Political Science and Public Administration

Chair: Robert Blanton, Ph.D.

The Department of Political Science and Public Administration offers a graduate program of study leading to the Master of Public Administration (MPA) degree.

UAB’s nationally ranked MPA Program is accredited by the Network of Schools of Public Policy, Affairs, and Administration (NASPAA). Our MPA Program prepares students for successful careers in public service where they can serve the greater good. We have graduates locally and across the country who have become successful leaders and managers in local, state, and federal government positions, and in nonprofit organizations.

Degree Offered: MPA
Director: Erin L. Borry, Ph.D.
Phone: (205) 996-2159
E-mail: borry@uab.edu
Website: http://www.uab.edu/mpa

MPA Program

The MPA Program prepares individuals for positions of leadership in the public and nonprofit sectors. It is a professional graduate degree for both pre-career students and in-service administrators. The Program is designed to develop the insights and skills needed to plan and formulate policy, and to organize, manage, and implement programs and operations. The MPA Program is accredited by the Network of Schools of Public Policy, Affairs, and Administration (NASPAA). Its Board of Advisors consists of internal and external stakeholders comprised of community members, alumni and students.

The MPA curriculum is designed to ensure that students achieve competency in five domains:

• to lead and manage in the public interest;
• to participate in, and contribute to, the policy process;
• to analyze, synthesize, think critically, solve problems and make evidence-informed decisions in a complex and dynamic environment;
• to articulate, apply, and advance a public service perspective;
• to communicate and interact productively and in culturally responsive ways with a diverse and changing workforce and society at large.

MPA Program Mission

The UAB MPA Program is committed to excellence in graduate education through teaching, research, service, and practice. Through a knowledge- and skills-based curriculum informed by public values, the Program focuses on building the next generation of ethical, inclusive, and responsive decisionmakers who advance the public interest.

Degree Requirements

The MPA Degree requires a total of 39 semester hours; pre-career students must complete an additional three (3) hours of internship (20 hours/week), for a total of 42 hours. Students must maintain a minimum 3.0 grade point average (GPA) and in accordance with the MPA Program Grade Policy. Students without professional public service experience are required to do a three-hour internship in addition to required coursework. Previous graduate work at UAB or another NASPAA-accredited MPA Program may be credited toward the degree if it is directly applicable. Students may select the thesis option or the non-thesis option.

Grade Policies

Graduate School Policy

Students must maintain a 3.0 grade point average (GPA) throughout the duration of the Program in accordance with Graduate School policies. If students fail to maintain a cumulative GPA of 3.0 for any semester, they will receive a warning letter via email from the Graduate School. If the GPA remains below 3.0 for two (2) consecutive semesters, the student will receive a notification email from the Graduate School and be placed on academic probation. Students on probation must then make a 3.0 or better semester average for each succeeding semester that their overall cumulative average is below 3.0. Students are removed from probation when their cumulative average is 3.0 or above. If they make below a 3.0 average while on probation, they are dismissed. When students repeat a course, the last grade will be utilized to calculate their cumulative GPA.

Program Policy

In addition to complying with the Graduate School policy, students must earn B or better in at least seven (7) of the eight (8) core MPA courses. Upon receiving the first grade of a C in any core course, a student will be placed on probation in the Program. A student who makes a second grade of C or below in any core course is subject to dismissal from the Program, regardless of the overall GPA. After receiving a second C, a student may retake either of those two courses, in accordance with Graduate School guidelines, and must do so the next semester. If the student earns a grade of B or better during the retaken course, they must file a grade replacement application with the Graduate School. If that application is approved, they will be allowed to continue their coursework and remain in the Program. Please note: a grade of F given for academic misconduct is not eligible for replacement.

Admission Requirements

Because of its multidisciplinary nature, persons from all undergraduate majors are considered for admission to the MPA Program. The MPA Program accepts applications for fall, spring, and summer admissions (international applicants are accepted fall and spring semesters only). All applications must be made online by visiting the UAB Graduate School website.

