

# Political Science and Public Administration

**Chair:** Robert Blanton, Ph.D.

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

UAB's nationally ranked MPA degree 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:	<a href="mailto:borry@uab.edu">borry@uab.edu</a>
Website:	<a href="http://www.uab.edu/mpa">http://www.uab.edu/mpa</a>

## 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 NASPAA-accredited 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. Students must maintain a minimum 3.0 grade point average (GPA) as [required by the UAB Graduate School](#) and must remain in compliance with the MPA Program's Grade Policy. Previous graduate work at UAB or another NASPAA-accredited MPA program may be credited toward the degree with approval of the Graduate Program Director. Students may select the thesis option or the portfolio option.

## Grade Policies

### Graduate School Policy

UAB Graduate School policies state that students must maintain a [minimum 3.0 grade point average \(GPA\)](#) to be in [good academic standing](#).

### MPA Program Policy

The MPA program requires that students earn a grade of 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 notified by the program director and 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 in a core course, a student must retake either of those two (2) 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. This policy is also known as the "2-C Policy."

## 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 admission (international applications are accepted for fall and spring admission 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 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 recommendation, and a statement of interest that strongly reflects a desire to serve the public interest.

Deadline for All Application Materials to be in the Graduate School Office:	Fall: August 1, Spring: December 1; Summer: April 1
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Number of Reference Letters Required: Two

## Financial Aid

The Department of Political Science and Public Administration has a limited number of graduate assistantships, which are awarded on a competitive basis as vacancies occur. The Department has several scholarships that are awarded on a competitive basis each spring. Other financial resources are available through the [Office of Student Financial Aid](#).

## Internships

Pre-service students are encouraged to complete MPA 698: Internship in Public Administration as one of their electives. A few paid opportunities do arise, although many internships are unpaid. Typical placements are in city and county governments, planning departments, public health agencies, social service agencies, state government agencies, and nonprofit organizations. Internships should be in place no later than a month prior to the start of the semester, and an internship agreement between the student, the internship organization, and the program is required. Students interested in completing an internship should contact the MPA program as soon as possible.

## 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.

## Coordinated Degree Programs

### Coordinated MPA/MPH Program

The **Master of Public Administration (MPA)/Master of Public Health (MPH)** is designed to train individuals for administrative positions in public health and related health organizations. The MPA degree prepares students for careers as administrators in public and nonprofit agencies, and the MPH provides a background in public health principles and programs. Students must apply to, and enroll in, both programs, meeting each program's entry requirements. This coordinated degree requires

completion of 60 credit hours. Students complete 10 courses (30 credit hours) in the MPA program, which include 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 **Master of Public Administration (MPA)/Juris Doctorate (JD)** program. The offering of this coordinated 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 be accepted to both the MPA program and the JD program at the same time to be considered for the coordinated MPA/JD degree program. Students cannot start one program without being admitted to the other. MPA/JD students complete 10 courses (30 credit hours) in the MPA program, which include eight (8) core MPA courses, one (1) MPA elective, and MPA 697: Graduate Learning Portfolio. Close communication with both programs is required.

### Coordinated MPA/MSJ Program

The **Master of Public Administration (MPA)/Master of Science in Criminal Justice (MSJ)** program is for individuals who wish to gain competencies in public management and the theory and practice of criminal justice. Students must apply to, and enroll in, both programs, meeting each program's entry requirements. Students are required to complete a total of 60 semester hours for the coordinated degree. This coordinated degree requires completion of 60 credit hours. MPA/MSJ students complete 10 courses (30 credit hours) in the MPA program, which include six (6) core MPA courses, three (3) MPA electives, and MPA 697: Graduate Learning Portfolio. The remaining credit hours are completed in the [MSJ program](#). 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 [Graduate Programs Manager \(ccmayo@uab.edu\)](mailto: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>. Contact the [Graduate Programs Manager \(ccmayo@uab.edu\)](mailto: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 graduate programs manager.

