

**UNIVERSITY OF KANSAS**

**SCHOOL OF PUBLIC AFFAIRS**

**AND ADMINISTRATION**

**MASTER of PUBLIC ADMINISTRATION**

**GRADUATE HANDBOOK**

January 2020

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This manual provides information concerning the Master of Public Administration graduate program in the School of Public Affairs & Administration. It refers to Graduate Studies guidelines, but does not summarize all regulations applicable to graduate students at the University of Kansas. Please refer as well to the [Graduate Studies section of the KU Academic Catalog](#) for additional information and requirements.

## MASTER OF PUBLIC ADMINISTRATION GRADUATE PROGRAM

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Graduate Studies site: <http://graduate.ku.edu>

### An Inclusive Environment

In the School we understand that an equitable and safe multiracial, multiethnic, and multicultural environment produces innovative thinking and learning for our students, faculty and staff. We seek to provide an environment for learning and working where differences are valued and each person in the School community is supported and offered an equitable opportunity to achieve their academic and professional goals.

For more information on how the College is working to support diversity, equity and inclusion, read the entire plan on [the College of Liberal Arts & Science DEI site](#).

## **MPA Admissions**

When reviewing the applications of prospective students, the admissions committee considers:

- Commitment to public service;
- Demonstrated leadership or leadership potential; and
- An academic background that indicates an ability to succeed in a rigorous, writing-intensive social science program that promotes critical thinking.

Other enhancing factors include:

- Professional work experience in the public or nonprofit sector. Here, professional work is defined as having responsibility for service or program management, policy creation or implementation, or providing leadership for a section or unit.
- Bringing diverse professional experiences and personal perspectives to the classroom.

The application deadlines are: February 1\*, May 1, or November 1.

\*Applications for the City Management Fellowship must be submitted by February 1 and include an additional essay describing your interpretation of the Athenian Oath (1000 words or less).

**For further information regarding the program or the application process, please contact Cari Ann Kreienhop, MPA Program Manager, [ckreienhop@ku.edu](mailto:ckreienhop@ku.edu), 785-864-3665.**

**All supporting documentation for the application should be uploaded to the online application, with the exception of official test scores (GRE, TOEFL, etc.) and official transcripts, which should be sent directly from the issuing institution to:**

**Graduate Admissions  
313 Strong Hall  
1450 Jayhawk Blvd.  
Lawrence KS 66045**

## **Provisional Admission**

Applicants must have completed a bachelor's degree from an accredited institution. A GPA of 3.0 (on a 4.0 scale) is required for admission. However, applicants with a GPA below 3.0 can be considered for provisional admission. Any academic short-comings should be addressed in the personal statement.

## **English Language Proficiency**

The University requires all applicants, international or domestic, to demonstrate English proficiency for admission to any graduate program at KU. There are three ways to prove English proficiency:

- Declaration of native speaker status on the online application for graduate study.
- Graduation with a baccalaureate degree (or higher) earned in residence from an accredited English-medium U.S. college or university or a college or university in the United Kingdom, Australia, New Zealand, Ireland, English-speaking province of Canada, or an English-speaking Caribbean country, with instruction conducted in English. Degrees earned online may not be used to verify English proficiency. Note: this option is not sufficient for employment as a Graduate Teaching Assistant.
- Official scores from an English proficiency standardized test (e.g. TOEFL, IELTS-Academic, PTE) sent by the testing agency to the University of Kansas. Official scores must be less than two years old.

**NOTE: The curriculum requirements for the degrees and certificates as detailed below are approved for the School to offer, yet will not be formally published in the [University's Academic Catalog](#) until the 2020-21 Academic Year. Students are welcome to opt in to the new curriculum requirements and should indicate their intention to do so via email to the MPA Program Manager.**

### The MPA Curriculum

The MPA degree is awarded after successful completion of 43 credit hours of course work. This includes 16 credit hours of required core courses (5 courses) that all students complete, 12 credit hours toward one [School of Public Affairs and Administration graduate certificate](#) (4 courses), 12 hours of electives tailored to the student's interests (4 courses), and an experiential learning requirement which can be completed as detailed below (1 course). In addition, all students must pass a [written master's examination \(final paper\)](#) to complete the requirements for the MPA degree.

#### **Core Course Requirements**

The MPA core provides students with knowledge and skills foundational to advanced educational and professional engagement in public affairs and administration fields. They provide an important underpinning for the MPA certificates and are transferable across a range of public service professions. The MPA core course work includes the following courses (16 credit hours):

PUAD 824 Creating Good Public Policy	3 hours
PUAD 835 Managing Public Money	3 hours
PUAD 836 Data-Driven Decision Making	4 hours
PUAD 841 Context, Ethics and Legal Environment of Public Administration	3 hours
PUAD 845 Managing Public Organizations	3 hours

Although there are no formal prerequisites for the core courses, it is recommended to take a majority of the core course requirements prior to elective requirements.

To complete the MPA program, students will also take the following courses OR complete the [MPA City/County Management Fellows program](#):

1 <a href="#">School of Public Affairs and Administration graduate certificate</a>	12 hours
4 Electives of additional School of Public Affairs & Administration course work or graduate course work outside the School chosen in consultation with the program advisor	12 hours
Experiential learning and engagement beyond traditional lecture courses within the degree (e.g. PUAD 898 Leadership, Professionalism, and Citizen Engagement, PUAD 892 Public Administration Internship, Ph.D.-level courses, study abroad, etc.)	3 hours

A list of upcoming graduate level courses can be found on the [Office of the Registrar Schedule of Classes page](#). (For courses in the School, enter *PUAD*, *LWS*, or *UBPL* in the (search text) field. In the degree-level drop down, enter *Graduate*.)

### Final Exam Process

All graduate students who wish to have a MPA degree conferred from the University of Kansas must complete a final essay during the final semester of their degree. The final essay is reviewed by an MPA reading committee consisting of three graduate faculty members. Essays are graded as 1) Pass - Honors, 2) Pass – Satisfactory, or 3) Redo.

Students will receive the final essay parameters via KU email per the process below:

- *8 weeks before Monday of Finals Week* – Final reflection paper instructions are emailed (via KU email) to students.
  - Students have *4 weeks* to complete the paper.
- *4 weeks before Monday of Finals Week* – Final papers (in pdf format) are due to the MPA Program Manager via email by 5:00 p.m.
  - The MPA Manager distribute essays and grade sheets to the MPA reading committee.
  - MPA reading committee members have 2 weeks to review and return a grade of either Honors, Pass, or Redo.
- *2 weeks before Monday of Finals Week* – The MPA Program Manger communicates the final reflection paper grade result to students via email and reports the grade result to the College Office of Graduate Affairs for posting on the student’s official transcript upon conferral of the MPA degree.
  - In cases of a Redo result, the student has *1 week* to address the concerns identified by the faculty. Students are allowed one redo.

