

PORTLAND STATE UNIVERSITY
Hatfield School of Government

DIVISION OF PUBLIC ADMINISTRATION

Graduate Student Handbook

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**Division of Public Administration Graduate Student Handbook
Portland State University**

Summer 2007

Dear Graduate Student,

Welcome to the Division of Public Administration. You are about to embark on a wonderful journey of learning, experience, and growth. This handbook is provided to you as a reference. Many questions cannot be answered by a handbook. Please do not be afraid to ask your advisor, faculty and the division staff for assistance. Enjoy your program. If you have suggestions for this handbook, please let us know.

A large part of the information in this handbook was drawn from the handbook for the Oregon Master of Public Health Program (*Oregon MPH: Health Management and Policy Handbook*). We thank the people who put their time and effort into assembling that information and other Portland State student handbooks, which expedited the creation of this handbook. Because the Oregon MPH Handbook was designed specifically for graduate students pursuing the OMPH, it continues to serve as the best reference for those students. However, this handbook was designed to serve all graduate students of the Division of Public Administration (MPA, MPA: HA, OMPH and EMPA).

Thank you also to the faculty, staff and students who helped make this handbook a reference guide for questions that arise at the beginning, middle and end of the programs. Please let us know if there are questions it does not answer and we will do our best to improve it.

Sincerely,

Handbook Committee
Philip Cooper, Professor of Public Administration
Summer Goodwin, MPA '07

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I. The Division of Public Administration – An Overview

A. The Division of Public Administration Mission

The mission of the Division of Public Administration is to develop and strengthen the knowledge, practice of delivery and management of services to the public. The Division is dedicated to preparing individuals for the exercise of competent and effective policy and administrative leadership. The Division fulfills this mission by facilitating learning, promoting scholarship, improving practice and engaging in public service.

B. Division Goals

The Division of Public Administration offers a professionally oriented program that focuses on the study of government, health, and nonprofit organizations and their management. Among the components of the scope of this study are knowledge of: (1) How these organizations and the people in them behave, (2) The process by which these organizations formulate, implement, evaluate, and modify policy, (3) The relationship between these organizations and their environments including their constituencies and society, and (4) The theory and practice of managing these organizations, including skills and approaches designed to increase their effectiveness and efficiency.

C. Belief Statements of the Division of Public Administration

- We believe the preparation for public service is essential to society.
- We believe that career administrators must learn to understand the various ways in which the multiplicity of interests help to shape, and in turn are shaped, by the underlying values of our various systems of democratic governance.
- We believe that career administrators operate within a complex set of constitutional, institutional and legal structures.
- We believe public servants must understand the ways in which both global and domestic forces of economic and political interdependence shape the conditions of, and create opportunities for, the exercise of administrative leadership.
- We believe that public, nonprofit and health administration rests on the successful integration of theory with practice.
- We are committed to working with members of the community to provide students with rich learning experiences that both assist the community and provide graduates for a career of productive service.
- We are committed to meeting the life-long learning needs of our graduates and career public servants.

D. Learning Competencies

The program curricula stress competency-building in communications, both written and verbal; decision making, problem solving, and ethical action; computer literacy and applications; quantitative and qualitative techniques of analysis; understanding the employee, management and legal requirements in human resources; budget and finance; policy and program formulation, implementation and evaluation; understanding legal institutions and processes;

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and, organization and management concepts and behavior. This range of general competencies represents the structure within which the program mission is realized.

E. Masters Programs within the Division and Specializations

The Division of Public Administration offers students a choice of four degree programs as well as a variety of different tracks within the MPA program. Students can pursue the Master of Public Administration (MPA), Executive Master of Public Administration (EMPA), Master of Public Administration with an emphasis on Health Administration (MPA: HA), or the Master of Public Health (MPH) degree in Health Management and Policy. It is important for students to be familiar with the requirements for the degree they seek. (Students pursuing the MPH should consult the *Oregon MPH: Health Management and Policy Handbook*, designed specifically for those students.)

Within the general MPA program each student must select an area of specialization. It may be chosen from a number of specializations that have been formally established in the division such as natural resource management or nonprofit management or students can work with their advisors to construct a specialization based upon particular interests or career plans. Examples of specializations that have been developed include administration of justice, global leadership and sustainable development, human resources management, public sector labor relations, public policy analysis and various public policy fields. Courses selected for satisfying the specialization requirement are selected by the student with approval of their advisor.

It is important to speak with your advisor early on in your course work. Among the many reasons why this is important is the fact that the student needs to identify the specialization and work with the advisor on that selection as well as in the selection of Area II Skill Development Courses that fit the choice of specialization.

F. Program Setting

College of Urban and Public Affairs at PSU

The College of Urban and Public Affairs at Portland State University allows students with interests in urban problems and processes to take advantage of the resources of an urban university situated in a major metropolitan area. Opportunities for urban education are available through eight graduate degrees, two undergraduate degree programs, and baccalaureate minors.

The College of Urban and Public Affairs (www.upa.pdx.edu) is comprised of three schools: the Mark O. Hatfield School of Government, the School of Community Health, and the Nohad A. Toulan School of Urban Studies and Planning. The College also includes a number of research centers and public service units including the Institute on Aging, the Center for Public Health Studies, the Executive Leadership Institute, the Institute for Nonprofit Management, the Criminal Justice Policy Research Institute, the Center for Urban Studies, the Institute for Portland Metropolitan Studies, the Institute for Tribal Government, the National Policy Consensus Center, and the Center for Population Research and Census. The College is located in the Urban Center (Mill St. between 5th and 6th).

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Mark O. Hatfield School of Government

The Mark O. Hatfield School of Government (www.pdx.edu/hatfieldschool) includes the Division of Criminal Justice, Division of Political Science, and the Division of Public Administration. It is the lead division for the College-wide Ph.D. program in Public Administration and Policy. The Hatfield School is housed on the 5th, 6th and 7th floors of the Urban Center.

G. Accreditation

The MPA and MPA: HA Programs are accredited by the National Association of Schools of Public Affairs and Administration (NASPAA). To learn more about the accreditation process visit <http://www.naspaa.org>. To read the NASPAA 2005 Self-Study Report visit http://pdx.edu/media/h/a/hatfield_naspaa_volume1.pdf.

The MPH program is accredited by the Council on Education for Public Health (CEPH). To read the OMPH Self Study document submitted in 2006 go to http://www.oregonmph.org/about_us/accreditation.html.

H. Degree Requirements

All programs consist of multiple parts: core curriculum, electives and service learning. **Because curriculum varies with each of the masters programs it is important that** students pursuing the MPA, EMPA, MPH, MPA: HA or the MPA with specialization in Nonprofit Management obtain the appropriate Degree Requirements and Degree Completion Worksheets from the Public Administration Division office. The MPA, MPH, MPA: HA, MPA with a Specialization in Nonprofit Management Specialization degree requirements and Degree Completion Worksheets are attached here as appendices.

The Master of Public Administration and the Master of Public Administration Health Administration are addressed here. Students should discuss the requirements of the EMPA and the requirements of each area of specialization with their advisor. Students pursuing the MPH should consult the *Oregon MPH: Health Management and Policy Handbook*, designed specifically for those students.

Completing the Masters of Public Administration (MPA) and the Masters of Public Administration: Health Administration (MPA: HA) requires:

1. At least 60 credits of coursework approved by the Academic Advisor, including:
 - Substantive Core Courses (30 credits) - Area I
 - Skill Development Courses (9 credits) - Area II
 - Final Integrative Experience (6 credits) - Area III
 - Field of Specialization (15 Credits) - Area IV

2. A minimum 3.0 (B) grade point average for all work completed in graduate standing.

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3. Successful completion of 200 hours of organizational experience in the form of field experience. This includes development of a comprehensive field-based project and written report. Approximately 150 hours will be spent in the field, and up to 50 of the 200 hours may be allotted for writing the culminating assessment paper. (*See Section K: Integrative Experience.*)

It is very important that you work closely with your advisor to become familiar with and plan for how you will complete these requirements. Note that these programs do not have a thesis option and there is no comprehensive final examination.

I. Core Curriculum

The following core requirements are for MPA and MPA: HA students. Students pursuing the MPH should consult the *Oregon MPH: Health Management and Policy Handbook*, designed specifically for those students.

The MPA Substantive Core Courses (Area I) are:

PA 511 Public Administration (3)
PA 540 Administrative Theory & Behavior (3)
(*Prerequisite PA 511*)
PA 533 Public Policy: Origins and Processes (3)
PA 534 Administrative Law and Policy Implementation (3)
PA 551 Analytic Methods in Public Administration I (3)
PA 552 Analytic Methods in Public Administration II (3) (*Prerequisite: PA 551*)
PA 513 Administrative Ethics & Values (3)
(*Prerequisite PA511*)
PA 582 Public Budgeting (3)
PA 585 Financial Management in the Public Sector (3)
(*or approved Economics course*)
PA 590 Human Resource Management in the Public Sector (3)

The MPA: HA Substantive Core Courses (Area I) are:

PA 511 Public Administration (3)
PA 533 Public Policy: Origins and Processes (3)
PA 534 Administrative Law and Policy Implementation (3)
PA 541 Organizational Behavior in Health Service Organizations (3) **or** PA 540 Administrative Theory & Behavior (3)
PA 551 Analytic Methods in Public Administration I (3)
PA 552 Analytic Methods in Public Administration II (3) (*Prerequisite: PA 551*)
PA 573 Values & Ethics in Health (3) **or** PA 513 Administrative Ethics & Values (3)
PA 582 Public Budgeting (3)
PA 586 Introduction to Health Economics (3)
PA 590 Human Resource Management in the Public Sector (3) or PA 510 Human Resources Management in Health Care

J. Skill Development Courses

Students are required to complete 9 hours (3 courses) of Skill Development Courses selected in consultation with their advisor as appropriate to their specialization. Substitutions of other skill development courses offered by the Division of Public Administration are allowed with approval of your advisor. The courses above are offered relatively frequently, but there may be other courses that would be a particularly good fit for a given specialization. This is another reason why it is important for students to speak with their advisory early on and often.