Carin Mayo, Graduate Programs 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. A full-time student, taking three (3) courses per semester, plus one (1) 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

Requirements	Hours
<b>Core</b>	
MPA 600 Administrative Ethics	3
MPA 601 The Public Policymaking Process	3
MPA 602 Scope of Public Administration	3
MPA 603 Public & Nonprofit Budgeting	3
MPA 604 Human Resources Management	3
MPA 605 Information Management for Government	3
MPA 606 Foundations of PA Research	3
MPA 607 Quantitative Methods for PA	3
<b>Admission to Candidacy</b>	
MPA 696 Independent Study in Public Administration <sup>1</sup>	3
MPA 699 Thesis Research	6
<b>Electives</b>	<b>6</b>
MPA 617 Science Policy	
MPA 621 Open Government	
MPA 623 Public Administration in Pop Culture	
MPA 650 Qualitative and Community-Engaged Research Methods	
MPA 662 State and Local Government Administration	
MPA 664 Women in Public Administration	
MPA 665 Crisis Management	
MPA 666 City County Management	
MPA 667 Administrative Law	
MPA 668 Intergovernmental Relations	
MPA 671 Marketing and Fundraising	
MPA 672 Nonprofit Management	
MPA 673 Nonprofit Health	
MPA 674 GIS for Managers	
MPA 675 Equity in Public Administration	
MPA 678 Strategic Planning	
MPA 681 Local Government Planning	
MPA 682 Economic Development	
MPA 683 Public Managerial Economics	
MPA 684 Grants Management	
MPA 686 Data Management	
MPA 689 Program Evaluation	
MPA 695 Special Topics in Public Administration	

MPA 698 Internship in Public Administration	
<b>Total Hours</b>	<b>39</b>

<sup>1</sup> Students completing the thesis option (Plan I) must take three (3) hours of MPA 696: Independent Study under the guidance of the thesis chair prior to taking six (6) hours of MPA 699: Thesis Research. Students must also be admitted to candidacy before enrolling for MPA 699.

### Plan II: Portfolio

Requirements	Hours
<b>Core</b>	
MPA 600 Administrative Ethics	3
MPA 601 The Public Policymaking Process	3
MPA 602 Scope of Public Administration	3
MPA 603 Public & Nonprofit Budgeting	3
MPA 604 Human Resources Management	3
MPA 605 Information Management for Government	3
MPA 606 Foundations of PA Research	3
MPA 607 Quantitative Methods for PA	3
<b>Portfolio</b>	
MPA 697 Graduate Learning Portfolio <sup>1</sup>	3
<b>Electives</b>	<b>12</b>
MPA 617 Science Policy	
MPA 621 Open Government	
MPA 623 Public Administration in Pop Culture	
MPA 650 Qualitative and Community-Engaged Research Methods	
MPA 662 State and Local Government Administration	
MPA 664 Women in Public Administration	
MPA 665 Crisis Management	
MPA 666 City County Management	
MPA 667 Administrative Law	
MPA 668 Intergovernmental Relations	
MPA 671 Marketing and Fundraising	
MPA 672 Nonprofit Management	
MPA 673 Nonprofit Health	
MPA 674 GIS for Managers	
MPA 675 Equity in Public Administration	
MPA 678 Strategic Planning	
MPA 681 Local Government Planning	
MPA 682 Economic Development	
MPA 683 Public Managerial Economics	
MPA 684 Grants Management	
MPA 686 Data Management	
MPA 689 Program Evaluation	
MPA 695 Special Topics in Public Administration	
MPA 698 Internship in Public Administration	
<b>Total Hours</b>	<b>39</b>

<sup>1</sup> Students completing the portfolio option (Plan II; also known as the non-thesis option) must register for MPA 697: Graduate Learning Portfolio in their final semester of study. The portfolio requires students to articulate a public service vision and mission and connect this to their MPA coursework.

## 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 certificate 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. Both on-campus and online courses are offered.

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](#). Applications 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 Graduate Programs Manager, Carin Mayo ([ccmayo@uab.edu](mailto: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.

Requirements	Hours
MPA 662 State and Local Government Administration	3
<b>Electives (Choose 4)</b>	<b>12</b>
MPA 621 Open Government	
MPA 623 Public Administration in Pop Culture	
MPA 650 Qualitative and Community-Engaged Research Methods	
MPA 664 Women in Public Administration	
MPA 666 City County Management	
MPA 667 Administrative Law	
MPA 668 Intergovernmental Relations	
MPA 674 GIS for Managers	
MPA 675 Equity in Public Administration	
MPA 678 Strategic Planning	
MPA 681 Local Government Planning	
MPA 682 Economic Development	
MPA 683 Public Managerial Economics	

MPA 686	Data Management
MPA 689	Program Evaluation
MPA 695	Special Topics in Public Administration

### 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 Public Management must complete all application requirements set forth by the [Graduate School](#). A maximum of four (4) courses (12 credit 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 Public Management does not automatically admit a student into the MPA program. Students who pursue the MPA degree following completion of a certificate must complete all course work within five (5) years of the first course taken in the certificate program.

### Questions?

Please contact the Graduate Programs Manager, Carin Mayo, at [ccmayo@uab.edu](mailto:ccmayo@uab.edu).

## Graduate Certificate in Nonprofit Management

The Graduate Certificate in Nonprofit Management provides practitioners with an opportunity to enhance their skills and improve their capacity to effectively run nonprofit organizations. This certificate program is designed to serve those who wish to gain specialized knowledge in the field of nonprofit management without committing to a full graduate program. Both on-campus and online courses are offered.

This Certificate participates in the [Interdisciplinary Graduate Studies \(IGS\) Degree](#).

### Application for the Certificate Program

To complete the Graduate Certificate in Nonprofit Management, students must apply to the [UAB Graduate School](#). Applications must include:

1. Undergraduate transcripts from accredited institutions;
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  - 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, co-workers, friends, etc. are not acceptable.

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## Curriculum

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

Requirements	Hours
MPA 672 Nonprofit Management	3
<b>Electives (Choose 4)</b>	<b>12</b>
MPA 623 Public Administration in Pop Culture	
MPA 650 Qualitative and Community-Engaged Research Methods	
MPA 665 Crisis Management	
MPA 671 Marketing and Fundraising	
MPA 673 Nonprofit Health	
MPA 674 GIS for Managers	
MPA 675 Equity in Public Administration	
MPA 678 Strategic Planning	
MPA 684 Grants Management	
MPA 686 Data Management	
MPA 687 Resource Management	
MPA 689 Program Evaluation	
MPA 695 Special Topics in Public Administration	

## 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.

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## Future Graduate Degree Work

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## Questions?

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## 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 650. Qualitative and Community-Engaged Research Methods. 3 Hours.**

This course introduces students to the research process using mixed, qualitative, and community-based participatory research (CBPR) methods. Students will learn the basics of study design and human subjects research, interview and focus group preparation and implementation, data collection, qualitative content analysis, and working with underrepresented communities for scholarly purposes. Using a combination of didactic, interactive, and applied approaches, this class will leave students with a deeper understanding of how qualitative, mixed methods, and CBPR research can center lived experiences in the study population, how researchers can best collaborate and co-create with community partners, and how research can provide agency to involved participants and inform advocacy and policy. By the end of the course students will be able to collect qualitative data using interviews, analyze qualitative data, and interpret and write up their findings. Further, students will be able to demonstrate best practices of community-engaged research, including the major tenets of CBPR, working with communities, and how to approach research on underrepresented and marginalized populations. Students will be exposed to different styles of presenting mixed methods, qualitative, and CBPR research results and will consider different ways in which qualitative data is used in practice. This course is especially useful for those students interested in working with the nonprofit sector.

**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.**

Covers the various relations among governments in the U.S. system. Focuses 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.**

This course covers 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.**

This course covers 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 by exploring what it means, what equity (or inequity) looks like 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.**

This course 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.**

Focuses on concepts and skills essential to managing public organization resources.

**MPA 688. Global Public Administration. 3 Hours.**

Focuses on concepts and skills essential to administering national and global organizations.

**MPA 689. Program Evaluation. 3 Hours.**

Provides students with 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 Graduate Program Director required.

**MPA 697. Graduate Learning Portfolio. 3 Hours.**

May be taken only in the last semester of the program. Permission of Graduate Program 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. Strongly recommended for pre-service students. Permission of Graduate Program Director required.

**MPA 699. Thesis Research. 3-6 Hours.**

Research and writing of thesis. Permission of Graduate Program Director required.

**Prerequisites:** GAC M