Applications for the MPA Program must include:

• Undergraduate transcripts (and, if applicable, graduate transcripts);
• Statement of interest that addresses this prompt:
  • In 1-2 single-spaced pages (300-600 words), please share why the MPA degree at UAB is right for you. Address your public service values and motivations, ways you want to make change, and vision for your career after obtaining your MPA degree. If you have prior academic deficiencies, please also address those in this statement; and
• Two (2) letters of recommendation that meet the below criteria:
  • If possible, both letters should come from academic references (which may include professors and faculty advisors) and account for your academic performance and commitment. If one or both letters are not from academic references, they must be professional references. These letters must come from someone who was in a supervisory position in which you were their

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Grade Policy. Students without professional public service experience are
subordinate in either a work or volunteer capacity. They need to list in what capacity they know you (employee, subordinate, volunteer, etc.). Letters from peers, co-workers, friends, etc. are not acceptable.

An ideal candidate for the MPA Program has an undergraduate and/or graduate GPA of around 3.0, strong letters of reference, and a statement of interest that strongly reflects a desire to serve the public interest.

**Financial Aid**

The Department of Political Science and Public Administration has a limited number of graduate assistantships awarded on a competitive basis, which can be awarded during any semester as vacancies occur. The Department has two scholarships which are awarded on a competitive basis each spring. Other financial resources are available through the Office of Student Financial Aid.

**Internships and Placement**

Students may apply for an internship placement at any time. A few paid opportunities do arise, although the majority of internships are non-paid. Typical placements are in city and county government, planning departments, public health agencies, social service agencies, state government agencies, and various nonprofit organizations. The Department has placed several students in the prestigious Presidential Management Fellowship (PMF) Program, which provides an excellent opportunity for eventual employment in the federal government. Students are also encouraged to seek assistance with UAB Student Career and Professional Services in Hill Student Center for career planning and placement. MPA faculty and the Program Manager also assist students in job placement. Please click here to see what some of our graduates are doing now.

**Accelerated Learning Opportunities**

**Early Acceptance Program**

The MPA Program participates in UAB’s Early Acceptance (EA) Program. The EA Program is designed for academically superior high-school students and allows these students to be conditionally admitted into the MPA Program at the same time they are admitted to an undergraduate program. EA students must maintain a 3.5 undergraduate GPA at UAB to gain admission to the MPA Program. EA students are required to take PSC 101: Foundations of American Government and recommended to take PSC 310: American Public Policy and PSC 323: Public Administration and Policy.

**Accelerated Bachelor’s/Master’s (ABM) Program**

The MPA Program participates in UAB’s Accelerated Bachelor’s/Master’s (ABM) Program. The ABM Program allows for undergraduate students to take up to four (4) courses (12 credit hours) that count toward both their Bachelor’s and MPA degrees. Undergraduate students seeking admission to the MPA ABM Program must have an undergraduate GPA of at least 3.5 with 60 hours of undergraduate work completed (a minimum of 36 hours must be completed at UAB). In addition, ABM students must maintain a minimum 3.0 GPA while in the ABM Program.

MPA courses approved for shared credit include: MPA 600, MPA 601, MPA 602, MPA 603, MPA 604, MPA 605, MPA 606, and MPA 607.

**Joint Degree Programs**

**Coordinated MPA/MPH Program**

The MPA/Master of Public Health (MPH) is designed to train individuals for administrative positions in public health and related health organizations. The Master of Public Administration degree prepares students for careers as administrators in public and nonprofit agencies, and the Master of Public Health provides a background in public health principles and programs. Students must apply and be accepted into both Programs, meeting each Program’s entry requirements. Students are required to complete a total of 64-65 semester hours for the coordinated degree. Students complete 10 courses (30 credit hours) in the MPA Program. These courses consist of seven (7) core MPA courses, two (2) MPA electives, and MPA 697 Graduate Learning Portfolio. The remaining credit hours are completed in the MPH Program. Full-time students should be able to complete all degree requirements within three (3) years.

