



UNIVERSITY OF  
**GUAM**  
UNIBETSEDÁT GUAHAN

# 2018–2019 GRADUATE BULLETIN



**MASTER OF  
PUBLIC ADMINISTRATION**  
**Dr. John J. Rivera, Program Chair**

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### **OBJECTIVES**

The School of Business and Public Administration offers a Master's degree in Public Administration. The Master of Public Administration (MPA) degree is an interdisciplinary program that provides students with a high caliber professional education in public administration and prepares aspirants for careers in public service at the territorial, regional, federal, and international levels. This professional degree, while flexible enough to apply in the private sector, gives graduates a competitive advantage in the pursuit of specific careers in government agencies, nonprofit, or philanthropic institutions. The program offers valuable opportunities for individuals to enhance and improve critical public administration skills, learn new concepts and theories of public administration and management, and explore the most current and relevant techniques regarding the implementation of policies, projects, and programs within the organization and in society. The University of Guam is a candidate for accreditation with the Network of Schools of Public Policy, Affairs, and Administration (NASPAA), the global standard in public service education.

### **MEMBERS**

**AGUON, Ronald B.**, Assistant Professor, Legal Studies  
**COLFAX, RICHARD S.**, Professor, Human Resource Management and Management  
**CRISOSTOMO, Doreen T.**, Associate Professor, Accounting  
**HO, Kevin K.W.**, Professor, Management Information Systems  
**JONES, Roseann M.**, Professor, Economics  
**McNINCH-SU, Ronald L.**, Associate Professor, Public Administration  
**RIVERA, John J.**, Assistant Professor, Public Administration  
**RUANE, Maria Claret**, Professor, Economics  
**TRAHIN-PEREZ, Karri**, Associate Professor, Global Resources Management  
**WALTER, Ansito**, Associate Professor, Public Administration

### **PROGRAM ADMISSION**

In order to apply for admission to the Master of Public Administration (MPA) Program, applicant packets must include:

1. Satisfaction of Graduate Admission Standards, according to the current UOG Graduate Bulletin;
2. Earned baccalaureate degree from an accredited college or university (a prospective candidate for the MPA program may hold a bachelor's degree in any field. It is not necessary that the bachelor's degree be in public administration.);
3. Official transcripts of all undergraduate work;
4. An overall grade point average (GPA) of at least 3.0 (on a 4-point scale) in the last two years (62hrs.)
5. Completion of Common Professional Component (CPC) – Based Comprehensive Exam for Master's Degree Programs in Public Administration (administration can be requested through the SBPA Dean's Office);
6. Two letters of recommendation;
7. Resume;
8. Statement of intent. The statement of intent should include, at the least, why the prospective candidate is choosing to pursue an MPA degree, what the applicant intends to do with the degree, and other pertinent information;
9. After completion of Steps 1-8, applicants must schedule an interview with MPA Chair;
10. Essay/Writing Sample (to be administered on the spot during the interview with MPA Program Chair).



## PROGRAM LEARNING OUTCOMES

The following will serve as the seven domains of the MPA Core Competencies. These domains relate to mission, public service values and functions as the basis for the program's curriculum. Upon completing the requirements of the MPA degree, students will demonstrate the following abilities:

- PLO 1: Demonstrate an advanced understanding of leading and managing in public governance;
- PLO 2: Demonstrate an ability to relevantly apply a real world understanding, participate in, and contribute to the policy process;
- PLO 3: Demonstrate a practical competency to analyze, synthesize, think critically, quantitatively/qualitatively reason, solve problems and make decisions;
- PLO 4: Demonstrate an advanced proficiency to articulate and apply a public service perspective grounded in professional, ethical and socially responsible behavior;
- PLO 5: Demonstrate a dynamic ability to be innovative, to communicate, and interact productively with a diverse and changing workforce and citizenry;
- PLO 6: Demonstrate an advanced proficiency in utilizing technology toward the betterment and advancement of the profession; and
- PLO 7: Demonstrate a comprehensive mindset that fosters an advanced understanding and appreciation of territorial, regional, federal, and international environments, with consideration of indigenous and global impact perspectives, and their relation to Public Administration.

## PUBLIC SERVICE VALUES

The following public service values are fundamental ideals and principles of the MPA program that are shared by its faculty, students, and stakeholders alike. The program's mission, governance, and curriculum are structured to uphold the following public service values, which distinguishes this program from other degree programs:

**Public Service Value 1 - Professionals Committed to Accountability, Transparency, and Ethics:** Our mission will be met by competent professionals, committed to pursuing the public interest with accountability, transparency, and the highest standard of ethical consideration.

**Public Service Value 2 - Public Servants Worthy of Public Trust:** As Public Servants, with every thought, word, and deed, we must strive every day, and at every instance, to prove ourselves worthy of the public's trust. We must be humble and consider ourselves privileged to be charged with the welfare of others.

**Public Service Value 3 - Keepers of Respect, Equity, and Fairness Rooted in the Principles of Democracy:** The Principles of Democracy must be at the heart of everything we do. We must also always strive to demonstrate respect, equity, and fairness in dealing with all people and fellow public servants. Further, it should be our pledge to be guided by Constitutional principles of the United States, the Organic Act of Guam, and be exemplars of law-abiding citizens in our respective roles within public service.

## MPA PROGRAM LEVEL ACADEMIC REQUIREMENTS:

- Any courses which are seven years old or more must be retaken unless, permission is granted by the MPA Admissions and Appeals Committee.
- Any courses in which a student receives a C+ or below must be retaken, unless permission is granted by the MPA Admissions and Appeals Committee.
- Students may not receive more than one grade of a C+ or below. A second grade of a C+ or below, regardless of GPA, will result in automatic academic suspension. A review of the student by the MPA Admissions and Appeals Committee will commence. Upon review, the student may serve a suspension or be dismissed from the program.
- Students who receive a grade of an F will result in automatic academic suspension. A review of the student by the MPA Admissions and Appeals Committee will commence. Upon review, the student may serve a suspension or be dismissed from the program.

## DEGREE REQUIREMENTS

The Master of Public Administration program has three sequential stages: 1) Core Courses, 2) Elective Courses, and 3) Capstone experience. The capstone course shall only be taken in the student's graduating semester. All pre-service students must take PA598 as an elective.

### **Core Courses: (21 credit hours)**

<b>Course</b>	<b>Course Title</b>	<b>Credits</b>
PA501	Applied Research Methodology (must be taken within first 12 credits)	3
PA510	Administrative Thought	3
PA525	Public Budgeting	3
PA530	Public Personnel, Disciplinary and Performance Management	3
PA535	Intergovernmental Relations	3
PA540	Administrative Law	3
PA560	Leadership and Social Responsibility of Organizations	3

### **Elective Courses: (9-12 credit hours)**

<b>Course</b>	<b>Course Title</b>	<b>Credits</b>
PA545 (a-e)	Special Topics in Public Administration Management a) Public Policy and Governance; b) Public Private c) Comparative Public Administration; d) Public Planning; e) Public Contracting and Procurement Policies and Practices	3
PA570 (a-e)	Special Topics in Public Personnel Administration a) Policy; b) Current/Relevant Issues; c) Employment Law; d) Organizations; e) Systems	3
PA598*	Internship	3
PA690**	Special Project	3

\*Required of all pre-service students.

\*\*May be taken multiple times only with the expressed written consent of the MPA Chair

### **Capstone Experience: (3-6 credit hours)**

<b>Course</b>	<b>Course Title</b>	<b>Credits</b>
PA692	Practicum, or	3 or
PA695	Thesis	6

Either PA692 Practicum or PA695 Thesis could serve as a capstone experience. The MPA Qualifying Exam will be distributed as part of the capstone experience and may only be taken in the student's graduating semester. Instructor's consent is required for admittance into a Capstone course.

**TOTAL**

**36 CREDIT HOURS**



## **PUBLIC ADMINISTRATION (PA)**

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### PA/AG401GCOMMUNITY PLANNING (3)

F/Odd Years

This course is an introduction to community planning; relationships of physical form to environment, function, aesthetic principles, cultural values, planning as a synthesis of a frame of reference based on economic, political, social, cultural, physical, and administrative factors.  
*Prerequisite: SO101.*

### PA501\* APPLIED RESEARCH METHODOLOGY (3)

F/SP

Concentrated study of research methodology, including planning, organizing and executing research projects; techniques of gathering data; use of library facilities and other sources of information; analysis and interpretation of data; the art and strategy of presenting oral and written findings. \*This course must be taken within a student's first 12 credits in the MPA program.  
*Prerequisites: PA305, BA310, or equivalent.*

### PA510 ADMINISTRATIVE THOUGHT (3)

F

This course offers an overview of classic and contemporary theories of public administration and bureaucracy. The role and process of American public administration are studied in the social and political context of legislatures, executives, legal and judicial structures, and in relationship to political parties and clientele groups. The modern administrative state and its illustrations of democratic theory and practice, are examined.

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PA525	<p><b>PUBLIC BUDGETING (3)</b></p> <p>Budgetary practices of federal, state, territorial, and local governments. The budget cycle, budget preparation, and execution. Includes techniques such as PPB (Planning, Programming, Budgeting) in the Federal government and zero-base in GovGuam budgeting. <i>Prerequisites: PA303 or equivalent</i></p>	F
PA530	<p><b>PUBLIC PERSONNEL, DISCIPLINARY AND PERFORMANCE MANAGEMENT (3)</b></p> <p>The study of government organization management practices and problems; the general effectiveness of major agencies including their relationships with U.S., local legislative bodies, clientele and other governmental units and public bodies. This course establishes the broad parameters of what constitutes the major roles, responsibilities and activities of public managers. This course is particularly suited for students with limited background in public management. Stress is placed on the development of analytical techniques that are useful in the identification and resolution of commonly occurring problems in public management.</p>	F
PA535	<p><b>INTERGOVERNMENTAL RELATIONS (3)</b></p> <p>Study of the dynamics of relations among governmental units, including the movement towards regionalization and councils of government. Study of the impact of "new federalism" concepts and revenue sharing upon states, territories and of local issues and problems.</p>	SP
PA540	<p><b>ADMINISTRATIVE LAW (3)</b></p> <p>Study of administrative law, including issues of separation of powers; regulatory commissions; processes of administrative adjudication; and judicial review.</p>	SP
PA545	<p><b>SPECIAL TOPICS IN PUBLIC ADMINISTRATION MANAGEMENT STRATEGIES</b></p> <ul style="list-style-type: none"> <li>a- Public Policy and Governance</li> <li>b- Public Private Partnerships</li> <li>c- Comparative Public Administration</li> <li>d- Public Planning</li> <li>e- Public Contracting and Procurement Policies and Practices</li> </ul>	
PA 545a	<p><b>PUBLIC POLICY AND GOVERNANCE (3)</b></p> <p>This course will examine the governmental process in the formulation of policy, the framework and organization of administrative agencies in the regulation and supervision of policy, and the nature of the 'public interest' and the interrelationship of interests affecting governmental policy toward business enterprise. This course will also address communication skills in a collaborative setting and build the capacity to lead in the development and deployment of public policy initiatives and the changes in the public policy sector.</p>	F/SP
PA545b	<p><b>PUBLIC PRIVATE PARTNERSHIPS (3)</b></p> <p>This course will explore advanced organization and management theory including organization, systems design and analysis, decision theory, power, politics, and authority from the vantage point of how governments are partnering with for-profit and non-profits to redefine the traditional methods of public administration in a multi-stakeholder, solution oriented value proposition. <i>Prerequisite: BA240</i></p>	F/SP

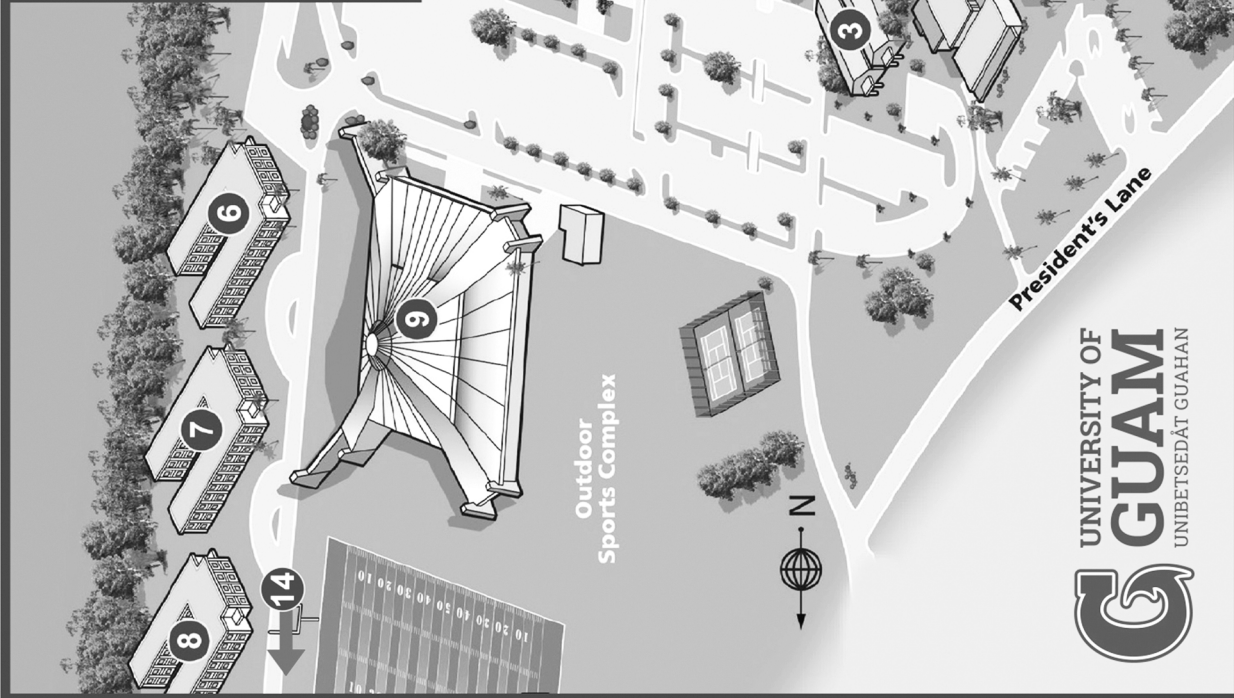
PA545c	COMPARATIVE PUBLIC ADMINISTRATION (3) Administrative structures and processes of industrialized and developing areas of the world. Distribution of government services in the various bureaucratic organizations.	F/SP
PA545d	PUBLIC PLANNING (3) This course deals with methods of social, economic, and physical planning. The concept of planning is approached from the theoretical, methodological and philosophical perspectives. It focuses on problem analysis to the final stages of program implementation and evaluation.	F/SP
PA545e	PUBLIC CONTRACTING AND PROCUREMENT POLICIES AND PRACTICES (3) An examination of the legal and regulatory framework governing public contracting within the dimensions of past and present national and local objectives. A particular emphasis is placed on its contribution to government efficiency and effectiveness.	F/SP
PA560	LEADERSHIP AND SOCIAL RESPONSIBILITY OF ORGANIZATIONS (3) An examination of the meaning of business ethics and its significance in business decision making. By thoughtful analysis of the moral issues raised by business practices, graduate students will raise their comprehension of the moral decisions of business. Students will apply ethical theories and concepts to social issues. In addition, students will gain practice during examinations and interpretations of positions taken by various stakeholder groups affected by business and vice-versa.	SP
PA570	SPECIAL TOPICS IN PUBLIC PERSONNEL ADMINISTRATION (3) a) Policy; b) Current/Relevant Issues; c) Employment Law; d) Organizations; e) Systems	F/SP/SU
a,b,c,d,e	Current problems and issues in the management of government programs are explored through: The changing character of public personnel management as affected by citizen participation and representation, community action groups, minority employment, diversity, technology, global issues, merit system administration, economics, constitutional rights, environmental concerns, upward mobility, development crises and problems, labor-management relations, public interest advocacy, decentralization and devaluation of administrative activities, and management information systems.	
PA598	INTERNSHIP: Public Administration (3) This course provides qualified students with the opportunity to gain experience in public administration. Students are placed in government agencies and related organizations and work under the supervision of a management official. Students must consult with the Internship Coordinator prior to enrolling. This course is required for all pre-service students.	F/SP
PA690	SPECIAL PROJECT (3) Course is open to students admitted to degree candidacy and qualified to do independent study in business, economics or public administration under the direction of a professor in the field.	F/SP



- PA692 PRACTICUM (3) F/SP  
The Capstone course is the culminating experience that incorporates applied research and real world application in the field under the guidance of a major professor. The Capstone will also serve as the MPA Qualifying Exam. This course may only be taken in the student's graduating semester. *Prerequisite: Consent of MPA Chair.*
- PA695 THESIS (6) F/SP  
Thesis provides an opportunity for students to complete a scholarly research project under the supervision of a thesis committee, comprised of a program faculty chairperson and at least two additional members. Students are required to have their thesis proposal approved by their committee prior to enrolling in PY695. *Prerequisite: Consent of Advisor.*
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# University of Guam Campus Map | For more information, visit [www.uog.edu/campus-map](http://www.uog.edu/campus-map)

- 1. Administration Building
  - Bursar's Office
  - Business Office
  - Human Resources Office
  - Procurement Office
- 2. Agriculture & Life Sciences Building
  - Cooperative Extension Service
  - CCYFN
  - 4H
- 3. Annex A and B
- 4. CLASS Lecture Hall
- 5. MARC / Computer Center
  - Computer Lab
  - Professional & Int'l. Programs (PIP)
  - Micronesia Area Research Center (MARC)
- 6. Dorm 1 - UOG Army ROTC
- 7. Dorm 2 - Iya-Hami
- 8. Dorm 3 - Guma'ta Hall
- 9. Field House
  - Admissions & Records
  - Athletics & Recreation
  - Financial Aid
  - TRIO Programs
  - One-Stop Center
- 10. Fine Arts Theatre
- 11. Humanities & Social Sciences Building
- 12. Jesus & Eugenia Leon Guerrero School of Business & Public Administration
  - Office of the President
  - Office of the Senior Vice President, Academic & Student Affairs
  - Office of the Vice President, Admin & Finance
  - Pacific Small Business Development Center
- 13. Marine Lab
- 14. Plant Maintenance
- 15. School of Education
- 16. School of Nursing & Health Sciences
  - Science Building
  - Office of Graduate Studies, Sponsored Programs & Research
- 17. Science Building Administration
- 18. Student Services Center
  - Enrollment Management & Student Services
  - Food Court
  - Triton Bookstore
  - Financial Aid Office
- 19. Tan Lam Pek Kim English & Communication
- 20. Tan Siu Lin Building-RFK Memorial Library
- 21. Water Environmental Research Institute (WERI)
- 22. School of Engineering







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