Students pursuing the MPH should consult the *Oregon MPH: Health Management and Policy Handbook*, designed specifically for those students.

MPA Skill Development (Area II) (9 credits):

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- PA 532 Organization & Methods (3) (*Prerequisite PA 540*)
- PA 536 Strategic Planning (3)
- PA 545 Organization Development (3) (*Prerequisite: PA 540*)
- PA 547 Interpersonal Communications in the Public Sector (3)
- PA 548 Advocacy Roles in Public Management (3)
- PA 549 Cross-cultural Communications in the Public Sector (3)
- PA 550 Managing Information Resources (3)
- PA 554 Policy Analysis Research (3)
- PA 555 Program Evaluation and Management (3)
- PA 557 Operations Research in Public Administration (3)

MPA: HA Skill Development (Area II) (9 credits):

- PA 545 Organization Development (3) (*Prerequisite PA 540*)
- PA 576 Strategic Management of Health Care Organizations (3) **or** PA 536 Strategic Planning (3)
- PA 579 Health Care Information Systems Management (3) **or** PA 550 Managing Information Resources (3)
- PA 588 Program Evaluation & Management in Health Services **or** PA 555 Program Evaluation & Management (3)

K. Integrative Experience

The Integrative Experience is the culminating experience for most of the graduate programs of the Division. It provides students with a customized final integrative experience that allows them to build skills for future practice, to integrate theoretical and applied knowledge obtained through coursework, and to develop skills of reflective practice to assist in integration and synthesis of program content and plan for future career directions. Most graduate students of the Division of Public Administration must complete either the PA 509 Organizational Experience or PA 512 Reflective Practice and Case Analysis to fulfill the Integrative Experience requirement.

Integrative Experience is offered with two options and is available to students ***only after they have completed 42 credits*** in their master's program. Option 1 is intended for "in-service" students, those who have had limited or no administrative experience. Option 2 is for those students who have had at least three (3) years of full-time administrative or management experience in public, non-profit, and/or health care organizations.

Option 1: PA 509, Organizational Experience (6)

Or

Option 2: PA 512, Reflective Practice and Case Analysis (3) plus one elective 3 credit course approved by your advisor.

The PA 509 is a 6-credit course. The organizational experience typically involves the student working on an administrative or management issue confronting a government agency or nonprofit organization. It is an opportunity for the student to relate her/his academic experience in the MPA program to a practice setting. The culmination of the experience is a report that the student prepares that documents the experience and its product, comments on the utility of the experience for the student, and offers personal reflection on a) achievement of

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the student's learning objectives articulated at the beginning of the organizational experience, b) opportunities for integration of curricular content into practice, and c) future career directions based on the experience and related learning. The report includes documentation prepared for the organizational setting, as well as for the academic instructor of record, and is submitted to the instructor as the evidence of completion of the experience. The report is graded.

The student spends a minimum of 200 hours of work in the integrative experience, usually operationalized as two days per week over one quarter (or in some cases as one day per week over two quarters). PA 509 Organizational Experience normally is taken toward the end of the program. Students must have completed at least 42 graduate credits in the MPA program, to ensure that they have sufficient academic experience to use their organizational experience as an integrative and reflective activity.

For students who have at least three years of full-time administrative or management experience in public, non-profit or health care organizations, PA 512 Reflective Practice and Case Analysis plus one elective course approved by the advisor can be substituted for the 509 Organizational Experience. Discuss this option with your advisor early on if you think it is appropriate. Advisor approval is required for Option 2. Some students who have sufficient prior experience to waive the PA 509 option in favor of the PA 512 option nevertheless choose to do their PA 509 Organizational Experience as part of a career transition or for other professional development reasons. Once again, we recommend a discussion with your advisor about your plans and needs.

Students should meet with their advisor to discuss appropriate timing of PA 509 in their course of study. Students are required to attend the PA 509 orientation offered quarterly by the Division of Public Administration to learn about the requirements and expectations. They then consult with their faculty advisor and develop a draft of the learning contract in conjunction with the faculty advisor and the potential field placement site, before making contact with the designated PA 509 Faculty. Students should begin arrangements for the experience no later than the quarter prior to commencing PA 509; an experience may not begin until the faculty advisor has approved the draft learning contract, and the student, field supervisor, and PA 509 faculty instructor have all signed the student's final learning contract. Please understand that students who wait until the term begins and have not completed the checklist in cooperation with their advisors, will not be able to register. Registration requires a special form, signed by the PA 509 faculty instructor, and may not be done on-line.

Students must attend an orientation for the PA 509 Organizational Experience; it is offered three times in each of the regular quarters. For more information, go to http://www.pdx.edu/hatfieldschool/pa509_org_exp.html or contact Gretchen Kafoury, 509 Faculty, for questions at kafouryg@pdx.edu.

L. Sample Course Sequence

The faculty in the Division of Public Administration recognizes that students do not enter the program on a cohort model, and therefore may need to take courses as they are available, rather than in a strict sequence. A few classes have prerequisites or must be taken in sequence. Students pursuing the MPH should consult the *Oregon MPH: Health Management and Policy*

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Handbook, designed specifically for those students.

Here are some suggested guidelines for MPA and MPA: HA students:

- PA 511 Public Administration is a prerequisite for PA 540 Administrative Theory & Behavior (MPA: HA students can choose from PA 540 or PA 541). We generally recommend taking this course as early in your program as possible since it is intended to provide a context and foundation for other courses.
- PA 551 Analytic Methods in Public Administration I is a prerequisite for PA 552 Analytic Methods II and PA 551 and PA 552 should be taken in sequence. It is common practice to take these courses from the same instructor. Here again, the faculty recommend taking these courses relatively early in the program so that students can use the analytic tools provided in these courses in other classes.
- PA 533 Public Policy: Origins and Processes and PA 534 Administrative Law and Policy Implementation have served students well in preparing them for classes in their areas of specialization. It is recommended to take these courses early on.
- PA 509 Organizational Experience may not be taken until you have taken at least 42 and preferably more credits; ideally it should be the last or close to last course in your program since it is designed to be an integrative experience. Even so, it is good to speak with your advisor earlier in your program about the process and ideas as to the kind of 509 experience you would like to have.

Always consult with your advisor regarding your program of study. Note that your advisor must sign off on your program before you can graduate, so it is wise to consult with them regarding electives so that you know you have their approval.

M. Advising

For graduate students, academic advisors are the most readily accessible role models. Frequent communications and a good working relationship between graduate students and their advisors can be a major factor in facilitating successful program outcomes.

During the admissions process, new students are assigned to a faculty advisor based on a review of their interests. However, a student may switch advisors by informing the assigned advisor of his or her desire to do so and by finding another faculty member to agree to assume the advisor position. Once all agreements have been reached, both the new advisor and the student should inform the division staff of the change.

For a list of faculty in the Public Administration Division please visit http://www.pdx.edu/hatfieldschool/pa_faculty.html or see *Appendix A. Division of Public Administration Contact List*.

The faculty, administration, and staff of the Division speak regularly about ways to ensure effective advising opportunities. Faculty maintain regular office hours and try to find ways to accommodate students whose work schedules make it difficult to come to the office. For example, telephone appointments sometimes work well for students who commute considerable distances or cannot come to the office during posted office hours. It is in

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everyone's best interest to avoid program difficulties by addressing needs as soon as possible. Problems are always easier to solve before they happen rather than after the fact.

While the faculty and staff try to facilitate advising opportunities, students also have responsibilities in this area. First, as graduate students, it is important for students to take responsibility to contact their advisors and communicate regularly. The Mark O. Hatfield School of Government is an important part of an active university which means that, in addition to their teaching responsibilities, faculty are actively engaged in research, community service, and university governance activities. That means that they must plan appointments to mesh with the full range of their obligations. For all these reasons, we suggest the following guidelines for working with your faculty advisor:

- **Initiate contact with your advisor at least once per quarter.** It is far better to do that at some time other than just as the quarter is ending and registration for the next term is beginning. This is the time when students are seeing faculty about course assignments and when faculty must meet deadlines for the submission of grades. It is far better to see your advisor early in the term when schedules are less hectic and then be in touch briefly later to confirm your decisions about course selections and the like.
- **Check e-mail regularly for notices and other important communications.** We recommend that you use your PSU e-mail account for your graduate work. That way, you will be less likely to miss important information that might otherwise find its way into already full personal e-mail inboxes. If you do want to use a different account, please go into the PSU file and change the e-mail address information so that materials will be forwarded to the account where it will reach you.
- **When you communication with faculty advisors, do not assume that they will get your message and be able to respond on the same day.** Like you, they receive large amounts of e-mail each day and are also seeing other students, teaching, doing course preparations, writing, and performing public service. If they do not get back to you in a reasonable period of time, do call or send a reminder.
- **Take advantage of special events sponsored by the school, the program, and the collage such as receptions, lectures, and student-sponsored activities. The listservs and the bulletin boards in the Urban Center are good resources to learn about these.**
- **If you do encounter a problem or if you make a change in your program status, be in touch with your advisor as soon as possible.**
- **Notify the division of address or other information changes.**

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N. Policies and Other Important Information

Grading

Students are assigned numeric grades for all classes; effective with registration for Fall 2006 the PA 509 field experience is also a graded course. Pluses and minuses may be assigned but there is no A+.

Incompletes

It is a good idea to avoid requesting an incomplete (“I”) grade for a course. If you need to request an incomplete for unforeseen personal or professional reasons, the university policy requires reasons for an “I” given by a student must be acceptable to the instructor. The student does not have the right to demand an “I”. When instructors assign an “I” grade there should be an agreement between the student and the instructor on the remaining work that must be done to remove an incomplete.

Reasons for an “I” given by a student must be acceptable to the instructor. The student does not have the right to demand an “I”. Also, if the instructor agrees to record an “I”, he or she will indicate the conditions that accompany the approval of the request.

