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UPPER
IOWA
UNIVERSITY

MASTER OF PUBLIC ADMINISTRATION



Student Handbook

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What is an MPA degree?

A Master of Public Administration (MPA) degree is considered a professional degree for those pursuing management related careers in government, nonprofit organizations, and even in the for profit sector. At Upper Iowa University the MPA program is intended to develop the leadership and administrative skills necessary for public administrators who wish to pursue a managerial career path within government and nonprofit organizations. Our curriculum is intended to provide these professionals with course specific knowledge that promotes analytical and critical thinking skills in the following emphasis areas: justice and homeland security, health and human services, public personnel management, government administration, nonprofit organizations, and general studies. Within the emphasis areas students are able to tailor a course of study that meets their unique career goals. We believe this approach allows the program to equip MPA students with the knowledge and skills necessary to uphold the public interest while encouraging the University's desire to promote global citizens who are lifelong learners.

Why Public Administration?

Government at every level faces growing demands and shrinking resources. In these austere times public administrators must have the analytical, critical thinking, and leadership skills necessary to improve the efficiency and effectiveness of government and nonprofit organizations. Public administration is more than efficiency and effectiveness. It demands leaders who strive to promote equity and uphold core constitutional values so the public good can be enhanced.

UIU MPA Vision

Upper Iowa University will be recognized and respected as an exceptional and ascending institution of higher learning, developing global citizens who become lifelong learners prepared for leadership within society.

UIU MPA Program Mission

The UIU MPA program provides an opportunity for a diverse population of adult learners to develop the administrative, analytical, leadership, and managerial skills needed to promote the public good and strengthen core democratic values through service in government and non-profit organizations.

UIU MPA Program Goals

1. To lead and manage in public governance
2. To participate in and contribute to the public policy process
3. To analyze, synthesize, think critically, solve problems and make decisions
4. To articulate and apply a public service perspective
5. To communicate and interact productively with a diverse and changing workforce and citizenry.

UIU MPA Faculty

| Name | Primary Area | Email |
|------------------------|-------------------------------|----------------------------|
| Block, Prof. Jim | Justice and Homeland Security | blockj@faculty.uiu.edu |
| Chanley, Dr. Sharon | Nonprofit Organizations | chanleys@faculty.uiu.edu |
| Erakovich, Dr. Rod | Core Curriculum | erakovichr@faculty.uiu.edu |
| Kadrie, Dr. Alex | Health and Human Services | kadriem@faculty.uiu.edu |
| Grummel, Dr. John | Government Administration | grummelj@faculty.uiu.edu |
| Haney, Dr. Bill | Justice and Homeland Security | haneyw@faculty.uiu.edu |
| Hanson, Prof. June | Core Curriculum | hansonj@faculty.uiu.edu |
| Harris, Prof. Connie | Core Curriculum | harrisc@faculty.uiu.edu |
| Heltsley, Prof. Martha | Justice and Homeland Security | heltsleym@faculty.uiu.edu |
| Hunt, Dr. Tim | Core Curriculum | hunt@faculty.uiu.edu |
| Minor, Prof. Gary | Justice and Homeland Security | minorg@faculty.uiu.edu |
| Mosser, Dr. Marian | Justice and Homeland Security | mosserm@faculty.uiu.edu |
| Peerbolte, Dr. Stacy | Justice and Homeland Security | peerboltes@faculty.uiu.edu |
| Poppe, Dr. Jerry | Program Coordinator | poppeg@uiu.edu |

UIU MPA Program

The Upper Iowa University Master of Public Administration degree requires 42 semester credits of graduate level course work. Learners completing the 21 credit core MPA requirements will have a broad overview of the discipline with an understanding of organizations, ethics, policy, and research methods. Our 12 credit emphasis areas provide more in-depth knowledge in the areas of health and human services, public personnel management, nonprofit organizations, justice and homeland security, and government administration. A general study option is available after consulting with the program coordinator. Learners have the latitude to choose 6 credits as electives. All learners will complete a 3 credit capstone course at the end of the program.

