Building Public Service Leadership

THE PUBLIC ADMINISTRATION PROGRAM

University of Hawai‘i at Manoa
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Students: Alan Yang, Associate Vice Chancellor for Students, 956-3290 (V/T)
Employees: Mie Watanabe, EEO/AA Director, 956-7077 (V/T)
Disability services: Ann Ito, KOKUA Program Director, 956-7511 (V/T)
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THE PUBLIC ADMINISTRATION PROGRAM

PROGRAM OVERVIEW - EDUCATION FOR PUBLIC SERVICE

The Public Administration Program (PUBA) at the University of Hawai‘i at Manoa provides an innovative educational experience dedicated to building leaders in public service. Its innovations can be attributed to the ways in which it combines theory and practice, multi-disciplinary perspectives on complex issues, a deliberately diverse student body, collaborative teaching, and a shared learning community. These elements are brought together on behalf of its mission of energizing public institutions and organizations that do public work, enriching and deepening civic culture, and increasing the leadership capacity of those who have or wish to have public and community responsibilities.

The Program began in 1984 with its first yearlong certificate class, and since 1992 it has offered a Certificate and a Master’s degree (MPA). Both the certificate and master’s degree programs are designed to meet the scheduling needs of individuals working full-time and full-time students. We are members of the National Association of Schools of Public Affairs and Administration.

"The Program operates on the premise that effective public mindedness comes about through collaboration, cooperation, and integrating theory and practice...I’ve found a willingness among past and present Program participants to share their knowledge with each other. Most importantly, there is a collective feeling that we are not alone in our commitment to public service and our desire for creating healthy organizations. This is the real beauty of the Program."

ROY TAKUMI, HOUSE OF REPRESENTATIVES, DISTRICT 36 (PEARL-CITY - WAIPAHU)

FOCUS AND PLACE

Our work and Program’s design are oriented by this question: What do people in public service need to know to be effective in their work? Our response to that question brings together participants from a rich variety of backgrounds to share experiences, uses collaborative teaching to view issues from different perspectives, emphasizes active engagement in classes, and continuously applies theory to practice.

Our setting inevitably influences everything we do. Hawai‘i is well known as a place where diverse groups live well together. Both physically, and by outlook, Hawai‘i lies between the United States Mainland and Asian and Pacific Societies. These make our islands an American state and an Asian-Pacific society, bringing to everything a quality unique in the world.

Perhaps less well known, Hawai‘i has developed progressive policies and practices, reflecting the distinctive evolution of its public institutions following the Second World War. These policies and practices appear in conscious efforts at inclusiveness, equality and openness that reach broadly throughout society.

A unique place, Hawai‘i’s special qualities help shape the way we approach our mission of building public service leadership.
PROGRAMS

THE MASTER’S DEGREE PROGRAM

The MPA requires 30 credits for non-thesis participants. (See pp. 6-7 for both the thesis option and requirements for individuals already holding a certificate from our Program.) A person working while attending the University can expect to complete the Program in two to three years, while a full-time participant normally will finish in two years. There is an option that allows the Master’s degree to be completed in 18 months. If you might be interested in this option please contact the Program for more information. The Program is designed for people with public service experience, as well as individuals who wish to enter public service. The emphasis on the development of meaningful relationships among participants means that once the core year begins in the fall there are no new admissions to the Program until the following fall semester.

The degree program consists of four interrelated segments: CORE YEAR, INDIVIDUATED CONCENTRATION, PRACTICUM EXPERIENCE and the CAPSTONE. The core year must be taken first and consists of a common, prescribed curriculum. Once it is completed (or simultaneously in the case of full-time participants) students undertake the individuated concentration. The concentration encourages the pursuit of individual interests. The practicum may be done any time after the core year. The capstone consists of a planning seminar taken the semester preceding that in which graduation is expected, and the seminar itself, which is taken in the last semester in the Program.

CORE YEAR
14 credit hours

The first year of the MPA consists of a prescribed core year that emphasizes, among other things, self-understanding, learning to work effectively in groups on problems of common concern, increasing abilities to integrate knowledge and analyze complex issues, and developing individual skills in a cooperative, collaborative environment. It is based on an integrated, team-taught curriculum presented in a format that utilizes seminar and discussion sessions. The core year is organized on the following topics that are linked to one another and are taken in this order:

FALL SEMESTER
Political & Economic System Processes - PUBA 600
7 credit hours

• Managing Ideas, Writing, Time and Thinking Critically
  Writing for yourself - to learn what you think and why; writing for others
  - to communicate your position and argument; reading analytically; time
  management. An orientation to critical thinking and to specific tools for thinking
  about complex issues.

• Interpersonal & Group Communication Processes
  Interpersonal communication styles; group processes and group development; verbal and nonverbal communication in
  organizational settings; meeting facilitation; making formal presentations.

• Economic Perspectives
  The nature of economic thinking and economic analysis; dynamics of Hawai‘i’s economy; economic perspectives on
  government and public actions; state and local economic issues and economic policy.
• Political Perspectives
Foundations and evolution of the liberal state and public institutions in the United States; stresses and conflicts in the American political economy and in American political myths; history of Hawai‘i’s political economy and development of its public institutions; internationalization of economic relations and their implications for local public sector concerns.