### MPA City/County Management Fellows

Students admitted to the [City/County Management Fellowship program](#) complete the following courses, which includes completion of the [City/County Management graduate certificate](#), to fulfill degree requirements:

PUAD 851 Infrastructure Management	3 hours
PUAD 892 Public Administration Internship	3 hours
PUAD 894 Professional Development Seminar I: Public Administration Contemporary Issues & Competency Assessment	3 hours
PUAD 895 Professional Development Seminar II: Leadership, Professionalism and Citizen Engagement (this course will count as the experiential learning course to fulfill that component of the MPA degree requirements)	3 hours
Electives of additional School of Public Affairs & Administration course work or graduate course work outside the School chosen in consultation with the program advisor. Within these courses, students must complete the requirements for the City/County Management graduate certificate.	15 hours

During their first year of study, City/County Management Fellows complete 37 hours of course work in which they are exposed to a variety of theories and problem-solving techniques in areas such as organizational design and development, management and supervision, policy analysis and evaluation, finance and budgeting, and personnel administration. To enhance the connection between theory and practice, Fellows complete a part-time internship during the first year, which is usually paid.

During the second year, Fellows complete paid full-time internships / full-time positions in city and county government and enroll in 2 professional development seminars: PUAD 894 in the Fall and PUAD 895 in the Spring. The Seminars are formal MPA classes and enrollment completes the remaining 6 credit hours required by the program. During the full-time internship year, as a part of these seminars, students meet with the Professor of Practice and other contributing graduate faculty for 3 intensive multi-day sessions designed to link theory and practice. The first meeting is held at the International City/County Management Annual Conference. The second and third meetings occur in the Lawrence area and are traditionally scheduled in January and May so the cohort may take part in commencement events.

Each Fellows cohort has a Practitioner in Residence (PIR). This person assists the students in their transition from academic life to professional career.

## **MPA/JD Joint Degree**

This program allows the student to obtain a J.D. and a Master of Public Administration (MPA) degree in four years and two summers. It is of special interest to law students who intend to practice in communities where they might be called on to perform legal services for the municipality, as city attorneys or otherwise, and to students preparing for positions in city management. The program provides preparation for positions in such agencies as leagues of municipalities or state governmental authorities and serves as a training ground for the rapidly developing field of court administration. Admission to both the School of Law and the School of Public Affairs & Administration in the College of Liberal Arts and Sciences is required.

Students must complete 115 total credit hours: 78 credit hours in the School of Law (42 required and 36 elective) and 37 credit hours in the School of Public Affairs and Administration (19 required and 18 elective). Students pursuing the joint degree should plan to enroll in course work for 2, and in some instances 3, summers.

The MPA degree is awarded upon successful completion of credits required and the final written examination. The College of Liberal Arts and Sciences requires a minimum 3.0 cumulative GPA. Only courses completed with a grade of C or higher will count toward the MPA degree. Please see the [current Law School Catalog](#) and [School of Law Joint Degree page](#) for details and Juris Doctorate degree requirements.

The Master of Public Administration (MPA) degree is awarded after successful completion of 43 credit hours of course work. This includes 19 hours (6 courses) of required core courses (including the student's choice of an experiential learning course to serve as a final reflective course) that all students complete, 18 hours (6 courses) tailored to the student's interests and/or track (fellow or MPA track), and 6 hours (2 courses) from the School of Law.

MPA track students will complete the required core courses and select a graduate certificate within the School of Public Affairs & Administration to complete 6 electives (18 hours) to complete the program. Graduate certificates only require 12 credits, so there is additional flexibility in elective content for MPA track students.

City/County Management Fellows will complete the required core courses and the curriculum as detailed in the [City/County Management Fellows section](#) of MPA Curriculum Requirements.

[Appendix 1](#) is the typical format and curriculum for the joint degree program.

## MPA/MUP Joint Degree

This program combines into 72 credit hours the normal course work required for the Master of Urban Planning (48 credit hours) and the Master of Public Administration (43 credit hours) by requiring 36 credit hours from each program. A student pursuing the degrees separately or students who wish to participate in the MPA City/County Management Fellowship would require four years of course work. The joint degree requires three years of full-time enrollment to complete, including summers. Students in the joint degree program will not be eligible for the Urban Planning graduate certificate in addition to the credentials earned for the joint degree, but may pursue another School of Public Affairs & Administration graduate certificate as elective scheduling concurrent to required MPA and MUP course work allows.

If a student’s professional interests align with the expectations and outcomes of the City and County Management Fellows program, contact the MPA Program Manager to discuss the curriculum options for this opportunity. Successfully admitted City/County Management Fellows begin MPA course work in the summer semester of the third year after MUP course work completion.

### MPA Course Requirements

PUAD 824 Creating Good Public Policy	3 hours
PUAD 835 Managing Public Money	3 hours
PUAD 841 Context, Ethics and Legal Environment of Public Administration	3 hours
PUAD 845 Managing Public Organizations	3 hours
PUAD 898 Leadership, Professionalism, and Citizen Engagement <i>This course will count as the experiential learning course to fulfill that component of the MPA degree requirements.</i>	3 hours
<u>Additional MPA Electives</u>	<u>21 hours</u>
<b>Total MPA hours</b>	<b>36 hours</b>

### MUP Course Requirements

UBPL 705 Urban Economic Theory and Analysis	3 hours
UBPL 736 Planning Institutions	3 hours
UBPL 741 Quantitative Methods I	3 hours
UBPL 742 Quantitative Methods I	3 hours
UBPL 785 History and Theory of Planning	3 hours
UBPL 763 Professional Practice	3 hours
MUP Specialization Courses	12 hours
<u>Additional MUP Electives</u>	<u>6 hours</u>
<b>Total MUP hours</b>	<b>36 hours</b>



[Appendix 2](#) is the typical format and curriculum for the joint degree program.

## **MPA Conferral for Public Administration Ph.D. aspirants**

Public Administration Ph.D. students wanting to also earn an MPA must complete 30 credit hours of MPA-level courses. All MPA core courses, or a direct substitution for each is required. If a Ph.D. course is used as a substitute, an MPA-level elective class must be taken in its stead so that a total of 30 MPA credit hours are completed. [The final reflection paper](#) should be completed within the last semester that MPA-level course work is attempted.

