



TEXAS A&M UNIVERSITY
CORPUS CHRISTI

Master of Public Administration

Department of Social Sciences

Graduate Student Handbook

Academic Year 2025-2026

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WELCOME TO THE MPA PROGRAM

The Master of Public Administration (MPA) program at Texas A&M University-Corpus Christi (TAMUCC) successfully prepares students for managerial careers in the public, not-for-profit and private sectors of the economy through our traditional 36-hour master's degree program as well as two graduate certificates in Homeland Security and Public Management. Our graduates contribute to the profession of public administration at the local, state, and national levels

This handbook will provide you with important information with respect to curriculum, degree plans, faculty contact information, and more. The program demonstrates a strong commitment to increasing the capacity for responsible governance in the South Texas region. Many of the students in the program are current government and non-profit employees throughout the region. They are utilizing their education to advance their knowledge and skills in the workplace and become key leaders in the community. We hope you will too! Program faculty work in conjunction with community leaders in service learning and applied projects to both educate students and assist in better governance within the region.

MPA faculty have demonstrated accomplishments in teaching with high levels of student satisfaction and participation in teaching development to utilize innovative practices that encourage student engagement. Similarly, MPA faculty are engaged in both basic and applied research related to our location in collaboration with our students and other related disciplines. MPA faculty are also prominent leaders on campus and in the community, participating in active service roles within their various professional and non-profit communities.

TAMUCC Public Administration graduate students can prepare for managerial careers in public and not-for-profit sectors through a variety of options:

- Students can earn a Master's in Public Administration (MPA) after completing 36 credit hours (12 courses).
 - The traditional MPA program can be completed in 1.5-2 years (full-time students) or 2-3 years (part-time students), with options for fully online or a mix of online and face-to-face coursework. MPA students choose from four program tracks: Public Management (PUMT), Public Safety (PBSF), Non-Profit Management (NPMG), or Health Care Administration (HCAD).
- Students can earn a graduate certificate in either Homeland Security (HMLD) or Public Management (PUMC), both options are 15 credit hours (5 courses)
 - Either certificate can be completed in 9-12 months (fully online or a mix of online and face-to-face coursework). HMLD can be combined with the MPA, but PUMC is for non-MPA students only; both can be earned as stand-alone certificate programs.

MISSION & STUDENT LEARNING OUTCOMES

The Master of Public Administration (MPA) Program at Texas A&M University-Corpus Christi (TAMUCC) has been in existence since 1991 and was one of the first graduate degree programs at TAMUCC. The MPA program is part of the Department of Social Sciences that also offers undergraduate degrees in Criminal Justice and Political Science. The MPA program is designed to prepare students for managerial careers in the public and not-for-profit sectors of the economy. The MPA has been designed to meet the needs of full-time employees wishing to earn their degree through part-time study. Students in the traditional MPA program will take a core of seven courses in order to increase their understanding of administrative theory, policymaking, data analysis, public budgeting and finance, and human resource management. Additionally, each student will select one of four program tracks, which specify the remaining course work in their program. The student may choose from specialized tracks in public management, health care administration, non-profit management, and public safety. Students in the graduate certificate programs will take five courses which are specified in each certificate requirement.

Student Learning Outcomes and Core Competences:

As a member of the Network Association of Schools of Public Policy, Affairs, and Administration (NASPAA), upon graduation students must demonstrate five universal required competencies related to the current needs and status of the public service. Student learning outcomes mirror these five domains:

1. Lead and manage in public governance by utilizing different theories and decision tools to identify and analyze management and public sector problems.
2. Participate in and contribute to the policy process by successfully analyzing policy alternatives and use policy models, instruments and management tools to address social problems.
3. Analyze, synthesize, think critically, solve problems and make decisions by utilizing analytical tools to analyze, present, and interpret data, including appropriate design, statistical, and evaluative techniques for both organizational decision making and policy decisions.
4. Articulate and apply a public service perspective to administrative and policy decisions and actions by engaging public service principles that include inclusiveness; shared power and responsibility; public deliberation; accountability; aspiring to do the “right” thing rather than just do things right; respect and appreciation for diverse values and perspectives; wise stewardship of public resources, and an appreciation for lifelong learning.
5. Communicate and interact productively with a diverse and changing workforce and citizenry by effectively communicating issues to a diverse set of stakeholders, in a manner that is accurate, clear, and concise, while also being tailored to varied audiences.

MPA FACULTY & ADMINISTRATIVE SUPPORT

MPA Program Coordinator and Program Faculty Member

Dr. Charles Etheridge
Office: Bay Hall (BH) 301
Email: Charles.Etheridge@tamucc.edu

MPA Internship/Practicum Coordinator and Program Faculty Member

Dr. Sarah Scott
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MPA Program Faculty Member

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Chair, Department of Social Sciences and Program Faculty Member

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Ms. Cynthia (Cindy) Lazcano
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MPA Program Academic Advisor

Ms. Bernadette Flores
Office: Faculty Center (FC) 144
Email: Bernadette.Flores@tamucc.edu

MPA Program Website:

<https://www.tamucc.edu/liberal-arts/departments/social-sciences/mpa-program/index.php>

ADMISSION REQUIREMENTS

In addition to the admission requirements outlined for graduate programs, the MPA program requires the following:

- Transcripts of all undergraduate and graduate work undertaken from regionally accredited universities.
- Students without an undergraduate or graduate degree from a United States Institution of Higher Education (i.e. international applicants) or who do not meet the the 3.0 GPA requirements (those who wish to be considered for provisional admission) must submit the following additional materials with their applications:
 - Two letters of evaluation from individuals such as professors and employers attesting to the applicant's potential for success in a graduate program of study. Letters of evaluation should specifically address the applicant's potential for a successful career and motivation for graduate study.
 - A 300-500-word essay describing work experience, educational goals, professional goals, languages spoken and any other material that would be relevant. The essay should also address the reasons and motivations for seeking an MPA degree.
 - A full resume.

Applicants accepted into the program must develop an initial degree plan that is approved by the MPA Coordinator in coordination with the MPA Academic Advisor.

