positions in the areas of policy analysis, policy advocacy, program management, program coordination, implementation analysis, and general management.

Capella’s streamlined curriculum provides maximum efficiency and cost savings while ensuring you develop skills aligned to your professional goals.

Capella is a member of NASPAA, the Network of Schools of Policy, Affairs, and Administration, giving you the assurance that your degree will be respected and recognized.

This specialization is offered in the GuidedPath delivery model.

This guide is intended to provide an overview of the specialization and is subject to change. Your enrollment counselor can provide updates, details, and Capella’s official University Catalog that specifies your program requirements.
**Career Information**

### RELATED EMPLOYMENT SETTINGS TO EXPLORE

- Health care organization
- Religious organization
- Social assistance agency
- Environmental organization
- Consulting firm
- Community college
- Nonprofit organization
- Foundation
- Local, state or federal government
- Research organization
- Charitable organization
- Civic group
- Land-based or online college or university

### RELATED JOB TITLES TO EXPLORE*

- Program analyst
- Government affairs executive
- Research associate/executive
- Urban planner
- Program coordinator
- Marketing/public affairs specialist
- Public service manager/director
- Political scientist
- County executive/commissioner
- City manager/chief administrative officer

### SPECIALIZATION OUTCOMES

- Apply the operational, key aspects of collaborative governance to complex areas of programming such as performance measurement/management, resource allocation, leadership, and transparency for goal attainment and related policy implementation purposes.
- Apply core quantitative and qualitative research and evaluation methods to public problems and other designated areas of interest as encountered by public sector entities throughout the effort to implement their programs and policies in an effective and ethical manner.
- Apply core policy development methods and techniques to a diverse set of public policy areas such that the outcomes of this professional development work can be made available to key public sector stakeholders in an effective manner.

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*These are examples intended to serve as a general guide. Because many factors determine what position an individual may attain, Capella cannot guarantee that a graduate will secure any specific job title.
## Curriculum

- 12 required courses
- Total program credits: 48 quarter credits

### CORE COURSES

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>PSL7010</td>
<td>21st-Century Communication and Leadership</td>
<td>4</td>
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<tr>
<td>MPA5400</td>
<td>Public Administration Theory</td>
<td>4</td>
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<tr>
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<td>MPA5424</td>
<td>Policy Analysis and Research</td>
<td>4</td>
</tr>
<tr>
<td>MPA5428*</td>
<td>Integrative Public Administration Project</td>
<td>4</td>
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</tbody>
</table>

*Denotes courses that have prerequisite(s). Refer to the course descriptions for further details.

### SPECIALIZATION COURSES

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<tbody>
<tr>
<td>PSL7860*</td>
<td>Survey of Research Methods</td>
<td>4</td>
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<tr>
<td>MPA5450</td>
<td>Implementation of Collaborative Governance</td>
<td>4</td>
</tr>
<tr>
<td>DPA8420</td>
<td>Public Policy Analysis</td>
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</table>

The courses in this program may require live web conferencing activities and/or learner audio/video recordings. Learners who require assistive technology or alternative communication methods to participate in these activities should contact Disability Services to request accommodations.

Capella’s MPA curriculum provides an affordable pathway to the DPA.

### TRANSFER CREDIT

A maximum of 12 quarter credits from previous graduate coursework may be transferred and applied to your program’s requirements.

### ADMISSION REQUIREMENTS

**Bachelor’s degree** from an institution accredited by a U.S. Department of Education-recognized accrediting agency or an internationally recognized institution

**Grade point average** of 2.3 or higher on a 4.0 scale

The courses in this program may require live web conferencing activities and/or learner audio/video recordings. Learners who require assistive technology or alternative communication methods to participate in these activities should contact Disability Services to request accommodations.
Core Course Descriptions

**PSL7010  21st-Century Communication and Leadership**
4 QUARTER CREDITS
This course begins the three-course sequence designed to enhance professional communication, scholarly competencies, and leadership effectiveness. Learners apply theoretical models of leadership and interpersonal relations to practical situations in the workplace. Learners also use contemporary technology to communicate effectively as scholars and professionals in real-world situations. **Must be taken during the learner’s first quarter. Cannot be fulfilled by transfer or prior learning assessment.**

**MPA5400  Public Administration Theory**
4 QUARTER CREDITS
In this course, learners analyze foundational theory in public administration and examine select environmental factors that influence practices in the field. In addition, learners assess communication and collaboration strategies and apply cultural competence theory and skills to support and promote effective change as a professional in the public sector.