## **Graduate Certificates**

### **Admission to School of Public Affairs and Administration Graduate Certificates**

The School accepts students for graduate certificate study on a rolling basis. Students may apply to be admitted for either the fall, spring, or summer semesters. Applicants for all School of Public Affairs and Administration graduate certificates are required to have:

- Undergraduate GPA of 3.0 (if the undergraduate degree was awarded in the last three years)
- At least three years of managerial experience, admission to a KU graduate program KU, or a conferred graduate management or leadership degree from an accredited institution
- [Proof of English language proficiency](#)
- Required application materials:
  - [KU online application](#)
  - Official transcripts
  - Current resume
  - Statement of Purpose

Current School of Public Administration and Affairs graduate students who wish to earn a graduate certificate credential in any of the certificates listed here with their Master of Public Administration degree must submit a graduate admission application into the specific certificate program no later than enrollment in the final course that will count toward the certificate. Current MPA students may [send this email](#) to Cari Ann Kreienhop to receive instructions on how to expedite completion of the application.

Students in the MPA program may opt to complete certificate course work *without* the credential. Please note that no credential will be awarded without completion and submission of the graduate application into the certificate. Additionally, the School will prioritize course scheduling needs based on formal certificate enrollments.

Individuals who are not already enrolled as School of Public Affairs and Administration graduate students must complete [an application to Graduate Studies](#) for admission into the certificate program and submit an application fee along with the following materials:

- A current resume.
- A statement of interest in the graduate certificate program. This 1-2 page narrative should summarize your education, employment history, career goals, and how this certificate will bolster your professional aspirations.
- Official transcripts of baccalaureate degree/s and any post-baccalaureate course work.

The admissions committee may request additional materials if needed to assess an applicant's ability to be successful in the coursework.

***A graduate certificate cannot be retroactively applied to a student's record. The student must be admitted to the certificate program prior to starting the last required course for the certificate program.***

**NOTE: The curriculum requirements for the certificates as detailed below are approved for the School to offer, yet will not be formally published in the [University's Academic Catalog](#) until the 2020-21 Academic Year. Students are welcome to opt in to the new curriculum requirements and should indicate their intention to do so via email to the MPA Program Manager.**

### **City and County Management**

Local government is increasingly being described as the level of government "where things get done." This certificate is designed for those who are interested in a career in local government organizations (cities and counties) or in non-profit or private sector organizations that collaborate or serve local governments. It offers broad coverage of the leadership and management skills that local government professionals need as well as more in-depth instruction on key issues facing modern communities.

The certificate is comprised of 4 courses for a total of 12 graduate credit hours. Other courses may be substituted with approval of the MPA Faculty Director. Students who wish to pursue both the City and County Management and Public and Nonprofit Management graduate certificates must seek approval from the MPA Faculty Director. PUAD 834 Human Resources Management will count toward both certificates, but the student must take one additional elective to meet the 12 credit-hour completion requirement for each. Otherwise, students pursuing more than one SPAA certificate may use a maximum of one course to count towards both certificates.

#### **Required Courses (12 hours):**

PUAD 825 Urban Policy and Administration

-OR-

UBPL 816 Politics, Planning and Administration

PUAD 834 Human Resources Management

PUAD 837 Budgeting and Resource Allocation

#### **1 course from the following or another program-approved graduate course (3 hours):**

PUAD 702 Diversity and Social Equity in Public Administration

PUAD 853 Policy Analysis

-OR-

PUAD 863 Program Evaluation

UBPL 730 City and County Planning

### **Law & Society**

Through the completion of this certificate, students will gain in-depth knowledge of how law intersects with and influences the practice of public administration and public policy-making and implementation. Students will learn how public administrators can work more effectively with knowledge of legal history and legal policy, how law shapes managerial processes, how it shapes government and the system of justice, and how it affects ordinary people in every walk of life. The knowledge gained through the courses in the Law and Society certificate will prepare students for work in a variety of settings, including criminal justice

organizations, non-profits, policy think tanks, political institutions, and public administrative agencies of all kinds.

The certificate requires 4 courses for a total of 12 graduate credit hours. Other courses may be substituted with the approval of the MPA Faculty Director. Student pursuing more than one SPAA certificate may use a maximum of one course to count toward both certificates.

**Required Courses (6 hours):**

PUAD 842 Law and Public Management

PUAD 849 Law, Courts, and Public Policy

**2 courses from the following or another program-approved graduate course (6 hours):**

PUAD 701 Administration of Justice

PUAD 702 Diversity and Social Equity in Public Administration

LWS 743 Theoretical Foundations of Law and Society

LWS 794 Topics in Law & Society: \_\_\_\_\_

### Performance Management

Effectiveness, efficiency, public accountability, and the better alignment of resources and managerial actions with organizational mission are key goals of public and nonprofit management. This certificate is designed for those individuals who wish to develop skill sets in managing performance and in fostering innovative changes to deliver greater value to the public. Managerial strategies, organizational change movement, governance thinking, and quantitative analysis are emphasized in the coursework.

The certificate requires 4 courses for a total of 12 graduate credit hours. Other courses may be substituted with the approval of the MPA Faculty Director. Students pursuing more than one SPAA certificate may use a maximum of one course to count towards both certificates.

**Required Course (3 hours):**

PUAD 857 Performance Management and Governance

**3 courses from the following or another program-approved graduate course (9 hours):**

PUAD 854 Innovation and Organizational Change

PUAD 858 Performance Audit

PUAD 861 Data Analytics

PUAD 853 Policy Analysis

-OR-

PUAD 863 Program Evaluation

### Public / Nonprofit Management

This certificate aims to enhance graduates' ability to manage and lead public and nonprofit organizations ethically and effectively. It establishes effective human resource management as a core foundation, with emphasis on the political, legal, and ethical dimensions of public service employment. Through study of management theories and techniques, students will gain understanding of contemporary organizational challenges and the tensions inherent to competing values and develop the leadership skills necessary to

guide public organizations through change. Through their choice of electives, students may tailor this certificate to focus more specifically on the nonprofit or public sector.

The certificate requires 4 courses for a total of 12 graduate credit hours. Other courses may be substituted with the approval of the MPA Faculty Director. Students who wish to pursue both the City and County Management and Public and Nonprofit Management graduate certificates must seek approval from the MPA Faculty Director. [PUAD 834](#) will count toward both certificates, but the student must take one additional elective to meet the 12 credit-hour completion requirement for each. Otherwise, Student pursuing more than one SPAA certificate may use a maximum of one course to count towards both certificates.