The reason that instructors and the program generally discourage an incomplete is that they can become continuing burdens that can be difficult to resolve with the pressure of other obligations and the requirements of other courses the student might take.

You should also be aware that financial aid may be affected by an incomplete grade, since some forms of financial aid come with requirements for progress toward the degree on a continuing basis.

Grievances/Disagreements

There may be situations in which students find themselves in disagreement with an instructor or with a program action. As professionals, we understand that the best way to resolve such matters is with a respectful conversation in which those involved seek to resolve the matter as informally as possible. If, however, an informal effort cannot settle the matter, the Public Administration Division has a process for which grievances or disagreements are to be addressed. Please see the director of the division for the details.

Also, once a resolution of the matter has been attempted at the school and college levels, the university has a grievance process that operates through the Office of Student Affairs.

Students can find more information regarding the appeal process and other student affairs issues on the Office of Student Affairs web page at www.sa.pdx.edu.

Non-degree students’ application for admission

While students who are not admitted to the degrees offered by the Public Administration Division sometimes take courses because they are enrolled in another degree program on campus or at another university, are interested in applying to the program but wish to have a better understanding of what is involved, or are attempting to build a stronger record for

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application to the program it is important to understand, however, that only 12 credits that have been taken in non-degree status may be transferred into the program once a student is admitted.

Because of these limitations and because non-degree students are most often taking classes without an advisor to assist them in course selection, we strongly urge students to apply for admission to the program as soon as they decide that the MPA, MPA: HA, or EMPA is their goal.

GPA Requirements

We are very interested in your success in the program. The information provided to this point and our recommendations about the importance of speaking with your advisor all address that goal. However, it is also important to you, to the faculty and the university, to the National Association of school of Public Affairs and Administration, the Council on Education for Public Health, and to the public service profession that we maintain high standards in the professional degree programs. Therefore, the Hatfield School, the College, and the University have grade point average requirements that are rigorously enforced.

All students in the MPA program must maintain a “B” (3.0 GPA) average. Students who fail to do so will be placed on immediate probation until a B average is once again attained (see *PSU Bulletin* for the removal of probationary status). No student may have more than two “probations.” Any student who is placed on probation a third time will be automatically dropped from the program.

A student cannot use any course with a grade lower than a C- for the MPA degree. If a grade lower than a C- is received in a required course, the student must repeat that course. In addition, students may not use more than two courses with grades lower than a B- for the MPA degree, and students must have a GPA of 3.0 or higher to graduate.

Transfer of credits

There are two kinds of transfer situations about which it is important for students to be aware. First, there are the obvious questions about transfers from other institutions. Second, there are students pursuing multiple degrees within PSU for whom there are questions as to how various courses will be counted and applied. Consider the following important information.

In today’s professional environment, it happens that students who begin their graduate program at another university may find it desirable to apply for transfer into one of the Division’s graduate programs. We recommend that students contemplating a transfer application speak with a faculty advisor as soon as possible even before they file an application. Once they do apply, it is important to understand that there are some limitations on credits that can be transferred into the PSU programs.

Graduate students of the Division of Public Administration may transfer in up to 1/3 of the number of credits required for their degree. This number *includes* any pre-admission credits (up to 12) taken in the MPA Program as well as transfer credits from other institutions. All pre-admission and transfer credits must be graduate level and meet the following requirements: 1) must be letter graded B- or higher; 2) must not be graded Pass (or similar

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grading method); 3) must not be used for any other degree at any institution; 4) must be no older than seven years old at the time the master's degree is awarded; 5) must be applicable to a master's degree at the originating institution without qualification; and 6) must not be correspondence credit. Refer to the *PSU Bulletin* for information on transfer of television courses, short-term courses, and courses from foreign institutions, as these require additional documentation.

Transfer credits will count toward the 60 credits required for the degree.

Students who are enrolled in more than one degree program at PSU will want to see their advisor and PA Division staff to obtain the necessary approval forms that indicate how courses are to be counted for their multiple programs. If this is not done, students will encounter difficulties when they apply for graduation. As always, the earlier that a student develops these intentions and speaks with an advisor about the relevant requirements, the less likely there is to be a difficulty.

Course Waiver Requirement

There are situations in which a student may be of the view that he or she has previously taken a course that satisfies a particular degree requirement. Students may petition to waive a class requirement if they have comparable previous experience through coursework. The first step in such a situation should be a conversation with the student's advisor, since even if a waiver of a particular requirement is granted, there will be a need to adjust the student's overall program.

Course Evaluations

We encourage all students to complete an evaluation of all courses for which they are registered. Course evaluations are important to assist faculty and staff to assess the quality of the courses and identify opportunities for improvement. Evaluations are usually distributed to students in the last class session. If no evaluations are distributed please contact the Public Administration Division office to request a form.

Leave of absence

The Hatfield School of Government abides by university enrollment policies, detailed in the *PSU Bulletin*. Any student admitted to a master's program of the Division of Public Administration, who is in academic good standing, may petition for a leave of absence. Leave of absence status assures that students will retain their admissions status during periods in which they cannot actively pursue the degree for personal, health, or other unforeseen reasons. A leave of absence is granted for up to one calendar year.

The student's advisor and the Division Chair must endorse a leave of absence petition. Application for leave of absence must be filed in the Office of Graduate Studies not later than the last day to register for classes in the term for which the application is made. A leave of absence does *not* constitute a waiver of the time limit for completion of the master's program. Only in cases of extreme need will additional leave time be considered. The Division Chair must approve such extensions.

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Students who have not enrolled for three terms (excluding summer) must submit a re-enrollment request.

Time to degree completion

A student is entitled to take up to seven years to complete the degree.

O. Executive Master of Public Administration

The Executive Master of Public Administration (EMPA) degree program is a unique effort by the Division of Public Administration in our continuing mission to improve access to public service education.

The EMPA degree program is offered for experienced practitioners with a curriculum designed to reflect the way problems realistically present themselves in the work setting. Courses make use of students' experience to integrate theory and practice in the classroom.

The Executive Master of Public Administration offers a unique cohort learning experience and a work-centered curriculum to students. Regional cohorts are composed of professionals who are aggressively moving forward in their careers. When you meet in class you will find that you are interacting with other professionals who are facing real-life challenges and are well-positioned to share "best practices" across organizational and jurisdictional boundaries. This heightened level of experience in multiple policy settings brings to the classroom a sophisticated and effective learning environment.

Key features of the Executive Master of Public Administration:

Easy to get started - Students may take up to 15 quarter hours of course work (5 courses) without being formally admitted as an EMPA degree candidate.

Convenience - Course schedules and content are tailored to meet the needs of your particular organization or the cohort participants as a whole. Salem classes meet three times per term in a weekend intensive format (Friday evening and all day on the following Saturday). Portland Metro students have a choice between weekly Friday morning classes or monthly Saturday classes.

Cohort Learning Experience - By accepting students who already have substantial work experience and who take the program together as a "cohort" group, participants in the Executive MPA program benefit from peer camaraderie that is characteristic of full time graduate study.

Work-Centered Curriculum - The curriculum for the Executive MPA program has been designed to reflect the way problems realistically present themselves in the work setting. For example, participants are encouraged to work closely with their supervisors and fellow employees to select course projects and papers that will benefit their own organization.

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The EMPA curriculum consists of 3 modules for a total of 45 credits: Module I: Foundations of Public Sector Leadership (27 credits) Module II: Electives (12 credits) Module III: Capstone Requirement (6 credits). To learn more please visit <http://www.eli.pdx.edu/>.

P. Certificate Programs: Executive Leadership Institute and Institute for Nonprofit Management

Executive Leadership Institute - Certificate in Public Management

The Certificate in Public Management Program (CPM) has been especially designed for those who have been promoted to leadership roles, but do not possess any specialized training in managing public organizations. The goal of the program is to provide participants with the knowledge and skills to assume public sector leadership responsibility, including managing budgets, people, programs, and organizational units as well as exercising leadership with external stakeholders in the community.

The CPM Program consists of 21 credit hours (7 courses total) of graduate level course work in Public Administration. Participants are required to complete two core class (PA 518—Leading Public Organizations and PA 540—Administrative Theory and Behavior) and any other five courses approved by their advisor. Successful completion of the program can be applied to a Master’s degree in Public Administration from the Hatfield School of Government at Portland State University.

To learn more about the **Certificate in Public Management** contact the Executive Leadership Institute at 503-725-8261 or <http://www.eli.pdx.edu/>.

Institute For Nonprofit Management –Certificate Programs

For students who wish to bring particular structure and focus to their studies in the area of nonprofit management, the Institute for Nonprofit Management’s certificate programs offer alternatives to the MPA degree requirements. INPM offers certificates in four areas of specialization.

- Nonprofit Management
- Nonprofit Development
- Nonprofit Financial Management
- Volunteer Management

For more information call the Institute for Nonprofit Management at (503) 725-8221 or visit <http://www.inpm.pdx.edu/index.shtml>.

Q. Joint Degree Programs or Certificate Programs

Students can pursue degrees in multiple graduate programs at one time. Students must complete all coursework in both programs to successfully complete the programs. Students wishing to pursue a joint program should discuss this option with their MPA advisor as early as possible.

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IV. Frequently Asked Questions about the Division of Public Administration's Masters Programs

1. How do I contact the Division of Public Administration office?

Becky Fidler
Mark O. Hatfield School of Government
C/O Division of Public Administration
PO Box 751
Portland, OR 97207-0751
(503)725-3920
(800)547-8887 Ext. 3920
E-mail: rfidler@pdx.edu

2. How do I register for classes at PSU?

1. Students register for PSU courses online using the PSU Information System. Students must either be formally admitted to the University, have gone through the "Quick Entry" process or be enrolled with "Post baccalaureate" status prior to registering for classes. The PSU Information System can be accessed at <https://banweb.pdx.edu> or from a link on PSU's homepage at www.pdx.edu.

