GOALS AND OBJECTIVES

1. Communicating Effectively
   1.1. To be able to effectively write various types of technical documents, adapt rhetorical forms to technical communications, and provide constructive feedback regarding written communication in collaborative and leadership settings.

2. Decision Planning and Support
   2.1. To be able to formulate research questions and experimental designs, collect and analyze data, estimate models, and interpret statistical results to assist with decision support.
   2.2. To be able to use benefit-cost analysis to evaluate projects, utilize spreadsheets to make benefit-cost calculations, and concisely report the assumptions and conclusions of a benefit-cost analysis.
   2.3. To be able to identify a project, articulate its goals and objectives, plan all aspects of its execution, execute and control the project, close out the project, and devise appropriate follow-up activities.

2.4. To be able to evaluate validity, reliability and attainment of ethical/professional standards in various case studies of program evaluation and carry out an effective program evaluation exercise.

3. Leading and Managing Effectively
   3.1. To be able to analyze strategic decisions of modern firms and to learn how market organization, corporate culture, and public policy impact organizational performance.
   3.2. To be able to analyze legal and market forces that affect jobs, perform a job analysis, hire employees, supervise employees, identify initial training needs and methods, and separation of employees from organization.
   3.3. To be able to assess strengths and weaknesses as a leader, inspire and motivate others toward a common purpose, and articulate a personal vision for organizational leadership.

4. Researching Independently and Presenting Effectively
   4.1. To be able to initiate, conduct, and present an independent culmination project, which applies and further develops a subset of skills acquired in the program. To the extent possible, the culminating project can be a work-related project in order to add realism and further professional development.

5. Self-Assessment of Learning Outcomes
   5.1. To be able to assess the achievement of learning outcomes in individual courses and to demonstrate the effects of acquired competencies on professional development.
   5.2. To be able to compile course assignments into a portfolio of competencies to illustrate the knowledge and skills acquired from the program.

PROGRAM ADMINISTRATION

Program Committee
A faculty committee administers this interdisciplinary program. The Program Committee consists of at least three members from various departments offering courses in the program. The EUD Dean, in accordance with the Faculty Handbook, appoints the committee members. The Program Committee makes decisions regarding student admission and classification, curriculum development, catalog copy revision, course offering, and faculty assignment. The Academic Coordinator chairs the Program Committee and is the faculty liaison to the EUD and CSUB.

Advising
In consultation with the student, the Academic Coordinator either serves as the Advisor or designates an appropriate member of the program faculty to serve as the student’s Advisor. The Advisor guides the student during graduate study and responds to any problems or concerns the student may have while in the program. The Advisor approves the student’s academic plan for the elective requirement and culminating project proposal. He or she serves as the instructor of record for ADM 690 Capstone. Students have a responsibility to regularly communicate with their Advisor.
Culminating Project
Students must work with a culminating project committee of at least two faculty members to complete the project for ADM 690 Capstone. The committee is to include the Academic Coordinator. The student and Advisor recommend to the Academic Coordinator a second member of the culminating project committee after considering expertise required for the culminating project. The course must be completed with a grade of B (not B-) or better.

APPLICATION AND ADMISSION

Admission to the MSA program is distinct from admission to the university. The CSUB Admissions Office has the authority to admit students to the university. The MSA Academic Coordinator in consultation with the Program Committee has the authority to admit students to the degree program once they are admitted to the university. The Program Committee takes a holistic approach to student admission, basing decisions on potential for academic success and potential to make significant professional contributions. To be admitted to the MSA program, the student must: (1) have completed a bachelor’s degree from an accredited college or university; (2) demonstrate writing skills by composing a detailed and elaborate Statement of Purpose in the application for admission; (3) have three letters of recommendation (at least one from a former instructor) about academic qualification and/or professional experience; and (4) achieved 3.0 GPA in all undergraduate course work. Students with a GPA less than 3.0 may be admitted conditionally if they have a GPA of at least 2.75 in their last 90 quarter units of undergraduate course work.

In order to apply to the CSUB and to the MSA program, submit a packet including the following to the Regional and Online Programs of the EUD:
1. An application for admission (available from the EUD)
2. A resume summarizing work experience
3. A written statement of personal goals and program objectives
4. Two official transcripts from each university or college previously attended
5. Three letters of reference including EUD forms

When the application packet is complete, the EUD will forward materials required for admission to the university to the Admissions Office and materials required for admission to the MSA program to the Academic Coordinator. The student will be notified regarding admission to the university and program approximately one-month after submitting said materials.

In addition to meeting the above requirements for admission, international students must take the TOEFL and have a score of 550 or higher (or 213 on the new conversation scale for the computer-based TOEFL).
A maximum of 13.5 quarter units (9 semester units) completed at the post-baccalaureate level may be transferred into the degree program from other accredited universities. Upon the approval of the Academic Coordinator, students may transfer senior-level (400 level) courses to meet the elective requirements of the MSA program. These courses must be taken at the post-baccalaureate level and be related so as to create depth in an area of administration.

PROGRESSION THROUGH THE PROGRAM

Classified Standing
Students are admitted to the MSA program with Classified standing if they meet all the entrance requirements of the program. The entrance requirements are as follows:
1. Attainment of an undergraduate GPA of at least 3.0 (on a 4.0 scale) or post baccalaureate work completed prior to application to the program;
2. Three letters of recommendations and strong writing skills; and
3. Potential for academic and professional success, demonstrated holistically via the entire application packet.

Upon approval of the Academic Coordinator in consultation with the Program Committee, students not meeting all the program entrance requirements may be admitted to the program with Conditionally Classified Standing. In these cases, the Academic Coordinator will develop criteria on a case-by-case basis that must be met for the student to advance to Classified Standing.

Requirements for the Master of Science in Administration
1. Foundation: Three courses (15 units)
   ADM 510, 511, 520
2. Core Skills: Three courses (15 units) selected from:
   ADM 514, 515, 516, 518, 525
3. Culminating Experience: One course (5 units)
   ADM 690
4. Electives: Minimum of two courses and 10 units
   Elective courses offered in M.S. in Administration program include: ADM 512, 524, 526, 527, 528, 625, 677

Graduation Requirements
1. Completion of a minimum of 45 quarter units of course work, of which 35 quarter units must be graduate (500 or 600 level).
2. Maintenance of a cumulative GPA of 3.0 or better in course work applied to MSA program.
3. Completion of each required and elective course with a grade of C (not C-) or better.
4. Completion of ADM 690 Capstone with a grade of B (not B-) or better.