**Coordinated MPA/JD Program**

The MPA Program at UAB and the Cumberland School of Law at Samford University offer a coordinated MPA/JD Program. The offering of this dual degree reflects recognition of the complex interrelationship between the legal system, public policy analysis, and public management. It is particularly applicable for those pursuing careers in government and/or public interest law. Students must apply and be admitted to the MPA and JD Programs separately. MPA/JD students complete 10 courses (30 credit hours) in the MPA Program. These courses consist of eight (8) core MPA courses, one (1) MPA elective, and MPA 697 Graduate Learning Portfolio. Close communication with both Programs is required. Depending on prior experience, a field placement/internship may be required.

**Coordinated MPA/MSCJ Program**

The MPA/Master of Science in Criminal Justice (MSCJ) is targeted toward individuals who wish to gain competencies in public management and the theory/practice of criminal justice. Students must apply and be accepted into both Programs, meeting each Program’s entry requirements. Students are required to complete a total of 60 semester hours for the coordinated degree. MPA/MSCJ students complete 10 courses (30 credit hours) in the MPA Program. These courses consist of six (6) core MPA courses, three (3) MPA electives, and MPA 697 Graduate Learning Portfolio. Full-time students should be able to complete all degree requirements within three (3) years.

**Certificate Programs**

**Graduate Certificate in Nonprofit Management**

For students interested in managing nonprofit organizations, the Program offers a Graduate Certificate in Nonprofit Management. Students seeking admission into the Graduate Certificate in Nonprofit Management must apply to the UAB Graduate School by visiting https://www.uab.edu/graduate/admissions. Contact the MPA Program Manager (ccmayo@uab.edu) for additional information regarding the Graduate Certificate in Nonprofit Management.
Graduate Certificate in Public Management

For students interested in managing public organizations, the Program offers a **Graduate Certificate in Public Management**. Students seeking admission into the Graduate Certificate in Public Management must apply to the Graduate School by visiting [https://www.uab.edu/graduate/admissions](https://www.uab.edu/graduate/admissions). Contact the MPA Program Manager (ccmayo@uab.edu) for additional information regarding the Graduate Certificate in Public Management.

**Contact Information**

For additional information, please visit the UAB MPA Program website: [www.uab.edu/mpa](http://www.uab.edu/mpa). Inquiries about the MPA Program or Graduate Certificates in Nonprofit Management or Public Management should be directed to the MPA Program Manager.

Carin Mayo, MPA Program Manager  
Department of Political Science and Public Administration  
University of Alabama at Birmingham  
HHB 415, 1401 University Boulevard  
Birmingham, Alabama 35294-1152  
(205) 975-3413 or (205) 934-2339  
ccmayo@uab.edu

**Master of Public Administration**

A total of 39 hours are required to complete the MPA program. For pre-career students, an additional three (3) hours of internship (20 hours/week) is also required, for a total of 42 hours. A full-time student, taking three (3) courses per semester, plus one additional course over the summer, should be able to complete the program within two (2) years. All courses are offered in the evenings or online to accommodate working professionals.

### Plan I: Thesis

<table>
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<tr>
<th>Requirements</th>
<th>Hours</th>
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<tr>
<td>Core</td>
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<tr>
<td>MPA 600 Administrative Ethics</td>
<td>3</td>
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<td>MPA 601 The Public Policymaking Process</td>
<td>3</td>
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<td>MPA 602 Scope of Public Administration</td>
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<td>MPA 603 Public &amp; Nonprofit Budgeting</td>
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<td>MPA 604 Human Resources Management</td>
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<td>MPA 605 Information Management for Government</td>
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<tr>
<td>MPA 606 Foundations of PA Research</td>
<td>3</td>
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<td>MPA 607 Quantitative Methods for PA</td>
<td>3</td>
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<tr>
<td>MPA 698 Internship in Public Administration</td>
<td>3</td>
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<tr>
<td>Admission to Candidacy</td>
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<tr>
<td>MPA 696 Independent Study in Public Administration</td>
<td>3</td>
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<tr>
<td>MPA 699 Thesis Research</td>
<td>6</td>
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<tr>
<td>Electives</td>
<td>6</td>
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</table>