• The Legislative Processes
Functions of legislatures; the relationship between formal rules and informal dynamics.

• Hawaiian Perspectives
Issues of indigenous peoples generally and of Native Hawaiians in particular; public policy and the Hawaiian community; sovereignty and futures for the Hawaiian people.

“I am now using helpful ideas from PUBA faculty in my new job. I am working for an international corporation and development enterprise, German Technical Cooperation (GTZ) near Angor Wat. I find that GTZ is applying a lot of things that I learned, for example public-private partnerships (collaborative public management in PUBA terms) and public organization reform at the local levels. Public budgeting, program and policy evaluations and others are also being used.”

KONGKEA CHHOEUN, REGIONAL MANAGEMENT OFFICER, GERMAN TECHNICAL COOPERATION (GTZ)

SPRING SEMESTER
Policy & Organizational Processes - PUBA 601
7 credit hours

• Understanding, Diagnosing & Improving Organizations
The characteristics of bureaucracies and the issues that they present; multiple - political, cultural, structural, gender - frameworks for understanding and diagnosing organizations.

• The Budgetary Processes
Federal, state, and local budget issues; budget analysis and budgetary process.

• Issues in Public Policy, Admin. Law & Rule-Making
Policy analysis as a tool; issues in administrative law, rule-making and bureaucratic discretion.

• Research Design and Methods
Asking and answering relevant questions; obtaining and analyzing quantitative and qualitative information; evaluating public programs and policies.

• Ethics & the Public Interest
Exploring the idea of "public interest," and of public service ethics.

• Hawai‘i’s Futures: Implications and Consequences
Alternative futures in Hawai‘i and their implications for public problems and public agencies; futures analysis as a tool for public decision-makers.
INDIVIDUATED CONCENTRATION

9 credit hours

The individuated concentration consists of nine credits of work in courses, directed reading or directed research. In consultation with an advisor, participants choose a theme of interest that becomes the focus of their studies during this part of the Program. The theme may relate to anything of personal or professional interest as long as it has relevance to public issues and public service work. Students may use courses from other departments and programs, as well as the Public Administration Program (see pp. 8-9 for a listing of some elective courses within the Program), in the individuated concentration. (For information on joint degrees, certificates and dual credits, see pp. 7-8.)

The Public Administration Program accepts for graduate credit work completed in the state of Hawai’i Management Certification Program and the federal Pacific Leadership Academy. In both cases the work may count as six credits toward completion of the nine-credit Individuated Concentration in the MPA. Please check with an advisor for specifics.

Examples of some concentration themes that have been used by MPA candidates:

- Organizational Change - perspectives, barriers, successes and private/public differences;
- Social Entrepreneurship - use of public-oriented entrepreneurial and collaborative strategies to revitalize communities and civic participation;
- Environmental Politics and Policy - exploring the roles of politics and planning intervention on environmental preservation;
- Housing Policy and Planning - understanding development and land use policies as they affect housing initiatives;
- Organizational Communication - improving interpersonal relations within organizations.

PRACTICUM - PUBA 690

3 credit hours

The practicum places individuals in settings where they can compare organizational structures and policy processes. Participants may choose public, nonprofit or private organizations as practicum sites. The faculty advisor works closely with each person to make arrangements. Sites are not restricted to Hawai’i or the U.S. The focus and arrangements are set in conjunction with a faculty advisor, based on the participant’s interests and learning goals. The practicum is a minimum of 240 hours. Most people find it convenient to undertake the practicum in the summer months, but, there is flexibility on timing and scheduling.
Examples of practicum that participants have chosen:

• **Department of Social Work, Madras Christian College - Chennai, India.** Through the College, the participant worked with Action Aid International, an international non governmental organization (NGO), and its local NGO partners. This network of NGOs was involved in relief and rehabilitation of the coastal communities affected by the destruction of the 2004 Indian Ocean tsunami. The participant assisted in the relief efforts in fisher folk villages affected by the tsunami. The experience gave the participant excellent exposure to the operations of international and local NGOs in disaster relief, and complemented her PUBA concentration area of disaster management and humanitarian assistance.

• **Right To Play, Beirut Lebanon.** Participant worked with an international children's camp organization that provides sport and play programs for children in some of the most disadvantaged areas of the world. He worked in the Middle East/ North Africa Regional office, and developed a grant proposal to support the children's program in the Palestinian refugee zone.

• **Hawaiian Electric Company, Honolulu, Hawai`i.** The state of Hawai`i has committed itself to the development of clean energies as a response to both fossil fuel emissions and the state’s dependence outside energy sources, particularly petroleum. This practicum placed the participant in a key office at Hawaiian Electric, the public utility that is playing a central role in the development and use of alternative energies. While there she carried out assignments for the Vice President who is overseeing the clean energy initiative and attended meetings where policy and implementation issues were discussed.

• **Hawai`i State Civil Defense (SCD), Honolulu, Hawaii.** SCD exemplifies statewide public service and safety. This experience taught the participant the importance of the Hawai`i Revised Statutes and rules, legislative bills, budgets, inter-governmental relations, as well as internal and interagency communication and departmental ethics. It was a life changing experience that has prepared the participant for the challenges ahead.