Logging onto the PSU Information System requires a student ID and PIN number. Your login ID is your PSU ID number. Your initial PIN is a six-digit number representing the month, day, and year of your birth. For example, a student born on April 1, 1960 uses 040160 as the initial PIN. Students are required to change their PIN to a unique number upon their first login. Portland State recommends changing PINs at frequent intervals and choosing PINs that are easy to remember but difficult for others to guess. PIN changes may be made online or at the registration windows in the lobby of Neuberger Hall. Please note that entering an incorrect PIN five times in a single session will disable the account. Instructions for resolving this issue are included in the Help link on the PSU Information System login page.

2. After successfully logging in, select the "Student Services and Financial Aid" link. Next, select "Registration". Update student information if appropriate, otherwise click on "Continue to Registration Menu".

To search for classes, select "Look-up Classes to Add". The search feature allows students to look for classes according to subject, course number, title, part of term, instructor, start and end times, and days of the week. Choose one parameter or several, and then click on the "Get Classes" button. Select courses using the check box on the left side of the search results screen, then click on either "Register " or "Add to Worksheet" at the bottom of the page. Proceed to add classes using this procedure, or use the "Add/Drop Classes" link from the main Registration Menu.

When finished add/dropping classes and/or making other changes, click on the "**Please click here to complete your registration**" link at the bottom of the page. *Students who fail to perform this crucial step are not registered.*

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Students may view their completed registration/class schedule by selecting "Student Schedule Detail" or "Student Schedule by Day and Time" links from the main Registration Menu.

Exit the PSU Information System by clicking on "Exit" near the top right-hand corner of the page. If using a shared computer, close the browser application to ensure privacy of personal data.

NOTE: Some classes fill up early. To be sure to get into a specific offering of a course, be sure to register very soon after registration opens for the next quarter.

3. How do I get a PSU email account?

Portland State University provides many computing resources to students. An "Odin" account will allow you to access most of these resources, including:

- A PSU Email account accessible from Webmail (username@pdx.edu)
- Dial-up Internet access
- Campus computer labs
- UNIX shell access (odin.pdx.edu)
- Disk space for personal files and web pages

Go to <https://www.account.pdx.edu/setup/index.php> to set up your Odin account.

For questions about computer related services see the PSU Help Desk at <http://www.uss.pdx.edu/>

4. How do I park when taking courses at PSU?

Graduate students are eligible to purchase limited-term parking permits at PSU. For more information on parking procedures, please use the contact information listed below.

- **PSU Parking Services:** #503.725.3442
<http://www.transportation.pdx.edu>

5. If I have taken courses prior to admission, how many credits can I apply to my degree?

You may apply 12 credits completed pre-admission to your degree.

6. What kind of financial aid is available?

Students should check with the university office of financial aid for a complete listing of available sources and grant and loan requirements. Following is a partial list of scholarship opportunities available to graduate students at Portland State University. Financial aid is available primarily for full time graduate students although some loans and grants are open to part-time students. This aid is of three general types: (1) graduate assistantships available through the College of Urban and Public Affairs and the Hatfield School of Government; (2) loans and work study available through the University's Office of Financial Aid; and (3) awards, grants, and scholarships available through PSU.

[Graduate Assistantships](#)

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Graduate assistant (GA) positions provide teaching or research services working with faculty. Levels of appointment are between .15 and .49 FTE, granted on a one-term, nine-month, or 12-month basis. The typical full time assistantship is .15 FTE, which is equivalent to 7.5 hours per week, or .30 FTE which is equal to 15 hours per week. These positions provide services such as teaching lab sections of courses, facilitating discussion sessions, grading papers, providing research assistance, etc. In all cases, the assistantship is regarded as a contribution to the graduate student's learning experience.

A limited number of graduate assistantships are available in the Division of Public Administration. Applications for these positions are usually due in February. Check with the Division staff for details.

Graduate assistant positions may be available throughout the year in other departments across campus. Students should check the Graduate Studies web page for current openings (www.gsr.pdx.edu/ogs_gradassists.php). Students interested in applying for graduate assistantships must have regular admission status and maintain good standing in the graduate program. GA positions also require that students be registered for, and satisfactorily complete, a minimum of nine graduate credits each term with the exception of summer term.

Graduate assistants usually receive tuition remission and a stipend. Check with the in the Division staff for more information.

The Office of Graduate Studies and Research registers graduate assistants for up to six credit hours per term. These credits do not count toward your degree, but are meant to reflect the educational value of the GA activities on your transcript.

Financial Assistance Available Through the University: Loans and Work Study

Graduate students may receive consideration for financial assistance through the Federal Perkins Loan, Federal Work Study, and Federal Direct Stafford Loan programs. The Office of Financial Aid is located in Neuberger Hall lobby, (503) 725-3461.

Federal Perkins Loans

This federally funded loan program is available to graduate students who demonstrate exceptional financial need. This is a long term, low interest rate loan for which repayment commences nine months after the student is no longer enrolled, on at least a part-time basis.

Federal Direct Stafford Loans

These loans are available to PSU graduate students through the cooperation of the University and the U.S. Department of Education. Both interest subsidized and unsubsidized loans are available. Repayment begins six months after the student drops *below half-time* status, or leaves the University. The federal government pays interest on the subsidized loans while the student is in school. Unsubsidized loan eligibility is based on the difference between the student's cost of attendance and the financial aid awarded. Repayment begins while the student is still enrolled. The federal government *does not* make interest payments. Annual loan maximums for graduate students receiving either subsidized or unsubsidized Perkins loans are \$10,000.

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Work Study

Graduate students are eligible for Federal Work Study funds. Federal Work Study is a need-based program in which the Federal government pays from 70-90 percent of student wages and the institution or agency pays the remainder. This program assists students who demonstrate a need for part-time employment to pursue a college education. Sources of work include metropolitan non-profit agencies and/or campus employment. For other student employment opportunities contact the Student Employment Office at (503) 725-4958, University Services Building, Room 402F.

Awards Available Through the University

The Scholarship Guide is available through the Office of Academic Affairs, Cramer Hall, Room 349, (503) 725-3422. You may also access scholarship information and application materials at www.pdx.edu/finaid/scholarships.html. Many other scholarships are available to graduate students through the Oregon Community Foundation and other organizations including the Oregon Sports Lottery Scholarship, the University Club Scholarship, the College of Urban and Public Affairs at Portland State University, the Mike Lindberg Public Works Scholarship to name a few. Another good resource is the Oregon Student Assistance Commission scholarship database:
http://www.osac.state.or.us/osac_programs.html.

Ron Cease Founder's Award

In 2001, retired professor Ron Cease and his wife Jane established the Ron Cease Founder's Award endowment program. The endowment is supported by contributions made by the Ceases, as well as faculty, alumni, and friends of Portland State and the public administration program. The endowment currently provides funds to assist three to four students each year. Applications are available in the Division of Public Administration Office and are usually due in February.

Helen Oliver Memorial Fellowship Award

This is an annual cash award given to a graduating student with an official degree who demonstrates the promise of being a responsible and mature civic leader. The award is not based on need or scholastic achievement (although good scholarship is assumed), but rather on good character and dedicated spirit. Students may apply through the Office of Academic Affairs, Cramer Hall, Room 349, (503) 725-5251.

Robert and Rosemary Low Memorial Award

One award, given in years when funds are available. This scholarship gives special recognition to academically qualified graduate students with physical handicaps. Eligible students must be admitted to PSU as regular graduate students. Selection will be based on scholarship and academic potential. Financial need may be considered, but is not a requirement. The deadline for application is April 15 for the following academic year. Information is available after March 1, at the Office of Graduate Studies and Research, Cramer Hall, Room 111, (503) 725-8410.

Oregon Laurels Tuition Remission Program

These are annual awards of tuition credit equivalent to the instructional portion of graduate fees for *full and part time* PSU graduate students. Awards are merit-based.

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Financial need is a consideration for some of these awards. Deadline for application is April 15 for the following academic year. For further information contact the Office of Graduate Studies after March 1st of the year in which you wish to apply (Office of Graduate Studies, Cramer Hall, Room 111, (503) 725-8410.)

Frank Roberts Community Service Scholarship

Awarded to a PSU graduate student who exemplifies a spirit of public service and commitment to community, applicants must be admitted to a PSU graduate program, in good academic standing, and enrolled for at least *6 credit hours per term*. They must also have excellent undergraduate portfolios and demonstrate financial need. For information contact the Office of Graduate Studies and Research, Cramer Hall, Room 111, (503) 725-8410.

Under Represented Minorities Achievement Scholarship Program – Graduate - Level

A limited number of UMAS awards are available to PSU graduate students who are Oregon residents and of African-American, American Indian/Alaska Native, or Hispanic American heritage. Awards are made in the amount of instructional fees. For information contact Educational Equity Programs and Services, Smith Memorial Center, Room 120, (503) 725-4457.

7. What is the policy for minimum enrollment?

The College of Urban and Public Affairs requires that students be continuously enrolled for at least three credits per quarter until the completion of their degree unless they are on an approved leave of absence.

8. What is the difference between full-time and part-time students?

Full-time students are enrolled in a minimum of nine credit hours of classes each term for three terms per year. Part-time students take up to eight credit hours each term. Both full and part-time students may be enrolled in the Division's graduate programs. In order to be eligible for the services of the Center for Student Health and Counseling students must be enrolled for 9 regular credit hours. This does not include self-support courses, however, students can pay an additional health fee to maintain the student insurance and access to the Center. Ask the Cashier's office about this if you are taking off-campus courses or courses you have been told are considered "self-support".

9. If I work, are there evening classes available in the programs?

The faculty understands that many students wish to pursue a master's degree while working full time. Most classes are offered in the evenings so as not to interrupt the work day. Most of the core courses are offered in time slots beginning at 4 p.m. or 6:40 p.m. on a once-per-week basis. However, it may not be possible to complete the degree by solely taking courses offered in the late afternoon or evening. Intensive seminars are also offered periodically. These seminars allow students to complete courses over a series of two-day seminars rather than once a week over ten weeks. Such courses have special notes in the Schedule of Classes that denote "intensive" course. Several web-based classes are also offered.