**Plan II: Non-Thesis**

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<th>Requirements</th>
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<tr>
<td>Core</td>
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<td>MPA 600 Administrative Ethics</td>
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<td>MPA 698 Internship in Public Administration</td>
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<td>Portfolio</td>
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<td>MPA 697 Graduate Learning Portfolio</td>
<td>3</td>
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<tr>
<td>Electives</td>
<td>12</td>
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1. Students taking the thesis option (Plan I) must take 3 hours of Independent Study under the guidance of the thesis chair prior to taking the 6 thesis hours (total 9 hours for thesis).
Electives (Choose 4)  

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<th>Course</th>
<th>Hours</th>
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<tbody>
<tr>
<td>MPA 695</td>
<td>12</td>
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<tr>
<td>Special Topics in Public Administration</td>
<td>42</td>
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</table>

1 During the last semester of study, students opting for the non-thesis (Plan II) must register for MPA 697, Graduate Learning Portfolio (GLP), and complete a comprehensive portfolio based on the course work, mission/vision, and career plans.

Graduate Certificate in Public Management

The Graduate Certificate in Public Management provides skills and insights necessary to plan and manage public organizations. The certificate is geared towards professionals who are seeking upward mobility within their organizations, and students seeking to enter the workforce at the local, city, state and federal level. This program is designed to serve those who wish to gain specialized knowledge in the field of public management without committing to a full graduate program. Such specialized knowledge may include, but is not limited to: resource management, intergovernmental relations, administrative law, program evaluation, and public finance. Potential employers seek out applicants with these specific skills, making graduates more attractive for higher than entry-level positions in the local, state, or federal government, as well as private industry.

This Certificate participates in the Interdisciplinary Graduate Studies (IGS) Degree.

Application for the Certificate Program

To complete the Graduate Certificate in Public Management, students must apply to the UAB Graduate School. Application must include:

1. Undergraduate transcripts from accredited institutions;
2. A statement of interest that addresses this prompt:
   a. In 1-2 single-spaced pages (200-500 words), please share why the Graduate Certificate in Public Management at UAB is right for you. Address motivations, ways you want to make change, and vision for your career after obtaining the Certificate. If you have prior academic deficiencies, please also address those in this statement; and
3. One (1) letter of recommendation that meets the below criteria:
   a. This letter must be an academic or professional reference. Academic examples include those from professors or faculty advisors; professional examples include those from supervisors in either a work or volunteer position. Letters from peers, co-workers, friends, etc. are not acceptable.

Students admitted into the MPA program may earn the Graduate Certificate in Public Management alongside their MPA degree. To do this, students are required to contact the MPA Program Manager, Carin Mayo (ccmayo@uab.edu), before they start taking elective courses.

Courses

Students must complete five (5) courses—one required course and four (4) elective courses—totaling 15 credit hours.

<table>
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<tr>
<th>Requirements</th>
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<tr>
<td>MPA 662 State and Local Government Administration</td>
<td>3</td>
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<tr>
<td>Electives (Choose 4)</td>
<td>12</td>
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<td>MPA 621 Open Government</td>
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Application for the Certificate Program

To complete the Graduate Certificate in Nonprofit Management, students must apply to the UAB Graduate School. Application must include:

1. Undergraduate transcripts from accredited institutions;
2. A statement of interest that addresses this prompt:
   a. In 1-2 single-spaced pages (200-500 words), please share why the Graduate Certificate in Nonprofit Management at UAB is right for you. Address motivations, ways you want to make change, and vision for your career after obtaining the Certificate. If you have prior academic deficiencies, please also address those in this statement; and
3. One (1) letter of recommendation that meets the below criteria:
   a. This letter must be an academic or professional reference. Academic examples include those from professors or faculty advisors; professional examples include those from supervisors in either a work or volunteer position. Letters from peers, coworkers, friends, etc. are not acceptable.