The Admission Decision

Basing their decision on the information contained in all items listed above, the MPA Admissions Committee will unconditionally admit, conditionally admit, or deny admission to the MPA program. Only complete applications are evaluated. For full consideration of admission and scholarships, a completed admissions packet must be received by April 15th for Fall semester admissions; by October 15th for Spring admissions. For unconditional admission, applicants must be a graduate of a regionally accredited university or, if an international student, have the equivalent of a U.S. accredited degree as determined by the Dean of Graduate Studies. Applicants must have an overall grade point average (GPA) of no less than a 3.0 on a 4-point scale. Applicants with less than a 3.0 GPA may be conditionally admitted to the program if the graduate admissions committee determines that the student's other application materials compensate for the deficient GPA.

Conditional Admission

Applicants who have received a bachelor's degree from a regionally-accredited university or, if an international student, the equivalent of a U.S. accredited degree, but applicants who do not meet the admission requirements noted above may be conditionally admitted into the program. The MPA Graduate Admissions Committee will make the decision as to a student's conditional status. Students admitted conditionally must have a 3.0 GPA in their first 9 hours of graduate coursework approved

by the MPA Graduate Advisor in order to continue in the program. The MPA Graduate Admissions Committee may also require the student to take relevant undergraduate leveling courses, particularly if the applicant's degree is from an unrelated field. In special circumstances, the MPA Graduate Admissions Committee may also make conditional admission contingent on other additional requirements as it sees fit. Any additional requirements will be specified in writing to the student. Once the conditional admission requirements have been met, the student will earn full admission to the MPA program. If a student does not meet the conditional admission requirements, this will result in enforced withdrawal from the program.

Graduate Certificates

In addition to the 36-credit hour traditional Master of Public Administration Program, there are two graduate certificate options offered by our program. The Homeland Security (HMLD) can be completed as stand-alone (without enrolling the MPA or another graduate program) certificate or can be earned in conjunction with the MPA (or another graduate degree). The Public Management Graduate Certificate cannot be combined with an MPA degree but can be completed as either a stand-alone certificate or in conjunction with another graduate degree (non-MPA). Students who enroll in the Public Management Certificate may choose to apply for the traditional MPA program and the coursework may be credited toward a traditional MPA degree. For students already admitted to a graduate degree program, these graduate certificates do not need a separate application but can be added through the coordination of your advisor and the program coordinators for both programs. For more information about what is required for either of these certificates, please review the degree plans for each located at the end of this handbook and contact the program coordinator or program advisor with any questions.

AFTER ADMISSIONS—FREQUENTLY ASKED QUESTIONS

How do I register for classes?

There are a couple of things you should be thinking of once you are admitted into the MPA program. First, you must enroll in classes through S.A.I.L. S.A.I.L. is TAMUCC's student management portal that you will use to check out courses available, your final grades and other critical information.

Registration is easy. Go to the University Web page, www.TAMUCC.edu. The direct link to S.A.I.L is: <http://sail.tamucc.edu/>

On the bottom right of the page you will see a quick links column, click the S.A.I.L. link. Once on S.A.I.L. registration information can be found on the right center of the page. If this is your first time registering at TAMUCC, go to the tutorial.

It is highly recommended that you take either PADM 5301 Theory and Practice of Public Administration or PADM 5302 Policy Making and P.A your first semester in the program. Both of these courses are 3 student credit hours each, with PADM 5301 offered in the Fall semesters, and PADM 5302 offered in the Spring semesters. International students, or students without a recent or strong background in United States Government Institutions, are encouraged to take that course early in their program coursework as well. It is strongly suggested that if you are working full time or “conditionally admitted” you only enroll for 6 student credit hours, or two classes. Full time students should take no more than 9 credit hours a semester.

Rule of Thumb – A simple rule of thumb for graduate classes is that for every hour in class you may spend up to 9 hours outside of class preparing for it. This includes reading, assignments, discussions etc. Therefore, do not set yourself up for failure, until you become accustomed to the workload of a graduate level education. Do not think I took 12 hours a semester or more as an undergraduate, I can do that as a graduate student too.

Each traditional 15-week semester, options to take face-to-face, hybrid/blended, and fully online courses will be offered. In the two five-week summer sessions, we offer two to four online courses (electives). Students may choose to complete the degree fully online or hybrid, with a mix of online and face-to-face courses. Students should be aware that not all courses will be offered in their desired modality in the semester in which they wish to take it. Please work with the graduate coordinator and academic advisor to ensure timely progress to degree, especially if pursuing the fully online path to completion.

How do I find out what textbooks I need for classes?

Course textbooks are chosen by the instructor of each class every semester the course is taught. Faculty work hard to keep the cost of textbooks down but the need for books is unavoidable in most cases. When you register for your classes on S.A.I.L there will be a link to the far right had side of the page that says, “View Books”. That link should take you to the University Bookstore web site and list the required and suggested books that have been ordered for that class. On that

page you will have the link to order the books through the bookstore. There may be other ways and vendors to buy the necessary books for your class but be sure that you have the appropriate title and edition for the class by using the ISBN number listed for the class. Faculty sometimes require students buy the online ancillaries or key codes for publishers' materials for courses too. Be sure that you buy all "required" texts and ancillaries for the correct faculty member and the current semester. If you do not see any books listed, email the course instructor and ask if there will be any textbooks required for the class since none are listed at the bookstore site.

Hint – Graduate classes move fast. You should have your textbooks bought and ready to use the first day of class! Do not wait to see what the professor really needs you to have. The professor has already made that decision.

Advising

Upon acceptance to the program, the MPA Program Coordinator will contact you by email. You should set up a meeting with the coordinator or your assigned academic advisor before you begin class or early in your first semester in the program. These individuals will assist each student with establishing a degree plan based on the program track, modality preferences, and the status of the student as part-time or full-time. New students, whether part-time or full-time, are advised to take 5301 and 5302 in their first year in the program and to take 5311 Research Methods prior to courses involving elements of data analysis. The coordinator makes sure to advise students that they cannot take the Capstone course until they have completed all core courses. Students who are employed full-time are strongly encouraged to take no more than two courses each term. In addition to meeting with the coordinator to determine a degree plan, students are advised to meet with their Academic Advisor early in their first semester as well.

The goal of TAMUCC academic advisors is to provide accurate and timely information to students, to fully utilize the resources at the University, make constructive course selections and graduate in a timely manner. It is strongly encouraged you to meet with your advisor at least once a semester. Please contact your graduate advisor, Ms. Bernadette Flores (Bernadette.Flores@tamucc.edu) if you have questions or need assistance registering for classes, follow this link and scroll down to find the contact information or to make an appointment with Ms. Bernadette Flores:

<https://www.tamucc.edu/academics/planning/academic-advising/colleges/advisor-master-list.php>.