**Required Course (3 hours):**

PUAD 834 Human Resources Management

**3 courses from the following or another program-approved graduate course (9 hours):**

PUAD 703 Foundations of the Nonprofit Sector

PUAD 708 Collaboration in Public Administration

PUAD 741 Public Service Leadership

PUAD 828 Nonprofit Management and Policy

PUAD 842 Law and Public Management

PUAD 854 Innovation and Organizational Change

PUAD 857 Performance Management and Governance

**Public Policy**

Public policy shapes the behavior of individuals, organizations, and corporations and affects almost every aspect of society. The ability to develop “good” public policy requires both a strong analytical base and political astuteness. The required courses in the certificate establish a contextual and analytical foundation, equipping students with the ability to both prospectively assess and retrospectively evaluate public initiatives. Electives enable additional exploration of particular policy areas.

**Required Courses (6 hours):**

PUAD 853 Policy Analysis

PUAD 863 Program Evaluation

**2 courses from the following or another program-approved graduate course (6 hours):**

PUAD 825 Urban Policy and Administration

PUAD 701 Administration of Justice

PUAD 849 Law, Courts, and Public Policy

UBPL 710 Introduction to Housing Policy

-OR-

UBPL 750 Introduction to Transportation Planning

-OR-

UBPL 764 Real Estate Development I

-OR-

UBPL 765 Introduction to Sustainable Land Use Planning

## Urban Planning

Through the completion of this certificate, students will gain an essential introduction to the field and practice of urban planning, which is about engaging communities for better futures and creating places where people can lead meaningful lives. Courses will provide a framework of the social, economic, and political environments within which planning policy is formed and carried out. The certificate is geared toward meeting the need for planning policy on urban issues at any level of government — federal, state, regional, and local — or outside the governmental arena.

### **Required Courses (6 hours):**

UBPL 730 City and County Planning

UBPL 785 History and Theory of Planning

### **2 courses from the following or another program-approved graduate course (6 hours):**

UBPL 705 Economic Analysis for Planners

UBPL 710 Introduction to Housing Policy

UBPL 736 Planning Institutions

UBPL 750 Introduction to Transportation Planning

UBPL 765 Introduction to Sustainable Land Use Planning

## Graduate Certificates Outside SPAA

Departments and programs outside the School may also offer graduate certificates that contribute to the academic experience of MPA students. Upon review and approval of the MPA Program Manager, these certificates may be completed as the elective course requirements for the MPA degree, so long as the course work completed relates to the expected outcomes of the MPA program. Certificates that are traditionally approved include:

[Environmental Studies](#)

[Museum Studies](#)

[Foundations of Project Management](#)

[Professional Workplace Communication](#)

Applicants are expected to meet the graduate certificate requirements and receive admission into outside graduate certificates through the host program.

## Non-Degree Seeking Students

Non-degree seeking (NDS) students can take unlimited courses as NDS but, per university policies, only 9 graduate-level credits can be counted toward degree if they choose to matriculate at a later date.

**Application Requirements:** The standard requirements for NDS applicants are (1) proof of bachelor's degree and (2) proof of English proficiency.

**Application Review:** Completed NDS applications will be evaluated by the MPA Committee & Program Manager for reference, but not require a full review.

**Application Deadlines:** The deadline is 2 weeks before the start of each semester.

## **MPA Internship Postings**

All MPA students are granted access to the MPA Internship Postings Blackboard site, which lists full-time and part-time internship positions that the School has been notified about. Each posting will be hidden after the application's deadline, so all of the postings visible should be open. If students are not seeking an internship opportunity, Blackboard notifications can be hidden by:

1. Clicking on the drop-down menu by your name in the upper right-hand corner
2. Select Tools
3. Select Edit Notification Settings
4. Select the individual course under the Edit Individual Course Settings heading
5. Update the notification preferences and click Submit in the bottom right-hand corner

Students seeking internship opportunities are encouraged to set a recurring calendar appointment to make visiting this page routine, particularly in the spring semester of the first year. Students seeking internship opportunities should also regularly conduct searches on public administration aggregate search sites, including but not limited to: [USAJOBS](#), [Government Jobs](#), [Nonprofit Connect](#), [International City/County Managers Association \(ICMA\)](#), [Idealist](#), [Network of Schools of Public Policy, Affairs, and Administration \(NASPAA\)](#).

## SPAA DEGREE REQUIREMENTS & POLICIES

This section contains information on requirements and policies of the School of Public Affairs and Administration which further specify the School's stance and expectations of university policy compliance. For further detail and links to the university policies associated with the School's expectations and protocols, please refer to the [University Degree Requirements & Policies section](#), [Graduate Studies Regulations in the Academic Catalog](#), [University of Kansas Policy Library](#) and/or any additional content locations linked in the text.

### Grading

[Article II of the University Senate Rules and Regulations](#) provides detailed information on regulations governing the grading of graduate coursework. The following are of particular relevance for graduate students in the MPA Program:

#### **A-F Plus/Minus (+/-) Grades**

Plus/minus (+/-) grades are used in the School. The plus or minus sign describes intermediate levels of performance between a maximum of A and a minimum of F. Intermediate grades are calculated as 0.3 units above or below the corresponding letter grade.

#### **Passing Grades**

Only courses graded C or above are considered passing and may be counted for graduate credit. Courses graded C-, D or F may not be used to fulfill degree requirements.

#### **Incomplete (I) Grades**

Incomplete (I) grades are used to note, temporarily, that a student's work has been satisfactory to date, but that they have been unable to complete a portion of the required course work during that semester due to circumstances beyond their control. Incomplete work must be completed within the time period prescribed by faculty, at which point a permanent grade will be assigned. After one calendar year from the original grade due date, an Incomplete (I) grade will automatically convert to a grade of F or U, or the lapsed grade assigned by the faculty.

#### **Satisfactory (S) and Unsatisfactory (U)**

The grades of S and U designate satisfactory (S) and unsatisfactory (U) performance. No more than 6 hours total of graduate course work graded S may count toward a degree. The S, U, (I) grading scale may be adopted at the School's discretion.

### Good Academic Standing

Graduate students must maintain an expected level of performance throughout their program. Criteria for evaluating satisfactory performance include, but are not limited to:

- For degree- and certificate-seeking students, a minimum cumulative grade point average (GPA) of 3.0 or higher and, for non-degree-seeking students, a cumulative graduate GPA of 2.0 or higher. Graduate programs may have more stringent GPA requirements;
- Academic and scholarly integrity;
- Compliance with academic policies at the University, College and School.

- Lack of good academic standing will result in the School placing the student on probation or dismissal from the program. For more information, see academic probation and dismissed enrollment sections in the [University Degree Requirements & Policies section](#).