UIU MPA Foundation Requirements

Because the MPA is a multi-disciplinary degree drawing from a variety of fields including business, economics, and political science, basic knowledge and exposure to these disciplines is helpful in preparing learners to pursue their graduate studies. Learners without knowledge and achievement in one or more of these areas will be required to complete all foundational requirements before taking more than six semester credits of graduate level courses. Learners who have not met the foundational requirements will not be allowed to enroll in additional graduate level courses beyond six semester credits until the foundational requirements have been satisfied. The foundational requirements are listed in Table 1. Learners can fulfill the foundational requirements through appropriate course work, directly relevant and significant work experience, completion of applicable standardized tests, or some combination of the three.

| Table 1: Methods for Fulfilling the Foundational Requirements |
|--|
| I. Undergraduate coursework in the following fields: |
| 1. Political Science: Any course that addresses fundamental constitutional principles, institutions, and public policies of American government. Public administration courses that deal with the policy process (problem structuring, recommendation, forecasting, monitoring, evaluation), administration and administrative law will fulfill the requirement. |
| 2. Finance: Courses used to waive the finance foundational requirement should discuss the interpretation of financial statements utilizing appropriate financial ratios, the budget process, rate of return and cash flow, and how the time value of money affects financial decision making. Any accounting course at the principles level or above, any business finance course (except personal financial management), any public finance course or any public budgeting course. |
| 3. Economics: Courses used to meet the foundational requirement will address supply and demand analysis, market structures, and profit maximizing behavior. This would include microeconomics, macroeconomics, and international economics. Introductory economics courses that emphasize how economists think about current issues will not count. |
| 4. Management: Any management course that addresses the four functions of management including planning, organizing, controlling, and leading. |
| 5. Statistics: An elementary statistics or quantitative research methods course. Topics that should be covered include descriptive statistics, collection and analysis of data, probability distributions, confidence intervals and hypothesis testing, linear regression and correlation. |
| II. Documented practical experience in the above fields: |
| 1. Practical experience can be occupation specific or volunteer related as long as it addresses the material covered in the foundational requirements as listed above. (a) Occupation specific experience – This is paid work related experience based on specific job positions within a business, nonprofit, or government entity. (b) Volunteer related experience – This involves volunteer activity provided to charitable groups, social welfare organizations, labor organizations, trade groups, agriculture societies, social clubs, fraternal societies, veterans groups, political organizations, or employee benefit organizations. |
| 2. Required documentation includes: (a) Identify the key course objectives: Consult a UIU syllabus and text to guide your analysis. Use the chapter topics or learning outcomes to structure your answer. (b) Application of experience to objectives: In a chronological order, explain where, why, and what experiences were involved and how the learning relates to your degree plan. This will include a thorough explanation using appropriate terminology of how theories and concepts directly apply to the professional experience. (c) Acceptable documentation would include a job description with a letter of reference that links job responsibilities to the course content or a resume with two letters of reference from the direct supervisor addressing how performed job responsibilities meet the course content in the foundational requirements. Other forms of documentation from an independent source would be acceptable if it clearly explained how the practical experience met the course content of the foundational requirements. |
| III. Successful completion of GRE/GMAT, CLEP testing |
| 1. GRE/GMAT score: 1090 for GRE, 308 for GRE revised General Test, and 550 for GMAT 2. CLEP score: 50 or above |

UIU MPA Core Requirements

Learners completing the 21 credit core MPA requirements (Table 2) will have a broad overview of the discipline with an understanding of organizations, ethics, policy, and research methods. These courses are the foundation on which the emphasis areas are built.

| Table 2: Core MPA Courses | Credits |
|--|---------|
| PA 510 Public Administration | 3 |
| BA 542 Managerial Statistics | 3 |
| PA517 Research Methods in Public Administration | 3 |
| BA/PA 505 Organizational Behavior | 3 |
| PA 507 Ethics of Public Administration | 3 |
| PA 513 Government Budgeting Systems | 3 |
| PA529 Public Policy Formulation, Implementation and Assessment | 3 |
| Total Core Courses | 21 |



The first three graduate courses you take in the MPA program will be PA510 Public Administration, BA542 Managerial Statistics, and PA517 Research Methods in Public Administration. You may reverse the order of BA542 and PA517 if scheduling requires it.

After completing PA510, BA542, and PA517 a learner may take courses (with the exception of PA590) in any sequence. PA590 Research Seminar is to be taken once all core courses and all emphasis area courses have been successfully completed.

Core courses are offered multiple times throughout the academic year. Most emphasis area courses are offered annually. The course schedule can be found at www.uiu.edu/mpa or <http://www.uiu.edu/distance/online/courseschedule.html>.

UIU MPA Emphasis Areas and Electives

All emphasis areas (Table 3) with the exception of the General Study emphasis require a learner to select four courses (12 credits) from a prescribed list. The learner then has two electives (six credits) they can select from remaining courses in the MPA or from any other graduate program offered by UIU. Learners may transfer in graduate credits from an accredited program as well. The MPA coordinator must approve all electives outside the emphasis area. Transfer credits will require an official transcript and perhaps a syllabus or course description. Please check with the program coordinator to see what documentation will be required to transfer in a course.