10. Can I substitute other comparable courses for required courses in the programs?

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You should check with your advisor regarding any potential substitutions before enrolling in a course.

11. Can I take courses in other departments?

The majority of the courses for the graduate programs are courses taught within the Division of Public Administration. Upon completion of the required coursework students may choose to complete relevant coursework in other departments such as Urban Studies, Political Science, Dispute Resolution, Communications, etc. Students should consult their advisor to ensure that such coursework will satisfy requirements of their respective area of specialization or skill development. Occasionally, courses in other departments will be listed in the Public Administration section of the Schedule of Classes. Students should still consult their advisor before enrolling.

12. How is Summer Session different from Fall, Winter or Spring term?

During Summer Term classes are offered on a condensed scale. Both required classes and classes to satisfy the areas of specialization are offered.

Summer Session schedule of classes is posted during Spring Term. Visit <http://www.summer.pdx.edu/> for course offerings.

13. Are all courses held on campus?

Several public administration courses are held off campus. Location ranges from just outside of the Portland area to Hanoi, Vietnam.

Off-campus courses vary each term. Typically, courses are held each year in Washington, DC (PA539 National Policy Process, to learn more visit <http://www.eli.pdx.edu/natlpolicy/>) and in Oaxaca, Mexico (PA529 Nonprofit Field Study in Oaxaca, to learn more contact the Institute for Nonprofit Management (503) 725-8221 or visit <http://www.inpm.pdx.edu/index.shtml>). In Fall 2008 PA510: Development Management was offered as two-week intensive course in Vietnam. To learn more about this course contact Dr. Marcus Ingle (mingle@pdx.edu).

14. What is a “510” course?

510 is the course number for a variety of courses. Some are special topical seminars and others are courses that are part of the required coursework for areas of specialization that are awaiting a permanent course number. Consult your advisor to find out if 510 courses can be applied to your degree requirements.

15. What should I know about plagiarism?

Plagiarism is an extremely serious academic offense. You must document your sources whenever you use words or ideas that are not your own. Making sure you have not plagiarized is your responsibility, not the instructor's. If you are uncertain about how to use source material, please review the following guidelines for properly documenting a research paper.

1. Use quotation marks to set off borrowed passages a few words to three lines long; cite

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- the source (always include page numbers) of the quoted passage.
2. Indent and single space quoted passages of three or more lines; cite the source of the quoted passage.
 3. Cite the reference of any facts, ideas, or information that is not common knowledge.

Please ask the instructor, the writing associate, or a tutor at the PSU Writing Center if you have any questions. A useful article by the Writing Tutorial Service entitled, "Understanding Plagiarism," can be found on the Internet at:
<http://www.indiana.edu/~tedfrick/plagiarism/>.

Any assignment containing plagiarized material will receive a failing grade on the assignment and will be reported to the Office of Student Affairs. A second offense will result in a failing grade for the course.

16. How can I improve my study skills?

For a very useful website with recommendations on how to improve your study skills, go to <http://www.ucc.vt.edu/stdyhelp.html>. You can also contact the Information and Academic Support Center for more materials on ways to study to enhance your chances for academic success at PSU.

17. What is service-learning or community-based learning?

According to Campus Compact, a national higher education advocacy organization, "service-learning is a teaching method which combines community service with academic instruction as it focuses on critical, reflective thinking and civic responsibility." Service-learning (also called community-based learning) has been incorporated into courses throughout Portland State University and the Division of Public Administration. Through these courses, students gain valuable experience and make connections with community organizations. The experience with the organizations is then integrated into the classroom to provide students with a deeper understanding of the course material

18. How do I arrange Reading and Conference credits?

If you have a topic that you would like to explore in depth outside of a regular class, you may talk with a potential faculty supervisor who is interested in the topic about signing up for a Reading and Conference class. If the faculty member agrees, you can register for the class online with a special CRN number. You will be expected to do reading in this area and to write a paper on the topic in order to earn a grade; this is negotiated with the faculty supervisor.

19. How do I access my enrollment files and transcripts?

Students may request to view their official files by contacting the division administrator, or may access their transcripts on-line via PSU Information Systems at <https://banweb.pdx.edu>.

20. What are my rights regarding my file?

Listed below is a summary of the rights and privileges relating to the privacy and release of student records and enrollment information provided by the Office of Academic Affairs. All questions relating to the release and maintenance of your student records should be directed to the administrator in the Division of Public Administration or Agnes Hoffman, Office of Admissions and Records, 503-725-5502.

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Faculty, staff, and those under departmental supervision may not release protected student information to any outside party, including parents of minors, except as provided by public records' law. Care should be exercised to protect the privacy of students. The student information listed below is considered strictly confidential at all times.

- Student identification number or social security number
- Age, race, gender, national origin, religious affiliation
- Exam or course grades
- Class schedule
- Financial, medical or public safety records
- Email addresses

Data such as email addresses, class rosters, grade reports, student ID numbers, exams and papers shall not be routed or posted openly in the classroom or faculty offices. These documents and data are protected under the student privacy regulations. Under public records authority, faculty may release information for current or previously registered students which is designated as “public” or “directory” information. Such public information is limited to:

- Student name
- Current address and telephone number
- Number of academic credits earned
- Dates of attendance and the fact of enrollment, including full or part-time students
- Degrees and awards received

Students have a right to restrict distribution of the “public” information listed above. No information, including public directory information, may be released for students who have requested this confidential, non-disclosure status. Students concerns or complaints regarding records or enrollment information should be directed to the Office of Academic Affairs, 503-725-3422.

21. How do I get more involved in the Division of Public Administration?

Each year there are a number of opportunities for students to become involved in the Division and its events. Graduate assistantships are available in the division. The application process for these positions usually opens in February. Opportunities often arise for student representation on committees; please let your advisor know if you are interested. If you are interested in helping to plan program events, please contact Becky Fidler. The Public Administration Student Association (PASA) is also a way to get involved. The student-run student group meets periodically throughout the year for social and professional development events. To contact PASA email them at pasapsu@pdx.edu.

22. What are the required procedures for graduation?

The Office of Graduate Studies and Research provides the necessary forms for applying for graduation. They are available online at www.pdx.edu/hatfieldschool/graduation_information.html.

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Graduating students must complete the form GO-12, *Approved Graduate Degree Program*. This form requires the listing of all courses taken to complete your degree, and must be submitted according to the deadlines listed at www.gsr.pdx.edu/ogs_general_deadlines.php.

There is also an *Application for Advanced Degree* (a green half-sheet), which is available from the Office of Graduate Studies (Cramer Hall 111) which also must be filed at the same time as the GO-12.

It is strongly recommended that students submit these two completed forms to the departmental administrator during the quarter **prior** to when they wish to graduate. This will help to ensure sufficient time for the advisor to sign the forms and have them submitted in a timely fashion. Students should check with the departmental administrator to make sure that forms have been signed by all relevant administrators and submitted prior to the deadline. See *Appendix H: the Graduation Paperwork – Quick Information* to learn more.

23. Can I take a class at another university in the Oregon University System?

It may be possible to take a class at another university in the Oregon University System through a registration process called “By Arrangement”. Be sure to meet with your advisor to discuss this prior to enrolling in such a course.

24. What other resources are available to students on the PSU Campus?

a. The MPA and MPH Listservs

As a graduate student, you are encouraged to subscribe to the Division’s graduate student listservs. The listservs are open only to graduate students enrolled in the Division’s programs. Through the listservs, students will find the most current information about job-related opportunities, internships, new class offerings, related seminars, upcoming events, fellowships and other items of interest. It is also a great way to communicate with other students. The listserv is not to be used to send personal messages, fund-raising, or other solicitations or to disseminate information not directly related to the programs and please observe proper “netiquette.” To subscribe to the list, students should send an email message to Becky Fidler <rfidler@pdx.edu> with the message “subscribe MPA” or “subscribe MPH” in the subject area. In the body of the message, please provide your name and the program in which you are enrolled. All questions related to the MPA listserv should be directed to Becky Fidler.

b. Office of Graduate Studies

The Office of Graduate Studies and Research, located at 111 Cramer Hall, provides guidelines for graduation and thesis preparation, scholarship information, and access to many other resources. The website is <http://www.gsr.pdx.edu>.

c. Millar Library

The Branford P. Millar Library has holding of more than one million volumes and more than 10,000 subscriptions and serials in support of teaching and research. The Information Desk, Reserve Section, guides to library use, and catalog files are located on the ground floor. The library has an on-line public access catalog file. For library hours call 725-3065. The website is www.lib.pdx.edu.

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If desired books are not available at the PSU library, books can be requested through Interlibrary Loan (ILL) using Summit (request “pick-up anywhere” to retrieve at any campus library). MPA students can request copies of journal articles via Interlibrary Loan (ILL), if not owned by the home library. In most cases journal articles will be delivered electronically to the student's email account. If you have questions about library resources, contact your campus library office.

If you have questions specific to sources for research of public administration contact Rose M. Jackson, 503.725.3689, rosej@pdx.edu. Rose is Reference Librarian and Information Consultant to the College of Urban and Public Affairs and can generally help locate hard to find resources.

d. Computer Labs

PSU's Office of Information Technologies maintains numerous microcomputer laboratories on campus. These labs provide students, faculty, and staff with access to a variety of general purpose microcomputer hardware and software for use in the academically related tasks. The computers provided include word processors, databases, programming languages, spreadsheets, graphics applications, and a range of instructional software. Lab attendants are on duty at all times to help with user problems. In addition, software manuals, user guides, and tutorials are on hand for reference and self paced instruction.

The College of Urban and Public Affairs provides a lab designated for graduate students within the college. The lab is located on the 2nd floor of the Urban Center. For more information on hours of operations call 725-4017.