### **Transfer Credit**

At the discretion of the School up to nine (9) hours of graduate credit taken at a regionally-accredited graduate school may be transferred and applied to a KU master's degree plan if the credits were taken prior to the final semester of enrollment at KU. Only work graded B (3.0 on a 4.0 scale) or higher may be transferred. KU does not accept transfer credit for courses that have been graded B- or below. KU also does not accept transfer for institutes, workshops, or for life/work experience. Credit will not transfer for courses that were previously counted toward the completion of an undergraduate or graduate degree.

Transfer credit from other universities is evaluated by the MPA Coordinator to determine if courses can be counted toward the MPA degree. Generally, courses should have the following characteristics in order to qualify for transfer credit:

- Be of similar length to School courses (40 contact hours for three hours of credit)
- Utilize similar literature and research as MPA courses including textbooks, articles, and teaching materials
- Include a major project or paper which requires the student to synthesize the material in the course and which serves as a learning indicator
- Be taught by instructors who would meet the criteria for appointment as a faculty member or an adjunct instructor in the School.

The School and the College of Liberal Arts and Science Graduate Office retain the discretion to deny a student's request to have transfer credit and/or non-degree seeking credit count toward a degree or certificate.

To start the transfer process, the student must provide their transcript and a syllabus of the course to the MPA advisor and indicate the MPA class for which they think it is an appropriate substitute.

### **Reduced Hour Degree**

The School allows a maximum reduction of six (6) credit-hours. The following certified training programs have been pre-approved to enable a reduced-hour degree:

- The KU Certified Public Management Program, if completed prior to being admitted to the MPA (6 hour reduction).
- The FBI National Academy through graduate level courses at the University of Virginia (6 hour reduction, IF courses are not used for transfer credit).
- The Executive Fire Officer Training Program through the National Fire Academy (6 hour reduction).
- For students attending the United States Army Command and General Staff at Fort Leavenworth, Kansas which is a graduate school for United States Army and sister service officers, interagency representatives, and international military officers and earning at the same time a MPA degree a nine hour reduction in the MPA degree is allowed.



Other certified training programs can be considered on a case-by-case basis, but must be equivalent to a semester long graduate level class in content and rigor.

Reduced hour degrees are not granted for general work-experience or already completed degrees.

### **Tuition and Fees**

Every June, the Board of Regents set the rate for tuition and fees for the following academic year beginning in the fall. The comprehensive Fee Schedule is at <http://registrar.ku.edu/comprehensive-fee-schedule>.

### **The KU Edwards Campus Metro KC Tuition Rate**

The KU Edwards Campus Metro KC rate offers in-state Edwards campus tuition rates to Missouri residents who qualify. No credit hour limit applies. Information on the MetroKC Tuition Rate can be found at <http://edwardscampus.ku.edu/MetroKC> .

### **Residency**

Resident tuition classification is determined by criteria found in Kansas statutes and regulations of the Kansas Board of Regents. Students are responsible for providing information sufficient to support their applications for resident classification. Here is a general overview of the procedures and criteria used to determine resident status <http://registrar.ku.edu/residency>.

### **University Support Resources**

Student Access Services, part of the Academic Achievement & Access Center, works with the School to insure that every student has an equal opportunity to succeed at KU. For more information about the services provided, see <http://access.ku.edu/>

One of the top 50 libraries in the Association of Research Libraries by volumes held, and the largest library in Kansas, KU Libraries <https://lib.ku.edu/> have more than 4.4 million print volumes in their seven campus locations, which see more than 1.6 million visits every year. Many libraries have cafés or delis, and most have group study areas as well as quiet zones. The oldest and largest of KU's libraries, Watson Library houses collections in the social sciences, humanities, education, journalism and social welfare. It houses the Graduate Lounge which is on the Fourth Floor. For information about Library Services at the Edwards campus, see <https://lib.ku.edu/edwards-campus>

The writing Center at the University of Kansas offers a variety of ways for students to get feedback on their writing. To see specific services offered to Graduate Students by the Writing Center, see <http://writing.ku.edu/ku-graduate-students> .

### **Enrollment/Full-time and Part-Time Enrollment**

Graduate Studies defines full-time enrollment as 9 credit hours in fall or spring semester and 6 hours in the summer session. Maximum enrollment for graduate students, except in rare instances, is 16 hours in fall or spring semester and 9 hours in the summer session. At a minimum, all graduate students should be continuously enrolled in the fall and spring semesters while completing the credit hours required for the fulfillment of their degrees.

See the Full-time and Part-time Enrollment policy for graduate students in the Graduate Studies section of the online catalog <https://catalog.ku.edu/graduate-studies/> and the KU Policy Library <http://policy.ku.edu/> for more information on enrollment policies.

### **Lapses in Enrollment**

Generally, no student is allowed to enroll after the first 4 weeks of a semester or the first 2 weeks of a summer session. If you do not intend to enroll, you must determine the appropriate course of action in consultation with your advisor.

### **Leave of Absence**

You may petition for a Leave of Absence of up to one calendar year. A leave of absence may be granted in extraordinary circumstances (e.g. cases of illness, emergency, financial hardship, military leave), to pursue family responsibilities, or to pursue full-time activities related to long-range professional goals. A Leave of Absence may be granted upon request of the student in advance of the leave. The request can be made by email or letter. If granted, the Leave of Absence will maintain your place in the Program. Leave of Absence petitions must be submitted by the School and will provide evidence of the School's endorsement of the petition. Students interested in this option should begin by consulting with their advisor.

### **Voluntarily Discontinue**

You may elect to Voluntarily Discontinue from the Program, and must inform the School in writing of this decision. The School will submit the necessary forms to the College. This option requires the student to seek re-admission to the Program if they choose to return at a future date. If you elect to Voluntarily Discontinue and subsequently return to the Program, the time that has elapsed does not count against the time to degree.

### **Failure to Enroll**

Students who fail to enroll without completing the Voluntary Discontinuance process or without being granted a Leave of Absence are reviewed by the College Office of Graduate Affairs and the School for possible dismissal. Time that accrues during these lapses of enrollment in which the student does not occupy any approved enrollment category (i.e., Enrolled, Voluntarily Discontinued, or Leave of Absence) is counted against the time to degree.

### **Academic Integrity**

Academic integrity is a central value in the School. It rests on two principles: first, that academic work is represented truthfully as to its source and its accuracy, and second, that academic results are obtained by fair and authorized means. Academic integrity requires honest performance of academic responsibilities by students. Academic misconduct by a student can include, but not be limited to, disruption of classes; threatening an instructor or fellow student in an academic setting; giving or receiving of unauthorized aid on examinations or in the preparation of notebooks, themes, reports or other assignments; knowingly misrepresenting the source of any academic work; unauthorized changing of grades; unauthorized use of University approvals or forging of signatures; and plagiarizing of another's work. "Academic misconduct" occurs when these values are not respected.