Table 3: Courses by Emphasis Area (excluding General Studies)

| | |
|--------|---|
| | Justice and Homeland Security (select four from listed courses) |
| PA543 | Emergency Management: Planning and Response |
| PA508 | Terrorism and Politics |
| PA555 | Critical Infrastructure: Vulnerability Analysis and Protection |
| PA552 | Correctional Systems Issues and Policy |
| PA554 | Theories of Crime and Public Policy |
| PA558 | Psychology of Criminal Behavior |
| | Electives (select two from any graduate program) |
| | Health and Human Services (select four from listed courses) |
| PA530 | Public Policy and Healthcare |
| PA531 | Health Care Systems |
| PA534 | Economics of the Helping Professions |
| PA536 | Legal Environment of the Helping Professions |
| PA538 | Healthcare Financial Management |
| | Electives (select two from any graduate program) |
| | Public Personnel Management (select four from listed courses) |
| PA 509 | Theories of Leadership |
| PA532 | Public Sector Personnel Administration |
| PA544 | Productivity Improvement in Government |
| PA545 | Labor Relations and Conflict Resolution in the Public Sector |
| PA548 | Advanced Issues in Public Management |
| | Electives (select two from any graduate program) |
| | Nonprofit Organizations (select four from listed courses) |
| PA551 | Introduction to Nonprofit Governance |
| PA568 | Government and Nonprofit Financial Management |
| PA515 | Grant Writing and Administration |
| PA567 | Strategic Management for Public and Nonprofit Organizations |
| PA540 | Information Systems and Public Management |
| | Electives (select two from any graduate program) |
| | Government Administration (select four from listed courses) |
| PA562 | Seminar in Federalism and Intergovernmental Relations |
| PA563 | Administrative Law |
| PA564 | Seminar in State and Local Government Management |
| PA565 | Advanced Policy Analysis and Evaluation |
| PA566 | Economic Development: Theory and Practice |
| | Electives (select two from any graduate program) |

UIU MPA General Study Emphasis Area

MPA students are not allowed to declare the General Study emphasis area when beginning the program. They must complete the foundational courses and PA510 before they are eligible to submit an application to the program coordinator for approval. The program coordinator will work with the learner to finalize the course of study. Learners pursuing a General Study emphasis area will be required to have an approved course of study on file by the competition of their third graduate course (usually PA517). Failure to have an approved course of study plan in place by this deadline may result in the student not being allowed to register for additional courses. It is important for learners pursuing this option to recognize the time deadlines involved to avoid unnecessary delays.

Learners currently in the MPA program will work with the program coordinator to develop a course of study. The student will be required to provide sufficient justification for pursuing a General Study emphasis. Once the final courses have been determined, the program coordinator will create a new degree plan, a copy of which will be forwarded to the registrar's office for processing. The degree plan and final copy of the form outlining the course of study will be kept in the student's file.

A request to declare a General Studies emphasis area should include the following:

1. Cover Page
 - A. Contact information
 - B. Indicate this is a declaration to take the General Study emphasis
 - C. Date
2. Rationale for Pursuing a General Study Emphasis Area: Explain the unifying theme for the proposed course of study. Be sure to identify specific reasons to support your rationale. (1-2 pages double spaced)
3. Proposed Course of Study: Please provide the course name and number. Also, provide a short explanation for why the course is being included in the program of study. (1-2 pages double spaced)

UIU MPA Advising

The initial advising for the MPA program is handled by admissions advisor Dawn Nowak (novakd@uiu.edu). Dawn will work with you during the admissions process including developing your initial degree plan and registering for your first course. Once you have been admitted and registered the MPA program coordinator assumes responsibility for all advising duties.

The UIU MPA degree plans are transparent and simple. It is a good idea to consult with the program coordinator on a regular basis to discuss your progress and direction. Be sure to keep current on the course rotation to avoid unnecessary scheduling conflicts as you move through your program. It is your responsibility to take the appropriate courses when offered and register in a timely manner. It is neither the duty nor the responsibility of the program coordinator to register you for classes. If you wish to change a degree plan, have questions about the courses being offered, or have other comments or concerns feel free to contact the program coordinator at poppeg@uiu.edu.