Students admitted into the MPA program may earn the Graduate Certificate in Nonprofit Management alongside their MPA degree. To do this, students are required to contact the MPA Program Manager, Carin Mayo (ccmayo@uab.edu), before they start taking elective courses.

Curriculum

Students must complete five (5) courses—one required course and four (4) elective courses—totaling 15 credit hours.

<table>
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<tr>
<td>MPA 672 Nonprofit Management</td>
<td>3</td>
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<td>Electives (Choose 4)</td>
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<td>MPA 665 Crisis Management</td>
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<td>MPA 671 Marketing and Fundraising</td>
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<td>MPA 673 Nonprofit Health</td>
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<td>MPA 674 GIS for Managers</td>
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<td>MPA 675 Equity in Public Administration</td>
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<td>MPA 678 Strategic Planning</td>
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<td>MPA 684 Grants Management</td>
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<td>MPA 686 Data Management</td>
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<td>MPA 687 Resource Management</td>
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<td>MPA 689 Program Evaluation</td>
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<tr>
<td>MPA 695 Special Topics in Public Administration</td>
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Grades

Students are expected to produce graduate-level work and maintain a cumulative GPA of 3.0 or higher to continue in the program. They are also expected to abide by UAB Graduate School conduct and grade policies.

Registration and Payment

Students are expected to register for at least one course each semester. Payments of tuition and fees are handled through UAB Financial Affairs. All payment problems or inquiries should be directed to that office.

Future Graduate Degree Work

Certificate students who want to apply to the MPA program after completing the Graduate Certificate in Nonprofit Management must complete all application requirements as outlined in the Graduate School guidelines. A maximum of four (4) courses (12 hours) with a grade of B or better may be applied toward the MPA degree if the student is accepted in the program.

Successful completion of the Graduate Certificate in Nonprofit Management does not automatically admit a student into the MPA program. All application materials must be completed. Students who pursue the MPA degree following certification must complete all course work within seven (7) years of the first course taken in the certificate program.

Questions?

Please contact the MPA Program Manager, Carin Mayo, at ccmayo@uab.edu.

Courses

MPA 600. Administrative Ethics. 3 Hours.
Theories and principles of ethics. Understanding ethical issues and use of ethical principles in resolving ethical dilemma in public organizations.

MPA 601. The Public Policymaking Process. 3 Hours.
Public Policy as a decision-making process. Examines environmental and organizational factors, the choice of alternatives, and the implementation and evaluation of public policy, with applied references to specific functional areas e.g. housing, pollution, energy and transportation.

MPA 602. Scope of Public Administration. 3 Hours.
Explores differences between public and private sector organizations. Examines both institutional and behavioral elements as they apply to public agencies. Covers topics such as budgeting, personnel, ethics, federalism and other fundamentals of public administration.

MPA 603. Public & Nonprofit Budgeting. 3 Hours.
MPA 603 examines the institutions and actors involved in the collection, custody, and expenditure of public revenues. The course combines theory and practical application to teach the principles and techniques used in government and nonprofit budgeting, including the budgeting process and financial management.

MPA 604. Human Resources Management. 3 Hours.
Examines the major concepts, theories, procedures and themes needed for effective management of human resources in the public and nonprofit sectors. Topics include merit and civil service systems, organized public labor, recruitment, classification, performance appraisal, disciplinary and grievance procedures, training and staff development, diversity and anti-discrimination policy and strategies, ethics/morality and personnel law.

MPA 605. Information Management for Government. 3 Hours.
The course is designed to introduce information and related technologies and how it affects people and government in a democracy. Students are exposed to information theory and modern day information technology tools to understand, interpret and manage governmental operations.