International Students

International students should be aware of the regulatory framework and conditions that apply to attending classes at TAMUCC. You should contact the [Office of International of Education](#) as soon as possible to make sure that you have meet the necessary requirements. They can also answer any questions you may have regarding work requirements if you are looking for employment opportunities.

Student Organizations

ARE THERE STUDENT AND PROFESSIONAL ORGANIZATIONS I SHOULD KNOW ABOUT?

Pi Alpha Alpha Honors Society -- As a member of NASPAA, the MPA program has a chartered chapter of Pi Alpha Alpha, the Global Honor Society for Public Affairs and Administration. Pi Alpha Alpha allows the MPA program to encourage and recognize outstanding scholarship and accomplishment in public affairs and administration among its students on a national and international level. Invitations to Pi Alpha Alpha are extended to students who have maintained at least a 3.7 GPA and completed a minimum of 18 hours of MPA coursework. Those students who achieve membership in Pi Alpha Alpha exhibit the highest educational performance levels and are considered the most prepared for public service careers.

American Society for Public Administration (ASPA) -- <https://aspanet.org/> A national professional association of public administrators from all governmental levels and the publisher of Public Administration Review (PAR) which is considered to be the flagship journal in the field of public administration. There is also a regional chapter, South & West Texas ASPA-- <https://aspanet.org/ASPA/ASPA/Chapters-Sections/Chapter-Information-Pages/South-West-Texas-Chapter.aspx>, currently led by MPA Faculty Member and SWT ASPA President Dr. Isla Schuchs Carr. SWT ASPA membership is included with the national ASPA membership.

International City Managers Association (ICMA) -- <http://icma.org/en/icma/home> Information and topics with a focus on local government.

Is financial aid available?

The best resource for that question is the [Office of Financial Aid](#). They are experts in knowing what financial aid is available for Graduate Students and how to apply for it.

If you are employed, check with your employers' Human Resources department. Many public sector employers have tuition assistance programs as a benefit for employees.

Do you offer scholarships?

If you are interested in learning more about scholarship opportunities, or in applying for scholarships that are often offered for Fall and Spring (and occasionally for Summer), please visit <https://www.tamucc.edu/cost-and-aid/scholarships/graduate-students.php>.

Do you offer graduate assistantships of other employment opportunities?

Career Services

The MPA program does not typically have any established graduate assistantships or employment opportunities. There are times when the College of Liberal Arts, the Library, or University Administration have Graduate Assistantships available. If the MPA Coordinator becomes aware of such opportunities they are typically announced to all current students via email. All on-campus job opportunities are to be posted through [Career Services](#), so it is highly recommended that you contact them to get registered if you are looking for on-campus employment. Once registered, you will also find off- campus employment opportunities, too.

Faculty

MPA and other faculty at TAMUCC are very active in seeking and doing funded research. From time –to- time, that research requires faculty hire research assistants. Such positions are ad hoc and may vary in what they pay and how long the position will last. It is good to let your MPA faculty know if you are interested in such opportunities. Be advised, however, that how well you do in class, your behavior as a student, and your availability outside of class hours are critical aspects of the hiring decision for these types of jobs.

Internships

The City of Corpus Christi, Nueces County, and some consulting firms also work with the MPA program on a regular basis to hire paid interns. These positions typically require the student to be willing to commit to at least 8-10 hours a week for a 15-week semester. Pay can vary depending on the entity; internships can be paid or unpaid. When these types of opportunities become available the announcement is typically announced via email to current students. Usually, employment is contingent upon the student having completed at least one semester in the MPA program, a strong recommendation from the MPA faculty, and the student meeting the entity's employment requirements (entity personnel guidelines and background checks). Students interested in Internships should contact the MPA Internship/Practicum Coordinator Dr. Sarah Scott.

Graduates from the MPA program at TAMUCC work all over the world. You will find them in the public and private sector working in Corpus Christi, San Antonio, Austin, Houston, Dallas/Fort Worth, Washington D.C. and even diving the deepest depths of the oceans at the Mariana Trench near Guam. There are numerous employment opportunities for our graduates. Along with local job listings you might want to visit the Careers in Government web page: <https://www.careersingovernment.com/>; the Federal Government Official Employment Site: <https://www.usajobs.gov/>; or the GovLoop Jobs link: <http://jobs.govloop.com/> to see where your MPA degree can take you.



DEGREE REQUIREMENTS & COMPLETION

The sections below are taken from the Graduate Catalogue that was current at the time of the document's creation. Catalogue copy can change though, so you should always look at the Graduate Catalogue under which you were admitted for degree and completion requirements. This information can be found on the [College of Liberal Arts](#) website. You should also check with the current academic advisor for graduate programs in the College of Liberal Arts.

Degree Requirements

To receive the Master in Public Administration (MPA) degree at TAMUCC, students must successfully complete 36 graduate credit hours, including a 21-hour core requirement taken by all students, and 15 hours of elective course work in the Public Management, Public Safety, Non-Profit Management or Health Care Administration program tracks. Each of these components is outlined below.

Core Course Requirements

- PADM 5301 - Theory and Practice of Public Administration (Fall/Spring)
- PADM 5302 - Policy Making and Public Administration (Fall/Spring)
- PADM 5304 - Human Resource Management (Spring)
- PADM 5305 - Public Budgeting and Finance (Spring)
- PADM 5310 - Public Organizations (Fall)
- PADM 5311 - Research Methods in Public Administration (Fall/Spring)
- PADM 5365 - Seminar in Public Administration - Capstone (Fall/Spring)*

** All core courses must be completed prior to enrolling in Capstone.*

Five Track Courses are required in addition to the core course requirements for a total of 36 credit hours (15 courses).