UIU MPA Academic Status

In order to successfully complete the program and graduate with a MPA degree the student must have cumulative GPA of 3.0 or higher. Any grade lower than a B- is considered unacceptable. There are no grades of D+, D, or D- in the UIU graduate program.

Earning a grade of B- or lower will trigger an academic hold which will prevent the student from registering. Academic holds can be removed by the program coordinator. If a student earns three grades of C+, C, or C- (any combination) the student will be suspended from the program. Students earning a grade of C+, C, or C- and a grade of F will be suspended from the program. Once suspended the student must petition for readmittance into the program. All requests for readmittance should be sent to Dr. Richard Patrick at patrickr@uiu.edu. If you need guidance on drafting a readmittance petition contact the program coordinator.

Note: A suspension from the program means any subsequent grade lower than a B- may result in permanent suspension from the program.

UIU MPA Appeals Process

Students may appeal a course grade or an academic suspension. The procedure for filing an appeal is outlined in the Academic Extension Catalog. There are firm deadlines that must be met, so become familiar with them. The burden of proof shall always be on the student to justify the basis for an appeal and to substantiate all allegations that comprise the appeal.

Before filing an appeal please exhaust all available remedies. For grade appeals this means first discussing the grading decision with the faculty member issuing the grade. To be successful in a grade appeal, the student must demonstrate the grade is not merited either because of a factual error or because the student has provided incontrovertible evidence the grade was the result of unprofessional conduct on the part of the professor. Consult with the program coordinator regarding a suspension appeal.

UIU MPA Assessment

Once admitted, the learner is required to complete the Pre and Post Assessment Test (PPAT). The PPAT has been implemented as a way to assess how well our academic programs meet their objectives. It is part of UIU's quality model.

As an assessment tool, the PPAT has no affect on GPA or admissions status. The results of the test are kept confidential and used solely to assess the effectiveness of the core curriculum. The PPAT measures learner knowledge of general public administration concepts and theories covered in the core curriculum. The same version of the test will be administered twice. The first time is after admission but before registration. Students will not be allowed to register until the PPAT has been completed. The second time is during the 590 Research Seminar.

Note: Learners who do not complete the PPAT during PA590 may earn a grade of Incomplete which would delay the ability to graduate.

UIU MPA PA 590 Program or Project Evaluation Proposal

In PA590 you will design a project or program analysis which will afford you the opportunity to apply theory to practice. Your paper should exhibit a level of analysis, critical thinking, and professional presentation appropriate to graduate level work. The report you produce is intended to be an integrative document that will demonstrate you have fulfilled the UIU MPA program objectives and mastered the skills and knowledge of your emphasis area. Finally, your PA590 project is vitally important to the faculty and the program. It is not only a reflection of the quality of the program, but also will allow us to assess the effectiveness of the MPA program in achieving its stated mission and objectives, and to meet career expectations in acquiring a solid understanding of program evolution and analysis.

Selecting an appropriate research topic is intimately and directly related to making the research seminar a successful and rewarding experience. Key to identifying an appropriate research project is early preparation. The program coordinator may consult with the instructor teaching PA590



Please Note:

1. Each learner is expected to submit a research proposal to the program coordinator at least one term prior to enrolling in PA590.
2. Only after the program coordinator has approved the proposal will the learner be allowed to register for PA590.

Writing the Program or Project Evaluation Proposal

In preparation of the PA590 project or program evaluation we are asking you to submit a proposal to the MPA program coordinator. The proposal should include the following:

1. Brief description of the project or program being evaluated:
 - A. Identify and briefly describe the underlying policy problem being addressed by the project/program?
 - B. Identify and briefly describe the specific project/program that is being used to address the policy problem.
 - C. Discuss why the project/program is important. Who are the major stakeholders? What is the demand for the project/program?
2. Literature Review: Summarize the major studies that have been reported by other scholars and researchers. You should review at least three academic journal articles. The purpose of this literature review is to introduce you to some of the theoretical perspectives used to understand the policy problem, what we know about the policy problem, and what we have yet to learn. Your project or program evaluation should be a logical extension of existing literature and contribute to our knowledge of the policy problem. During the term you will conduct additional literature reviews for the quantitative and qualitative research designs.
3. Course Objectives: In this paper you will demonstrate your mastery of key concepts and theories in public administration. To do this we expect you to identify and apply an objective from each completed course in your program of study. The objectives for every course in the MPA program can be found at www.uiu.edu/mpa under the current student tab.

