



## Executive Master of Public Administration

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Executive Leadership Institute  
Mark O. Hatfield School of Government  
College of Urban and Public Affairs

# STUDENT HANDBOOK

## 2009 COHORT

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Portland State University   Executive Leadership Institute   Mark O. Hatfield School of Government

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## INTRODUCTION

### Message from the Director

Leadership matters in all walks of life, but leadership in public life has unique challenges. As Senator Hatfield frequently observed, "leaders create the kind of visions that generate passion, build support, test courage and ultimately succeed in transforming visions into lasting legacies for future generations. This is what makes public service leadership so special." The Hatfield School's Executive MPA Program has been designed for the committed and talented few who wish to play this kind of strategic leadership role in public service organizations.

While the challenges of doing this work are daunting, the opportunities to make a difference have never been greater. Public organizations are being "thinned" by large numbers of retirements, by shrinking budgets, by increased performance expectations and by policy and jurisdictional complexities that frustrate easy policy and administrative solutions. Success increasingly requires "leading in a power-shared world".

Our Executive MPA Program uses a leadership model developed by our Hatfield School's very successful Executive Leadership Institute, which over the last 20 years has successfully provided leadership development program for senior executives in dozens of public sector agencies at all levels of government. This model recognizes the uniqueness of public service and the need for senior executives to master the art of leading in a power-shared world. In becoming a member of our Executive Program, you will join a small and high performing learning community who will be well prepared to assume the highest levels of strategic leadership responsibility in our public organizations. You will also enjoy a unique learning environment that sets our Executive MPA Program apart from traditional graduate level education experiences.

I invite you to explore the program website and the many outstanding opportunities that will be available to you as a member of the Hatfield School community.

Best Regards,  
Ronald L. Tammen, Director  
Mark O. Hatfield School of Government  
College of Urban and Public Affairs  
Portland State University



## **The Vision, Mission & Values of Portland State University**

### Vision

Our vision is to be an internationally recognized urban university known for excellence in student learning, innovative research, and community engagement that contributes to the economic vitality, environmental sustainability, and quality of life in the Portland region and beyond.

### Mission

The mission of Portland State University is to enhance the intellectual, social, cultural and economic qualities of urban life by providing access throughout the life span to a quality liberal education for undergraduates and an appropriate array of professional and graduate programs especially relevant to metropolitan areas. The University conducts research and community service that support a high quality educational environment and reflect issues important to the region. It actively promotes the development of a network of educational institutions to serve the community.

### Values

The pursuit of our vision rests on our success in transforming undergraduate education, our growing research programs, our strong collaboration with the community, and the core values we hold. These values describe not only what PSU is now, but what it will be in the future.

- *Learning and Discovery*  
PSU values intellectual inquiry in its undergraduate and graduate programs, provides leadership in the development of knowledge, and creates opportunities for the application of knowledge to real-world problems. We maintain a welcoming and stimulating environment that is conducive to success for students, faculty, and staff. We value tenure as an essential component of this environment.
- *Access to Learning*  
PSU is committed to providing access and opportunity to learners from regional, national, and international communities in their pursuit of lifelong learning and diverse educational goals.
- *A Climate of Mutual Respect*  
PSU values diversity and fosters a climate of mutual respect and reflection that supports different beliefs and points of view and the open exchange of ideas.
- *Openness and Reflection*  
PSU endeavors to improve continuously as a university through reflection and open assessment of our activities.
- *Community and Civic Engagement*  
PSU values its identity as an engaged university that promotes a reciprocal relationship between the community and the University in which knowledge serves the city and the city contributes to the knowledge of the University.

## **About the Executive Leadership Institute (ELI)**

The Executive Leadership Institute strives to cultivate innovation and excellence in leadership. The Institute accomplishes this mission by assisting the Mark O. Hatfield School of Government in meeting the professional development needs of governments, public service organizations, elected officials and career administrators throughout the region and world. The Institute's current activities include the following:

- Executive MPA degree program for career public administrators.
- Leadership development, professional training and educational programs.
- Applied research, program evaluation and public policy analysis.
- Technical assistance to government, non-profit and community organizations.

Together, these activities support the Hatfield School of Government's ongoing efforts to enhance democratic governance, develop responsible citizenship and improve the quality of public service.

## **Program Overview**

### Target Audience

The Hatfield School's Executive MPA Program is designed for ambitious and forward-looking public professionals who have been working in the field for ten years or more. The program is intended to prepare individuals for advanced leadership, with an assumption that they have already "earned their wings" as successful managers of people, programs and organizational units.