Program Tracks

Public Management Track

Students who choose this broad and general preparation will take, in addition to the core:

Five public management courses (15 sem. hrs.) selected from the following:

- PADM 5300 - U.S. Government Institutions
- PADM 5303 - Administrative Ethics
- PADM 5308 - Administrative Law
- PADM 5313 - Survey Research for Public and Non-Profit Managers
- PADM 5331 - Public and Non-Profit Management
- PADM 5335 - Program Evaluation
- PADM 5360 - Strategic Planning
- PADM 5370 - Topics in Public Administration
- PADM 5377- Grant Writing

- PADM 5380 - Homeland Security and Public Administration
- PADM 5381 - Modern Terrorism and Counter Terrorism
- PADM 5382 - Emergency Management and Disaster Planning Practicum
- PADM 5396 - Individual Study
- PADM 5399 – Internship/Assistantship

Public Safety Track

Five public safety courses (15 sem. hrs.) selected from the following:

- PADM 5300 - U.S. Government Institutions
- PADM 5303 - Administrative Ethics
- PADM 5313 - Survey Research for Public and Non-Profit Managers
- PADM 5331 - Public and Non-Profit Management^
- PADM 5335 - Program Evaluation
- PADM 5360 - Strategic Planning
- PADM 5370 - Topics in Public Administration (with Coordinator Approval)
- PADM 5377 - Grant Writing
- PADM 5380 - Homeland Security and Public Administration
- PADM 5381 - Modern Terrorism and Counter Terrorism
- PADM 5382 - Emergency Management and Disaster Planning Practicum
- PADM 5396 - Individual Study
- PADM 5399 - Internship/Assistantship

Non-Profit Management Track

Five non-profit management courses selected from the following:

- PADM 5303 - Administrative Ethics
- PADM 5313 - Survey Research for Public and Non-Profit Managers
- PADM 5331 - Public and Non-Profit Management^
- PADM 5332 - Resource Development for Non-profit Organizations
- PADM 5335 - Program Evaluation
- PADM 5360 - Strategic Planning
- PADM 5370 - Topics in Public Administration (with Coordinator Approval)
- PADM 5377 - Grant Writing
- PADM 5396 - Individual Study
- PADM 5399 – Internship/Assistantship

Health Care Administration Track

Students in this track are required to take the following five courses (15 semester hours) in the College of Nursing and Health Sciences:

- HCAD 5312 - The Health Care System
- HCAD 5320 - Health Economics and Policy
- HCAD 5325 - Health Care Financial Management
- HCAD 5330 - Health Law and Ethics
- HCAD 5390 - Health Care Selected Topics (no longer offered, see degree plan for details)

Course Rotation Schedule

Course Rotation Schedule		
PADM- Public Administration Courses		
Fall Odd Years	Spring Even Years	Summer Even Years
5301-Intro to Public Administration (W)	5302-Policymaking (W)	At least two of the following electives:
5301-Intro to Public Administration (F2F)	5302-Policymaking (F2F)	5300-U.S. Institutions (W)
5310-Public Orgs (F2F)	5304-Human Resources (W)	5308-Administrative Law (W)
5311-Research Methods (W)	5304-Human Resources (F2F)	5313-Survey Methods (W)
5311-Research Methods (F2F)	5305-Public Budgeting (F2F)	5380-Homeland Security (W)
5365-Capstone (W-eventually remove)	5365-Capstone (F2F/W)	5382-Emergency Management (W)
5399-Internship/Practicum	5399-Internship/Practicum	5399-Internship/Practicum (W)
		Core Class PADM 5304 (W) when needed
At least two of the following electives:	At least two of the following electives:	
5300-U.S. Institutions (F2F)	5335-Program Evaluation (W)	
5308-Administrative Law (W)	5377-Grantwriting (F2F-might be Blended)	
5331-Non-Profit Management (W)	5382-Emergency Management (W)	
5380-Homeland Security (W)		
HCAD- Health Care Administration Track Courses		
Fall All Years	Spring All Years	Summer All Years
1st mini term:	1st mini term:	1st mini term
5325-Healthcare Financial Management (W)	5312-The Health Care System (W)	5330-Health Law (W)
2nd mini term:		
5320-Health Economics and Policy (W)		
PADM- Public Administration Courses		
Fall Even Years	Spring Odd Years	Summer Odd Years
5301-Intro to Public Administration (W)	5302-Policymaking (W)	At least two of the following electives:
5301-Intro to Public Administration (F2F)	5302-Policymaking (F2F)	5303-Administrative Ethics (W)
5310-Public Orgs (F2F)	5304-Human Resources (F2F)	5331-Non-Profit Management (W)
5310-Public Orgs (W)	5305-Public Budgeting (W)	5360-Strategic Planning (W)
5311-Research Methods (F2F)	5305-Public Budgeting (F2F)	5380-Homeland Security (W)
5365-Capstone (W-eventually remove)	5365-Capstone (F2F/W)	5382-Emergency Management (W)
5399-Internship/Practicum	5399-Internship/Practicum	5399-Internship/Practicum (W)
		Core Class PADM 5310 (W) when needed
At least two of the following electives:	At least two of the following electives:	
5300-U.S. Institutions (F2F)	5313-Survey Methods (W)	
5303-Administrative Ethics (W)	5377-Grantwriting (F2F)	
5360-Strategic Planning (W)	5382-Emergency Management (W)	
5380-Homeland Security (W)		

Course rotations can be influenced by several external factors including faculty availability, and student enrollment. You are encouraged to meet with your academic advisor for the most up-to-date information regarding the course schedule.

Example Degree Plans

On the next page are some examples of degree plans for a full-time student beginning in a Fall semester, for a part-time student beginning in a Summer semester, and for a part-time student beginning in a Fall semester. Your start date, track, and modality preferences will largely influence your degree plan. Please work with your advisor to get your plan in place as soon as possible.

An example degree plan for a part-time student starting Fall Semester:

Course Number	Course Title	Semester Offered
PADM 5301	Theory and Practice of Public Administration	Fall Year 01
PADM 5310	Public Organizations	Fall Year 01
PADM/HCAD	Approved track elective	Fall Year 01
PADM 5302	Policy Making and Public Administration	Spring Year 01
PADM 5304	Human Resource Management	Spring Year 01
PADM 5305	Public Budgeting and Finance	Spring Year 01
PADM/HCAD	Approved track elective	Summer Year 01
PADM 5310	Public Organizations	Fall Year 02
PADM 5311	Research Methods in Public Administration	Fall Year 02
PADM/HCAD	Approved track elective	Fall Year 02
PADM 5365	Seminar in Public Administration – Capstone	Spring Year 02
PADM/HCAD	Approved track elective	Spring Year 02
PADM/HCAD	Approved track elective	Spring Year 02
36 credit hours		Graduation: SP Y02

An example degree plan for a part-time student starting in a Summer:

