

MPA

Master of Public Administration



Are you interested in:

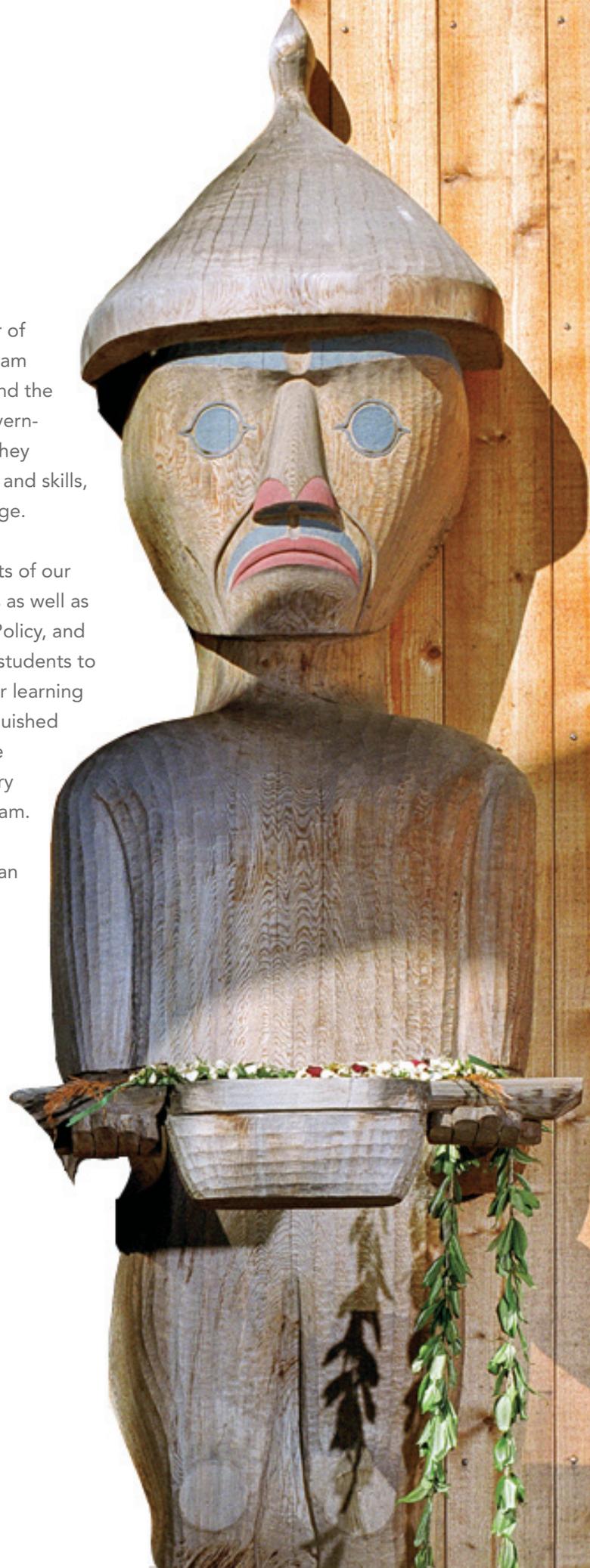
- Seeking democratic, equitable and practical solutions to public problems?
- Understanding issues of social justice, social change and democratic governance?
- Becoming a leader who thinks analytically, communicates effectively and works collaboratively while striving to make a difference in public service?



Thank you for considering The Evergreen State College Master of Public Administration program. We offer a dynamic MPA program with hundreds of graduates working throughout Washington and the Northwest in responsible positions within state and federal government, education, nonprofit organizations and for-profit firms. They completed the program not only to gain important knowledge and skills, but to learn how to become more effective advocates for change.

During the past few years we have strengthened several aspects of our program. The curriculum now features a wide array of electives as well as concentrations in Public and Nonprofit Administration, Public Policy, and Tribal Governance. These concentrations and electives enable students to craft a course of study that will best prepare them to meet their learning and career goals. We also created an Advisory Board of distinguished practitioners; and are building an MPA Alumni Association. The feedback from our students and alumni on these changes is very encouraging, and we are excited about the future of our program.

If you have questions, or would like to arrange a meeting with an advisor, or sit in on one of our classes, please contact us. Welcome to Evergreen!



Master of Public Administration

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The Equal Opportunity Policy of The Evergreen State College expressly prohibits discrimination against any person on the basis of race, color, religion, creed, national origin, gender, sexual orientation, marital status, age, disability or status as a disabled Vietnam-era veteran.

← *Puget Salish Welcome Figure*, Longhouse Educational and Cultural Center at The Evergreen State College
Donated by the Classes of 1987, 1990, 1992
Carved by: Greg Colfax, Makah Tribe
Andy Peterson, Skokomish Tribe

Cover and interior photographs by Carlos Sánchez, Jon Huey and The Evergreen State College Photo Services.

Our Mission and Philosophy

“You must be the change you wish to see in the world.”
— Mohandas K. Gandhi

Evergreen students, faculty and staff create learning communities to explore and implement socially just, democratic public service. We...

- think critically and creatively
- communicate effectively
- work collaboratively
- embrace diversity
- value fairness and equity
- advocate powerfully on behalf of the public
- imagine new possibilities and accomplish positive change in our workplaces and in our communities.

Evergreen’s Master of Public Administration program provides an intellectual, collaborative and engaged learning environment in which students learn to act as facilitators in defining and pursuing the public interest. Key ideas and concepts are presented within the historical, political, social, cultural and economic contexts of public administration. At the same time, students will have the opportunity to reflect on their own understanding and experiences in the context of theory.

Students will develop expertise in both oral and written communication. Much of the work takes place in seminars, small group discussions where participants will discover the meaning or significance of assigned readings. Students will experience teamwork while working to complete various learning projects. They will learn to reason critically, to analyze important dimensions of public service, to understand and take coherent positions on key public administration and policy issues, and to use their own experiences to integrate theory and practice. In addition, students will have opportunities to discuss contemporary public issues with practitioners and faculty.





A UNIQUE MPA PROGRAM

Elements of our program that set us apart:

■ Learning Community

Evergreen is known for its learning communities and the MPA program is no exception. We build learning communities in the following ways: 1) students move through the two years of Core coursework with their cohort; 2) faculty members work closely with students, sharing the responsibilities for both teaching and learning in and out of the classroom; 3) faculty teach in teams in Core classes; 4) whenever possible, faculty teams (or at least one faculty member) continue with the cohort for an entire year. This is an intentional restructuring of time, credit, and learning experiences to build community and to foster more explicit connections among and between students and their teachers. The interactive nature of learning communities serves to form lasting personal and professional relationships.

■ Narrative evaluations

These are used in place of grades to assess performance, reflecting both student self-assessment and faculty views on significant learning.