MPA 606. Foundations of PA Research. 3 Hours.
An introduction to research methodology presenting quasi-experimental and experimental research designs, exposition of qualitative and basic survey methods, and basic data analysis.
MPA 607. Quantitative Methods for PA. 3 Hours.
MPA 607 introduces basic statistical techniques used by social scientists and public administrators. Designed to provide students with the tools to produce and consume quantitative information, MPA 607 combines theory and application of both descriptive and inferential statistical methods. With real world examples from various policy areas, MPA 607 should make students aware of the many uses of statistics for public and nonprofit leaders and give them the means to employ those practices effectively and efficiently.

MPA 617. Science Policy. 3 Hours.
Science and technology intersect with multiple areas of public policy. Think of the growing concerns over technological surveillance, the debates over policy for climate change mitigation, the challenges posed due to global health crises, or the fear that American research and development competitiveness is eroding in a globalized economy. These issues reflect important questions about the relationship between science, technology, and public policy. Are scientific and technological developments governable, and if so, how and by whom? Is more and better science always better for policymaking? Who is the best judge of the value of scientific research programs and the validity of scientific findings? Are scientific and technological innovations generally socially beneficial, and who decides? What role should policymakers play in regulating science?

MPA 621. Open Government. 3 Hours.
The course will explore transparency and how governments operate in the context of transparency as well as how they, as consumers, can utilize their right to a transparent government.

MPA 623. Public Administration in Pop Culture. 3 Hours.
Pop culture can be a useful tool for learning about ideas and concepts, especially related to the public sector and its workplaces. In addition, pop culture is thought to represent commonly held sentiments about society and government. This class seeks to connect public administration theories to pop culture in the form of television, movies, podcasts and more. In this class, students will: 1. Learn about various public administration theories; 2. Identify public administration theories in pop culture; 3. Explore how public administration and administrators are portrayed in pop culture; and 4. Think critically about how pop culture contributes to our understandings about government.

MPA 647. Contemporary Political Issues in Science. 3 Hours.
Our rapidly changing world faces significant, multi-faceted problems at the nexus of technology and society. The response to these socio-scientific issues will impact the future of the human condition. The scientific process has a role to play in finding timely, effective, and evidence-based solutions. This course showcases science as a dynamic and iterative process that includes collecting and connecting observations, making hypotheses based on the current understanding, and constructing models that are revised as new knowledge is acquired. It emphasizes the role of dialogue and communication in shaping responses to socio-scientific issues.

MPA 662. State and Local Government Administration. 3 Hours.
This course is designed to introduce students to the study of state and local government administration. Introduces key concepts related to state and local government political structures and institutions; regional, state and county economic performance and state/local government finance.

MPA 664. Women in Public Administration. 3 Hours.
Studies in the leadership of women in public service. Focus on theoretical and professional development of women in government and nonprofit administration.

MPA 665. Crisis Management. 3 Hours.
Management and coordination of institutions to respond, plan, and mitigate crises. Focus on the role of managers in managing short and long term crises.

MPA 666. City County Management. 3 Hours.
Study of the typical nature of local government and the importance of local-state-federal relations, regional cooperation, and the nonprofit and public-private partnership in providing local government services.

MPA 667. Administrative Law. 3 Hours.
Explanation of law in society and the legal setting of public administration. Examination of substantive areas of the study of law including regulatory process, administrative adjudication, the administrative procedures acts, administrative due process, judicial review, liability and citizen's rights.

MPA 668. Intergovernmental Relations. 3 Hours.
The various relations among governments in the U.S. system. Focus on understanding the interactions, attitudes, and behavior of elected officials and bureaucrats of two or more units of government functioning in their public capacities.

MPA 671. Marketing and Fundraising. 3 Hours.
The use of marketing and fundraising strategies for nonprofits. Incorporates both theory and practice as students learn the fundamentals of marketing and resource development and apply them to hands-on projects in local nonprofit agencies.