**MPA5404  Public Administration Organizational Leadership and Theory**
4 QUARTER CREDITS
In this course, learners examine the roles of public administration leaders and managers and explore change management, systems theories, and organizational behavior and culture from an applied, theoretical perspective. In particular, learners focus on local, state, federal, elected, appointed, and employed government structures and officials and analyze their respective leadership requirements.

**MPA5408  Finance and Budgeting in Public Administration**
4 QUARTER CREDITS
In this course, learners gain knowledge of the broad policies and practices associated with developing and managing budgets and demonstrate the skills needed to be sound stewards of public resources. Learners evaluate the political and economic environment of budgeting and analyze the political process associated with budget development, including identifying ways to optimize differing revenue streams. In addition, learners examine the documentation and auditing of the budget process to ensure funds are spent in an appropriate, legal, and ethical manner.

**MPA5410  Strategic Management and Planning**
4 QUARTER CREDITS
Learners in this course explore strategic management and planning concepts and processes, including collaboration, cooperation, and coordination within and among organizations. Learners apply these concepts to real-life situations and organizations, examining their internal and external environments, allocation of resources, and translation of strategic plans into tactical operations.

**MPA5412  Ethics and Personal Leadership Development**
4 QUARTER CREDITS
In this course, learners evaluate the associations between ethics and social justice and economic disparity, power, and privilege. Learners use demographic data and current social trends and themes to identify and address ethical and social justice issues affecting global service delivery.

**MPA5420  Leadership and Human Resource Management in Public Services**
4 QUARTER CREDITS
This course presents theories, approaches, and systems of employee acquisition, management, development, and retention in government organizations. Learners review case studies to explore public services topics associated with law and ethics, diversity, performance and conflict management, use of outside contractors, and policy development and implementation.
MPA5424  Policy Analysis and Research  4 QUARTER CREDITS
In this course, learners examine the concepts, principles, and stages of public policy analysis and development. Learners study the models and tools used by policymakers and policy analysts to evaluate the effect of programs and projects on societal problems. Topics include political, legal, economic, and social institutions and processes; the impact of policy on public value; policy assessment; and global complications of policy processes.

MPA5428  Integrative Public Administration Project  4 QUARTER CREDITS
In this course, master's learners demonstrate proficiency in their specialization area by applying learning from required and elective courses to complete an analysis of a public administration organization or system, or propose a new application in their professional field. For MPA learners only. Prerequisite(s): Completion of all required and elective coursework. Cannot be fulfilled by transfer.

Specialization Course Descriptions

PSL7860  Survey of Research Methods  4 QUARTER CREDITS
Learners in this course critically evaluate research in order to gain an understanding of the scientific methods of inquiry and the ethical considerations of research. Learners focus on becoming educated consumers and creators of research. Learners also use their research design skills to analyze and apply research methodologies, validity, reliability and other components of scientific research related to their field of interest. Prerequisite(s): DPA8400 or HS8213 or MPA5400 or PSL7030 or PSL8106. Cannot be fulfilled by transfer.

MPA5450  Implementation of Collaborative Governance  4 QUARTER CREDITS
This course presents issues associated with initiating and supporting ongoing collaboration among public and private entities involved in public policy implementation. Learners examine the operational capacity of collaborative organizations, including resource allocation, the scope and availability of discretionary and non-discretionary program resources, and knowledge sharing. Learners also assess the ways various aspects of the collaborative governance structure, such as performance measurements, leadership approaches, and transparent communication with the public, enable collaborations to meet or exceed program initiative goals and objectives.

DPA8420  Public Policy Analysis  4 QUARTER CREDITS
This course focuses on the role of policy development in the public arena. Learners analyze the craft of public policy analysis as it is applied at legislative and administrative sites and at all levels of the public sector. Learners also build their knowledge of agenda setting, political process management, policy implementation and evaluation, and feedback in the public policy arena. Cannot be fulfilled by transfer.
Program competencies are aligned to what is current and relevant in the field today, so you can implement what you are learning right away to make an immediate impact on your career.

**Recommended Course Sequence**

This recommended course sequence assumes learners take two courses per quarter. Some learners elect to take fewer or more based on workload and the amount of time available for graduate study.

<table>
<thead>
<tr>
<th>YEAR 1</th>
<th>COURSES</th>
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<tbody>
<tr>
<td>Q1</td>
<td>PSL7010</td>
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<td>MPA5404</td>
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<table>
<thead>
<tr>
<th>YEAR 2</th>
<th>COURSES</th>
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<tbody>
<tr>
<td>Q5</td>
<td>MPA5410</td>
<td>Strategic Management and Planning</td>
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<td></td>
<td>MPA5450</td>
<td>Implementation of Collaborative Governance</td>
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<tr>
<td>Q6</td>
<td>PSL7860</td>
<td>Survey of Research Methods</td>
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<td></td>
<td>DPA8420</td>
<td>Public Policy Analysis</td>
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<tr>
<td>Q7</td>
<td>MPA5428</td>
<td>Integrative Public Administration Project</td>
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</tbody>
</table>
There are many financial aid options available to help you offset tuition costs.