## **Academic Probation**

Upon falling below a cumulative graduate grade-point average of 3.0, computed with the inclusion of grades earned for all courses acceptable for MPA credit, the student is placed on probation by the College of Liberal Arts and Science Graduate Office. The grades of S, U, and I, for which no numerical equivalents are defined, are excluded from the computation. If the student's overall graduate average has been raised to 3.0 by the end of the next semester of enrollment after being placed on probation, the student may be returned to good academic standing. If not, the student is not permitted to re-enroll and will be dismissed unless the College of Liberal Arts and Science Graduate Office acts favorably on a School's recommendation for the student to continue study.

If a student is admitted provisionally due to deficiencies in grade point average as an undergraduate, a student must earn an overall graduate average of at least 3.0 during the first semester of enrollment (in which case the student is considered to have achieved good academic standing) to be permitted to re-enroll. A student admitted provisionally who fails to earn a 3.0 average in the first semester of enrollment may be dismissed immediately. If provisional continuation is recommended by the School and approved by the College of Liberal Arts and Science Graduate Office, the student may remain on provisional status for one additional semester.

## **Time Limits**

### **Maximum Time to Count Required Course Work**

Courses completed at the University of Kansas, or transfer credits from another university, are valid for a period of 10 years. Courses that were completed more than 10 years before the last semester of the Program may not be used to fulfill graduate degree requirements in the College of Liberal Arts and Sciences. With the endorsement of the School, a student may petition the College to accept out-of-date course work to fulfill the requirements for the Program, provided they are able to justify why this course work meets the current standards of scholarship in the discipline.

### **Maximum Time to Complete Program**

MPA students have a total of seven calendar years, excluding any periods of absence due to an approved leave of absence or voluntary discontinuation from a program, in which to complete the work for a master's degree. A time limit extension may be granted by the College. All extension petitions require the School to prepare and file a Graduate Degree Completion Agreement, which must then be approved by a designated subcommittee of the Committee on Graduate Studies. Per Graduate Studies policy, extensions may be granted for up to 1 year. However, additional time may be requested in the Completion Agreement.

## **Grievance Procedures**

Graduate students should make every attempt to resolve issues directly with the instructor, the party involved, the MPA Director, or with the School's Director. If a grievance arises that cannot be resolved directly or if the student does not feel comfortable attempting to resolve the issue with the School's Director, the student should then follow the School's official, university-approved [grievance procedure](#).

## UNIVERSITY DEGREE REQUIREMENTS & POLICIES

This section contains information on requirements and policies of the Office of Graduate Studies and the College of Liberal Arts & Sciences, both hereafter referred to as “the University”. It is not a complete list of all policies pertaining to graduate students. Only those policies that *most commonly* affect graduate students are included.

Policies are described in general terms and are intended to help students understand what is expected. They do not reflect the exact language of the official policy and should not be confused with official policy. Specific information and restrictions as well as links to relevant forms may be accessed by clicking on the policy headings. Links to the official policies in the KU policy library are found at the bottom of each policy description. Students are accountable to and should familiarize themselves with the University's official policies.

### Admission

Degree or non-degree seeking applicants must have a bachelor's degree (as evidence by an official transcript from the institution the degree was obtained) and a minimum GPA of 3.0 in the most recent degree that was obtained.

Students\* not meeting these requirements *may* be admitted provisionally upon recommendation by the department; however, restrictions on certain type of funding, including GTA/GRA/GA funding, apply to students on provisional admission status. Students should consult the program admissions advisor or Director of Graduate Study (DGS) on their eligibility for funding with admission.

\*By Federal regulation, International students seeking F-1 status must meet the standards of Regular Admission. Provisional admission is not sufficient to issue the Form I-20.

#### Related Policies and Forms:

- [Admission to Graduate Study](#)

### English Proficiency Requirements

The University requires applicants, international or domestic, whose native language is not English to demonstrate English proficiency for admission to any graduate program at KU. There are two ways to prove English proficiency:

- Graduation with a baccalaureate degree or higher from an accredited U.S. institution of higher education, or from such an institution in an English-speaking country where the medium of instruction is English. This first option is not sufficient, however, to be appointed as a Graduate Teaching Assistant.
- Submitting results of the TOEFL iBT examination taken no more than two years prior to the semester of admission. A score of at least 20 in each part is required for regular admission. A score of 24 on the speak section is required to receive a Teaching Assistantship.

Applicants that do not meet the minimum scores should review the English Proficiency Chart, provided via the link above, for information about provisional admission.

#### Related Policies and Forms:

- [English Proficiency Requirements for Admission to Graduate Study](#)

- [Spoken English Language Competency of Faculty and Graduate Teaching Assistants, Kansas Board of Regents Policy](#)
- [Graduate Credit](#)

## Enrollment

For graduate students in the College, advising on enrollment and course selection take place at the department level. While units within the College may define full-time enrollment more stringently, the University defines it as follows:

Fall and Spring semesters:

- Enrollment in 9 credit hours;
- Enrollment in 6 credit hours plus a GTA, GRA, or GA appointment, regardless of percentage of appointment;
- Enrollment in 6 credit hours for graduate students using the Montgomery GI Bill – Active Duty (MGIB-AD) and Post-9/11 GI Bill – Active Duty;

Summer sessions:

- Enrollment in 6 credit hours;
- Enrollment in 3 credit hours plus a GTA, GRA, or GA appointment, regardless of percentage of appointment;
- Enrollment in 3 credit hours for graduate students using the Montgomery GI Bill – Active Duty (MGIB-AD) and Post-9/11 GI Bill – Active Duty;

Graduate students are not normally permitted to enroll for more than 16 hours a semester or more than 8 hours in summer session.

While these are KU's definitions of full-time enrollment, other institutions may have different definitions. Be sure to consult with your financial aid and/or health insurance providers before making enrollment decisions.

**Students not enrolled by the first day of classes will be assessed a late fee. Students not enrolled by the final Friday in October of Fall semester or final Friday of March in Spring semester will be automatically discontinued in Enroll & Pay.**

Students who wish to leave their graduate program should inform the department of such plans in writing so that a Voluntary Discontinue form may be submitted on his or her behalf.

Deadlines for adding, changing, dropping, or withdrawing from courses entirely, as well any fines associated with the change, are set by the University. **Deadlines vary from year to year. Students should carefully review the current [Academic Calendar](#).**

The College Office of Graduate Affairs' (COGA) website has a very useful [Enrollment Changes Guide](#), which provides comprehensive guidance on the forms and endorsements required for different enrollment situations, including late enrollment changes after the published deadlines.

You may also wish to consult the Registrar's page on [Effects of Dropping or Withdrawing on your Transcript](#).

**Related Policies:**

- [Discontinued Enrollment](#)
- [Enrollment](#)
- [Enrollment Regulations](#) (CLAS)
- [Full-time Enrollment for Graduate Students](#)
- [Graduate Coursework Expiration Dates](#)
- [Master's Enrollment Requirements](#)

### **Graduate Credit (Including Transfer Credit)**

The Office of Graduate Studies [policy](#) on Graduate Credit defines KU's conditions for the following:

- Definition of graduate credit for the purposes of a course "counting" towards a graduate degree or graduate certificate at KU;
- Transfer of graduate credit to KU from an outside institution;
- Reduction in the required number of graduate hours for Master's students;
- Counting credit hours taken as non-degree seeking student towards a later graduate degree at KU;
- Counting credit hours taken as a certificate seeking student toward another graduate degree.

### **Transfer Credit**

The transfer credit option allows master's students to count graduate-level coursework completed at another institution toward their KU degree. Restrictions apply to what non-KU graduate courses and the number of credit hours that can be counted toward a KU master's degree, so students should carefully review the information provided in the link above and the related policies below, as well as consulting with their DGS. In all cases, transfer credit must first be approved at the department or program level. To begin the transfer process, students should consult with their DGS to submit the required transfer materials. These include a transcript reflecting the courses to be transferred and descriptions and/or syllabi for the courses in question.

### **Reduced Credit Hour Degree**

Kansas Board of Regents policy defines 30 hours as the minimum for master's degrees at KU. Departments may petition for a reduced hour degree Master's degree for individual students. A reduction in hours is distinct from a transfer of credit and is reserved for those students especially well-prepared to complete a graduate-level degree and able to maintain a superior grade point average. Reduced credit hour degrees are also distinct from transfer credit in that they may be based on non-coursework (e.g. internships, work experience, study abroad, previously completed degrees) and there are no modifications on the transcript.

Restrictions apply to the number of credit hours that can be reduced for a master's degree, so students should carefully review the information provided in the link above and the related policies below.

In all cases, a reduction in hours must first be approved at the department or program level, so to begin the process for approval, students should consult with their DGS.

### **Count Toward Degree**

The [Count Toward Degree form](#) is an Office of the Registrar Form that allows graduate credit hours taken at KU as a non-degree seeking student to count towards a later degree at KU.

As with transfer credit and reduced hour degrees, restrictions apply, so students should carefully review the information in the link above and the related policies below, and consult with their DGS.

**Related Policies:**

- [Graduate Credit](#)
- [Count Toward Degree Form](#)
- [Co-enrollment](#)
- [MA and MS Degrees](#) (on Reduced Hour Master's Degree)

**Credit/No Credit**

The University supports and encourages interdisciplinary study, which may include graduate students enrolling in coursework at the graduate level that is outside of their primary discipline. The Credit/No Credit (CR/NC) is an option for graduate students who are taking a course that is not required for their degree or certificate and who do not wish to have the course grade reflected in their overall graduate GPA. Rather than a grade appearing on the transcript, the student receives a designation of CR or NC, which does not factor in the GPA.

**No course graded CR/NC will count toward the satisfaction of any graduate degree or certificate requirement.**

If a student elects to take the CR/NC option, they must make this election during the CR/NC time frame, which can be found in the Registrar's current [Academic Calendar](#). This period is approximately within the two week period after the last day to add a class. This process must be initiated in the COGA office.

The student should consult with their own program advisor about the appropriateness of the course prior to enrolling. In cases where CR/NC is elected, the course instructor is not informed of the election unless the student chooses to share this information.

Additional restrictions apply. Students should carefully review the information in the link above.

**Related Policies and Forms:**

- [University Senate Rules and Regulations \(USRR\), Section 2.2.7](#)

**Probation & Dismissal**

Probation is an academic status that can be assigned to a graduate student if he or she is not making [satisfactory progress](#) toward completing his or her degree. The department initiates the probation process and will inform the student what he or she must do to return to good standing.

**Students are most commonly placed on probation if their graduate cumulative [GPA](#) drops below a B average (3.0 on a 4.0 scale).** In these cases, probation occurs automatically and is reflected on the student's record for the semester following the semester in which the student's GPA drops below 3.0. If the student's overall graduate average is raised to 3.0 by the end of the probationary semester, the student will be automatically returned to good academic standing.

Students may also be placed on probation by their departments for other reasons that constituting a failure to make satisfactory progress towards degree. These may include, but are not limited to; failure to make adequate progress on a thesis or dissertation, unacceptable academic performance on program components

outside of coursework (e.g. exams), an unsatisfactory result in their department's annual evaluation, or as a result of going beyond their official time to degree. Students should carefully review the [Good Academic Standing policy](#) for graduate students at KU for more information on what constitutes making satisfactory academic progress.

Individual programs may also have additional measures of progress. Students should also consult the Annual Review section of their department graduate handbook and with their program advisor for more information.

If a student is unable to raise his or her GPA or otherwise meet departmental expectations for adequate academic progress by the end of the probationary period, he or she may be dismissed from the graduate program. Once dismissed, a student will no longer be able to be enrolled in coursework and cannot complete his or her degree. Students dismissed from any College graduate program may not be admitted to any other graduate programs in the College. **A student on probation or facing dismissal should discuss their status with their advisor.**

**Related Policies:**

- [Academic Probation](#)
- [Dismissed Enrollment](#)
- [Probation and Dismissal \(CLAS\)](#)
- [Good Academic Standing policy](#)

## **Grading**

The Office of Graduate Studies' [Grading policy](#) governs requirements for the grading of graduate students above those described in [Article II](#) of the University Senate Rules and Regulations. Additionally, individual schools, departments, or programs may have grading policies that are more stringent than those of Graduate Studies. Students should review the [College-specific grading information](#) and consult their adviser and the departmental section of this handbook for additional information that may affect them.

At minimum, for all graduate students at KU, at least a B average is required on course work counted toward any of the master's degrees at KU, and only courses graded A, B, or C (excluding C-) may be counted. Course work counted toward a doctorate, including that for a master's degree if obtained at KU, should average better than a B.

Additional information pertaining to graduate grading can be found on COGA's pages for [Retroactive Withdrawal](#), [Incomplete Grades](#), and [Graduate GPA](#). The Registrar's Office's also offers information on the [Credit/No Credit](#) option.