### Learning Competencies

The program curriculum has been specifically designed to cultivate the following leadership qualities in students:

- High commitment to public service as a sacred trust
- Excellent strategic thinking and management skills
- Capacity to reconcile competing democratic tensions
- Ability to manage ambiguity, conflict, and uncertainty
- Well-developed skills of reflective practice

### How the Program Works

The program will follow a cohort model that allows students to move through the core program requirements as a group of peers. 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.

Cohort members will also select an area of specialization based on a policy field or level of government. Students will complete their specialization requirement as part of smaller groups

and will have the unique opportunity to play an active role in identifying and selecting their group's elective courses. Current specialization areas include natural resource management, public safety and federal/state/local government. Additional specialization areas can be custom designed to fit the needs and interests of students.

### Capstone Project

Prior to completing the Executive MPA, participants complete a capstone project that addresses a contemporary leadership, management, or policy challenge confronting a public or non-profit organization. The project requirement provides participants with considerable latitude in the selection of topics. The program actively encourages participants to select problems of immediate relevance to their own professional practice or communities of interest.

Successful completion of the project involves two elements: a case analysis and a reflective practice essay. Focusing on the specific elements of problems affords participants the opportunity to hone their technical and analytical skills. The reflective practice component encourages participants to draw upon the experiences and information gained across the entire curriculum to craft novel yet practical solutions to these problems that add value to their organizations, communities, or the profession as a whole.

### Program Length

While rigorous, the program requires 45 quarter hours of credit rather than the 60 hours required by our conventional MPA degree. It is designed to be completed in 24 months and to meet the unique needs of busy public-sector professionals.

## **EARNING THE DEGREE**

### **Degree Requirements**

The Executive MPA offers a work-centered curriculum that is designed to reflect the way problems realistically present themselves in the workplace. Courses are organized and planned with deliberate sequencing to maximize learning that carries over from one course to another.

#### **I. Core Requirements (27 Credits)**

- PA 513 - Administrative Ethics and Values
- PA 518 - Leading Public Organizations
- PA 533 - Public Policy: Origins and Process
- PA 534 - Administrative Law and Policy Implementation
- PA 540 - Administrative Theory and Behavior
- PA 545 - Organizational Development
- PA 552 - Analytic Methods in Public Administration II
- PA 583 - Advanced Budgeting Concepts and Techniques
- PA 590 - Human Resource Management

## II. Area of Specialization Requirements (12 credits)

Natural resource management, public safety, federal/state/local government, or other specialization based on student interests and/or needs.

- PA 517 - Leadership Development in the Public Sector
- PA 510 - Week-long national or international field experience
- Two additional courses to be determined by members of your specialization

## III. Capstone Requirement (6 credits)

Students will normally register for the following two courses to complete their capstone project:

- PA 510 - Advanced Case Analysis
- PA 512 - Reflective Practice and Case Analysis

Please visit <http://www.eli.pdx.edu/empa/courses.php> for official course descriptions.

## 2009 Course Schedule

The Executive MPA is a 24-month program designed for busy professionals who are employed full-time and typically have community and family duties. The program has the following format:

- COURSES: Students will take one course at a time. Most courses will be delivered over three Saturday sessions (9:00am - 5:00pm), with two-week intervals between course sessions and three-week intervals between courses. Many Executive MPA courses will require online work using BlackBoard or other course-delivery technologies.
- EXECUTIVE MPA INSTITUTES: Students will be required to attend three Institutes that are conveniently integrated into the core courses. The first Institute will be intensive and held over the course of two days (Friday, December 11 and Saturday, December 12, 2009).
- FIELD EXPERIENCE: Students will participate in a required week-long field experience during the fall of 2010 (location to be determined).

A detailed version of the 2009 course schedule and calendar is included as an attachment to this handbook. You can also visit <http://www.eli.pdx.edu/empa/schedule.php>.

## Tuition & Fees

### Executive MPA Tuition

A fixed, package fee is charged for the 24-month Executive MPA Program. The program fee is all-inclusive and covers the cost of tuition, textbooks and materials, parking, and airfare and lodging for a required week-long field experience. Students are provided with a high level of support by program staff, including course registration, parking arrangements, book orders, travel arrangements and other services.

**The program fee for the 2009 cohort is \$29,510.** The fee is divided into payments and is paid over the course of the program. Your program fee will be reduced if transfer credits are applied to your degree requirements.