■ Relationships with state government

We are located in Olympia, Washington, the state capital, and have established strong relationships with many state government agencies.

■ Part-time option

Students have the option of enrolling part-time when job demands or other factors make full-time enrollment unrealistic. Full time in the Evergreen MPA program is 8 credits. Most students register for one 4-credit core course and either a 4-credit elective or two 2-credit electives.

■ Tribal Governance concentration

We are the only MPA program in the United States that offers a concentration focused on the unique nature and operations of Indian tribes and their relationships with other government entities.

■ Dual Degree MPA/MES option

Students may earn a dual Masters degree in both Public Administration and Environmental Study. This joint program is designed for both environmental professionals who wish to improve their administrative skills and for public administration and policy professionals who want to gain expertise in the analysis of environmental issues.

ONE SIZE DOES NOT FIT ALL

The Evergreen MPA program offers a number of options and choices that allow students to tailor their education to best meet their needs:

■ **Full-or part-time study** Students can take classes either full-time (8 credits per quarter) or part-time (1–7 credits per quarter). Attending full-time, summers included, the program can be completed in about two years.

■ **Classes that fit your schedule** Most courses are offered in the evenings and weekends to accommodate students who work full-time. The Tribal concentration meets for four weekend sessions per quarter for the convenience of students who travel a significant distance to attend.

■ **Individual or group contracts** Working with a faculty member, students can design their own individual or group learning experience. A written contract specifies the learning goals and objectives, the activities, and the basis for the evaluation. The contract is usually for four credits, and a student can earn a maximum of 12 contract credits in the MPA program.

■ **Internships** Students needing professional experience are required to complete a one-credit internship. Faculty make a determination during the admissions process and this decision is included in the acceptance letter. Students who are not required to take an internship may still want to use this option to enhance their work experience or take a new direction in their careers. Internships may be paid or unpaid. Internships typically combine on-the-job experience with some academic work, including readings, and a reflective paper and/or research paper related to the internship. The MPA program will inform students of available internships but students are free to arrange their own. Students can earn up to four internship credits in the MPA program.

■ **Transfer credits** Students may transfer up to 20 credit hours of graduate credit from other MPA or related programs, based on the approval of the MPA director. Students seeking to transfer credits should make that request as part of their application. They should submit the syllabus for each course to be considered for transfer credit to the MPA Program director. Two MPA faculty will review the request and determine the number of transfer credits to be awarded and for what elements of the MPA curriculum they may be substituted. Credits to be transferred must be less than ten years old and have earned a “B” or better. Students may transfer graduate coursework taken at other institutions while enrolled in the MPA program, with prior approval from the director.

■ **Thesis option** Students can choose to write a thesis, which is a substantial academic project designed to increase their expertise in a particular area or to prepare for doctoral work. Students will work closely with a faculty member in planning the research project and in writing the thesis, utilizing the independent contract process. The thesis option is for eight credits and is done in lieu of the capstone seminar and four of the required elective credits.

■ **Graduate Special Students** Anyone who has a bachelor’s degree from an accredited institution may register for the MPA elective courses on a space-available basis as a Graduate Special Student. Matriculated students have priority in enrolling for courses, so Special Students must usually wait until the first class meeting to register. Special Students generally do not take more than eight credits per quarter and are not eligible for financial aid. Only those students who register for graduate credit and pay graduate tuition may transfer these credits toward the MPA degree if they are later accepted into the program. Up to 20 credits can be transferred this way. It is important to note that successful completion of MPA courses while in Special Student status does not guarantee admission into the program. Applicants must still meet the usual admission requirements, and only a limited number of students are accepted each year.

JOELLEN WILHELM **MPA 2006** *(pictured at right at GRuB’s Sister Holly Garden in Olympia)*
Grants & Capital Campaign Coordinator, GRuB–Garden Raised Bounty

“Evergreen’s MPA program allowed me to connect directly with nonprofits doing great work in our community from the beginning. I was learning about the everyday realities of nonprofit management from my colleagues at GRuB. Working alongside grassroots leaders while learning from Evergreen faculty brought invaluable depth to my education.”

GRuB, an Olympia-based non-profit organization dedicated to nourishing strong communities by empowering people to grow good food, is one example of the non-profit organizations with which MPA faculty, staff and students are involved. Faculty serve as board members and volunteers; students and alumni serve as interns and employees. For more information see: www.goodgrub.org.

MPA & NONPROFITS

In addition to local, regional, state, tribal and federal government, Evergreen MPA students and alumni work for non-government/third-sector organizations, many of which are linked to the MPA program through alumni, faculty and student involvement. They include:

Americorps
Behavioral Health Resources
Boys and Girls Clubs of Thurston County
CHOICE Regional Health Network
Climate Solutions
Community Youth Services
Family Support Center
Garden Raised Bounty (GRuB)
Group Health
Hands on Children's Museum
Housing Authority of Thurston County
Hunger-Free Thurston County Coalition
Lutheran Community Services Northwest
Mercy Corps
NW Indian Fisheries Commission
Peace Corps
Providence St. Peter Hospital
Safe Place
Special Olympics
Sea Mar Community Health Centers

South Puget Intertribal Planning Agency
Tacoma Housing Authority
Thurston County Food Bank
TOGETHER!
United Community AIDS Network
United Way of Thurston County
Various neighborhood associations and citizen groups
WSU Extension
YMCA
YWCA





MPA STUDENTS

Students come to Evergreen's MPA program from many parts of Washington state, other states, Indian nations and foreign countries. They bring a wide range of educational, work and personal experience.

Many are older students returning to school after some time away, while others are recent college graduates. Many students work full-time. They have a variety of interests including education, health, human resources, information technology, land use, law enforcement, management, social services, transportation and tribal governance. These differences serve to increase our understanding of the complex world in which we live and work.

Our alumni are often recognized for their abilities in writing, speaking, critical thinking, connecting theory with practice, appreciating cultural differences and the ability to integrate information. They carry their sense of involvement and social responsibility with them wherever they go, whether it is part of their career or during activities outside the workplace. Virtually all areas within the public and nonprofit sectors, tribal governments and for-profit firms, employ our graduates.

MPA FACULTY & STAFF

Faculty are drawn to Evergreen because they enjoy collaborative and engaged learning communities. They are experienced teachers and respected scholars. Some have had significant experience working in the public sector before coming to Evergreen while others are current practitioners. Faculty members are actively engaged in service to the community, research and/or consulting. To learn more about our current regular, visiting, and adjunct faculty members and our staff, see www.evergreen.edu/mpa.



MPA Program Overview

REQUIRED COURSES FOR ALL MPA STUDENTS

All students must complete a 4 credit "Introduction to Statistics" course and have earned a minimum grade of "C" within the five years previous to admission. Students begin their studies in fall quarter with the first year required Core course, and are expected to take the first and second year Core courses as a cohort. Students complete a 4 credit Capstone in spring quarter of their second year.

TOTAL CREDITS REQUIRED

All students must complete 60 credits to earn the Masters of Public Administration Degree. Most students accomplish this in two years.

■ CORE COURSES (26 CREDITS)

Year One: Foundations of Public Administration, 6 credits fall quarter
Doing Public Administration, 4 credits winter quarter, and
Doing Democracy, 4 credits spring quarter

These Core courses examine the foundations of public administration, the economic and political context of the public sector, concepts of democratic governance, and the practical skills and knowledge needed to run an organization in the public or nonprofit sectors.

Year Two: Analytical Methods for Public Service—4 credits quarterly (fall, winter and spring)

This Core course focuses on analytic concepts and techniques including research methods, policy analysis and fiscal, financial and budget analysis. Students must complete the program prerequisites (statistics and micro- and macroeconomics) before enrolling in second-year Core courses.

■ CAPSTONE (4 CREDITS)

The required four-credit Capstone Seminar gives students the opportunity to reflect on what they have learned in the program. They will enhance their skills in organizational analysis, collaboration and problem solving through a demonstration project with a government or nonprofit organization.

Students must complete a minimum of 40 credits before taking Capstone Seminar.

■ ELECTIVES

Students tailor their degree by choosing from a wide range of elective offerings. Students may also work with an MPA faculty member to design an individual learning contract (ILC) to fulfill some of their elective requirements.

APPLICANTS WITH LIMITED PROFESSIONAL EXPERIENCE

The MPA program at Evergreen admits applicants with varying levels and types of professional experience. Some applicants may need to expand their public sector work experience in order to better understand the field, and to be more competitive candidates for future jobs. If an applicant has not done full-time work, for a year or more, with significant responsibility in public or nonprofit administration or in a public policy area, then the applicant will be required to complete an internship before graduating from the program. This internship is minimally one quarter credit hour and involves part-time work with an agency or organization in the public or non-profit sector for one quarter. The admissions committee will determine whether an applicant will be required to do an internship, and will include this requirement in the letter of admission. Internship credit will count toward the MPA degree as part of a student's elective credits. Additional information regarding internships will be available at the orientation session.

MPA CONCENTRATIONS

The work that people do in the public service is vast. To meet this need, the MPA program offers three areas of concentration so students can tailor their learning to meet their particular requirements. The concentrations offered by the program are:

PUBLIC AND NONPROFIT ADMINISTRATION

Students in this concentration will prepare for, or advance in, careers as administrators in public or nonprofit organizations. Coursework covers the critical elements of administration—budgeting, strategic planning, human resources and information systems, public law, leadership and ethics, multicultural competencies, and more—as well as the unique nature and needs of nonprofit and government organizations.

Degree Requirements for Public and Nonprofit Administration Concentration	
MPA Core course series (1st & 2nd years)	26 credits
Capstone	4 credits
Electives	30 credits
Total credits for degree	60 credits

PUBLIC POLICY

Students in this concentration will prepare for, or advance in, positions as policy analysts, budget analysts, or evaluators. Students in this concentration will complete two Public Policy Concentration courses (Foundations of Public Policy and Advanced Research Methods), plus one or more elective courses in specific policy areas. Elective courses will be offered in areas such as health policy, poverty policy, education policy, environmental policy, energy policy, and possibly others. Students with an interest in other policy areas may study them through individual learning contracts with MPA faculty.

Degree Requirements for Public Policy Concentration	
MPA Core course series (1st & 2nd years)	26 credits
Foundations of Public Policy	4 credits
Advanced Research Methods	4 credits
Capstone	4 credits
Electives	22 credits
Total credits for degree	60 credits

TRIBAL GOVERNANCE

The goal of this concentration is to develop administrators who can assist both tribal governments and the public agencies with which the tribes interact. Students in the tribal concentration go through the entire program as a cohort and finish in two years. Students take a Core course and a concentration course each quarter. Courses are taught in an intensive format, meeting four weekend sessions each quarter (two sessions for Core course and two sessions for the concentration course). Each session is 20 hours long and meets Friday afternoons and all day on Saturdays and Sundays.

Students in this concentration complete a series of five 4-credit courses focusing on issues of critical importance to tribes. Other MPA students can enroll in these tribal concentration courses as electives on a space-available basis.

Degree Requirements for Tribal Governance Concentration	
MPA Core course series (1st & 2nd years)	26 credits
Tribal Concentration Series	20 credits
Capstone Project	4 credits
Electives	10 credits
Total credits for degree	60 credits



JOINT MES/MPA DEGREE

The Master in Environmental Studies and Master in Public Administration Programs at The Evergreen State College offer a combined MES/MPA degree. This joint program is designed both for environmental professionals who wish to improve their administrative skills, and for public administrators who want to gain expertise in the analysis of environmental issues.

Students must complete a total of 96 credits in both programs to obtain the degree. This includes Core coursework in both programs, electives, plus an 8 or 16 credit MES Thesis. Students may choose either the MES or MPA quantitative methods/research design programs in the MES or MPA Core. If a student empha-

sizes Public Policy in the MPA program, s/he must take the MPA Advanced Research Methods course. If a student is in the MPA Tribal Governance concentration, s/he must take five MPA Tribal Concentration courses. Electives should be approximately equally divided between MES and MPA, and the MPA and MES Directors must approve the plan for electives/thesis.

Applicants seeking admission to the combined MES/MPA degree program should complete the Master of Environmental Studies application and indicate their interest in the joint degree. For more information on the application process, contact the MES Assistant Director at (360) 867-6225 or austinj@evergreen.edu.

The required Public Policy Concentration courses are:

Foundations of Public Policy

This course critiques processes of public policy-making in the U.S. and abroad. We consider the institutions and factors that influence policy-making, the roles of public administrators and public administration, and models that attempt to make sense of the process. Differences in policy process between various levels of government are a focus. Important goals of the course are to encourage students to think creatively about complex issue areas, and to create more equitable and democratic policy processes and outcomes.

Advanced Research Methods

Advanced Research Methods examines advanced and multivariate statistical methods from a practical viewpoint. Our aim is to introduce students to a variety of statistical research techniques as well as enhance their ability to read and interpret research findings.

The required Tribal Concentration courses are:

The Path to Sovereignty

This course focuses on relating the historical foundations for federal Indian policy to the contemporary legal and political issues confronting Indian tribes-as-governments. Following an overview discussion of the contemporary role of self-governing Indian tribes, we spend approximately half of our time on readings and discussion of the historical period from pre-colonial through the implementation of the 1934 Indian Reorganization Act. The other half of our time during this quarter concentrates on the period that we will call "the modern era" of federal Indian policy (the period beginning with the foundation of the National Congress of American Indians in 1944 up until the present). Our goal in this first quarter is to understand the historical origins and contemporary applications of the laws and policies that constitute the legal, economic, social and political environment in which tribal governments operate today.

Intergovernmental Relations

This course is centered on evolving relationships between tribes and state and local governments in the context of the historic federal-tribal relationship. Relationships with federal and state agencies are explored within the relevant processes and institutions such as consultation, agreements, compacts, and specific local government-to-government relationships.

Tribal Organization and Structure

This course will focus on key aspects of the organizational structure and operations of tribal governments. Students will look at ways to strengthen tribal governments and increase capacity through administrative, managerial and constitutional processes. Constitutions, codes and institutional settings are covered. Learning to analyze specific practices and models will accompany the emphasis on personnel and financial management.

Reservation Economics and Tribal Governments

This course explores tribal policy in the context of tribal ownership and control, and tribally-supported small business development. Coursework includes analytical tools like cost-benefit analysis, revenue streams, legal arrangements, governmental powers of tribes and interest-bearing loans and investments relevant to the current context of fiscal crisis and the need for economic development.

Regulatory and Administrative Policy for Tribal Governments

Institutions and processes impacting tribal policy-making in both internal and external spheres will be reviewed in the current context. The course will explore current trends in policy-making at all levels from the local to the international with the resulting challenges and opportunities for tribes.

MPA Elective Courses

2-4 CREDIT ELECTIVE MPA COURSES OPEN TO ALL STUDENTS*

We offer a wide range of courses that encompass issues related to public and nonprofit administration, public policy and tribal governance. Students choose electives that best fit their personal learning objectives.

Students in either the Tribal or Public and Nonprofit Administration tracks may take Public Policy Concentration courses as electives on a space-available basis. Students in either the Public Policy or Public and Nonprofit Administration tracks may take Tribal Governance Concentration courses as electives on a space-available basis. Any MPA student may take electives offered by the Master of Environmental Study program on a space-available basis.

■ Brave New Workplace

This course examines the contemporary and future workplace from the perspectives of theory and practice. A study and critique of contemporary management and workplace trends and techniques frame our work; the desire is to build toward the future, looking at the past and future to expand on the present.

■ Budget and Tax Policy

Budget and Tax Policy is not about numbers and math. It's about power and justice. We explore the politics, process and policy involved in creating public budgets and revenue. Each student chooses a policy to analyze and track in current Washington state budget and tax proposals.

■ Comparative Health Care

This course presents a systematic comparative analysis of the evolution, administrative structure, finance, and provision of medical care in selected countries throughout the world. Equity/inequity and the current and looming effects of globalization are explored. Health and illness are familiar concepts to all of us, but we are used to thinking of them as biological phenomena. This course expands student understanding of health and illness by looking at them as socio-cultural phenomena. Important differences rooted in culture, ethnicity, social, economic and political factors are examined to encourage innovative "framing" of U.S. public health policies.

■ Comparing Indigenous Nations

In this course we examine the different models of self-governance currently used by U.S. Tribal Nations, First Nations in Canada, Maori Tribal Nations (Iwi/Runanga) and Australian Aborigine Tribal Nations. Comparisons are made between the elected tribal council model that was introduced by the U.S. Government through implementation of the 1934 Indian Reorganization Act and modified by U.S. Tribes, and the Band Council model most commonly used by First Nations. Class is conducted over two intensive weekend sessions, with one session conducted on site at the University of British Columbia, Vancouver, B.C.

■ Conflict Resolution

This course explores communication breakdowns and individual negotiation styles as impediments to conflict resolution. Students both read and do practical, in-class activities to illuminate the psychological, social and cultural constraints that act on us as individuals, leading to our very varied conflict styles.

■ Education Policy

Education is a critical sector of our society. U.S. education systems have served the nation well, but economic, technological, and demographic changes have continued to create pressures for change and restructuring of education systems. These changes are being accelerated by the No Child Left Behind Act of 2001, which dramatically increased the influence of the federal government on K-12 education. This course provides a general background of educational policy—what it is, where it comes from, how it is developed, and how it may be implemented—and uses the rich array of education change efforts at federal and state levels to reform and restructure schools and schooling as a means of observing the effectiveness of policy implementation.

* Non MPA students may register for these courses on a space-available basis.

— **NASUE NISHIDA**
MPA 2006

*Policy and Research Analyst,
 Professional Educator Standards Board*

“I just accepted my dream job, and I couldn’t have done it without the MPA program. In fact, I was head to head with a few other applicants that knew a lot of theory, but not a lot of practice.

My words can not express my elation and gratitude I have for the learning stretch, critical thinking skill development and real-world application I engaged in at Evergreen.”



■ eGovernment Concepts and Practices

Governments today are moving more of their operations and interactions with the public onto the Internet. In this course students learn the basic concepts, terminology and technology of these e-government practices. We explore the major legal requirements and policy issues impacting the evolution of e-government. Students practice techniques for developing business cases for e-government applications and other Information Technology projects. “Best Practices” for web site development are also explored.

■ Energy Policy

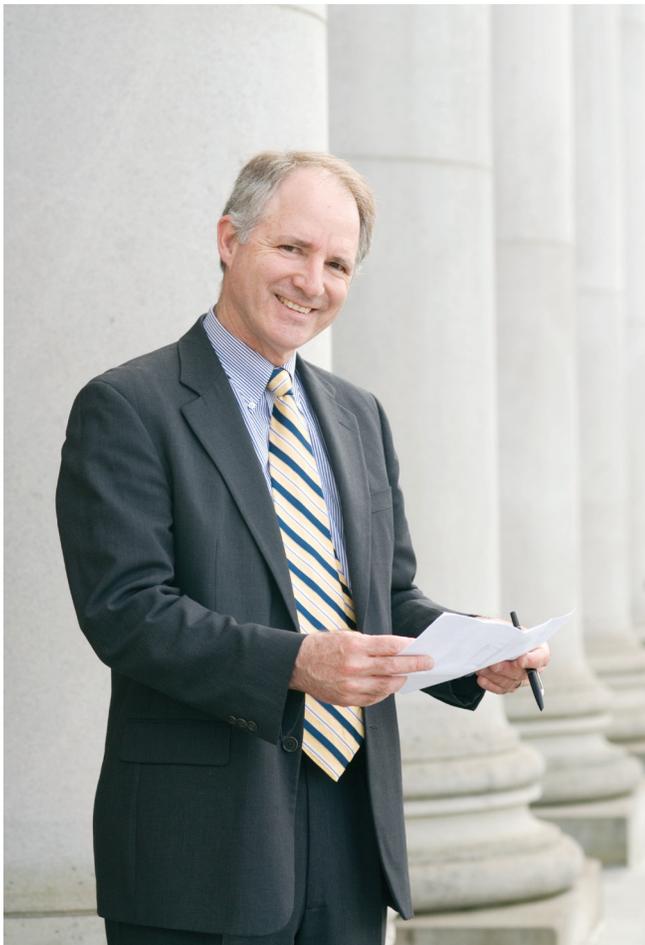
U.S. energy policy is back on the national agenda, thanks in part to high oil and gas prices, concerns about global warming, and controversial proposals to drill in the Arctic. But what is “energy”? This course provides an introduction to energy concepts, categories and measurements. We also study important energy sources and products (oil, gas and electricity), policy instruments and frameworks for understanding energy policy, and their local, global and environmental implications.

■ Ethics and Leadership

In this course, we examine the ethical dilemmas of leadership, the foundations and context of moral choice, the moral implication of decision-making within public organizations and the impact upon staff, morale, personal integrity and citizens. In doing so, our purpose is to make visible the ethical challenges and decisions facing leaders, to explore the leadership role in sharing the organization’s ethical culture, and to examine governmental alternatives.

■ Financial Management

This course focuses on budgeting and financial management in public and nonprofit organizations with the public sector focus on state and local government. Topics covered include: 1) operating budget preparation, process and analysis; 2) capital projects analysis and financing including debt financing; 3) the connection between budget, policy and politics; 4) financial policies; and 5) long term financial planning and strategy. The course content includes both theoretical concepts and how they are applied in practice.



— **VICTOR MOORE**

Director, Washington State Office
of Financial Management

“Evergreen’s MPA graduates consistently perform their jobs with a high level of proficiency and dedication. They can compete with graduates of any MPA program in the country.”

■ **Grantwriting Essentials**

Students learn the essential components to successful grantwriting. We start with a basic introduction to grants and how they fit in overall fund development of nonprofit organizations. Students are required to write an actual grant for a nonprofit organization of their choosing. Using interactive learning, panels/guest speakers and assigned tasks, we address planning, budgeting and evaluation, and learn to effectively articulate a complete proposal in a clear and concise manner.

■ **Healthy Communities**

“Healthy communities” is a collaborative premise moved beyond changing one behavior or person at a time, isolated from family, neighborhood, and work. Systemically, ecologically, multidisciplinary, multisectorily, utilizing “leaders” (plural), “healthy communities” acknowledged health vectors outside traditional healthcare, e.g., despair, inequality, education, unemployment, domestic violence, lack of connection—lack of community—that huge knot of problems society pushes from hand to hand, seeking easy, one-shot solutions. Students select local collaborative projects, coordinating with the Department of Health and the MES and MPA programs.

■ **Health Policy**

Within an active learning community, we examine how special interest groups capture and frame health care rhetoric and reform efforts. We examine the complex, multi-faceted “(non)system” of health care by exploring historical roots, current policy making and implementation (incrementalism), and political and stakeholders’ perspectives. We craft multiple perspectives through an exploration of the personal voices of health, multicultural health access and quality barriers, alternative/complementary care’s models of mind/body/spirit health integration, and various pathways for participatory citizen reform/action.

■ **Human Resources: Creating Productive Workplaces**

This course explores issues in human resources management in the public sector. It focuses on key issues of managing a workforce in ways that honor worker dignity and engagement. Students explore how to select and manage people, not merely how to hire and place people in tightly defined job positions.

■ International Administration

The role, power and effectiveness of international organizations such as the World Trade Organization and United Nations remains one of the most controversial questions in public affairs. This course provides students with an opportunity to learn to think more rigorously about these organizations and the global systems that sustain them. We read a variety of texts, view films and complete assignments that will expand our understanding of these organizations, as well as gain a sharper appreciation of the culture and peoples of the many countries represented in these organizations.

■ Legislative Policy

How do legislators make policy choices and decisions? What are the structures, analyses and procedures that support these decisions? What are the roles of constituents, staff, the executive and judicial branches, lobbyists and interest groups? We focus on the Washington State Legislature but also consider parliamentary systems, Congress and other state legislatures. We emphasize effective communication and advocacy skills.

■ Multicultural Competency for Management

This course highlights multicultural competencies needed to effectively manage in a diverse world. The overall course goals are: 1) To extend the knowledge, awareness and understanding needed to live and work in a diverse world; 2) To develop personal attributes and traits needed by those who live and work in a diverse world; 3) To build skills and behaviors needed to live and work in a diverse world; 4) To place workplace conflicts, leadership styles and social challenges in the unique context of multicultural competencies; and 5) To enhance awareness of the benefits gained and successful strategies used by leaders demonstrating multicultural competencies for management.

■ Natural and Cultural Resource Policy

The course surveys the political, legal and social context of natural and cultural resource policies and programs with an emphasis on their impacts on indigenous nations. Students become familiar with the processes and administrative requirements for implementing federal and state laws in various actions and planning processes, including global contexts. The relationship between administration and science in organizations is explored, as well as the intricate relationships between indigenous science and formal scientific approaches that come about in implementing this suite of laws and policies.

■ Nonprofit Management

In this course students are introduced to the purpose, size and structure of the nonprofit sector in the U.S. We study the leadership, management, and governance issues that make this sector unique, and consider how the sector may need to change in response to its changing environment. Students work with a nonprofit organization to gain experience applying these concepts and skills.

■ Nonprofit Organizations and the Shaping of Public Policy

This course explores the legal, historical and policy contexts of nonprofit organizations. As the activities of nonprofit organizations play an expanding role in the public policy process, they interact with a broad range of issues ranging from healthcare to environmental policy. Basic structures and functional operations of these organizations include fundraising strategies, volunteer and paid staff relationships and formal and informal structures. Many questions as to how these variables affect the ability of nonprofit organizations to shape public policy can be raised. Such questions are a foundation for applied student research on the impacts of nonprofits in the federal, state, tribal and local arenas.

■ Organization and Human Resources Management

This course is a graduate-level seminar focusing on the human resources practices and processes of the public sector. The course provides exposure to the socio-political foundation of this nation's civil service and provokes critical analysis of the evolution of human resource management within education, government and nonprofit organizations. This course is also concerned with organization and human resource development from a global perspective.

■ Planning to Succeed

This course examines the theory and practice of strategic planning to achieve public and nonprofit purposes. Using a lecture-discussion format, we study a variety of strategic planning systems, approaches, fundamentals, and tools. Particular emphasis is given to the challenges managers face in creating and implementing strategic plans. Students have individual and team responsibilities, are required to make oral and written presentations, and submit a final class paper.



— **DESIREE HOSANNAH**

MPA 2006

Administrative Law Judge,
Washington State Office of Administrative Hearings

“As a practicing attorney the program’s flexibility and curriculum organization allowed me to focus specifically on the skill areas I felt I needed to develop as a public administrator who was seeking to move into management. The faculty’s level of professional experience was superior, as evidenced by their individual professional achievements and by the quality and depth of the guest lecturers they brought in. Additionally, the level of intellectual discourse was top-notch throughout my entire two year tenure. Every quarter I had more opportunities to meet with influential law and policy makers in Olympia than I ever would have on my own. As a working professional woman the program enabled me to obtain my MPA degree within two years. I highly recommend it.”

■ **Poverty Policy and Politics**

This public policy course connects the dots by linking what is known about poverty. We first examine how society understands poverty—its causes, trends, and distribution; second, the consequences impacting different segments of society, especially the connections of race, ethnicity, gender; and third, those programs designed to eliminate poverty or ameliorate its harmful effects. Although our study remains rooted in poverty literature, students select areas that afford focus on the interrelationships between poverty and policy, e.g., education, health status, welfare reform, food insecurity, youth, crime and prisons, mental health, drugs and alcohol, homelessness, environment, ageism, racism, ableism, economic development, job creation, job training, etc. within our community. This selected area is the focus for distance learning interactions and demonstrating theory to practice.

■ **Program Evaluation in Community Services**

In a competitive environment of shrinking resources, nonprofit and public agencies must develop and present credible information on the effectiveness of services they are delivering and funding. This course takes a practical approach to the program evaluation process, including distinguishing between evaluation and research, applying sound ethics, understanding program logic models, identifying key evaluation questions, evaluation design, and measurement strategies.

■ **Public Law**

In this course, students explore topics in administrative and constitutional law that provide a foundation for the understanding of the legal context of public organizations. Students also learn useful skills in legal research and legal writing.

Applying to the MPA Program

ADMISSION REQUIREMENTS

1. A bachelor's degree from an accredited institution of higher education.

Note: A student may be admitted provisionally pending completion of the bachelor's degree. The applicant must submit an official transcript showing the conferring of the bachelor's degree before obtaining regular admission status needed to enroll in the Core courses.

2. A minimum grade point average of 3.0 for the last 90 quarter-hours (or equivalent) of work toward a Bachelor of Arts or Bachelor of Science degree.

Note: The college is able to make a few exceptions to this rule. Prospective students who do not meet this requirement, but who are otherwise well qualified, are encouraged to apply to the program as early as possible.

3. Evidence of writing, analytical and general communication skills of high quality and at a level appropriate for graduate study.

4. Completion within the past five years of a 4 credit course in introductory statistics with a grade of "C" or better.

Note: A student may be conditionally admitted pending completion of the statistics prerequisite before beginning the MPA Core coursework.

Most undergraduate programs and courses at Evergreen that grant four credits of statistics will enable students to meet this prerequisite. Several statistics courses are offered at Evergreen during the Summer Session. Basic statistics courses offered at many other colleges will also meet the requirement.

If you are not certain that a course you are considering will qualify for the statistics course requirement, contact the program director before enrolling. At Washington community colleges Math 108 meets the requirement, Math 107 does not.

If an applicant considers work experience to be equivalent to the statistics and/or economics requirement, s/he should note that in the application and include documentation, such as a job description or letter from a supervisor detailing the work.

INTERNATIONAL STUDENTS

International students must provide evidence of English proficiency by scoring a minimum of 250 on the computerized version, or 600 on the written version, of the Test of English as a Foreign Language (TOEFL). The TOEFL test score may be waived for international applicants who have completed a bachelor's degree (or higher) at an accredited college or university in the U.S. with a minimum GPA of 3.0 for the last 90 quarter/60 semester credits.

In addition, international students must provide a completed financial statement demonstrating evidence of having at least \$27,000 (USD) to pay normal expenses for one year at Evergreen. International students must contact the Office of Admissions at 360.867.6170 for information about international student application procedures.

WHEN TO APPLY

New students are admitted to begin the MPA program for fall quarter only. We admit new students in the general track (Public and Nonprofit Administration and Public Policy concentrations) each year. A new cohort of Tribal Governance concentration students begins every other year, in even-numbered years. For information on alternative admission to the Tribal Governance track contact Mike McCanna at 360.867.6202, or email mccannam@evergreen.edu.

We begin accepting applications for the next cohort on September 1st of the previous year. However, review of applications will not begin until the week following the priority deadline of February 15th. Students are notified by mail of the admission decision within a few weeks of the initial review.

All applications completed by February 15 are guaranteed consideration. Those completed after this date will be considered only if we have not yet filled the incoming class and an adequate waiting list. For the best chances for admission, make sure that all your application materials are received by the Admissions Office by February 15. We cannot consider an application until all the required materials have been received.

Application Checklist

Please send ALL admission materials directly to:

Office of Admissions
The Evergreen State College
2700 Evergreen Parkway NW
Olympia, WA 98505
Attn: MPA applications

Please mail or hand-deliver all documents; faxed or emailed materials are not official documents and cannot be accepted.

Be sure to make copies of your application materials for your files before submitting them. Application materials become the property of The Evergreen State College and cannot be returned, forwarded, or copied after they are received.

Graduate admission application

Submit the application form and the nonrefundable \$50 application fee. The application can be downloaded from our web site at www.evergreen.edu/mpa/applicationcheck.htm

Resume

Please prepare a chronological resume listing all positions held in the past ten years. Include any significant volunteer public or community service activities. Emphasize how these positions relate to your proposed graduate work and any duties that you feel might fulfill the public sector experience requirement. See the section for applicants with limited professional experience at the bottom of page 7.

Official transcripts

In order to complete the application process we require **official** transcripts from every college or university attended—including Evergreen—regardless of credit earned, the nature of coursework, or whether you earned a degree. Students who transferred to Evergreen as undergraduates must provide a new set of all transcripts. One transcript must verify the award of a bachelor's degree. A transcript is considered official if it bears the official seal and signature of the issuing institution and is sent directly by that institution to Evergreen's Office of Admissions, or is enclosed in a sealed envelope from the issuing institution and delivered by the applicant to the Office of Admissions. If the envelope is opened prior to receipt by the Office of Admissions, the transcript is no longer official and cannot be accepted.

Note—Provisional admission can be granted on the basis of work in progress near the completion of a bachelor's degree. The applicant should submit an official transcript showing work completed through at least the immediately-previous Fall quarter. Occasionally, we may need to request an updated transcript during the review process. A final transcript, showing completion of outstanding coursework and the conferring of the bachelor's degree, must be submitted to gain regular admission status.

A statement of purpose, no more than three typed, double-spaced pages

Explain why you want to pursue graduate study in public administration, particularly at Evergreen. Describe in some detail your experiences in education, employment and public or community work and how those experiences influenced you to seek a graduate degree in public administration. This statement helps the admissions committee assess your interest and motivation for graduate study and helps the committee gauge the fit between what our program offers and what you hope to receive from it.

An public policy essay of no more than five typed, double-spaced pages regarding an issue of interest to you

This essay should clearly explain the relevant issue(s), describe the major contending views, argue a position and defend it with relevant evidence. The essay will be evaluated on the quality of its analysis and writing, and the coherence of its argument. Include proper citations of all source material. The essay may follow any standard style format for a college paper.