**Related Policies:**

- [University Senate Rules & Regulations](#)
- [Grading](#)
- [Academic Probation](#)
- [Dismissed Enrollment](#)
- [Probation and Dismissal \(CLAS\)](#)



## Time limits

The University expects that master's degree should typically be completed in two (2) years of full-time study.

Students who anticipate exceeding this target should review the information in the link above and in the policies below, as well as consult with their program advisor to create a timeline for degree completion. In order to support this process, COGA offers DGSs and advisors a [Mentoring Agreement Template](#) to use and/or adapt to their own needs. The template may be used with students in danger of going beyond the program's expected time limits, or simply as an advising tool for all their students.

### **Related Policies and Forms:**

- [Master's Degree Program Time Constraints](#)
- [Graduate Degree Completion Agreement](#) (PDF)
- [Mentoring Agreement Template](#) (Doc)

## Leaves of Absence

In exceptional circumstances (e.g. cases of illness, emergency, financial hardship, military leave, to pursue family responsibilities, or to pursue full-time activities related to long-range professional goals) it may be necessary for graduate students to take a break from their program temporarily, without having to withdraw entirely from the program. An approved leave of absence allows a student to take a temporary break from enrolling in graduate coursework while remaining in good standing with the University and the department and while "stopping the clock" on their time to degree.

Requesting a Leave of Absence is done via a University petition. University petitions must first be approved and supported at the program level, so students wishing to initiate the petition process should first consult with their Director of Graduate Studies and review their department's internal petition procedures. Units or the Director of Graduate Study may request documentation to support the student's need for a leave of absence; however, the only document that COGA requires for the petition is the Leave of Absence Petition form, linked below.

### **Related Policies and Forms:**

- [Leaves of Absence](#)
- [CLAS Leave of Absence Petition Form](#) (PDF)

## **Graduation Requirements**

In addition to all program requirements, students [planning to graduate](#) must complete all University graduation requirements **prior to the published Graduation Deadline** in a given semester. Students should consult the current [Academic Calendar](#) for the published Graduation Deadline, which varies by semester.

COGA's graduation checklists contain a comprehensive list of all University requirements for graduation and should be used by every graduating master's student in the College:

[M.A. DEGREE GRADUATION CHECKLIST](#)

## Appendix I: MPA/JD Typical Format and Curriculum

### Typical Format for a MPA/JD Student

	LAW	MPA	TOTAL
First Year	29	0	29
Second Year	31	0	31
Third Year	18	28	46
Fourth Year		6 (Internship or Electives)	6
Total Credits Earned	78	37	115
Law Credit Allowed		6	6
MPA Credit Allowed	12		12
Total Credit Required	90	43	133

### MPA Curriculum

#### Core Courses (19 Hours)

PUAD 824 Creating Good Public Policy	3 hours
PUAD 835 Managing Public Money	3 hours
PUAD 836 Data-Driven Decision Making	4 hours
PUAD 841 Context, Ethics and Legal Environment of Public Administration	3 hours
PUAD 845 Managing Public Organizations	3 hours
Experiential learning and engagement beyond traditional lecture courses within the degree (e.g. PUAD 898 Leadership, Professionalism, and Citizen Engagement, PUAD 892 Public Administration Internship, Ph.D.-level courses, study abroad, etc.)	3 hours

#### Elective Courses (18 Hours)

1 <a href="#">School of Public Affairs and Administration graduate certificate</a>	12 hours
2 Electives of additional School of Public Affairs & Administration course work or graduate course work outside the School chosen in consultation with the program advisor	6 hours

## Appendix II: MPA/MUP Typical Format and Curriculum

Options are highlighted below for students to either enroll in Summer course work or complete the degree in Fall and Spring semesters to allow for summer internship opportunities. Course completion may be accelerated or slowed depending upon the student's completion plan. Please consult regularly with the MPA Program Manager and the Urban Planning Director to ensure all requirements are being met timely.

<b>1st Year</b>		<i>Course</i>	<i>Hours</i>
<b>Fall Semester</b>	UBPL 741	Quantitative Methods I	3
	UBPL 785	History and Theory of the Planning Process	3
	PUAD 851	Infrastructure Management	3
	PUAD 845*	Managing Public Organizations (EDW)	3
			12
<b>Spring Semester</b>	UBPL 705	Urban Economic Theory and Analysis	3
	UBPL 736	Planning Institutions	3
	UBPL 742	Quantitative Methods II	3
	PUAD 841*	Context, Ethics and Legal Environment of Public Administration (EDW)	3
			12
<b>Summer Semester</b>	PUAD 841	Context, Ethics and Legal Environment of Public Administration (LAW)	
<i>Optional for accelerated completion</i>	PUAD 845	Managing Public Organizations (LAW)	
<b>2nd Year</b>			
<b>Fall Semester</b>	UBPL ---	Urban Planning Course	
	UBPL ---	Specialization Intro	3
	PUAD ---	MPA Elective	3
	PUAD ---	MPA Elective	3
			3
			12
<b>Spring Semester</b>	UBPL ---	Specialization Intro or Course	3
	PUAD ---	MPA Elective	3
	PUAD 835	Managing Public Money	3
	PUAD 824 or MPA Elective	Public Policy & Administration or MPA Elective (EDW)	3
			3
<b>Summer Semester</b>	PUAD 842	Law and Public Management (LAW)	12
<i>Optional for accelerated completion</i>	UBPL SLU	SLU specialization course	

<b>3rd Year</b>			
<b>Fall Semester</b>	<b>UBPL 763</b>	<b>Professional Practice</b>	
	<b>UBPL ---</b>	<b>Specialization course</b>	<b>3</b>
	<b>UBPL / PUAD</b>	<b>UBPL or MPA Elective</b>	<b>3</b>
	<b>PUAD ...</b>	<b>MPA Elective</b>	<b>3</b>
			<b>3</b>
			<b>12</b>
<b>Spring Semester</b>	<b>UBPL ---</b>	<b>UBPL Specialization or Elective</b>	
	<b>PUAD ---</b>	<b>MPA Experiential Learning Course</b>	<b>3</b>
	<b>PUAD 824 or MPA Elective</b>	<b>Public Policy &amp; Administration or MPA Elective</b>	<b>3</b>
	<b>UBPL ---</b>	<b>UBPL Implementation Seminar</b>	<b>3</b>
			<b>3</b>
			<b>12</b>
		<b>Total MUP Hours – 12 hour reduction</b>	
		<b>Total MPA Hours – 13 hour reduction</b>	<b>36</b>
			<b>36</b>
		<b>Total Hours</b>	
			<b>72</b>