Course Number	Course Title	Semester Offered
PADM/HCAD	Approved track elective	Summer Year 01
PADM/HCAD	Approved track elective	Summer Year 01
PADM 5301	Theory and Practice of Public Administration	Fall Year 01
PADM/HCAD	Approved track elective	Fall Year 01
PADM 5302	Policy Making and Public Administration	Spring Year 01
PADM 5305	Public Budgeting and Finance	Spring Year 01
PADM 5304	Human Resource Management	Summer Year 01
PADM/HCAD	Approved track elective	Summer Year 01
PADM 5310	Public Organizations	Fall Year 02
PADM 5311	Research Methods in Public Administration	Fall Year 02
PADM 5365	Seminar in Public Administration – Capstone	Spring Year 02
PADM/HCAD	Approved track elective	Spring Year 02
	15 hours of allowed electives in the Specified Track	Varies
36 credit hours		Graduation: SP Y2

An example degree plan for a part-time student starting Fall semester:

Course Number	Course Title	Semester Offered
PADM 5301	Theory and Practice of Public Administration	Fall Year 01
PADM/HCAD	Approved track elective	Fall Year 01
PADM 5302	Policy Making and Public Administration	Spring Year 01
PADM 5305	Public Budgeting and Finance	Spring Year 01
PADM 5304	Human Resource Management	Summer Year 01
PADM/HCAD	Approved track elective	Summer Year 01
PADM 5310	Public Organizations	Fall Year 02
PADM 5311	Research Methods in Public Administration	Fall Year 02
PADM 5365	Seminar in Public Administration – Capstone	Spring Year 02
PADM/HCAD	Approved track elective	Spring Year 02
PADM/HCAD	Approved track elective	Summer Year 02
PADM/HCAD	Approved track elective	Summer Year 02
36 credit hours		Graduation: SU Y2

Each traditional 15-week semester, options to take face-to-face, hybrid/blended, and fully online courses will be offered. Most courses with a face-to-face component are offered once per week in the evening to accommodate students who work full-time. Students may choose to complete the degree fully online or face-to-face. Students should be aware that not all courses will be offered in their desired modality in the semester in which they wish to take it and should work with the graduate coordinator to ensure timely progress to degree.

Completion Requirements

Successful completion of the traditional MPA degree involves the following conditions:

1. Completion of all 36 semester hours for graduation within a seven-year time period. The 36 semester hours must be those specified in an approved degree plan.
2. Completion of 24 of the required 36 semester hours in residence at this University. Only 12 semester hours may be transferred from accredited institutions. No grade of "C" or lower may be transferred. No correspondence courses may be transferred at the graduate level. Credit from a degree earned at another institution will not be applied to a second master's degree at TAMUCC.

a. Transfer of Credit

Coursework completed before the student applies for admission at Texas A&M University - Corpus Christi or completed at another institution after admission to Texas A&M University - Corpus Christi is considered transfer of credit. Course work transferred or accepted for credit toward a graduate degree must represent graduate course work relevant to that degree, with course content and level of instruction resulting in student competencies at least equivalent to those of students enrolled in Texas A&M University-Corpus Christi's own graduate degree programs. The following rules apply to all graduate transfer courses.

- The student must have earned transferred graduate credit at a regionally accredited institution.
- The student must have earned a grade of B or better in the transfer course work. Courses lacking letter grades (e.g., courses graded pass/no pass, credit/no credit, or satisfactory/unsatisfactory) will not be accepted as transfer credit.
- The course work must be less than 7 years old for Master's degrees and less than 10 years old for Doctoral degrees at the time the Texas A&M University-Corpus Christi degree is awarded.
- Credit from a degree earned at another institution will not be applied to a graduate degree at Texas A&M University-Corpus Christi.

Additional limitations on transfer of credit are discussed in "[Requirements for Master's Degrees](#)" and "[Requirements for Doctoral Programs](#)."

All transferred work (with accompanying grades or marks) will be translated into Texas A&M University-Corpus Christi terms. If an equivalency has not already been established, the College of Graduate

Studies will consult with the appropriate graduate program that represents the course content to determine the course equivalency and transferability. Should the Graduate Dean determine that a student has taken courses of similar level and content at more than one institution (duplicated work), the grade of the second course attempted will be the grade of record, and all others will be recorded without credit. Transfer work will become a part of the student's record only after matriculation and then only when the student has established a course-of-record.

3. The student must maintain a graduate grade point average of 3.0 in all courses in the approved MPA degree plan or accepted by approved waiver, and in all graduate work taken at this university. Students receiving more than two grades of "C" or lower in their coursework will be terminated from the program.
4. The student is making satisfactory academic progress if courses identified on the degree plan are being completed and a grade point average of 3.0 is maintained. Satisfactory progress is also reflected by a return to a grade point average of 3.0 or higher for students who had been placed on scholastic probation.
5. Students should apply for graduation early in the term in which they intend to complete their final semester credits.

Successful completion of the capstone course, PADM 5365 - Seminar in Public Administration - Capstone, is required. **All MPA core courses must have been completed before the capstone course is taken.**

MPA Curriculum

Course Modalities

Each semester, options to take face-to-face, hybrid/blended, and fully online courses will be offered. Students may choose to complete the degree fully online or face-to-face. Students should be aware that not all courses will be offered in their desired modality in the semester in which they wish to take it. Please work with the graduate coordinator to ensure timely progress to degree.

Course Descriptions

PADM 5300. 3 sem. hrs.

U.S. GOVERNMENT INSTITUTIONS

A survey of the major institutions of the U.S. national government, with special attention to the presidency, Congress, and the U.S. Supreme Court. Some comparative discussion of federalism, parliamentary systems of government, and proportional representation. Brief review of the U.S. Constitution, the federal court structure, and the role of Federal Reserve System.

PADM 5301. 3 sem. hrs.

THEORY & PRACTICE OF P.A.

An introduction to the concepts, theories, literature, legal aspects, and practices of public administration and management. Topics include administrative behavior; program planning, management and evaluation; decision-making; structure and processes of organizations; and ethics.

PADM 5302. 3 sem. hrs.

POLICY MAKING & P.A.

Relationship of politics and administration with reference to the influence of administration and bureaucracy, legislative bodies, parties, political leadership, interest groups and other forces in the formation and execution of public policy in various levels of, primarily, American government

PADM 5303. 3 sem. hrs.

ADMINISTRATIVE ETHICS

A survey of ethical issues faced by public administrators. The course will provide a general grounding in the philosophical and theoretical foundations of ethical inquiry. Special attention will be given to ethical problems arising within hierarchical organizations and to the ethical implications of particular public policies.

PADM 5304. 3 sem. hrs.

HUMAN RESOURCE MANAGEMENT

Analysis of the major personnel management problems and issues in the public sector. The functions of recruitment, selection, development, compensation, and employee relations will be studied. Special attention will be given to the legal environment of personnel. *Prerequisite: PADM 5301*

PADM 5305. 3 sem. hrs.

PUBLIC BUDGETING AND FINANCE

An analysis of the formation, management, and administration of fiscal policies at all levels of government in the United States. Basic financial management planning, preparation, presentation, and resource allocation analysis.

PADM 5308. 3 sem. hrs.

ADMINISTRATIVE LAW

Analysis of the nature of law, especially the law of administrative procedure. The course examines the separation and delegation of powers, the meaning and functioning of the Administrative Procedures Act, the scope of judicial review, and other remedies against administrative actions.

PADM 5310. 3 sem. hrs.

PUBLIC ORGANIZATIONS

An understanding about public sector organizations, their environments, and the political subsystems in which they exist. The course explores organizational theory and administrative behavior to understand and diagnose organizational problems and dynamics in the public sector. Emphasis is placed on organization-environmental relationships.

PADM 5311. 3 sem. hrs.

RESEARCH METHODS IN P.A.

Examination of analytical methods, research techniques, and models of inquiry in the social and administrative sciences. Topics may include problem definition; needs assessment; data gathering, processing and interpretation; survey research; secondary analysis; and demographics. Assumes computer literacy and completion of an introductory statistics course, or equivalent, prior to student's entry into the class.

PADM 5313. 3 sem. hrs.

SURVEY RESEARCH FOR PUBLIC AND NON-PROFIT MANAGERS

The ability to conduct and interpret survey research is becoming an integral part of public management. This course provides students with the knowledge and skills needed to direct, understand, and make effective use of administrative and policy information from survey research.

PADM 5331. 3 sem. hrs.

PUBLIC AND NON-PROFIT MANAGEMENT

An examination of theories, processes, and skills in managing the public and non-profit sectors. Topics of study include how to successfully implement policies, administer services and provide public goods, and collaborate with agencies in various sections.

PADM 5335. 3 sem. hrs.

PROGRAM EVALUATION

This course is designed to help the pre- and in-service professional public manager conceptualize the program evaluation effort as a meaningful and understandable set of tasks. The course will examine various means of evaluating programs. The course is designed to develop program evaluation skills so that students become better contributors and consumers of evaluation and research reports.

PADM 5360. 3 sem. hrs.

STRATEGIC PLANNING

A seminar course that gives pre- or in-service public managers the tools necessary to consider the long-term mission and direction of the agency and craft strategy and operations from both internal and external stakeholders to achieve those goals. Consideration of strategic planning as a process for implementing strategic management.

PADM 5365. 3 sem. hrs.

SEMINAR IN PUBLIC ADMINISTRATION. CAPSTONE

The capstone course for the MPA program is an integrative approach applying the skills, knowledge and values considered, discussed and acquired throughout the core courses to selected public and administrative problems through analytical exercises and case studies. All core courses should be completed prior to enrollment in the capstone. This is the exit requirement for the MPA program. This course must be taken during the last semester prior to graduation.

PADM 5370. 3 sem. hrs.

SEMINAR IN PUBLIC ADMINISTRATION

Seminar in identified topics in Public Administration. May be repeated when topics vary. Offered on sufficient demand.

PADM 5377. 3 sem. hrs.

GRANT WRITING

An advanced workshop on the grant proposal writing process, including identifying sources of funding, conducting research to support funding applications, data analysis, tailoring each proposal to a specific funding agency, and the requirements of electronic submission. Students will receive experience writing actual proposals on behalf of local organizations and agencies.

PADM 5380. 3 sem. hrs.

HOMELAND SECURITY AND PUBLIC ADMINISTRATION

This course will provide an overview of the essential ideas that constitute the emerging discipline of homeland security. The course is designed for students interested in a broad overview of homeland security policies including topics related to emergency management, intelligence gathering and analysis, infrastructure security, protection of civil liberties, and counter terrorism strategies.

PADM 5381. 3 sem. hrs.

MODERN TERRORISM AND COUNTER TERRORISM

This course will provide an introduction to the operational and organizational dynamics of modern terrorism from the Cold War to the present. This course will study terrorist organizations to understand the ideologies, cultures, structures and causative factors behind major movements. This course will also focus on U.S. Efforts to counter terrorism from the Cold War to the Global War on Terrorism.

PADM 5382. 3 sem. hrs.

EMERGENCY MANAGEMENT AND DISASTER PLANNING PRACTICUM

This course will examine the public policies, procedures and programs for the management of hazards, emergencies and disasters through the use of case studies. It focuses on providing students with hands-on experience in emergency management planning and response through the use of tabletop and field exercises. Students will be required to take this course last in the graduate certificate program.

PADM 5396. 3 sem. hrs.

INDIVIDUAL STUDY

See college description. Offered on application.

PADM 5399. 3 sem. hrs.

INTERNSHIP/PRACTICUM

Practical experience with a government or not-for-profit agency arranged in advance by the supervising professor. Periodic visits, consultations, and a final paper.

All five of the Health Care Administration electives are offered only online and are taught by faculty in the College of Nursing and Health Sciences.

HCAD 5312. 3 sem. hrs.

THE HEALTH CARE SYSTEM

Focus on the major components of the American health care system and related issues in the administration of care delivery. Policy information and political issues are discussed.

HCAD 5320. 3 sem. hrs.

HEALTH ECONOMICS AND POLICY

Analysis and evaluation of classical and modern economic theory, principles and procedures applicable to the health care delivery system and their implications for public policy.

HCAD 5325. 3 sem. hrs.

HEALTH CARE FINANCIAL MANAGEMENT

Overview of concepts, principles and uses of basic accounting and budgeting information for the health care manager. Focuses on providing the nurse administrator with a basis for understanding the fiscal status of a health care organization; Includes 45 hours of laboratory time to strengthen financial skills including ROI, budget development, FTEs and financial statement analysis.

HCAD 5330. 3 sem. hrs.

HEALTH LAW AND ETHICS

A study of the legal and related ethical aspects of the health care delivery system including governing boards, liabilities, consent and malpractice as well as other related topics. Current governmental, state and other regulating bodies are presented.