Contact an enrollment counselor at 1.888.CAPELLA (227.3552) to discuss your financial aid opportunities.

Digital course materials covered by the quarterly resource kit fee offer advantages such as immediate mobile access to books; fast, easy full-text search of materials; digital note-taking; and peer collaboration through note sharing.

Tuition and Fees

This tuition estimate is effective July 10, 2017, and is subject to change. For current pricing, visit the Capella University website at www.capella.edu.

<table>
<thead>
<tr>
<th>TUITION/FEE</th>
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<tbody>
<tr>
<td>Tuition per credit</td>
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<tr>
<td>Resource kit per quarter</td>
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Financial Aid

Capella University offers assistance to learners who qualify and would like to secure educational funding to help finance their academic program. A number of options are available, given the diverse needs and backgrounds of prospective learners. Options include:

- Federal Direct Stafford Loan Program
- Federal Direct PLUS Loan Program
- Non-federal loans through preferred lenders and financial institutions
- Capella scholarships
- External scholarships
- Veterans’ educational benefits and U.S. armed forces discounts
- Corporate and higher education alliances
- Employer tuition reimbursement

Regarding loan programs, interest rates for Stafford student loans are low compared to other types of consumer loans, and repayment can be deferred until after graduation. In compliance with federal and state laws, Capella University has established policies for all learners regarding satisfactory academic progress, which is necessary for financial aid eligibility.
Academic Leadership

Charlyn A. Hilliman, PhD
Dean
Dr. Charlyn Hilliman serves as the dean of Capella University’s School of Public Service Leadership. Dr. Hilliman has worked for the university since 2006, having served on the Institutional Review Board (IRB) and as a scientific merit reviewer; a residency instructor; a subject matter expert in research, criminal justice, and public administration; and the comprehensive examination lead. Dr. Hilliman also spent her career in health care information technology leadership at Columbia University and Florida International University, and has worked as a director of community programs evaluations and policy initiatives for the NewYork-Presbyterian Hospital. Dr. Hilliman holds both a PhD and Master of Philosophy in Criminal Justice from the Graduate School and University Center of the City University of New York (CUNY), as well as a Master’s in Public Administration from John Jay College of Criminal Justice, CUNY.

Heather Strouse, DM
Interim Faculty Chair
Dr. Heather Strouse serves as the interim faculty chair for public administration in Capella University’s School of Public Service Leadership. Prior to coming to Capella, Dr. Strouse’s professional career was comprised of several senior management positions within the airline industry, and she has maintained a professional career as a VP of a business consulting firm. Dr. Strouse received both her Doctor of Management in Organizational Leadership and her Master of Arts in Management of Organizational Leadership from the University of Phoenix and her Bachelor of Arts in Public Relations and Crisis Management from Capital University. She also holds a certification for teaching English as a second language as well as TESOL Certification from the TESOL International Association. Dr. Strouse also attended the National Transportation Safety Board Academy and was certified in various courses related to airline crisis management and accident investigation. At Capella, Dr. Strouse has served as a part-time faculty member since 2010 in the School of Public Service Leadership and has been involved in the first course experience. She has served as a mentor and committee member at Capella and has been a Stephen Shank Award recipient for several years.
Move Forward with Capella University

WORKING SCHOLARS
Capella provides an online, flexible learning environment for working adults who are also determined scholars. That connection between academic and professional work infuses the entire Capella experience—from the faculty we recruit to the course projects you complete. The theories discussed in the courseroom are designed to develop working knowledge for everyday situations.

AN ACCREDITED UNIVERSITY
Our accreditation* is an assurance to students, employers, and the public that Capella University meets or exceeds established standards for quality of faculty, curriculum, and learner services. It is also an important factor in the ability to transfer credits among higher education institutions. Regional accreditation, the type held by Capella, is the most common type for major public, state, and private institutions in the United States.

VALUING YOUR KNOWLEDGE AND EXPERIENCE
Adults bring a wealth of experience and learning to their education. Capella courses are designed to bring out your perspectives just as you gain from others’ ideas. Your knowledge can also be worth time and money: An enrollment counselor can help you estimate how much of your prior learning may apply toward your Capella degree program.

*ACCREDITATION
Capella University is accredited by the Higher Learning Commission.

HIGHER LEARNING COMMISSION
https://www.hlcommission.org
800.621.7440

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