Executive MPA tuition does not cover health services fees; therefore, students are not eligible to use services supported by the Center for Student Health and Counseling.

### Payment Process

You will receive a bill from Portland State University for each term in which you are enrolled. You should also regularly monitor your student account online at <http://banweb.pdx.edu> (refer to Online Student Information System). Please remember that it is the student's obligation to ensure that program fees are paid in a timely fashion. If payment is not received by the university deadline, interest and billing fees will be applied to your account balance.

Students have three options to pay for tuition and fees:

- Online: Pay online using your VISA or MasterCard (There are service charges levied for this service). To pay a bill via the Web, go to <http://banweb.pdx.edu/>, log into your PSU account and follow the prompts for web payment.
- US mail: Send your payment with the bottom third portion of your billing statement. If you want to make a payment by mail and don't have a bill, write your student ID number on the check and send to: PSU Cashier's Office, PO Box 908, Portland OR 97207.
- In person: Pay by check or cash in person at the cashier's window in the lobby of Neuberger Hall.

The 2009 tuition payment schedule is included as an attachment to this handbook. You can also visit <http://www.eli.pdx.edu/empa/tuition.php>.

### **Financial Aid**

Executive MPA students are eligible for federal financial aid. Please visit the University's Financial Aid Office at [www.pdx.edu/finaid](http://www.pdx.edu/finaid) or call 503.725.3461 for information on how to apply for federal education loans.

### Financial Aid Hints

- The **FAFSA (Free Application for Federal Student Aid)** is the only form necessary to start the financial aid process at Portland State. PSU's school code for financial aid purposes is **003216**.
- The Financial Aid Office recommends that you file your FAFSA as soon as possible. It can take 3-4 months to receive an offer of financial aid. You can file the FAFSA online at <http://fafsa.ed.gov>.
- You can file your FAFSA before you apply for admission. You will receive an offer of aid after you are admitted and have sent in all information requested by the Financial Aid Office (tax forms, for example).

## **PROGRAM POLICIES AND PROCEDURES**

### **Academic Honesty**

Academic honesty is a cornerstone of any meaningful education and a reflection of each student's maturity and integrity. Portland State University is committed to the highest standards of academic honesty. The Student Conduct Code prohibits all forms of academic cheating, fraud, and dishonesty including, but not limited to, plagiarism, buying and selling of assignments, performing academic assignments for others, unauthorized disclosure and receipt of academic information, and other practices commonly understood to be academically dishonest. Any violation of academic honesty is grounds for disciplinary action and sanction. A copy of the Student Conduct Code is available online at <http://www.pdx.edu/dos/conductcode.html>.

### **Academic Standing**

All students admitted to graduate studies at Portland State University must maintain a GPA of at least 3.00 for all graduate credit earned at Portland State University. An admitted student is placed on academic probation if:

- The student's cumulative graduate GPA at Portland State University, based on the completion of 9 letter-graded graduate credits at Portland State University, is below 3.00 at the end of any term; or
- The student's term graduate GPA, based on a minimum of 6 letter-graded graduate hours, is below 2.67 for a given term.

While on academic probation the student will not be permitted to graduate, to be advanced to doctoral candidacy, to receive approval of the masters degree program (GO-12 form), to receive or continue to hold a graduate assistantship, or to register for more than a total of 9 credit hours in any term.

For additional details on the academic standing policy, please visit [http://www.gsr.pdx.edu/ogs\\_general\\_standing.php](http://www.gsr.pdx.edu/ogs_general_standing.php).

### **Academic Advising**

Upon successful admission to the program, each Executive MPA student will be assigned a faculty advisor based on their area of specialization. Frequent communication and a good working relationship between graduate students and their advisors is a major factor in facilitating successful program outcomes.

### **Transfer Credit**

Students are eligible to apply up to 15 credits of previous coursework to the Executive MPA Program, provided they received at least a B- grade in each course, the courses were taken at an accredited college or university, and the course work is not more than seven years old at the time of graduation from the Executive MPA Program. This policy applies to coursework taken at all institutions, including Portland State University.

All pre-admission/transfer credit will be evaluated for suitability and is subject to approval by program faculty. **Pre-admission/transfer credit will only be evaluated and approved during the application process.** No additional credit received outside of the Executive MPA Program can be applied to degree requirements once a student has been admitted into the program.