HCAD 5390. 3 sem. hrs.

HEALTH CARE SELECTED TOPICS

In-depth study and discussion of various topics relevant to health care administration. May be repeated when topics vary. NOTE: This course is very rarely offered. MPA HCAD students can see their degree plans for approved options.

COLLEGE OF GRADUATE STUDIES POLICIES

This section of the handbook has been removed pending new information from Academic Affairs following the reorganization of the former College of Graduate Studies and reintegration of those duties in other organizational units. A link to the current TAMU-CC Graduate Student Handbook is accessible via this link: <https://www.tamucc.edu/liberal-arts/assets/documents/graduate-student-handbook/mpa-public-administration-handbook-25-26.pdf>

DEGREE PLAN TEMPLATES

This section of the handbook includes degree plan templates for each track of the MPA program in the following order: Public Management, Non-Profit Management, Health Care Administration, and Public Safety; as well as for both the Homeland Security Graduate Certificate and the Public Management Graduate Certificate.

Texas A&M University - Corpus Christi - College of Liberal Arts
Master of Public Administration (MPA) - Public Management Track- 36 SCH minimum

PUMT DEGREE PLAN

2025-2026

Student's Name _____

Student ID Number _____

Catalog Year

Student's Email _____

Student's Phone _____

Entry Term

CORE COURSES: 21 Semester Credit Hours

Course #	Title	Hrs	Modality	Semester
PADM 5301	Theory and Practice of Public Administration	3		
PADM 5302	Policy Making and Public Administration	3		
PADM 5304	Human Resource Management	3		
PADM 5305	Public Budgeting and Finance	3		
PADM 5310	Public Organizations	3		
PADM 5311	Research Methods in Public Administration	3		
PADM 5365	Seminar in Public Administration - Capstone*	3		
Required CORE Courses		21		

* All MPA core courses must have been completed before the PADM 5365 capstone course is taken.
 It is strongly recommended that all international students take PADM 5300.

PUBLIC MANAGEMENT TRACK ELECTIVES: 15 Semester Credit Hours

Select five public management courses from the following:

			Hrs	Modality	Semester
PADM	5300	U.S. Government Institutions	3		
PADM	5303	Administrative Ethics	3		
PADM	5308	Administrative Law	3		
PADM	5313	Survey Research for Public and Non-Profit Managers	3		
PADM	5331	Public and Non-Profit Management	3		
PADM	5335	Program Evaluation	3		
PADM	5360	Strategic Planning	3		
PADM	5370	Topics in Public Administration (with coordinator approval)	3		
PADM	5377	Grant Writing	3		
PADM	5380	Homeland Security and Public Administration	3		
PADM	5381	Modern Terrorism and Counter Terrorism	3		
PADM	5382	Emergency Management and Disaster Planning Practicum	3		
PADM	5396	Individual Study (with coordinator approval)	3		
PADM	5399	Internship/Practicum	3		
Required Track Courses			15		

All courses on this degree plan must be approved by the advisor and completed in the 7 year period prior to graduation.

Expected Graduation Date : _____

Preferred Modality:

F2F/INTL Blended Fully Online

Advised By: _____

Advised Date: _____

Date of Revisions/Edits:

Additional Notes:

W-fully online

F-face-to-face

B-blended modality

Texas A&M University - Corpus Christi - College of Liberal Arts
Master of Public Administration (MPA) - Non-Profit Management Track-36 SCH minimum

NPMG DEGREE PLAN

2025-2026

Student's Name _____

Student ID Number _____

Catalog Year

Student's Email _____

Student's Phone _____

Entry Term

CORE COURSES: 21 Semester Credit Hours

Course #	Title	Hrs	Modality	Semester
PADM 5301	Theory and Practice of Public Administration	3		
PADM 5302	Policy Making and Public Administration	3		
PADM 5304	Human Resource Management	3		
PADM 5305	Public Budgeting and Finance	3		
PADM 5310	Public Organizations	3		
PADM 5311	Research Methods in Public Administration	3		
PADM 5365	Seminar in Public Administration - Capstone*	3		
Required CORE Courses		21		

* All MPA core courses must have been completed before the PADM 5365 capstone course is taken.
 strongly recommended that all international students take PADM 5300.

It is

NON-PROFIT MANAGEMENT TRACK ELECTIVES: 15 Semester Credit Hours

Select five non-profit management courses from the following:

	Hrs	Modality	Semester
PADM 5300 U.S. Government Institutions	3		
PADM 5303 Administrative Ethics	3		
PADM 5308 Administrative Law	3		
PADM 5313 Survey Research for Public and Non-Profit Managers	3		
PADM 5331 Public and Non-Profit Management	3		
PADM 5335 Program Evaluation	3		
PADM 5360 Strategic Planning	3		
PADM 5370 Topics in Public Administration (with coordinator approval)	3		
PADM 5377 Grant Writing	3		
PADM 5396 Individual Study	3		
PADM 5399 Internship/Practicum	3		
Required Track Courses	15		

All courses on this degree plan must be approved by the advisor and completed in the 7 year period prior to graduation.

Expected Graduation Date : _____

Preferred Modality:

F2F/INTL Blended Fully Online

Advised By: _____

Date of Revisions/Edits:

Advised Date: _____

Additional Notes:

W-fully online

F-face-to-face

B-blended modality

Texas A&M University - Corpus Christi - College of Liberal Arts
Master of Public Administration (MPA) - Health Care Administration Track - 36 SCH minimum
HCAD DEGREE PLAN

2025-2026

Student's Name _____

Student ID Number _____

Catalog Year _____

Student's Email _____

Student's Phone _____

Entry Term _____

CORE COURSES: 21 Semester Credit Hours

Course #	Title	Hrs	Modality	Semester
PADM 5301	Theory and Practice of Public Administration	3		
PADM 5302	Policy Making and Public Administration	3		
PADM 5304	Human Resource Management	3		
PADM 5305	Public Budgeting and Finance	3		
PADM 5310	Public Organizations	3		
PADM 5311	Research Methods in Public Administration	3		
PADM 5365	Seminar in Public Administration - Capstone*	3		
Required CORE Courses		21		

* All MPA core courses must have been completed before the PADM 5365 capstone course is taken.

HEALTH CARE ADMINISTRATION TRACK: 12 Semester Credit Hours (7-week min semester courses)

HCAD 5312	The Health Care System	3	W	SP1 YR
HCAD 5320	Health Economics and Policy	3	W	FA2 YR
HCAD 5325	Health Care Financial Management	3	W	FA1 YR
HCAD 5330	Health Law and Ethics	3	W	SU1 YR
HCAD 5390	Health Care Selected Topics: 3 Semester Credit Hours			
(no longer offered; must choose one PADM elective listed below)		Hrs	Modality	Semester
PADM 5300	U.S. Government Institutions	3		
PADM 5313	Survey Research for Public and Non-Profit Managers	3		
PADM 5331	Public and Non-Profit Management	3		
PADM 5335	Program Evaluation	3		
PADM 5360	Strategic Planning	3		
PADM 5382	Emergency Management and Disaster Planning Practicum	3		
Required Track Courses		15		

It is strongly recommended that HCAD 5312 be taken before the others in HCAD track if at all possible. It is strongly recommended that all international students take PADM 5300.

All courses on this degree plan must be approved by the advisor and completed in the 7 year period prior to graduation.

Expected Graduation Date : _____

Preferred Modality:

F2F/INTL Blended Fully Online

Advised By: _____

Date of Revisions/Edits:

Advised Date: _____

Additional Notes:

W-fully online

F-face-to-face

B-blended modality

Texas A&M University - Corpus Christi - College of Liberal Arts
Master of Public Administration (MPA) - Public Safety Track- 36 SCH minimum
PBSF DEGREE PLAN

2025-2026

Student's Name _____

Student ID Number _____

Catalog Year

Student's Email _____

Student's Phone _____

Entry Term

CORE COURSES: 21 Semester Credit Hours

Course #	Title	Hrs	Modality	Semester
PADM 5301	Theory and Practice of Public Administration	3		
PADM 5302	Policy Making and Public Administration	3		
PADM 5304	Human Resource Management	3		
PADM 5305	Public Budgeting and Finance	3		
PADM 5310	Public Organizations	3		
PADM 5311	Research Methods in Public Administration	3		
PADM 5365	Seminar in Public Administration - Capstone*	3		

Required CORE Courses

21

* All MPA core courses must have been completed before the PADM 5365 capstone course is taken.
 It is strongly recommended that all international students take PADM 5300.

PUBLIC SAFETY TRACK ELECTIVES: 15 Semester Credit Hours

Select five public safety courses from the following:

	Hrs	Modality	Semester
PADM 5300 U.S. Government Institutions	3		
PADM 5303 Administrative Ethics	3		
PADM 5308 Administrative Law	3		
PADM 5313 Survey Research for Public and Non-Profit Managers	3		
PADM 5331 Public and Non-Profit Management	3		
PADM 5335 Program Evaluation	3		
PADM 5370 Topics in Public Administration (with coordinator approval)	3		
PADM 5377 Grant Writing	3		
PADM 5380 Homeland Security and Public Administration	3		
PADM 5381 Modern Terrorism and Counter Terrorism	3		
PADM 5382 Emergency Management and Disaster Planning Practicum	3		
PADM 5396 Individual Study (with coordinator approval)	3		
PADM 5399 Internship/Practicum	3		

Required Track Courses

15

All courses on this degree plan must be approved by the advisor and completed in the 7 year period prior to graduation.

Expected Graduation Date : _____

Preferred Modality:

F2F/INTL Blended Fully Online

Advised By: _____

Date of Revisions/Edits:

Advised Date: _____

Additional Notes:

W-fully online

F-face-to-face

B-blended modality

Texas A&M University - Corpus Christi - College of Liberal Arts
Homeland Security (HMLD) -Graduate Certificate- 15 SCH minimum
HMLD DEGREE PLAN

2025-2026

Student's Name _____

Student ID Number _____

Catalog Year

Student's Email _____

Student's Phone _____

Entry Term

REQUIRED COURSES: 12 Semester Credit Hours

Course #	Title	Hrs	Modality	Semester
PADM 5301	Theory and Practice of Public Administration	3		
PADM 5302	Policy Making and Public Administration	3		
PADM 5380	Homeland Security and Public Administration	3		
PADM 5382	Emergency Management and Disaster Planning Practicum	3		
Required CORE Courses		12		

Elective Course: 3 Semester Credit Hours

Select one course from the following:

	Hrs	Modality	Semester
PADM 5308 Administrative Law	3		
PADM 5335 Program Evaluation	3		
PADM 5360 Strategic Planning	3		
PADM 5377 Grant Writing	3		
PADM 5381 Modern Terrorism and Counter Terrorism	3		

Required Track Courses

3

All courses on this degree plan must be approved by the advisor and completed in the 7 year period prior to graduation.

Expected Completion Date : _____

Preferred Modality:

F2F/INTL Blended Fully Online

Advised By: _____

Date of Revisions/Edits:

Advised Date: _____

Additional Notes:

W-fully online

F-face-to-face

B-blended modality

Texas A&M University - Corpus Christi - College of Liberal Arts
Public Management (PUMC) -Graduate Certificate- 15 SCH minimum
PUMC DEGREE PLAN

2025-2026

Student's Name _____

Student ID Number _____

Catalog Year _____

Student's Email _____

Student's Phone _____

Entry Term _____

REQUIRED COURSES: 9 Semester Credit Hours

Course #	Title	Hrs	Modality	Semester
PADM 5301	Theory and Practice of Public Administration	3		
PADM 5302	Policy Making and Public Administration	3		
PADM 5310	Public Organizations	3		
Required CORE Courses		9		

Elective Courses: 6 Semester Credit Hours

Select two courses from the following:		Hrs	Modality	Semester
PADM 5300	U.S. Government Institutions	3		
PADM 5303	Administrative Ethics	3		
PADM 5304	Human Resource Management	3		
PADM 5308	Administrative Law	3		
PADM 5313	Survey Research for Public and Non-Profit Managers	3		
PADM 5335	Program Evaluation	3		
PADM 5360	Strategic Planning	3		
PADM 5377	Grant Writing	3		
PADM 5382	Emergency Management and Disaster Planning Practicum	3		
Required Track Courses		6		

All courses on this degree plan must be approved by the advisor and completed in the 7 year period prior to graduation.

Expected Completion Date : _____

Preferred Modality: _____

F2F/INTL Blended Fully Online

Advised By: _____

Date of Revisions/Edits: _____

Advised Date: _____

Additional Notes:

W-fully online

F-face-to-face

B-blended modality