A lab exclusively for use by graduate students is located in the basement of Smith Center.

The main general access labs are located at 112 Shattuck Hall (725-3140), 107 Shattuck Hall (725-3113), on the first floor of Millar library (725-8425), Broadway Housing Building Room 226 (Open 24 hours a day from Sunday at 10 AM to Friday at 7 PM) (503.725.2940). Other labs around campus are available for general access when not scheduled for specific purposes. Each lab has its own schedule. Students may also contact the Help Desk at 725-HELP for more information.

e. Counseling and Psychological Services

The Testing Service for Counseling and Psychological Services provides assistance to PSU students in the following areas: academic major and career counseling, educational counseling, biofeedback, relaxation training, and stress management, national test program preparation. CAPS is open Monday through Thursday, 8:00 a.m. to 6:00 p.m., Friday, 8:00 a.m. to 5:00 p.m. For inquiries, phone 725-2800, or visit the center at 1880 SW 6th Ave. (University Center Building, Suite 200.) The website is <http://www.shac.pdx.edu/caps>.

f. The Center for Student Health and Counseling

The Center for Student Health and Counseling is a primary clinic that provides outpatient medical treatment, women's health care, lab and x-ray facilities, immunizations, dispensary services, wellness resource center, health education, dental services and psychological

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counseling.

A basic insurance plan is automatically provided fall, winter, and spring quarters, for students enrolled for 9 or more credits but it must be purchased separately for the summer term, unless a student is enrolled for at least one credit. An extended plan can be purchased each quarter that provides additional coverage for the student, spouse or family. For further information regarding services available, measles vaccination requirements, or insurance information, please contact SHAC at (503) 725-2800 or their website: www.shac.pdx.edu. The Center for Student Health and Counseling is located in the University Center Building, Suite 200 (SW 6th and Hall St.).

The Student Health Center offers pain reliever, band aids and several other sundries free of charge in the lobby.

Please be aware that some courses are considered “self-support”. Self-support courses are not assessed the standard fees and therefore if you are registered for two classes and one self-support course, you will not be assessed the health fee and thus will not have access to the health services unless you ask the cashier’s office to charge you the health fee. This is particularly important for those graduating spring term, who would like to continue the student health insurance through the summer. Be sure to pay the health fee in the spring and enroll for summer insurance. This will not be done automatically.

g. Student Lounge and CUPA Library

A student lounge is located within the College of Urban and Public Affairs on the 2nd Floor of the Urban Center. The lounge is equipped with a microwave oven, refrigerator, sink, tables, chairs and couches. Vending machines are nearby on the 2nd floor. Students are also encouraged to use the CUPA Resource Library located on the 7th floor as a quiet area to study and conduct research.

h. Student Recreation and Intramurals

Located in the Peter Stott Center, student recreation is a program that allows students registered for at least one credit hour, to utilize various facilities for recreational purposes. This includes an extensive weight room, circuit training room, open basketball, racquetball and squash courts, table tennis, and a swimming pool. Locker-room services are also available for a limited fee.

Intramurals is an organized delivery of team sports, and some individual sports that provide a level of competition to students of all abilities. Some activities include flag football, basketball, softball, step aerobics. These activities are free to students. Both the student recreation and intramurals offices are located in the lower level lobby of Peter Stott Center.

i. Campus Public Safety

The Campus Public Safety Office provides assistance in emergency situations, an evening escort service, and routes emergency messages on campus. It is located at the corner of SW Broadway and College. In cases of emergency, call 725-4404 or use any of the emergency phones located around campus. For non-emergency inquiries, call 725-4407.

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j. Lockers

A limited number of lockers are available in the College of Urban and Public Affairs on the second floor. Lockers are available on a first come first served basis. Go to the Nohad A. Toulan School of Urban Studies and Planning on the third floor of the College of Urban and Public Affairs to find out if a locker is available.

25. What are websites of interest to graduate students of the Division of Public Administration?

Portland State University
www.pdx.edu

The American Society for Public Administration
<http://www.aspanet.org>
National news, conferences, career development

ICMA (International City/County Management Association)
<http://www.iap2.org>
Job posting, career development and events

The International Association for Public Participation (IAP2)
<http://ci.portland.or.us/jobs>
News, training, events, job postings

City of Portland Human Resources
<http://www5.ci.portland.or.us/jobs/>
Job postings

Oregon Employment Department
<http://www.employment.oregon.gov>
Job links: city, county, state, federal, etc.

United States Federal Jobs
<http://www.usajobs.gov/>
News, career resources

**Division of Public Administration Graduate Student Handbook
Portland State University**

**Appendix A
Division of Public Administration Contact List**

| Name | Room | Phone | Email |
|--|-------------|--------------|--|
| Faculty http://www.hatfieldschool.pdx.edu/PA/pub_admin.php | | | |
| Jack Corbett | 670G | 503-725-8226 | corbettj@pdx.edu |
| Phil Cooper | 670D | 503-725-8155 | pcooper@pdx.edu |
| Suzanne Feeney | 670R | 503-725-8217 | feeneys@pdx.edu |
| Erna Gelles | 670H | 503-725-5405 | gellese@pdx.edu |
| Sherril Gelmon | 670K | 503-725-3044 | gelmons@pdx.edu |
| GLA Harris | 670S | 503-725-9594 | Glah@pdx.edu |
| Marcus Ingle | 670F | 503-725-8202 | mingle@pdx.edu |
| Theresa Kaimanu | 670M | 503-725-5155 | theresak@pdx.edu |
| Gretchen Kafoury | 650C | 503-725-2955 | kafouryg@pdx.edu |
| Doug Morgan | 670N | 503-725-8216 | morgandf@pdx.edu |
| Masami Nishishiba | 670Q | 503-725-5151 | nishism@pdx.edu |
| Craig Shinn | 670P | 503-725-8220 | shinnc@pdx.edu |
| Brian Stipak | 670J | 503-725-3043 | stipakb@pdx.edu |
| Neal Wallace, Chair | 670L | 503-725-8248 | nwallace@pdx.edu |
| Front Office Staff | | | |
| Becky Fidler | 650 | 503-725-3920 | rfidler@pdx.edu |
| Alan Ely | 650 | 503-725-3921 | elya@pdx.edu |
| Hatfield School of Government www.hatfieldschool.pdx.edu | | | |
| Ronald Tammen, Director | 650A | 503-725-8443 | tammen@pdx.edu |
| Betty Lewis, Asst. to Director | 650B | 503-725-5156 | lewisbe@pdx.edu |
| Executive Leadership Institute www.eli.pdx.edu | | | |
| Sara Vandehey | 780-L1 | 503-725-8261 | sav@pdx.edu |
| Sara Saltzberg | 780K | 503-725-5153 | ssaltz@pdx.edu |
| Christine Jacobs | 780H | 503-725-5114 | cjacobs@pdx.edu |
| Marcus Ingle | 670F | 503-725-8202 | mingle@pdx.edu |
| Institute for Non Profit Management www.inpm.pdx.edu | | | |
| Sharon Hasenjaeger | 780L | 503-725-8221 | hasenjs@pdx.edu |
| Sue Kowalski | 780L | 503-725-8227 | kowalskis@mail.pdx.edu |
| Dick Adamek | 780L | 503-725-8227 | adamek@pdx.edu |
| Institute for Tribal Government | | | |
| Roy Sampsel, Director | 670B | 503-725-9000 | sampsel@comcast.net |
| Elizabeth Furse, Professor | 670B | 503-725-6126 | fursee@pdx.edu |
| Jean Edwards, Asst. to Director | 670B | 503-725-9000 | jedwards@pdx.edu |
| Margie Lundell | | 503-725-9000 | tribalgov@pdx.edu |

06/07

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Appendix B

Numbers to Know and Campus Resources

CUPA Librarian Rose Jackson Phone: 503-725-3689; email:
rosej@pdx.edu

She can help you with library research and accessing library databases effectively

PSU Office of Graduate Studies Phone: 503-8410; email grad@pdx.edu
600 Unitus Building, 2121 SW 4th Avenue <http://www.gsr.pdx.edu/ogs.php>

Good to know where this office is as the policies set by this office greatly affect you as a grad student

PSU Office of Information Technology Phone: 503-725-4357; email help@pdx.edu
Get information on setting on ODIN and WebCt accounts; Located in the basement of Smith

Center for Student Health & Counseling Phone: 503-725-2800; www.shac.pdx.edu
Counseling and psychological services, health services, insurance, after-hours emergencies information.

Student Parent Services Phone: 503-725-5655; www.sps.pdx.edu
PSU Family resource center helping student parents with resources and school, work, and family demands

Disability Resource Center Phone: 503-725-4150; drc@pdx.edu
The DRC helps to ensure barrier-free environments for students with disabilities

PSU Office of Registration & Records Phone: 503-728-3412; Lobby of Neuberger Hall
<http://www.pdx.edu/registration/>
Where to go if you have any questions or problems about your enrollment or records as a PSU student

Degree Requirements Phone: 503-725-3438; 104 Neuberger Hall
Provides academic requirements petitions, degree audits, and graduation clearance information

PSU Office of Parking and Transportation Phone: 503-725-3442; Lobby of Neuberger Hall
<http://www.transportation.pdx.edu>
Transit, biking, and parking information for students passes or to pay the ticket you got in Parking Structure One

Women's Resource Center Phone: 503-725-5672; wrc@pdx.edu
Provides services to women students at PSU: support groups, parent groups, Returning Women Students program

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Appendix C
 Map of Campus



Division of Public Administration Graduate Student Handbook
Portland State University

Appendix D
M.P.A. Degree Requirements

AREA I – Substantive Core (30 Credits)

- PA 511 Public Administration (3)
- PA 540 Administrative Theory & Behavior (3) (*Prerequisite PA 511*)
- PA 533 Public Policy: Origins and Processes (3)
- PA 534 Administrative Law and Policy Implementation (3)
- PA 551 Analytic Methods in Public Administration I (3)
- PA 552 Analytic Methods in Public Administration II (3) (*Prerequisite: PA 551*)
- PA 513 Administrative Ethics & Values (3) (*Prerequisite PA511*)
- PA 582 Public Budgeting (3)
- PA 585 Financial Management in the Public Sector (3) (*or Economics course approved by advisor*)
- PA 590 Human Resource Management in the Public Sector (3)

AREA II – Skill Development (9 credits)

- PA 532 Organization & Methods (3) (*Prerequisite PA 540*)
- PA 536 Strategic Planning (3)
- PA 545 Organization Development (3) (*Prerequisite: PA 540*)
- PA 547 Interpersonal Communications in the Public Sector (3)
- PA 548 Advocacy Roles in Public Management (3)
- PA 549 Crosscultural Communications in the Public Sector (3)
- PA 550 Managing Information Resources (3)
- PA 554 Policy Analysis Research (3)
- PA 555 Program Evaluation and Management (3)
- PA 557 Operations Research in Public Administration (3)

Substitutions of other skill development courses offered by the Division of Public Administration are allowed with approval of your advisor.