In this research topic proposal I would like you to select one course objective for PA510 and discuss how you will use it in your project/program analysis. For example, assume you are evaluating a vocational training program that is part of a national policy to help workers who are displaced due to foreign competition find new jobs. The selected course objective for PA510 addresses social equity. In this paper you will demonstrate how the concept of social equity informs your analysis of the vocational training program. Examining the method of resource distribution might be one way to assess the equity of the program. Regardless the course objective selected it must be logically connected to the project or program being studied.

This proposal should be about two pages (double spaced) in length. It should have a title page that is not included in the page count.

UIU MPA Additional Coursework

It is the general policy of UIU not to allow students to take courses that are not part of their degree plan. If additional courses are desired, a letter of request must be submitted to the program coordinator with information supporting the reason for the additional courses, including but not limited to transfer of courses for an additional degree or required for employment or certification. The program coordinator will review the request and, following discussion with the learner, approve or deny the request. Financial aid for degree-required courses may not be eligible for additional funds to pay for extra courses. It is the student's responsibility to understand the financing implications created by taking extra courses.

UIU MPA Internships

Internships are not required as part of the program. The primary goal of the internship is to provide the learner with directly applicable and substantively meaningful work experience in the field of public administration. Students who wish to pursue an internship will need to identify the internship and consult with the program coordinator prior to beginning the internship. The student will have to demonstrate how the internship will provide a unique experience that achieves both course and program objectives.

UIU MPA Graduation

As a candidate for graduation, regardless of whether you plan to participate in the commencement ceremony, you must file an application for graduation (<http://www.uiu.edu/academics/registrar/index.html#graduation>). Processing of academic transcripts and diplomas are prioritized by the date the applications are received by your program office. Applications received after the deadline will be honored at the next graduation date. There is an application fee of \$65 (even if you choose not to attend commencement). Deadlines for submitting applications for graduation are as follows:

| Graduation Month | Application Due |
|------------------|-----------------|
| May or June | Feb. 14 |
| August | June 24 |
| May (processing) | Feb. 14 |
| October | July 24 |
| December | Sept. 24 |
| February | Nov. 5 |

UIU MPA Graduation Checklist

| Completed | Item | Date Required |
|---|---|--|
| | Complete admissions requirements as stated in acceptance letter and outlined on degree plan (PPAT, foundational coursework) | PPAT: before taking first course Foundational courses: before taking six credits of graduate work |
| | Complete PA510, BA542, and PA517 | Before taking any other graduate courses |
| | Complete core and emphasis area courses | |
| | Submit PA 590 Project or Program Proposal for approval | One term before registering for PA590 |
| | Register for PA590 | Last term |
| | Complete second PPAT | Sometime during last term |
| | Submit graduation application and fee | During the last term or in time to meet graduation deadline |
| You have five years to complete the course of study. Failing to complete in five years means you will have to convert to a new degree plan and meet any new degree requirements | | |

UIU MPA Website

Please be sure to find additional information at www.uiu.edu/mpa.

UIU Career Services

Career Services, located on the Fayette Campus, is available to help learners explore career opportunities with an employment advisory service providing bimonthly listings of employment opportunities, credential files and job-finding resources. Learner referrals are not based on direct contact. A program is available for personal assessment to help plan your career. Neither Career Services nor Upper Iowa University guarantees employment. For further information, call 563-425-5208. Career Services information is also available at www.uiu.edu or careers@uiu.edu.

| Government Administration Degree Plan | | |
|---|--|------|
| Foundation Courses | | |
| Grade | Course | Term |
| | Economics (recommend microeconomics) | |
| | Management | |
| | Political Science | |
| | Finance (recommend principles of accounting) | |
| | Statistics | |
| Core Courses (21 credits) | | |
| | PA 510 Public Administration | |
| | BA 542 Managerial Statistics | |
| | PA 517 Research Methods | |
| | PA 505 Organizational Behavior | |
| | PA 507 Ethics of Public Service | |
| | PA 513 Government Budgeting Systems | |
| | PA 529 Public Policy Form and Imp | |
| Emphasis Area (18 credits: select four from list not including electives) | | |
| | PA 562 Seminar in Federalism and Intergovernmental Relations | |
| | PA 563 Administrative Law | |
| | PA 564 Seminar in State and Local Government Management | |
| | PA 565 Advanced Policy Analysis and Evaluation | |
| | PA 566 Economic Development: Theory and Practice | |
| | Elective | |
| | Elective | |
| Capstone Requirement (3 credits) | | |
| | PA 590 Research Seminar | |