• **Ka Halau Hanakeaka - Honolulu, Hawai`i.** Small Hawaiian language theatre troupe. The participant worked closely with the organization's principals in developing a mission statement for the organization, organizing a Board of Directors, drafting by-laws and articles of incorporation, and completing the group's application for federal non-profit tax status (501c3). The participant assisted with the logistics and accompanied the group to the World Indigenous People’s Conference in New Zealand. The practicum also involved writing grants to secure funding for incorporating Native Hawaiian arts into the business sector.

• **U.S. Department of State, Bureau of Consular Affairs (CA) - Washington, DC.** The CA administers laws, formulates regulations and implements policies relating to the broad range of consular services and immigration. The participant worked with the Inter-Country Adoption section of CA, assisting Americans who wanted to adopt a child from abroad, and also assisted in the emergency evacuation of American citizens from Lebanon during the 2006 Israel-Lebanon conflict.

"This Program has provided me the knowledge and tools to seek out innovative ways to make government more efficient, and work to improve management and organization... The desire to improve government based on the things that I learned through this Program has caused me to take on the risk and challenge... The Program is making a difference."

ERNEST Y.W. LAU, PUBLIC WORKS ADMINISTRATOR, DEPT. OF ACCOUNTING AND GENERAL SERVICES

www.pubahawaii.edu --- Public Administration Program
CAPSTONE
4 credit hours

The capstone completes the Program experience by integrating knowledge and skills gained through course work and the practicum into an examination of a public issue of importance to Hawai‘i or the Asia-Pacific Region. The focus is on pooling individual members’ resources in a collaborative analysis of the selected public issue.

Capstone Planning - PUBA 709
1 credit hour

The capstone planning seminar is taken during the semester preceding that in which graduation is expected. Students use the planning seminar to define a topic or issue, decide upon the focus and methods to analyze that topic, locate informational resources, identify public organizations or officials as recipients of the work, and establish working relationships within the group.

Capstone Seminar - PUBA 710
3 credit hours

The capstone seminar is taken during the last semester in the Program. Participants undertake and complete group work based upon what was decided in the capstone planning seminar the previous semester. The completed analysis is shared with the individuals or organizations identified in the planning seminar.

THE CERTIFICATE PROGRAM

The Certificate is a year-long graduate program designed to accommodate individuals at a point in their public service career where they want to reflect on what they or their agency are doing but who are not interested in a graduate degree. It is also appropriate for someone who prefers to “test the waters” before diving into the degree program.

The Certificate Program consists of 15 graduate credits, 14 of which are taken from the MPA Program’s core year (see pp. 2-3). The remaining credit is the special seminar (PUBA 612 - Applied Certificate Seminar) which participants design at the end of their program to focus in greater depth on learning objectives of particular interest.

The Certificate Program does not include a practicum experience, but those who wish to add the experience are encouraged to do so. The practicum is highly recommended because of its value as a learning tool. (Please refer to the Practicum section on pp. 4-5). The cost of the Certificate Program for 2010-2011 is $6,225.00 plus fees for residents and $15,105.00 plus fees for nonresidents.

OPTIONS

Thesis Option - PUBA 700
variable credit hours

The thesis is an individualized project selected, by participants wishing to pursue in-depth research in a specific area. The thesis option involves six or nine credits of thesis research on an agreed upon topic. A thesis research committee oversees and evaluates thesis work. If nine credits are taken in thesis work, no course work is required in the individuated concentration.
Degree Requirements for Certificate Holders (Alumni)

An individual who has completed the Certificate may subsequently choose to seek the MPA degree and apply the credits already earned toward that degree. In this case a total of 31 credits are required and the practicum is mandatory. Degree requirements include the completion of nine credits of individuated concentration, the three-credit practicum, the one-credit capstone planning seminar, and the three-credit capstone seminar. At the time the MPA degree is awarded the participant is requested to turn in the previously earned certificate if less than three years have elapsed between the certificate completion and the degree Program entry dates. Certificate graduates may apply for either fall or spring admission.

"The Program renewed my own appreciation for the University and its ability to offer courses relevant to the person at work in the field, developing administrative skills and knowledge, and attempting to apply current information and practice administratively... This Program is sorely needed as Hawai'i moves into the 21st century."

S. HAUNANI APOLIONA, TRUSTEE, OFFICE OF HAWAIIAN AFFAIRS

JOINT DEGREES, CERTIFICATES, DUAL CREDITS

In addition to completing their individuated concentration themes wholly or in parts through other departments (see p. 4), students have the opportunity to earn a joint degree or certificate with other graduate programs. Some examples of these connections appear below:

• **Asian and Pacific Area Studies** - For those interested in public service in the Asian-Pacific Region, the School of Pacific and Asian Studies (SPAS) offers area study graduate certificates that will complement a degree in public administration. These include certificates focusing on China, Japan, Korea, the Pacific Islands, the Philippines, South Asia, and Southeast Asia. For more information call (808) 956-8818 or visit www.hawaii.edu/shaps.

• **Shidler College of Business** - Students interested in combining work in public administration with business administration may do so in a couple of ways. First, students seeking a master’s degree in business may enroll in Public Administration's Certificate Program. Many of the public administration credits also can be counted toward the business degree. Second, students in public administration may choose to enroll in business classes for their elective concentration. For more information call (808) 956-8377, or visit shidler.hawaii.edu.

• **Conflict Resolution Certificate** - The Program offers a 15-credit Certificate in Conflict Resolution. Students interested in learning conflict resolution tools useful in interpersonal and professional relations may combine the MPA with this Certificate. Course work focuses on the dynamics of group conflict; how and why group deliberations falter; the skills for organizing and leading group work; and designing culturally appropriate dispute processes. Call the Program at (808) 956-6433 or visit www.peaceinstitute.hawaii.edu.

• **Political Science Department** - Individuals who wish to join the more applied learning of public administration with work in one or more of the fields offered by political science can combine the Public Administration Certificate with the Master’s or Ph.D. program in Political Science. For more information call (808) 956-8357, e-mail polisci@hawaii.edu, or visit www.politicalscience.hawaii.edu.
• Public Policy Certificate - The Center offers a Certificate in Public Policy. For those who wish to focus their public service work on issues of policy, the Certificate may be combined with the Public Administration Master’s degree. PUBA elective courses may also be used to fulfill the Certificate elective requirement. For more information call the Center at (808) 956-4237 or visit www.publicpolicycenter.hawaii.edu.

• School of Social Work - Master’s of Social Work students may take the Graduate Certificate in Public Administration. The 15 credits of the Public Administration Certificate will also count toward the concentration course requirements of the MSW degree. Interested MSW students should contact the PUBA Program.

• Telecommunication and Information Resource Management Certificate - This Program is designed to develop an understanding of new media environments. It focuses on management, human resource, and other issues related to selected state-of-the-art and emerging information technologies. Classes are web-based. For more information call the Program at (808) 956-8848, or visit http://tirm.tipg.net.

**ELECTIVE COURSES**
(Courses are not offered every semester. Please check the current Schedule of Classes for availability.)

**PUBA 620 - Reforming Public Organizations**
The motivations, strategies and obstacles for improving the systems, structures and relationships used in public organizations. The course surveys reforms in public and private organizations internationally, while also focusing on developments in the U.S. and Hawai‘i. Cross-listed as CEE 620.

**PUBA 621 - Public Organizations in a Political World**
This course focuses on the role of public managers in the implementation of public policies after elected officials have delegated responsibility to agencies. Using evidence from theory and practice, presents students with tools for understanding management roles within a political context, and focuses specifically on how “managing” in the public sector differs from private sector approaches.

**PUBA 622 - Strategies of Change: Leaders & Leadership**
This course focuses on how the acts of individual leaders can have small and large-scale impacts at every level of an organization. Emphasis is placed on the day-to-day practices of leaders, and on what works and what doesn’t. Different types of leaders visit the class as guest speakers. Course participants are asked to see themselves as leaders in current and future settings, and to adopt leadership styles and practices that make sense for them.

*"The PUBA Master’s Degree Program provides a multifaceted approach to understanding bureaucratic processes while it challenges participants to think outside the norm in terms of pursuing positive changes in the way people in government serve the public. The coursework elevated my ability to critically analyze problems, which is a precursor to creating positive change. People in government who want to be positive change agents would benefit greatly from this Program."*

KIRBY SHAW, GRADUATE STUDENT, WILLIAM S. RICHARDSON SCHOOL OF LAW, UHM
**PUBA 623 - Organizational Communication**
Contemporary topics and problems regarding communication in the workplace; maximizing individual and organizational potential.

**PUBA 624 - Intercultural Challenges in the Public Sector**
Seminar on the dimensions of cultural variability and how they affect government operations from macro to micro levels, from international policy transfer to major intercultural task interaction processes such as negotiation, planning and relationship management.

**PUBA 630 - Nonprofit Mgmt: The Fundamentals**
Fundamental aspects of managing a nonprofit organization; overview of the nonprofit sector; mission and scope of nonprofit organizations; organizational structures and functions; resource and volunteer development; major management issues.

**PUBA 640 - Int’l Perspectives on Public Admin.**
Key dimensions of public administration systems on a global scale; historic and contemporary forces shaping national systems; the dimensions that distinguish them, the opportunities and constraints for comparison and the transfer of knowledge and experience.

**PUBA 660C - Public Budgeting**
This course emphasizes the policy- and public decision-making roles of government budgeting by providing an understanding of the budgetary process and contemporary attempts at reform. Budgeting and budgetary process issues at the federal, state, and local levels are discussed. These issues include the role of the budget in stabilizing the economy, as a policy instrument for the management and regulation of government activities, and as a mechanism for the allocation and control of resources among competing groups. The course also gives attention to economic and political dilemmas that are the essence of budget formulation, adoption and implementation.

**PUBA 662 - Applied Policy Analysis**
The aim of the course is to provide participants with systematic understandings of public policy: its theories, practices, embodied values and trends and techniques of public policy analysis. Participants are expected to develop and/or enhance their understanding of the policy making process by exploring the social/political/economic environments which affect the process of public policy formulation; the value of models in policy formulation; the uses of policy analysis in policy making; analytical techniques employed in policy research; and the complexities of policy implementation and evaluation.

**PUBA 665- Collaborative Public Management: Managing Networks and Boundaries**
Theories, skills and tools needed to effectively manage networks in government and nonprofit organizations; explores how to administer, assess performance and evaluate success in these dynamic new partnerships.

**PUBA 667 - Special Topics**
Topics of current interest in the field of public service and public administration, taught by regular and visiting faculty.
ADMISSION AND APPLICATION

Admission Requirements
Admission of new participants to both the Certificate and MPA Programs takes place only in the fall. Each admission cycle deliberately seeks to create a cohort group in which the members benefit from a diversity of backgrounds, professional experience, social and political perspectives and career goals. Both Programs require a bachelor’s degree from an accredited college or university. Previous major field of study is not a consideration. Academic work must indicate the ability to perform successfully in the Program as well as meet minimum graduate school standards. Interested individuals are encouraged to call graduates of the Programs, a list of which is provided in the back section of this brochure.

For complete information on University admission requirements and policies, consult the latest General and Graduate Information Catalog (available from the UHM Bookstore, 2465 Campus Road, Honolulu, HI 96822, Tel: (808) 956-8252 or online at www.catalog.hawaii.edu.

Application Procedures
The Graduate Division admission application is required for both the Master’s and Certificate Program. It can be obtained online at the graduate division website at www.hawaii.edu/graduate. Letter of Reference forms are included in the Program application packet, and can also be obtained online at www.puba.hawaii.edu. The following documents need to be sent to the Graduate Division:

• Completed UH Graduate School application form: submit online application at http://apply.hawaii.edu or download at http://www.hawaii.edu/graduate/download/list.htm;
• $70 Application fee;
• TOEFL or IELTS score, for international students only.

Graduate Division Admissions Office
University of Hawai‘i at Manoa
2540 Maile Way, Spalding Hall 354
Honolulu, Hawai‘i 96822
Telephone: (808) 956-8544
Fax: (808) 956-4261
E-mail: admissions@grad.hawaii.edu
www.hawaii.edu/graduatestudies

"The Public Administration Program has been one of the most enjoyable and rewarding learning experiences I have gone through. The diversity of the perspectives the Program stresses is its chief merit - this approach accounts for the exciting and challenging learning process, and is essential for real world experience. At the same time, the intellectual and emotional investment of the staff accounts for the Program’s highly supportive and flexible environment, especially favorable for international students like myself."

MAHABAT BAIMYRZAeva, ASSISTANT PROFESSOR OF PUBLIC ADMINISTRATION,
MONTEREY INSTITUTE OF INTERNATIONAL STUDIES
The following documents need to be sent to the Public Administration Program Office:

• Official transcript of all post-secondary work directly from each institution attended must be submitted to both the UH grad division and the PUBA office. Faxed, hand-delivered, or student copy transcripts will not be accepted. Transcripts within the UH system do not need to be requested.

• Two letters of reference from people with whom you have worked and who can comment on your experience and personal qualities. One letter should be from a supervisor or someone who has held a supervisory position to you. All letters of reference need to be submitted on the Public Administration letter of reference form available online at http://www.puba.hawaii.edu/Pages/admissions/admissions.html;

• Résumé;

• Personal statement indicating why you want to participate in the Public Administration Program, and what you expect to gain from such participation. Summarize what you see as your professional future at this time. Also, describe any community service work that you have done on a voluntary basis;

• Writing sample describing a public problem that concerns you. Speculate briefly on its causes and summarize what you think would be an optimum way of dealing with it. (Please limit this to two, typed, double-spaced pages.)

Public Administration Program
2424 Maile Way, Saunders Hall 631
Honolulu, Hawai‘i 96822
Telephone: (808) 956-8260
Fax: (808) 956-9571
E-mail: pubadmin@hawaii.edu
www.puba.hawaii.edu

Certificate participants wishing to enter the MPA Program must complete the Certificate before applying.

Application Deadline
We will begin reviewing applications on March 1. Applications received after that date will be considered on a space-available basis. Eligible applicants may be interviewed by a member of the Program’s Admissions Board. Admissions decisions will be made after the submission deadline.

Program Fees
Application fee to the University is $70. Tuition charges and Program fees do not cover the cost of books and materials or on-campus evening parking, neither of which is substantial.

The cost of the MPA Program is based upon University tuition charges, which have not been finalized at this time. The tuition for the 2010-2011 academic year is $415.00 per credit hour for residents, and $1,007.00 per credit hour for nonresidents. The University also charges an additional student activity fee (based on credit hours) per semester for each student.

Please note that all tuition and fee charges at University of Hawai‘i campuses are subject to change in accordance with requirements of state law and/or action by the Board of Regents or University administration.
FINANCIAL SUPPORT

The Herman S. Doi Memorial Fellowship

Financial assistance is available through the Herman S. Doi Memorial Fellowship. In honor of the late founder of the Hawai‘i State Ombudsman’s Office, the Fellowship was established for those committed to serving the community through innovative, socially responsible work. In order of importance, criteria for fellowship are: 1) financial need, 2) public service leadership or leadership potential, 3) commitment to a career in public service in the state of Hawai‘i, and 4) academic record in work relevant to public service. Anyone committed to creative public service in Hawai‘i who would find Program costs prohibitive is strongly encouraged to apply. Application forms will be mailed by the Public Administration Program to all applicants who have been selected for the coming academic year.

The Herman S. Doi Fellowship also supports the practicum, when an award may enable the participant to create a placement which otherwise might not have been feasible.

D. William Wood Endowed Scholarship For Pacific Island Health Administrators

Funds for current or prospective health administrators are again available for the coming academic year. Criteria for fellowship are: 1) academic merit as demonstrated by a minimum GPA of 3.0, and 2) experience in health services. Applicants must be from independent countries in the Pacific and seek the MPA degree. Preference will be given to students from the Marshall Islands.

East West Center

The East-West Center (EWC) promotes understanding and cooperation among the governments and peoples of Asia, the Pacific, and the United States. The Center’s Graduate Degree Fellowships support work on Master’s and Doctoral degrees. Scholarships cover the cost of tuition and fees at UH, books, housing in an East-West dormitory, meals and incidental expenses, and health insurance. In addition, the Center also offers a scholarship for graduate work through the Asian Development Bank (ADB). The Bank provides similar support. Public Administration has had numerous East-West Center fellows from various countries over the years.

The application for East-West Center and Asian Development Bank support must be submitted to the East-West Center by November 1. For information, contact the Center at ewcuhm@eastwestcenter.org, (808) 944-7111, or write EWC-UHM Scholarship Office, East-West Center, 1601 East-West Road, Honolulu, Hawai‘i 96848-1601. Please direct all questions regarding the application process to the EWC/ADB office.
Other Support

In addition to the above mentioned awards, PUBA is able to offer other support based on academic performance or financial need. For the latest information on the availability of those awards, please see our website.

The University, through the Financial Aid Office, has various forms of limited financial aid available, including scholarships, grants, loans and work-study programs from the Federal and State governments and private donors. For more information visit www.hawaii.edu/fas, call (808) 956-7251 or e-mail finaid@hawaii.edu.

Agency Sponsorship

Since the Program’s inception in 1984 a large number of city and county, state, federal and nonprofit agencies have sponsored participation of employees. Sponsorship has taken the form of tuition assistance for the Certificate Program or the first year of the Master’s Program and/or support of the practicum. Some examples of participating organizations are: Drug Enforcement Admin. (Federal), Dept. of Transportation (State), and Honolulu Police and Fire Depts. (City & County). Both Certificate and MPA applicants are encouraged to inquire about this possibility within their respective organizations. Anyone in an agency that has made a commitment to sponsorship is still responsible for submitting all application materials.

FACULTY PROFILES

Jeffrey C. Ady  (Ph.D. Communications Studies, University of Kansas) - Associate Professor. Primary instructor in the core year module on communication, Ady also teaches the concentration course "Organizational Communication." Areas of interest include organizational and intercultural communication; his teaching has focused almost exclusively on various facets of organizational communication, with a special emphasis on leadership development. His research has focused on management and intercultural issues. His professional focus is helping people and groups to discover and fulfill their callings and potential; he emphasizes personal and organizational transformation. He believes that better people make for stellar organizations, and excellent organizations in the public sector better serve society.

Susan M. Chandler  (Ph.D. Social Welfare, University of California, Berkeley; Certificate in Public Administration, Maxwell School, Syracuse University) - Professor and Director of the Social Sciences Public Policy Center. Her fields of teaching are public policy; organizational change; community development. Her areas of research are in social welfare policy, particularly child welfare, sustainability, housing policy and public administration. After many years with the School of Social Work, she joined the Public Administration Program and teaches in the area of innovative governance, networks and public management. She is a trained mediator and facilitator and is vice chair of UH Committee on Human Subjects. She is active in working with non-profit organizations.

leadership
**Taeyon Choi** (Ph.D. in Policy, Planning, and Development (Public Management), School of Policy, Planning, and Development, University of Southern California, Los Angeles, CA) - Assistant Professor. He is currently involved in the core year and capstone planning. His teaching interests include Public Organizations and Knowledge Management and his research interests center on Information sharing, deliberation, and collective decision making.

**Christopher J. Grandy** (Ph.D. Economics, University of California-Berkeley) - Associate Professor. Primary instructor in the core year modules on economic perspectives and the budget process. He also teaches the concentration courses “Public Budgeting” and “Applied Public Policy Analysis.” Grandy recently completed service on the 2005-2007 Hawai’i State Tax Review Commission. His areas of interest include economic policy analysis, economics of public institutions, and Hawai’i economic issues. His recent research has focused on concepts of efficiency and their application in public administration. Personal website: www.christophergrandy.net.

**Morgen S. Johansen** (Ph.D. Political Science, Texas A & M) - Assistant Professor: Morgen studies the importance of managers in nonprofit and public organizations. She is interested in questions about the influence of management within various organizational contexts on outcomes such as equity and performance.

**David C. Nixon** (Ph.D. Political Science, Washington University in St. Louis) - Associate Professor. Teaches in the core year and also offers courses in policy analysis and sustainability. His areas of research interest center on policy making by appointed officials in the U.S., judicial and political oversight of public institutions, and political selection for public agency leadership. He is also active in the Public Policy Center and studies a wide range of applied policy questions, from aging to sustainability.
Richard C. Pratt (Ph.D. Political Science, University of Hawai‘i) - Professor and Program Director. Instructor in the core year modules dealing with political thinking, critical thinking, understanding organizations, and ethics. He teaches the concentration course “Reforming Public Organizations,” and co-teaches “Strategies of Change: Leaders and Leadership” with Robbie Alm. Areas of interest are organizations and organizational reform, Hawai‘i’s political-economy, and globalization and public institutions. His current research is on the role of public institutions and who benefits from globalization. His applied scholarship focuses on strategies and skills for improving public organizations, and he is actively involved with PUBA’s Organizational Learning Institute (OLI). He currently has projects in Mongolia and Thailand and has been active in national efforts at higher education reform. In 2006-7 he was awarded a Fulbright Scholar appointment in Japan, and has been a Fulbright Senior Specialist. In 2009 he was appointed to NASPAA’s Policy Issues Committee.

S. Storm Stoker (MFA Theatre Set Design University of Hawaii at Manoa) - Program Manager. Involved in student advising including practicum, Program development, web management, marketing and other administrative duties. Previous work in non-profit organizations.

Cooperating Faculty:
Tom Brislin, Academy for Creative Media
James Dator, Department of Political Science, Hawai‘i Center for Futures Studies
Chuck Totto, Executive Director of Honolulu City Ethics Commission
Amarjit Singh, College of Engineering

Visiting Lecturers:
Robbie Alm, Senior Vice President, Hawaiian Electric Co.
Huong Bassford, Resource Allocation Systems Analyst VII, Dept. of Budget and Finance
Butch DeTroye, Ka‘ala Farm
Jerrold Guben, Attorney-at-Law, Reinwald O’Connor & Playdon
Robert Klein, Attorney-at-Law, McCorriston Miller Mukai & MacKinnon, LLP
Melody MacKenzie, Assistant Professor, Director, Center for Excellence in Native Hawaiian Law, William S. Richardson School of Law
Roy Takumi, Representative, State House of Representatives
Robert Toyofuku, Attorney-at-Law, Pacific Law Institute
FREQUENTLY ASKED QUESTIONS

Can I attend the Program even if I work full time?
Yes. The Program is designed to accommodate people who work. All PUBA courses are late afternoon or evening courses.

Can I attend the Program as a part-time student?
Yes. The Program does not require students to maintain full-time status (generally, 8 credits) nor does it require students to take a specific number of credits each semester. The exception is, however, the core year in which participants are required to take a 7-credit course in both the fall and spring semesters.

Is the GRE required?
No, the GRE is not required.

Do I need to have a bachelor's degree in a particular field or relevant work experience to participate in the Program?
No. People come into our Program with degrees from diverse fields (history, science, English). Although prior work experience is helpful, it is not mandatory.

How long do I have to finish the master's degree?
Students have 7 years from the time of admission to complete the degree. An approved leave of absence is not counted as part of the 7 years.

What is the value of the certificate program? Can I transfer from it into the degree?
The certificate is intended for someone who is not interested in or sure about the degree, but would like to get what is offered in the core year. Yes, it is common for people to transfer from the certificate to the degree.

Can I transfer in credits from another graduate program or another university?
Yes, it is possible to transfer in some credits. Proposed transfer credits must be approved. Talking with an adviser ahead of time is highly recommended. Please visit www.hawaii.edu/graduate/policies/html/transfer.htm for more information.

Can I transfer in credits taken at UHM as a post-bachelor unclassified student before entering the Program?
Yes, it is possible to transfer in up to 9 credits, depending on their relevance to the area of concentration. All courses must be reviewed and approved. Please visit www.hawaii.edu/graduate/policies/html/transfer.htm for more information.

It might be hard for me to get the time to do the practicum. How flexible is it, and will I get help in setting it up? Is there any financial support for it?
Arrangements for the practicum are worked between the participant and his or her adviser and can be very flexible. The goal is to ensure that the participant fully experiences the host organization. An adviser works with the participant in defining learning goals and in locating and setting up the practicum. Some money through the Doi Fellowship is available for practicum support. A number of agencies have provided support for the practicum in the form of paid time or flexible scheduling.
What types of financial aid are available?
We are fortunate to have a Fellowship and a Scholarship available. There are also tuition waiver monies and a graduate assistantship position. In addition the University makes student loans available. Please see pages 12-13 for more information or visit www.hawaii.edu/fas.

What type of parking is available?
Participants can either pay the parking fee ($5) each time they enter campus or purchase an evening pass. Currently, the cost of an evening pass is $21 a month. Either option allows parking in most zoned lots after 4 pm. With the exception of the parking structure in which an evening parking pass allows the person to park anytime after 1:30 pm; parking in any zone prior to 4 pm is illegal and subject to a citation. Please see www.hawaii.edu/parking for complete information regarding evening passes and parking regulations.