AREA III – Integrative Experience (6 credits)

Integrative Experience is offered with two options and is available to students *only after they have completed 42 credits* in their master's programs. Option 1 is intended for "in-service" students, those who have had limited or no administrative experience. Option 2 is for those students who have had at least three (3) years of full-time administrative or management experience in public, non-profit, and/or health care organizations.

Option 1: PA 509, Organizational Experience (6) *Pass/No Pass Only*

Or

Option 2: PA 512, Reflective Practice and Case Analysis (3) **plus**
one elective 3 credit course approved by your advisor.

AREA IV – Field of Specialization (15 credits)

The student's advisor must approve specialty areas and courses. The Division of Public Administration offers specialty areas and courses in public sector human resource management and labor relations, nonprofit management, natural resources policy and administration, health policy and administration, and tribal administration. Specialty areas may also be selected from other departments or divisions within the University and may be put together as multi-disciplinary endeavors.

TOTAL CREDITS: 60

Revised 9/03

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**Appendix E
MPA Degree Completion Worksheet**

Student Name: _____

| Course Number | Course Name | Quarter Completed | Grade |
|--|--|-------------------|-------|
| Substantive Core (30 credits) | | | |
| PA 511 | Public Administration | | |
| PA 513 | Administrative Ethics and Values Prerequisite: PA 511 | | |
| PA 533 | Public Policy: Origins and Processes | | |
| PA 534 | Administrative Law and Policy Implementation | | |
| PA 540 | Administrative Theory and Behavior Prerequisite: PA 511 | | |
| PA 551 | Analytic Methods in Public Administration I | | |
| PA 552 | Analytic Methods in Public Administration II Prerequisite: PA 551 | | |
| PA 582 | Public Budgeting | | |
| PA 585 | Financial Management in the Public Sector or an Economics course approved by your advisor | | |
| PA 590 | Human Resource Management in the Public Sector | | |
| Skill Development (9 credits) | | | |
| PA 510 | Research & Information Skills in Public Policy & Administration | | |
| PA 525 | Grantwriting | | |
| PA 532 | Organization & Methods Prerequisite: PA 540 | | |
| PA 536 | Strategic Planning | | |
| PA 545 | Organizational Development Prerequisite: PA 540 | | |
| PA 547 | Interpersonal Communications in the Public Sector | | |
| PA 548 | Advocacy in the Public Sector | | |
| PA 549 | Cross Cultural Communication in the Public Sector | | |
| PA 550 | Managing Information Systems | | |
| PA 555 | Program Evaluation and Management | | |
| PA 557 | Operations Research in Public Management | | |
| | | | |
| | | | |
| Integrative Experience (6 credits) | | | |
| PA 509 | Organizational Experience | | |
| Or | (must have 3 or more years of management level experience, advisor approval, and department petition for PA508/512 option) | | |
| PA 508/ PA 512 | Reflective Practice Workshop: Case Development Case Analysis | | |
| Field Specialization Courses (15 credits) | | | |
| <i>Specialization Focus:</i> | | | |
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**Appendix F
MPA: HA Degree Requirements**

AREA I – Substantive Core (30 credits)

- PA 511 Public Administration (3)
- PA 533 Public Policy: Origins and Processes (3)
- PA 534 Administrative Law and Policy Implementation (3)
- PA 541 Organizational Behavior in Health Service Organizations (3) **or** PA 540 Administrative Theory & Behavior (3)
- PA 551 Analytic Methods in Public Administration I (3)
- PA 552 Analytic Methods in Public Administration II (3) (*Prerequisite: PA 551*)
- PA 573 Values & Ethics in Health (3) **or** PA 513 Administrative Ethics & Values (3)
- PA 582 Public Budgeting (3)
- PA 586 Introduction to Health Economics (3)
- PA 590 Human Resource Management in the Public Sector (3) or PA 510 Human Resources Management in Health Care

AREA II – Skill Development (9 credits)

- PA 545 Organization Development (3) (*Prerequisite PA 540*)
- PA 576 Strategic Management of Health Care Organizations (3) **or** PA 536 Strategic Planning (3)
- PA 579 Health Care Information Systems Management (3) **or** PA 550 Managing Information Resources (3)
- PA 588 Program Evaluation & Management in Health Services **or** PA 555 Program Evaluation and Management (3)

Substitution of other skill development courses offered by the Division of Public Administration will be allowed with approval of your advisor.

AREA III – Integrative Experience (6 credits)

The integrative experience is offered with two options and is available to students **only after they have completed 42 credits** in their master's programs. Option 1 is intended for "in-service" students who have had limited or no administrative experience. Option 2 is for students who have had at least three years of full-time administrative or management experience in public, nonprofit, and/or health care organizations.

Option 1: PA 509, Organizational Experience (6)

Or

Option 2: PA 512, Reflective Practice and Case Analysis (3) **plus**
One elective (3 credit) course approved by your advisor.

AREA IV – Field of Specialization (15 credits) (Other courses may be approved by your advisor)

Core Specialization Courses – Required (6 credits)

- PA 570 Health Administration (3)
- PA 571 Health Policy (3)

Three courses selected from the following: (9 credits)

- PA 544 Leadership and Governance in Health Care (3)
- PA 572 Health Politics (3) (*Prerequisite: PA 571*)
- PA 574 Health Systems Organization (3)
- PA 575 Advanced Health Policy (3) (*Prerequisite: PA 571*)
- PA 577 Health Care Law and Regulation (3) (*Prerequisite: PA 571; Strongly Recommended: PA 570, PA 574*)
- PA 578 Continual Improvement in Health Care (3)
- PA 587 Financial Management in Health Services (3) (*Prerequisites: PA 571, PA 574*)
- PHE588 Perspective on Aging

TOTAL CREDITS: 60

Updated 2/07

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**Appendix G
MPA:HA Completion Worksheet**

Student Name: _____

| Course Number | Course Name | Quarter Completed | Grade |
|---|---|-------------------|-------|
| Substantive Core (30 credits) | | | |
| PA 511 | Public Administration | | |
| PA 540 Or PA 541 | Administrative Theory and Behavior (Prerequisite: PA 511) Or Organizational Behavior in Health Services Organizations | | |
| PA 533 | Public Policy: Origins and Processes | | |
| PA 534 | Administrative Law and Policy Implementation | | |
| PA 551 | Analytic Methods in Public Administration I | | |
| PA 552 | Analytic Methods in Public Administration II | | |
| PA 573 Or PA 513 | Values and Ethics in Health Or Administrative Ethics and Values (Prerequisite: PA 511) | | |
| PA 582 | Public Budgeting | | |
| PA 586 | Introduction to Health Economics | | |
| PA 590 | Human Resource Management in the Public Sector | | |
| Skill Development (9 credits) | | | |
| PA 545 | Organizational Development (Prerequisite: PA 540) | | |
| PA 576 Or PA 536 | Strategic Management of Health Care Organizations Or Strategic Planning | | |
| PA 579 Or PA 550 | Health Care Information Systems Management Or Managing Information Systems | | |
| PA 588 Or PA 555 | Program Evaluation and Management in Health Services Or Program Evaluation and Management | | |
| Integrative Experience (6 credits) | | | |
| PA 509 Or PA 508/ PA 512 | Organizational Experience Or Reflective Practice Workshop: Case Development Case Analysis | | |
| Core Health Specialization Courses (6 credits) | | | |
| PA 570 | Health Administration | | |
| PA 571 | Health Policy | | |
| Health Electives (9 credits) | | | |
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Reviewed with Advisor: (date) _____ Advisor's signature _____

Anticipated Graduation Term & Year _____

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**Appendix H.
MPH: Health Management and Policy Track
Degree Requirements**

Effective for Students Admitted as of Fall, 2006

MPH Core (16 credits)

- PA 574 Health Systems Organization (PSU) or CPH 540*: Health Systems Organization
- PHE 535 Epidemiology Survey (PSU) or CPH 533*: Epidemiology Survey
- PH 524 Biometry Survey (OHSU) or CPH 530*: Biometry Survey (4 credits)
- PHE 512 Principles of Health Behavior (PSU) or CPH 537*: Principles of Health Behavior
- PHE 580 Concepts of Environmental Health (PSU) or CPH 539* Concepts of Environmental & Occupational Health

* All CPH courses are offered by the OHSU School of Nursing online, and have limited enrollment.

Health Management and Policy Concentration Core (15 credits)

- PA 541 Organizational Behavior in Health Services Organizations
- PA 571 Health Policy
- PA 573 Values and Ethics in Health
- PA 576 Strategic Management of Health Care Organizations
- PA 586 Introduction to Health Economics

Health Management and Policy Concentration Electives (choose 12 credits)

- PA 510 Human Resources Management in Health Care
- PA 570 Health Administration
- PA 577 Health Care Law and Regulation (PA 571, 574 prerequisites)
- PA 578 Continual Improvement in Health Care
- PA 579 Health Care Information Systems Management
- PA 587 Financial Management of Health Services (PA 571, 574 prerequisites)

- PA 588 Program Evaluation and Management in Health Services
- PA 589 Research Methods in Health Services (PH 525, PHE 535 prerequisites)

Other Electives (choose 12 credits; other courses may also be approved by your advisor)

- PA 544 Leadership and Governance in Health Care
- PA 575 Advanced Health Policy (PA 571 prerequisite)
- PA 572 Health Politics
- PA 525 Grantwriting for Nonprofit Organizations
- PA 543 Creating Collaborative Communities
- PA 549 Crosscultural Communication in the Public Sector
- PHE 517 Community Organizing
- PHE 520 Qualitative Research Design
- PHE 541 Media Advocacy and Public Health
- PHE 553 Women's Reproductive Health
- PHE 557 National Long-term Care Policy
- PHE 558 Perspectives on Aging
- PS 526 Politics of the News
- USP 528 Concepts of Community Development
- MGMT545 Managing Innovation Performance (PA 541 prerequisite)
- MGMT554 Negotiation and Conflict Resolution (PA 541 prerequisite)
- MGMT555 Management of Organizational Change (PA 541 prerequisite)
- PH 513 Epidemiology II (OHSU)
- PH 567 International Health Epidemiology (OHSU)

Practicum/Field Experience (6 credits)

- PA 509 Organizational Experience

TOTAL CREDITS: 61

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**Appendix I.
MPH Completion Worksheet**

Student Name: _____

| Course Number | Course Name | Quarter Completed | Grade |
|--|--|-------------------|-------|
| MPH Core (16 credits) | | | |
| PA 574 | Health Systems Organization | | |
| PHE 535 | Epidemiology Survey (OHSU or PSU) | | |
| PH 524 | Biometry Survey (OHSU) | | |
| PHE 512 | Principles of Health Behavior | | |
| PHE 580 | Concepts of Environmental Health | | |
| Health Administration and Policy Concentration Core (15 credits) | | | |
| PA 541 | Organizational Behavior in Health Services Organizations | | |
| PA 571 | Health Policy | | |
| PA 573 | Values and Ethics in Health | | |
| PA 576 | Strategic Management in Health Care Organizations | | |
| PA 586 | Introduction to Health Economics | | |
| Health Administration and Policy Concentration Electives (12 credits) | | | |
| PA 570 | Health Administration | | |
| PA 577 | Health Care Law and Regulation | | |
| PA 578 | Continual Improvement in Health | | |
| PA 579 | Health Care Information Systems Management | | |
| PA 587 | Financial Management of Health Services | | |
| PA 588 | Program Evaluation and Management in Health Services | | |
| PA 589 | Research Methods in Health Services | | |
| PA 510 | Human Resources Management in Health Care | | |
| Other Electives (12 credits) | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| Integrative Experience (6 credits) | | | |
| PA 509 | Organizational Experience | | |

Reviewed with Advisor: (date)_____ Advisor's signature: _____
Anticipated Graduation Term & Year:_____

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**Appendix J.
EMPA Degree Completion Worksheet**

Student Name: _____

| Course Number | Course Name | Quarter Completed | Grade |
|---|--|-------------------|-------|
| Module I: Foundations of Public Sector Leadership 27 Credits Required | | | |
| PA 513 | Administrative Ethics and Values | | |
| PA 518 | Leading Public Organizations | | |
| PA 533 | Public Policy: Origins and Processes | | |
| PA 534 | Administrative Law and Policy Implementation | | |
| PA 540 | Administrative Theory and Behavior Prerequisite: PA 511 | | |
| PA 545 | Organizational Development | | |
| PA 552 | Analytic Methods in Public Administration II | | |
| PA 583 | Advanced Budgeting Concepts and Techniques | | |
| PA 590 | Human Resource Management in the Public Sector | | |
| | | | |
| Module II: Electives – 12 Credits Required – any combination approved by advisor | | | |
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| Module III: Capstone Requirement – 6 Credits Required | | | |
| | Students will complete a final capstone requirement that may take a variety of forms, including: A case study, thesis, applied research project, or an equivalent experience that requires the integration of degree course work, application to a leadership challenge and the production of a significant final paper. | | |
| | | | |

Advisor's signature: _____ Reviewed with Advisor: (date) _____

Anticipated Graduation Term & Year: _____

TOTAL CREDITS: 45

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**Appendix K.
FIELD OF SPECIALIZATION FORM**
Division Of Public Administration
Hatfield School of Government

Name: _____ ID#: _____

- MPA with specialization in _____
 MPA with specialization in Health Administration

Number of credits required: _____

| Course No. | Course Title | Term | Credits | Grade |
|-----------------------------|--------------|------|---------|-------|
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| II. Total Number of Credits | | | | |

Rationale for deviation from a specialization concentration in a field:

Approved Denied _____
Advisor's Signature Date

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Appendix L.

**Degree Requirements for MPA: Nonprofit Management Specialization
Degree Requirements for MPA: Nonprofit Management Specialization**

Required Core Courses for the Nonprofit Specialization

PA520 Introduction to Nonprofit Management

PA521 History and Foundations of the Nonprofit Sector

PA522 Governance of Nonprofit Organizations (formerly “Managing Nonprofit Boards of Directors”)

PA524 Financial Management in Nonprofit Organizations (may be taken in lieu of PA585 for nonprofit specialization)

Skill Development Courses in Nonprofit Management

PA510 Advanced Fundraising: Major and Planned Gifts

PA510 Effective Marketing and Corporate Sponsorship for Nonprofits and the Public Sector

PA525 Grantwriting for Nonprofit Organizations

PA526 Fundamentals of Fundraising

PA536 Strategic Planning for Nonprofits

PA555 Program Evaluation for Nonprofits

PA592 Volunteerism and Volunteer Management

Other Elective Nonprofit Offerings (This is a sample. There may be others as well. Some of these may also serve as skill-development courses: see advisor)

PA510 Advanced Financial Management

PA510 Advanced Financial Strategies: Dealing with Contributed and Earned Income

PA510 Advocacy and Political Participation by Nonprofit Organizations

PA510 Arts Administration

a) PA510 Conference & Event Management

PA510 Contemporary Issues in Fundraising

PA510 Film and Social Change

PA510 NGOs: Nonprofits on the World Stage

PA510 Social Entrepreneurs and the Hybrid Nonprofit: An Exploration of the Possibilities

PA510 Starting and Running a Nonprofit: The Early Years

PA510 Women’s Development and Microfinance

PA528 Organizational Leadership and Decision Making in Nonprofit Organizations

PA529 Oaxaca Field Study (of Nonprofit/Nongovernmental Organizations in Mexico)

PA543 Creating Collaborative Communities

(1) PA549 Cross-cultural Communications

PA598 Values-Based Management I (effective human resource management in the nonprofit sector)

Updated 05/07

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Appendix M.
Graduation Information

Paperwork

There are two pieces of paperwork to complete – the green Application for Advanced Degree and the GO12. The Application for Advanced Degree must be turned in to the Graduate Studies Office in CH 117 by the end of the first week for the term you plan to graduate. For example, if you plan to graduate in Spring 2009, the Application for Advanced Degree is due by that first Friday of the Spring term to Graduate Studies.

The GO12 is available online at www.pdx.edu in the Graduate Studies portion of the site-look for online forms. You will be able to type in your information online and print the form out if you wish. You should simply list the classes you have taken; if you have not yet finished a course, leave it blank. Do not write in the remarks section.

You can also pull your transcripts online at www.pdx.edu, which will have all the needed information for the GO12. If you experience any trouble logging onto your account please contact the Registrar's office at 725-3412. The PA department cannot help you with this problem.

You should sign the GO12 and turn it in to the PA office. It will then be checked and signed by your advisor and department chair. The PA department will then turn the GO12 into the Graduate Studies Office, where they will finish the processing the paperwork.

Since it can take awhile to get the GO12 checked by your advisor and the department chair, the sooner you turn the GO12 in the better. We recommend that you fill out your graduation paperwork a quarter in advance.

If you still have questions, you need to see your advisor. If you don't know who that person is call the PA front office at 725-3920.

For more information and links to the appropriate paperwork please see http://www.pdx.edu/hatfieldschool/graduation_information.html.

Commencement Ceremonies

General Information: For questions about commencement contact the Graduate Studies Office at 503-725-3423 or visit the commencement website: <http://www.pdx.edu/commencement/>. The annual Commencement Day is usually around June 17, 10:00 am at the Rose Garden. Summer graduation ceremony is around August 19, 11:00 am in the PSU Park Blocks. (There are no ceremonies in Fall or Winter).

Registration: You must register to be included in either commencement ceremony online about 2 weeks after turning in the green paper or you will not be included in the program or

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have your name called. PhD's must have graduated to attend commencement, however for Masters and under, spring commencement you can graduate up to summer term and summer commencement you can graduate up until fall term and they will still let you participate provided you have submitted your application for graduation.

Regalia: About 50% of students wear regalia during summer commencement and it is strongly encouraged (though not required) for Master's students. However, it is required for PhD and participating faculty. Academic regalia will be available through the PSU Bookstore online; it is advisable to get regalia well in advance. You can call the bookstore directly at 503.226.2631.

Diploma: If you wish to have your degree mailed to you, you must make the arrangement with the Degree Requirements Office. They do not automatically mail them to you. Their phone number is 503-725-3438 and are located in the lobby of Neuberger Hall.

Academic Hooding

General Information: Faculty, staff and students are invited to celebrate master's and doctoral degree recipients in June of each year with a special "Hooding" ceremony. Participation forms and further details will be sent out before the ceremony.

Regalia: To participate in Academic Hooding, graduates must wear academic regalia (cap, gown, hood/cowl, and tassel). Academic regalia will be available through the PSU Bookstore online; it is advisable to get regalia well in advance. You can call the bookstore directly at 503.226.2631.

Please remember, you must register for the PSU Commencement separately from the Public Administration Hooding Ceremony.