Two letters of recommendation

The letters must provide clear evidence that you are capable of doing graduate-level work. Letters less than a year old are preferable, and for applicants who have recently been enrolled in college-level coursework, at least one letter from a faculty member is requested. Emailed or faxed letters cannot be accepted. Letters can be mailed separately by the writer, or included with other materials submitted by the applicant.

Candidate interviews

Occasionally, some candidates may be interviewed during the application review period. We will contact you if this will be necessary.

ETHNIC AND RACIAL INFORMATION (Optional)

■ Are you Spanish/Hispanic/Latino?

(Mark the "No" box if not Spanish/Hispanic/Latino)

- No, not Spanish/Hispanic/Latino
- Yes, Cuban
- Yes, Mexican, Mexican American, Chicano
- Yes, Puerto Rican
- Yes, other Spanish/Hispanic/Latino
- Other _____
Please specify

■ If you are Asian or Pacific Islander

(Mark one to indicate your racial background.)

- Asian Indian
- Chinese
- Filipino
- Japanese
- Korean
- Vietnamese
- Other Asian _____
Please specify
- Native Hawaiian
- Guamanian or Chamorro
- Samoan
- Other Pacific Islander _____
Please specify

■ What is your race?

(Mark one or more to indicate your racial background.)

- White/Caucasian
- Black/African American
- American Indian or Alaska Native _____
Please print name of enrolled or principal tribe

PLEASE ENSURE THAT YOUR APPLICATION INCLUDES THE FOLLOWING:

- A chronological résumé listing all positions in the past 10 years. Emphasize how each position relates to your proposed graduate work and any duties that you feel might satisfy the public sector internship requirement. Include any significant public and community activities. Limit your résumé to two pages.
- An essay of no more than three double-spaced pages explaining why you want to pursue graduate work in public administration at Evergreen.
- An essay of no more than five double-spaced pages on a public policy issue of interest to you.
- Two letters of reference that speak directly to your potential and ability to pursue and complete graduate level work.**
- Official transcripts from each and every college or university attended (including Evergreen; please make transcript request through Registration and Records), regardless of credit earned, the nature of course work or whether you received a degree.**
** Reference providers and schools may send these documents directly to Admissions at the address listed at the bottom of this form.
- Application fee of \$50 payable to The Evergreen State College.

† In signing this form, I understand that failure to submit complete official transcripts from all schools, colleges or universities attended may result in denial of this application or my subsequent dismissal from this institution. I certify that, to the best of my knowledge, all statements I have made are complete and true. I hereby give permission to release appropriate information (e.g., test scores and academic records) requested by The Evergreen State College. I understand that my application is incomplete without my signature below.

Print Name

Signature

Date

INFORMATION FOR COMPLETING GRADUATE SCHOOL APPLICATION FORM

- Persons with disabilities requiring accommodation or assistance in the application process may contact Access Services for Students with Disabilities at (360) 867-6348, or (360) 867-6834 TTY. This publication will be made available in alternate formats upon request. These phone numbers may be accessed through the Washington State TDD Relay Service at (800) 833-6388.
- The application fee (\$50) must accompany this form. All fees are nonrefundable, and payment must be made in U.S. funds (check or money order only), payable to The Evergreen State College.
- The Evergreen State College subscribes to the principles and laws of the state of Washington and the federal government, including applicable executive orders pertaining to civil rights. Evergreen is committed to the policy that all persons shall have equal access to programs and facilities without regard to age, color, creed, marital status, national or ethnic origin, physical handicap, race, religion, gender or sexual orientation.
- All materials must be submitted to the Admissions Office and your file completed before your application will be considered. Initial admissions decisions will be based on a review of files completed by February 15; applications received thereafter will be considered periodically until the program fills. International students must contact admissions regarding additional procedures.
- Be sure to make copies of your application materials before submitting them. Application materials become the property of The Evergreen State College and cannot be returned, forwarded or copied after we receive them.

Return this completed application, your fee and other required materials to:

Office of Admissions, The Evergreen State College 2700 Evergreen Parkway NW, Olympia, WA 98505

Financial Information

ESTIMATE OF GRADUATE COST OF ATTENDANCE

The Washington State Legislature and The Evergreen State College Board of Trustees set tuition. Tuition and fees are subject to change. For current information visit:

www.evergreen.edu/studentaccounts/tuitionrates.htm

FINANCIAL AID

Available financial aid includes loans, scholarships, tuition waivers, graduate assistantships and work-study positions. Some are based on financial need, others on academic achievement, career plans or other criteria, and some on a combination of both. The scholarships, tuition waivers and assistantships are competitive.

For more information about scholarships, fellowships and other assistance specific to the MPA program and the college, visit www.evergreen.edu/mpa/finaid or contact the associate director at 360.867.6554. Applications for the upcoming academic year are available to current students and applicants after January 1, and are due by May 1.

For the most current information on federally guaranteed student loans, work-study and other need-based aid, contact:

Office of Financial Aid
360.867.6205

Additional information on financial aid is available at:
www.evergreen.edu/financialaid

BILLING AND PAYMENT PROCEDURES

The Office of Student Accounts assembles most student financial information, both charges and credits, and prepares a periodic statement. Failure to pay tuition and fees in full by the deadlines established by Student Accounts will result in cancellation of registration. For further information, contact: Student Accounts at 360.867.6447.

FINANCIAL AID APPLICATION PROCEDURES

- 1 To be considered for all federal, need-based scholarships, loans, tuition waivers and financial aid packages, you must complete the Free Application for Federal Student Aid (FAFSA) for the appropriate academic year and submit it by mail to the federal processing center, or apply online at www.fafsa.ed.gov. Priority consideration will be given to applicants whose official FAFSA results are received before March 15. The Evergreen State College FAFSA college code number is 008155.
- 2 Applicants must designate The Evergreen State College among the colleges to receive copies of the Student Aid Report (SAR).
- 3 Applicants will also be required to submit a Financial Aid Data Sheet to Evergreen's Financial Aid Office before aid can be disbursed. This form can be downloaded at: www.evergreen.edu/financialaid/forms/datasheet.htm
- 4 Student loan application information will be sent to successful applicants with their award notices.
- 5 Campus-based financial aid is awarded to admitted, eligible Master of Public Administration students on a first-come, first-served basis until funds are depleted.

OTHER RESOURCES

A few other resources may be helpful in doing your own research on outside funding sources for graduate study:

Financial Aid Information Page

www.finaid.org includes a comprehensive and free scholarship search service.

University of Washington Graduate School — Finding Outside Funding

www.grad.washington.edu/fellow/funding.htm includes a bibliography of funding information and links to other resources.

Veteran students

The Evergreen State College's programs of study are approved by the Washington State Higher Education Coordinating Board's State Approving Agency for enrollment of persons eligible to receive educational benefits under Title 38 and Title 10 USC. For more information and assistance, contact the college's Office of Veteran's Affairs at (360) 867-6180, or lozanor@evergreen.edu.

Contact Information

GENERAL INQUIRIES REGARDING THE MASTER OF PUBLIC ADMINISTRATION PROGRAM SHOULD BE DIRECTED TO:

MPA Program

The Evergreen State College
Lab 1, third floor
2700 Evergreen Parkway NW
Olympia, WA 98505
360.867.6554
www.evergreen.edu/mpa

QUESTIONS ABOUT THE MASTER OF PUBLIC ADMINISTRATION PROGRAM?

Contact:

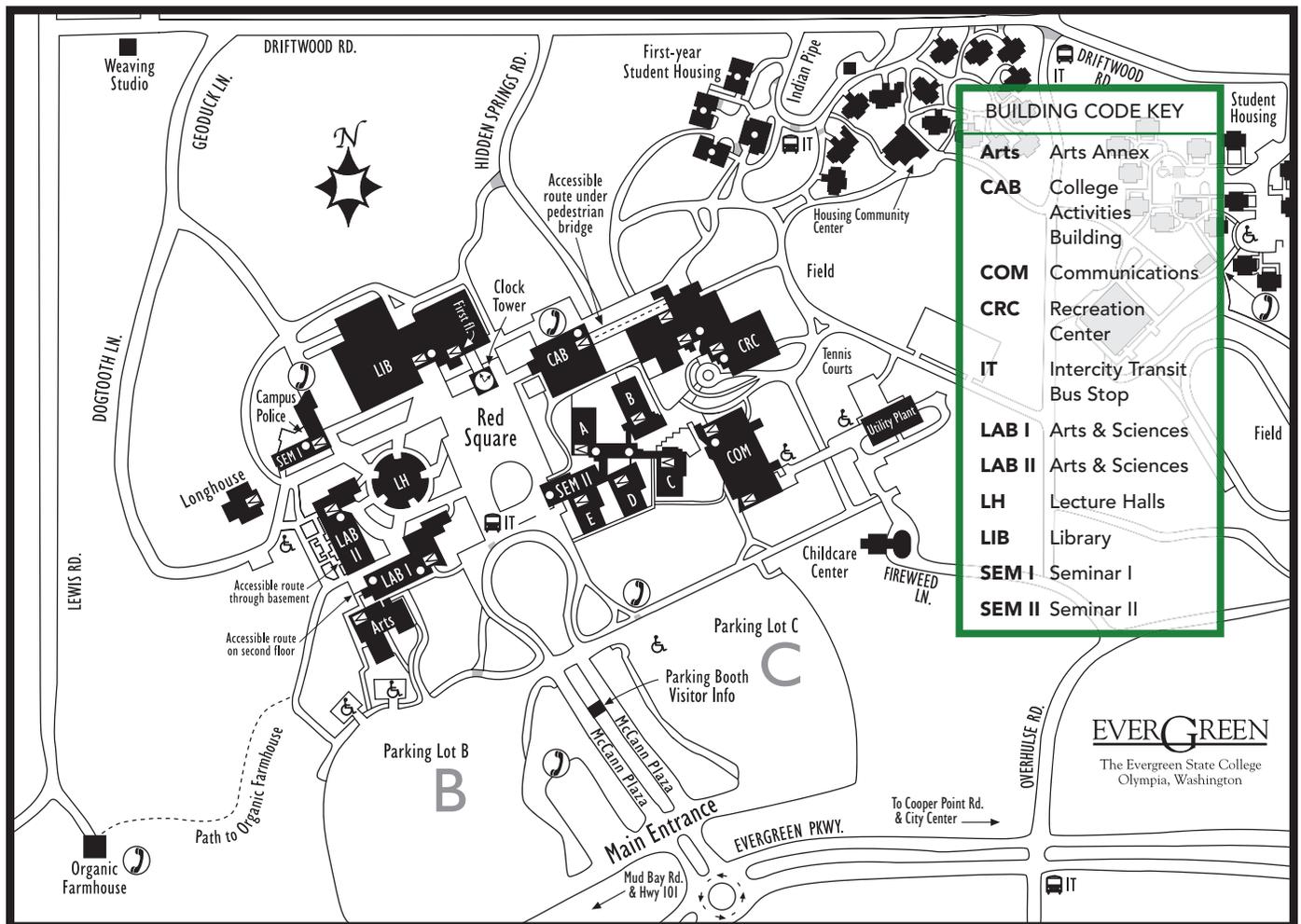
Randee Gibbons MPA Assistant Director
gibbonsr@evergreen.edu, (360) 867-6554

QUESTIONS ABOUT THE TRIBAL GOVERNANCE CONCENTRATION?

Contact:

Mike McCanna MPA Assistant Director, Tribal Governance
mccannam@evergreen.edu, (360) 867-6202





HOW TO GET TO THE EVERGREEN OLYMPIA CAMPUS

FROM NORTH OR SOUTH:

1. Take Interstate 5 to Olympia.
2. Turn onto Highway 101 at Exit 104.
3. Go west on 101 North for three miles.
4. Take The Evergreen State College exit.
5. Go two miles north on the Evergreen Parkway to the main campus entrance (at the roundabout).

FROM THE WEST:

1. Go east on Highway 101 North toward Olympia.
2. Take the Aberdeen/Shelton exit.
3. Turn left at the stop sign onto 2nd Ave SW, which becomes Mud Bay Road.
4. Follow the road's curve to the right and continue up the hill.
5. At the hill's top, just beyond the overpass, turn left at The Evergreen State College exit.
6. Merge onto Evergreen Parkway.
7. Go two miles north to the main campus entrance (at the roundabout).

The Evergreen State College reserves the right to revise or change rules, charges, fees, schedules, courses, programs, degree requirements and any other regulations affecting students whenever considered necessary. The college reserves the right to cancel any offering because of insufficient enrollment or funding, and to phase out any program. Registration by students signifies their agreement to comply with all current and future regulations of the college. Changes become effective when Evergreen so determines and apply to prospective students as well as to those currently enrolled.

Admissions and endorsement requirements and certification guidelines in this catalog were accurate at time of publication. The Evergreen State College cannot guarantee that changes will not occur in any or all of these areas between now and June 2009. Every effort will be made to keep prospective and current students informed of all changes, whether dictated by Evergreen, the Office of the Superintendent of Public Instruction or the Washington State Legislature. Academic calendar information for the 2007–09 academic years is available from the Office of the Provost, 360.867.6400.

Accessibility of Information: The information contained in this catalog is available in other media. TTY: 360.867.6834; www.evergreen.edu.

EVERGREEN

Master of Public Administration
The Evergreen State College
Olympia, Washington 98505