MPA 672. Nonprofit Management. 3 Hours.
The day-to-day challenges faced by managers of nonprofit agencies, including the challenge of fund raising, balancing competing values as related to efficiency, effectiveness and equity.

MPA 673. Nonprofit Health. 3 Hours.
This course provides a comprehensive overview of role of the Nonprofit Sector and its important contribution to mission and success of our health system and social enterprise in the United States. The course examines various aspects of nonprofit health organizations including history of these agencies, sources of revenue, fund raising and marketing practices, accomplishments and achievements, criticisms and controversies, and the role of volunteer leadership and best management practices.

MPA 674. GIS for Managers. 3 Hours.
Examines the use of Geographic Information Systems (GIS) using GIS software. It integrates theory and socioeconomic applications of GIS in the public and nonprofit sector.

MPA 675. Equity in Public Administration. 3 Hours.
Public administration has four pillars: efficiency, economy, effectiveness, and equity. That last one—equity—joined the other three in the 21st century and does not receive the same attention or stature as the others. This course is designed to provide students with an understanding of social equity and the role equity (or inequity) plays in policy and practice, and how to ensure equitable policies and institutions.

MPA 678. Strategic Planning. 3 Hours.
Presents the strategic planning process as it is utilized in contemporary settings. Focuses on how the strategic planning process is applied in the public and nonprofit sectors.

MPA 681. Local Government Planning. 3 Hours.
This course examines the historical roots of modern land use planning and explores contemporary issues in planning such as sprawl and smart growth.
MPA 682. Economic Development. 3 Hours.
The course is devoted to understanding economic development practices in the United States. It focuses on how market forces combine with non-economic variables to influence the economic development process. Theories and case studies drawn from various disciplines, particularly economics and public finance, will be used to understand the economic development process.

MPA 683. Public Managerial Economics. 3 Hours.
Application of microeconomic theory to real life problems faced by managers. Emphasis on understanding the complex real life social and economic challenges using economic principles and applying economic decision criteria in solving problems.

MPA 684. Grants Management. 3 Hours.
Covers the essentials of grant-writing and the management of grants.

MPA 686. Data Management. 3 Hours.
MPA 686 provides a unique opportunity for students to explore the data management process. The past decade has seen a dramatic increase in the collection of data, and policy analysts, practitioners, and academic researchers must be equipped with the tools to use this data in an efficient manner. Throughout the semester, we will explore the importance of data and then move to working with primary and secondary data sources. Using Excel and Stata, students will learn how to collect, clean, and present data in ways consistent with best practices in the data management field.

MPA 687. Resource Management. 3 Hours.
Focus on concepts and skills essential to managing public organization resources.

MPA 688. Global Public Administration. 3 Hours.
Focus on concepts and skills essential to administering national and global organizations.

MPA 689. Program Evaluation. 3 Hours.
Analytic tools for evaluating public and nonprofit programs and services.

MPA 690. Seminar in Public Services Issues. 3 Hours.
Examines starting and maintaining a faith-based service organization (FBSO). Topics include role of faith/spirituality, mission, governance, setting, staffing, funding, church/FBSO issues, state/federal involvement, cooperative ventures with other FBSOs, networking.

MPA 695. Special Topics in Public Administration. 3 Hours.
Explores special topics in public administration.

MPA 696. Independent Study in Public Administration. 1-3 Hour.
One-on-one learning experience between student and an instructor. Permission of Program Director required.

MPA 697. Graduate Learning Portfolio. 3 Hours.
May be taken only in the last semester of the program; Permission of MPA Director required.

MPA 698. Internship in Public Administration. 3 Hours.
Supervised field placement in government or a nonprofit agency for directed work experience arranged by the internship coordinator and as per the guidelines in the internship manual. Permission of Graduate Program Director required.

MPA 699. Thesis Research. 3-6 Hours.
Research and writing of thesis. Permission of MPA Director required.

Prerequisites: GAC M