Is the Program accredited?
We are members of the National Association of Schools of Public Administration and Affairs (NASPAA). PUBA faculty are discussing whether it is a good idea to go through the formal accreditation process. The University of Hawai’i at Manoa is fully accredited.

What kinds of jobs can I expect to get with an MPA?
Our graduates fill a wide variety of positions in public agencies in and outside of Hawai’i. An illustrative listing is provided in this brochure. There is consistent evidence that PUBA graduates are valued.

I am applying through the East West Center/Asian Development Bank. Do I need to turn in additional documents to the Public Administration Program?
Please turn in only the required documents as specified by the EWC/ADB. No additional documents need to be turned in to the Public Administration Program.

Can I choose to emphasize a particular area as part of my work on the degree?
Yes. Students decide their area of concentration, in conjunction with their advisor. Please note that the area of concentration does not need to be relevant to either the practicum or students’ field of employment.

What is the cost of books and materials?
For the first, or core, year the cost of books and materials is approximately $100 per semester. There is nothing required for the practicum and the capstone may require the purchase of text. Elective courses usually require the purchase of books and/or a binder of readings.

Is the Program offered via distance learning?
Not currently.
MORE INFORMATION

For additional information about the Master's Degree or Certificate Programs contact:
Dick Pratt, Program Director
Storm Stoker, Program Manager
Public Administration Program
University of Hawai‘i at Manoa
2424 Maile Way, Saunders Hall 631
Honolulu, HI 96822

Telephone: 808-956-8260
Facsimile: 808-956-9571
E-mail: pubadmin@hawaii.edu
www.puba.hawaii.edu

ALUMNI
A Sampling Of Graduates

Master’s Degree & Certificate Program
Our graduates are good resources on the “nuts and bolts” of the Program. Please contact our office for information if you wish to contact one of them.

Esben Borsting, Kamehameha Schools
Kahipuanani Brooks-Richards, Native Nations Education Foundation
Cynthia Cabot, Dept. of Veterans Affairs, Ctr. for Aging
Sharon Dellinger, State of Hawai‘i, Dept. of Health Office of Health Care Assurance
Patricia Eidsmoe, State of Hawai‘i, Dept. of Education
Troy Falardeau, Department of the Army
Tracy Furuya, Group 70 International
Naomi Harada, DLIR, Research & Statistics Office
Mary Harbold, C & C of Honolulu, Honolulu Zoo
Rochelle Hasuko, Judiciary, Kane‘ohe District Courts
Maile Hirao, UMH, Institutional Research Office
Tracy Janowicz, Hale Kipa and UHM, College of Tropical Agriculture and Human Resources
Harvey Kim, Pelatron, Inc.
Nathalie Kodama, DPS, Food Services
Julie Kushima, State of Hawai‘i, Dept. of Health
Laurelle Lee, Papa Ola Lokahi
Danielle Lum, Hawai‘i State Teachers Association
Keona Mark, State of Hawai‘i, Office of Hawaiian Affairs
Brandi Marquardt, Federal Gov’t., US Coast Guard
Pam McKeown, Hawai‘i University Surgeons (UCERA)
Stanford Miyamoto, Dept. of Homeland Security (TSA)
Ei Moore, UHM, Office of the Vice Chancellor for Academic Affairs
Sandra Nakamura Pfund, Aloha Tower Development Corp.
Manny Neves, C & C of Honolulu, Fire Department
Stacy Nishina, Hawai‘i State Teachers Association
Glen Oyama, C & C of Honolulu, Board of Water Supply
Dan Seto, Judiciary, Planning & Program Evaluation Office
Dana Singer, UHM, Dept. of Urban and Regional Planning
Frederic Sohl, C & C of Honolulu, Dept. of Parks and Recreation
Myra Tamanaha, B & F, Budget Program Planning & Mgmt. Div.
Clifford Togo, Univ. of Hawai‘i, West Oahu College
Pat Torres, DOT, Harbors Division
Kaleve Tufono-Iosefa, DHS, Hawai‘i Youth Correctional Facility
Dean Yamamoto, State of Hawai‘i, Dept. of Public Safety
Jean Yamane, Judiciary, First Circuit Court
PUBA ADVISORY BOARD

Haunani Apoliona
Chairperson, Board of Trustees and Trustee
Office of Hawaiian Affairs

Robbie Alm
Senior Vice President of Public Affairs
Hawaiian Electric Company

Tom Brislin
Chair/Professor
Academy for Creative Media, UHM

Jim Dator
Professor
Department of Political Science, UHM;
Director
Hawai‘i Research Center for Futures Studies, UHM

Attilio Leonardi
Retired Chief
Honolulu Fire Department

Randy Perreira
Executive Director
Hawai‘i Government Employees Assoc.

Roy Takumi
Hawai‘i State Representative - District 36

Chuck Totto
Executive Director
Honolulu City Ethics Commission

Charlene Young
Consultant
C.S. Young and Associates

www.puba.hawaii.edu --- Public Administration Program

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