### **Attendance Policy**

Given the accelerated delivery of course content, students are expected to attend all course sessions. If you need to miss a course session, you are required to notify the instructor in advance of your absence. Multiple absences will jeopardize your ability to complete coursework and may be grounds for dismissal from the program.

### **Leaves of Absence**

Given the cohort structure of the program, leaves of absence are not allowed without express consent of a student's faculty advisor. If you need to take a leave of absence from the program, you must inform your advisor as soon as possible so circumstances can be evaluated and a plan of action can be created. A decision will be made by the advisor as to whether or not you will be allowed to make up missed work and rejoin the cohort.

### **Course Withdrawal and Tuition Refunds**

The cohort structure of the program makes it imperative for students to complete all courses as scheduled; however, if you need to drop/withdraw from a course due to an unforeseen emergency, the following policies will apply:

#### Tuition Refund Policy

Drop course <i>before first course session</i> :	100% Refund
Drop course <i>before second course session</i> :	40% Refund
Drop course <i>after second course session</i> :	0% Refund

#### Course Drop/Withdrawal Policy

*Last day to drop course* (not recorded on transcript): Drop before second course session.

*Last day to withdraw from course* (recorded on transcript as W): Drop before third course session.

All drops and withdrawals must be processed by Institute staff. Please notify your advisor and the Executive MPA Program Coordinator when you need to drop or withdraw from a course.

### **University Policies Governing Masters Degrees**

The Office of Graduate Studies enforces all university policies pertaining to graduate education programs and the awarding of graduate-level degrees. Institute staff will monitor your student history and ensure that you remain in compliance with these requirements; however, as a graduate student of Portland State University, you have a responsibility to

ensure that you understand and abide by all procedural requirements. A summary of these requirements are located on the Office of Graduate Studies website at: [http://www.gsr.pdx.edu/ogs\\_general\\_masters.php](http://www.gsr.pdx.edu/ogs_general_masters.php).

## **Graduation**

Students joining the cohort in Spring 2009 will graduate from the program in June 2011, while those joining the cohort in Fall 2009 will graduate in August 2011. All students who successfully complete the program will be eligible to participate in the university-wide commencement ceremony and the College of Urban & Public Affairs hooding ceremony in June 2011. Institute staff will monitor your progress toward graduation and will work with you to complete all necessary paperwork required for graduation.

## **REGISTRATION AND RECORDS**

### **Course Registration**

Program participants will be automatically enrolled in their required courses, and students are financially responsible for all classes in which they are registered. **You must notify program staff if you intend on withdrawing from the program or you will continue to be registered and billed for courses.**

### **Online Student Information System**

The online PSU Information System allows you to view your current course schedule, tuition charges and payment receipts, general account information, registration holds, grades, financial aid information, and unofficial transcripts.

Access the PSU Information System by visiting <https://banweb.pdx.edu>

- Select PSU Information System
  - Enter your PSU ID (sent to you by Admissions) and PIN (birth date: month-day-year, e.g., 030550) and click login. If you have trouble logging in to the PSU Information System, call 503-725-3511, option 5.
- Select student services & financial aid
- Select the appropriate link:
  - Admissions: File an application for admissions; review existing applications, their status, and the status of supporting requirements.
  - Registration: Check registration status, view schedule.
  - Student records: View holds, display grades, print an unofficial transcript, review charges and payments.
  - Financial aid menu: View financial aid awards and outstanding requirements.

## **STUDENT SERVICES**

### **Student ID Card**

PSU OneCards are provided to all registered students of the university. You will need the identification card to access university services, including library services. Your card will be mailed directly to you upon registration in the program.

<http://www.pdx.edu/bao/onecard.html>

### **Computer Account/Email**

Portland State University provides a wide-variety of computing resources to students. Students must set up a computer account—or “ODIN” account—to access these resources, including email, Blackboard, dial-up internet access, campus computer labs, UNIX shell access, disk space for personal files and web pages, and online library research. Click on the following link to create your ODIN account online: <https://www.account.pdx.edu>

Any questions on setting up an ODIN account can be directed to the User Support Services Help Desk at 503.725.4357.

### **BlackBoard**

Instructors may use BlackBoard—on online course management system—to deliver course materials, communicate with students, administer tests/coursework, and manage course grades and activities. You will need an “ODIN” account to access the BlackBoard system (see Computer Account). For additional information on accessing and using the BlackBoard system, please visit the following webpage: <http://psuonline.pdx.edu/>

### **Library Services**

The Branford P. Millar Library at Portland State University offers a wealth of resources and services to assist students in meeting their academic, research, personal and professional goals. The Millar Library website is located at: <http://www.library.pdx.edu>.

#### Online Resources

Many of the library’s resources can be accessed via the internet, including the library’s online collection catalog (ViKat) and a large number of electronic databases and journals. An ODIN account and password is needed to access these resources (see Computer Account).

#### Research Guide

An introductory research guide to the library is located at: <http://www.lib.pdx.edu/instruction/survivalguide>. The guide provides step-by-step instructions on locating books, articles and other scholarly resources using the library’s online catalog and electronic databases.

#### Checking out Library Material

All students registered for courses at PSU can check out library material using their student ID card. Although the PSU OneCard serves as your official student ID, library staff will also accept a state-issued ID card as proof of identity when checking out material.

## Need help?

Questions regarding library resources and services should be directed to the library reference desk at 503.725.5874. You can also seek advice from library staff via email or online chat by following the instructions located at <http://library.pdx.edu/askus.html>.

## **Writing Resources**

The Portland State University Writing Center provides students of all levels with writing support from trained professional consultants and university staff. The services offered by the Writing Center are free, and all are welcome to schedule an appointment with a writing consultant or participate in the specialized workshops and programs tailored to the diverse needs of PSU community members. Please visit the Writing Center webpage for additional information: <http://www.writingcenter.pdx.edu/>.

## **Transportation and Parking**

### Public Transit – The Easiest Method to Get To and From Campus

Most students, faculty, and staff find public transit to be the most convenient, economical and environmentally sustainable way to get to campus. Downtown Portland is serviced by many forms of transit, and PSU is conveniently located in downtown Portland's Fareless Square. A number of buses and the Portland Streetcar serve Portland State University directly.

Daily transit passes are available at no additional charge to Executive MPA students who use public transit to attend courses. Please contact the Executive MPA Program Coordinator if you need daily transit passes to travel to campus.

For additional details on public transit, please visit

[http://transportation.pdx.edu/visitors/visitor\\_transit.htm](http://transportation.pdx.edu/visitors/visitor_transit.htm) or [www.trimet.org](http://www.trimet.org).

### Parking

There are several parking facilities available for student use at Portland State University (permit required); however, PSU is an urban university so locating a parking space can be a challenge!

Please refer to this link for parking locations and the most current parking information: [http://transportation.pdx.edu/visitors/visitor\\_parking.htm](http://transportation.pdx.edu/visitors/visitor_parking.htm).

Daily parking permits are available at no additional charge to Executive MPA students who drive to campus for course sessions. Please contact the Executive MPA Program Coordinator if you need daily parking permits.

These permits will allow you to park in Parking Structure 1 (1872 SW Broadway), Parking Structure 2 (1724 SW Broadway), and Parking Structure 3 (310 SW Lincoln). A campus map with parking structure locations is included as an attachment to this handbook.

## **Additional University Services**

Please visit <http://www.pdx.edu/students.html> to locate additional university services.

## ELI CORE FACULTY

### **Douglas Morgan**

Director  
Professor, Public Administration  
(503) 725-8216, URBN 670N  
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Doug coordinates and participates in the delivery of more than a dozen leadership development programs for more than 30 federal, state, and local public agencies in the Pacific Northwest. Doug received his Ph.D. and M.A. in Political Science from the University of Chicago. He is a past Director of the Portland Public Schools Board of Education and an avid fly fisherman.

### **Craig Shinn**

Associate Director  
Director, Public Administration & Policy  
Ph. D Programs  
Associate Professor, Public Administration  
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Craig designs and co-delivers ELI's natural resource programs. Craig received his Ph. D from the University of Washington and M.P.A. from Lewis & Clark College. Where people and the environment intertwine you will find Craig Shinn.

### **Masami Nishishiba**

Assistant Director  
Assistant Professor, Public Administration  
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Masami earned her Ph.D. in Public Administration and Policy from Portland State University. She is currently Project Director for the Japanese Municipal Officers mid-career training program, funded by the Tokyo Foundation.

### **Marcus Ingle**

Director, International Public Service & Fellows  
Professor, Public Administration  
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Marcus received his Ph.D. from the Maxwell School of Syracuse University. His career spans from local to multi-national assignments in the government, nonprofit and corporate sectors in more than 50 countries. He is currently Director of Global Leadership and Management Initiatives for ELI and the Mark O. Hatfield School of Government, and interim Director of the Hatfield School's new Center for Public Service.