Notes:

| Nonprofit Organizations Degree Plan | | |
|---|--|------|
| Foundation Courses | | |
| Grade | Course | Term |
| | Economics (recommend microeconomics) | |
| | Management | |
| | Political Science | |
| | Finance (recommend principles of accounting) | |
| | Statistics | |
| Core Courses (21 credits) | | |
| | PA 510 Public Administration | |
| | BA 542 Managerial Statistics | |
| | PA 517 Research Methods | |
| | PA 505 Organizational Behavior | |
| | PA 507 Ethics of Public Service | |
| | PA 513 Government Budgeting Systems | |
| | PA 529 Public Policy Form and Imp | |
| Emphasis Area (18 credits: select four from list not including electives) | | |
| | PA 551 Introduction to Nonprofit Governance | |
| | PA 568 Government and Nonprofit Financial Management | |
| | PA 515 Grant Writing and Administration | |
| | PA 567 Strategic Management for Public and Nonprofit Organizations | |
| | PA 540 Information Systems and Public Management | |
| | Elective | |
| | Elective | |
| Capstone Requirement (3 credits) | | |
| | PA 590 Research Seminar | |

Notes:

| Public Personnel Management Degree Plan | | |
|---|---|------|
| Foundation Courses | | |
| Grade | Course | Term |
| | Economics (recommend microeconomics) | |
| | Management | |
| | Political Science | |
| | Finance (recommend principles of accounting) | |
| | Statistics | |
| Core Courses (21 credits) | | |
| | PA 510 Public Administration | |
| | BA 542 Managerial Statistics | |
| | PA 517 Research Methods | |
| | PA 505 Organizational Behavior | |
| | PA 507 Ethics of Public Service | |
| | PA 513 Government Budgeting Systems | |
| | PA 529 Public Policy Form and Imp | |
| Emphasis Area (18 credits: select four from list not including electives) | | |
| | PA 509 Theories of Leadership | |
| | PA 532 Public Sector Personnel Administration | |
| | PA 544 Productivity Improvement in Government | |
| | PA 545 Labor Relations and Conflict Resolution in the Public Sector | |
| | PA 548 Advanced Issues in Public Management | |
| | Elective | |
| | Elective | |
| Capstone Requirement (3 credits) | | |
| | PA 590 Research Seminar | |

Notes:

| Health and Human Service Degree Plan | | |
|---|---|------|
| Foundation Courses | | |
| Grade | Course | Term |
| | Economics (recommend microeconomics) | |
| | Management | |
| | Political Science | |
| | Finance (recommend principles of accounting) | |
| | Statistics | |
| Core Courses (21 credits) | | |
| | PA 510 Public Administration | |
| | BA 542 Managerial Statistics | |
| | PA 517 Research Methods | |
| | PA 505 Organizational Behavior | |
| | PA 507 Ethics of Public Service | |
| | PA 513 Government Budgeting Systems | |
| | PA 529 Public Policy Form and Imp | |
| Emphasis Area (18 credits: select four from list not including electives) | | |
| | PA 530 Public Policy and Healthcare | |
| | PA 531 Health Care Systems | |
| | PA 534 Economics of the Helping Professions | |
| | PA 536 Legal Environment of the Helping Professions | |
| | PA 538 Healthcare Financial Management | |
| | Elective | |
| | Elective | |
| Capstone Requirement (3 credits) | | |
| | PA 590 Research Seminar | |

Notes:

| Justice and Homeland Security Degree Plan | | |
|---|---|------|
| Foundation Courses | | |
| Grade | Course | Term |
| | Economics (recommend microeconomics) | |
| | Management | |
| | Political Science | |
| | Finance (recommend principles of accounting) | |
| | Statistics | |
| Core Courses (21 credits) | | |
| | PA 510 Public Administration | |
| | BA 542 Managerial Statistics | |
| | PA 517 Research Methods | |
| | PA 505 Organizational Behavior | |
| | PA 507 Ethics of Public Service | |
| | PA 513 Government Budgeting Systems | |
| | PA 529 Public Policy Form and Imp | |
| Emphasis Area (18 credits: select four from list not including electives) | | |
| | PA 543 Emergency Management: Planning and Response | |
| | PA 508 Terrorism and Politics | |
| | PA 505 Critical Infrastructure: Vulnerability Analysis and Protection | |
| | PA 552 Correctional Systems Issues and Policy | |
| | PA 554 Theories of Crime and Public Policy | |
| | Elective | |
| | Elective | |
| Capstone Requirement (3 credits) | | |
| | PA 590 Research Seminar | |

Notes: