

**POLICIES AND PROCEDURES
FOR
THE MASTER OF PUBLIC ADMINISTRATION AND
MASTER OF PUBLIC POLICY PROGRAMS**



UNIVERSITY OF KENTUCKY

Martin School of Public Policy and Administration

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PREFACE

This handbook is designed for Master of Public Administration (MPA) and Master of Public Policy (MPP) students as a source of information concerning regulations and procedures of the Martin School, and is supplementary to the University of Kentucky Graduate School Bulletin, which can be found on-line at: <http://www.research.uky.edu/gs/CurrentStudents/bulletin.html>. This edition includes web sites for many of the organizations and documents mentioned, and you are urged to research these sites as a source of further information. The faculty and staff of the Martin School have assembled links to information on University resources, professional organizations, internship opportunities, and employment prospects to assist you in your academic career and professional development. But the ultimate responsibility for taking advantage of these resources is up to you!

It is the student's responsibility to be informed concerning all regulations and procedures required by the program of study being pursued. Therefore, the student should become familiar with The Graduate School Bulletin (especially the section on "student responsibility") and the MPA Student Handbook. Ignorance of departmental or university regulations and procedures is not a valid excuse.

Faculty biographies, a calendar of events and deadlines and the Martin School Directory are on the Martin School web <http://www.martin.uky.edu/>. Please bookmark these pages and use them for reference. If you notice that any updates or changes need to be made to our information please inform us by sending an e-mail to: solee@uky.edu. Thanks!

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INTRODUCTION

James W. Martin

The Martin School of Public Policy and Administration is named in honor of Dr. James W. Martin, Emeritus Distinguished Professor of Economics, University of Kentucky, whose career spanned many decades of service to both academe and state government in the fields of public administration and economics.

Dr. Martin served on the faculty of the University of Kentucky, the University of Chicago, Northwestern University, Emory University, and Alabama Women's College. He received a B.A. at East Texas State, an M.A. at George Peabody College and Doctor of Laws degree from the University of Kentucky. Dr. Martin was Director of the University of Kentucky's Bureau of Business Research.

In government service, Dr. Martin had major assignments at the state and local level in Arkansas, Colorado, Georgia, Kentucky, Missouri, and Virginia. He served the Commonwealth of Kentucky as Commissioner of the Departments of Finance, Revenue, and Highways. He published hundreds of scholarly and professional papers on the subjects of taxation, budget management, government administration, and public debt.

Mission Statement

The Martin School of Public Policy and Administration is an academic, research, and service unit of the University of Kentucky Graduate School. The School offers the Master of Public Administration degree, which prepares men and women for positions of leadership in the public service, the Master of Public Policy, which prepares students for positions as policy analysts, the Ph.D. in Public Administration and the Master of Health Administration. The MPA & MPP programs serve both the public service professional seeking advanced education and training as a part-time student and the full-time student preparing for a career in the public and nonprofit sectors.

History

The University of Kentucky has provided graduate education in public service since 1946. The initial involvement was through the Southern Regional Training Program, a consortium of the Universities of Kentucky, Alabama, and Tennessee. In response to the increased demand for professionally trained administrators, the University developed a Master of Public Administration program proposal that was approved by the Kentucky Council on Higher Education in July of 1975. The University of Kentucky's MPA Program offered its first graduate classes in the fall 1976 Semester, and awarded the first MPA degree in 1977. There are now over 500 graduates of the program.

In 1984, The Graduate School changed its name from the James W. Martin Graduate Center to the James W. Martin School of Public Administration. The name was again changed in 1994 to The James W. Martin School of Public Policy and Administration. This change was implemented to better reflect the research, public service, and academic activities of the unit.

Center of Excellence

The Martin School of Public Policy and Administration was designated a "Center of Excellence" by the University of Kentucky in 1985 and received additional funding for program enhancement. Program enhancement activities included the introduction of the Ph.D. program as well as increased interaction with service units in the community and state. The Martin School Ph.D. degree in Public Administration serves the region's need for policy analysts, researchers, senior administrators, and faculty in other public administration programs.

In addition to the doctoral program, research and service programs have been developed in conjunction with the Council of State Governments that is located in Lexington, Kentucky. While many individuals and units of the University of Kentucky have worked closely with the Council in the past, the designation of the Martin School as a Center of Excellence enhances opportunities for mutually beneficial exchanges and joint education, research and public service programs between the Martin School and the Council.

Accreditation

The Master of Public Administration program at the University of Kentucky is accredited by the National Association of Schools of Public Affairs and Administration (NASPAA), an institutional membership organization that exists to promote excellence in public service education.

NASPAA serves as a national center for information on programs and developments in public affairs and administration. Further, NASPAA represents the concerns of the more than 250 university member programs in national policy issues on public affairs and administration education and research.

Further information can be found on the web at: <http://www.naspaa.org/>.

Location

The Martin School is located in close proximity to a variety of public service organizations. The University is only 30 miles from the state capitol in Frankfort, which has facilitated close interaction with various state agencies, particularly for internship placements, the use of practitioners as lecturers, and the development of contracts for research. A number of Martin School students and alumni are currently employed in Kentucky state government. Moreover, state officials serve on the Martin School's Board of Visitors and several Martin School faculty members have held or now hold positions and/or contracts with the state of Kentucky.

Lexington, Kentucky is one of the few communities in the United States that has successfully consolidated its local governments. <http://www.lexingtonky.gov>. The Lexington Fayette Urban County Government is a model that has created considerable interest across the country from community leaders and professionals in public service. The merger has resulted in the increased professionalization of the government and the development of a cadre of highly skilled public administrators who have been of great value to the MPA program. They have provided assistance in program development, facilitated student internships, and cooperated with Martin School faculty in providing case studies and research opportunities. The late director of the Martin School, Dr. William Lyons, was instrumental in the design of the merged government.

Martin School Faculty

The Master of Public Administration Program utilizes a multidisciplinary approach to education, research, and service. Students work with Martin School graduate faculty members who have principal appointments in the Martin School and numerous Colleges and departments in the University, including the College of Business and Economics (Departments of Economics, School of Management, and School of Accountancy) and Finance); the College of Education; the College of Pharmacy, and the College of Arts and Sciences (Departments of Political Science and History), and the College of Agriculture (Agricultural Economics). Faculty holding principal appointments in other colleges hold joint appointments in the Martin School. Practitioners also teach regularly in the MPA and MPP programs, including most recently the Vice Chancellor of Administration, University of Kentucky, and the retired Chief Economist, Legislative Research Commission.

Public Service Activities

In addition to its mission to offer several academic degree programs, the Martin School has been charged with providing public officials, and administrators with applied research services, technical assistance, and continuing education needed to enhance their management and policy-making capabilities.

Job Placements of MPA Graduates

MPA Graduates have gone on to build successful careers in all branches of government. Following is a select list of positions held by our alumni.

-Federal Agencies

U.S. Department of Defense

Joint Doctrine Officer

Financial Management Analyst

U.S. Government Accountability Office in Washington, Dayton OH and Huntsville AL

Program Analyst

Sr. Program Analysts

Sr. Design Methodologist

U.S. Office of Personnel Management

Veterans Employment Program Specialist

Federal Bureau of Investigation

Intelligence Analyst

General Services Administration

Deputy Director

Congressional Budget Office

Budget Analyst

Department of State

Foreign Affairs Research Analyst

United States Air Force

Pilot

United States Army

Senior Personnel Service Accountant

State Agencies

Kentucky Governor's Office of Energy Policy

Assistant Director

Kentucky Energy and Environment Cabinet

Chief of Staff

Assistant Director

Kentucky Board of Elections

Kentucky Governor's Office for Policy and Management

Sr. Policy Analyst

State of Indiana State Budget

Associate Budget Analyst

Georgia Department of Community Affairs

Economic Development Representative

Local Government Agencies

St. Petersburg, FL
Budget Analyst
Paris, Kentucky
Assistant City Manager
Lexington Kentucky
Assistant Fire Chief for Training
Police Lieutenant
Fayette County Health Department
Program Director

Non-for-Profit Organizations

Volunteers of America for Kentucky and Tennessee
Grants Administrator
Homeless and Housing Coalition of Kentucky
Technical Assistance Coordinator
First-Link of the Bluegrass
County Coordinator for Madison and Scott County
Executive Director
CASA of Boyle and Mercer Counties
Lexington Humane Society
Director of Research

For-Profit Firms and Organizations

National Opinion Research Center
Survey Specialist
Northrup Grumun
Training Analyst
Papa Johns International
Financial Systems Analyst

Education

University of Kentucky Office of the President
Public Relations Officer II
Corporate Partnership Director
Berea College
Assistant Vice President
Benedict College
Community Development
College Executives (search firm)
Chief Executive Officer
Georgetown College
Head of Marketing and Development for Graduate Education

While the MPP program is only 5 years old, graduates have already built impressive careers!
Bluegrass Area Development District

Community Development Specialist
Commonwealth of Kentucky
Policy and Budget Analyst
Georgia Department of Audits and Accounts
Management Analyst
Presidential Management Fellow
Social Security Administration
U.S. Department of Housing and Urban Development Program Evaluation
Social Science Analyst
United Way of Greater Cincinnati/Northern Kentucky
Sr. Associate for Public Policy
Kentucky Youth Advocates
Director Kentucky Tax and Budget Initiative
Doctoral Students
University of Georgia, University of North Carolina , University of Kentucky

MPP or MPA?

The Martin School has responded to a need for policy analysts to apply rigorous methodology and sophisticated statistical techniques to answer complex and critical policy questions. It seeks to help meet this need by providing a Master of Public Policy (MPP) degree program to train such policy analysts. The MPP program differs from the interdisciplinary Master of Public Administration (MPA) degree in several respects:

- 1) The MPP prepares students for a policy analytic, or research career. The MPA prepares students for management and administration positions.
- 2) The MPP emphasizes analytical research methods such as benefit-cost analysis and will be more mathematical in focus. The MPA program provides only an introduction to such methods. As such the MPP provides a stronger preparation for individuals who are considering continuing on for their doctorate.
- 3) The MPP program will emphasize the development of sophisticated analytical skills through required courses in regression and correlation and applied multivariate methods. The MPA program offers only basic introductions to such techniques.
- 4) The MPP program will emphasize the study of substantive policy issues, such as welfare, health, environmental, educational, transportation, and fiscal policy, and traditional findings from policy analysis within these fields. The MPA program provides some exposure to these issues, but from a managerial/administrative perspective.

ADMISSIONS

All inquiries about the Martin School masters programs and requests for information should be directed to: Student Services Office, Martin School of Public Policy and Administration, 413 Patterson Office Tower, University of Kentucky, Lexington, KY 40506-0027, or through the school's website at <http://www.martin.uky.edu/>

All applicants must meet the admission requirements of both the University of Kentucky Graduate School and the Martin School. Follow the instructions to submit the Graduate School application on-line at:

http://www.rgs.uky.edu/gs/gsprocedure_onlineapp.html. You will need to send the Graduate School an official transcript of all previous university level work, scores from a Graduate Record Examination (quantitative, verbal and analytical) or the Graduate Management Aptitude Test taken within the last eight years, and pay the application fee. International students must also submit TOEFL scores.

Send the Martin School *together in one envelope*:

- three letters of recommendation, preferably from faculty members, describing the applicant's academic achievements and potential (no form required)
- a one to three page statement explaining why you would like to pursue the degree
- and the applicant information form printed out from the web site
<http://www.martin.uky.edu/application.pdf>.
- An unofficial transcript from each undergraduate institution that you have attended.

Deadlines

To receive full consideration for financial aid, students must submit completed applications by February 1. Applications will be accepted until July 1. However, earlier applications are encouraged. International Student Applications should be received by the Graduate School deadline.

Admission Standards

Entering students are expected to have at least a 3.0 grade point average (on a 4.0 scale a cumulative score of 50% or more on the quantitative and verbal sections of the GRE or a minimum score of 50% on the GMAT, and letters of recommendation that provide convincing evidence about the applicant's ability and potential. The Martin School uses full file review, which means that we consider all aspects of the student's record, including evidence of improving performance during the student's academic career.

SPECIAL MPA PROGRAMS

Joint Degree Program in Public Administration and Law

In conjunction with the College of Law, the Martin School offers a program in which students may obtain both the Juris Doctor and Master of Public Administration degrees in four years, one year less than if both degrees were pursued separately. The JD/MPA dual degree program provides the academic preparation necessary for working effectively within the managerial and legal frameworks of public service, non-profit, and quasi-governmental organizations. Students must complete 33 hours of MPA administrative core courses and a 3-credit internship. Internship hours also serve toward the student's clerkship, and 81 hours of law courses. Two of these law courses serve as the student's area of concentration. To be admitted to the dual degree program applicants must meet admission standards of the Graduate School, the Martin School, and the College of Law.

Each candidate for the JD/MPA degree must Students must also successfully complete the MPA Capstone project that designed to test the student's mastery of substantive materials from the Administrative Core and Area of Concentration classes and serves as the final master's exam.

Pharm.D/MPA Joint Degree Program

In conjunction with the College of Pharmacy, the Martin School offers a program in which students may obtain both the Doctor of Pharmacy and Master of Public Administration degrees in four years, rather than the five years it would take to complete both degrees independently. The dual degree is highly appropriate

training for individuals seeking careers in state and federal regulatory and administrative agencies, the pharmaceutical industry, managed care organizations, and academics. Students admitted to the program complete 33 credit hours of MPA coursework and 142 credit hours of Pharmacy coursework. The Pharmacy Clerkship and the MPA Internship is planned with the guidance of the faculty of both programs to find a placement appropriate to the student's goals, but the student registers separately for PA 711, Internship in Public Administration and provides the following documentation:

- 1) An internship contract signed by the agency preceptor, faculty supervisor and the student.
- 2) Projects, papers, or journals as provided for in that contract to the MPA faculty supervisor.
- 3) An evaluation by the student's agency preceptor (this will be requested by the program near the ending date provided on the student's contract).

Students must also successfully complete the MPA Capstone project.

Second Master's Degree

Students pursuing the MPA as a second master's degree from the University of Kentucky may be allowed to complete 33 hours instead of the 42 semester hours normally required for the MPA degree. The Director of Graduate Studies will be the advisor for these students, and makes the determination of what courses may be transferred and what program requirements will be met by these courses.

Combined MPA/PhD. Degrees "En Passant"

Students who have earned a bachelor's degree may also apply to the Ph.D. program. These students, who also wish to receive a master's degree, must complete the 30-hour MPA core and complete an internship if they have no significant professional experience. For these students a master's degree will be awarded only after completing a total of 72 hours of coursework beyond the bachelor's degree and successful completion of the Ph.D. qualifying exam. By entering the Ph.D. program immediately after receiving a bachelor's degree or after only one year in the MPA program, students reduce coursework by approximately 12 hours.

University Scholars Programs

The Martin School participates in two University Scholars programs, internal and external. Externally, students from Morehead State University or Georgetown College may participate. At UK, students in Political Science, Engineering and Natural Resource and Conservation Management have the opportunity and challenge of integrating their undergraduate and graduate or professional courses of study into a single, continuous program leading to both a baccalaureate and master's degree. The student's particular requirements will determine the amount of time needed to complete the program; however, the program can normally be completed in a year less time than that required in a conventional program.

Admission

Applicants for the University Scholars program must meet the following admissions requirements:

1. The applicant must have senior standing (completed at least 90 hours of course work) and have completed all UK Core (or MSU or GC) undergraduate requirements.
2. Students should apply at the end of their junior year.
3. The master's program should be in the field of the undergraduate major.
4. Applicants must have an undergraduate grade-point average of 3.5 or above in their major field and 3.2 or above overall.

5. Follow the current application procedures for the Graduate School, subject to the above conditions. Admission decisions will be made by the Graduate Dean or his/her appointee.

Degree Requirements and Curriculum

Students in the University Scholars program must meet these requirements:

1. The total number of credit hours completed for the combined program may be twelve (12) fewer than the total required for both the bachelor's and master's degrees. (**The requirements for the bachelor's degree are unchanged.**)
2. Students should take no more than 16 credit hours per semester, unless they have express permission from the appropriate director of graduate studies and the Dean of The Graduate School.
3. Students must complete at least 36 hours of graduate level courses in the combined program, 15 credit hours of which must be in the 600 level or above for a Plan B master's degree. Students pursuing Plan A must complete at least 30 hours of graduate level courses in the combined program of which 12 credit hours must be at the 600 level or above. (Consult *The Graduate School Bulletin* for detailed information concerning Plan A and Plan B for master's degrees.)
4. Students must have an undergraduate and a graduate advisor. A jointly planned program must be prepared for each student.

Orientation

Orientation occurs before classes begin in the fall term. It is one of only two mandatory events which are scheduled during the day, the other being the final master's exams. All incoming students are expected to attend. During orientation students receive advising from the Director of Graduate Studies, have a chance to learn about career paths from practitioners in the field, meet current students and faculty, learn about campus resources, and take a pre-program skills self-assessment. At the end of the program another self-assessment is administered. These assessments are intended to help evaluate the program and to improve it.

All students should schedule a tour of the William T. Young library early in the semester to familiarize themselves with the resources that they will be working with during the Program.

THE MASTER OF PUBLIC ADMINISTRATION (MPA) PROGRAM

Prerequisites

Because the Martin School accepts students from diverse academic backgrounds, the administrative core courses are designed so that they may be taken with minimal amount of preparation. An undergraduate course in microeconomics is a pre-requisite for PA 652. For PA 621, PA 622 and PA 623, it is recommended that students have the equivalent of a college level algebra course.

Curriculum

The 42-semester hour MPA program offers rigorous academic and practical training for persons interested in public service careers. The curriculum consists of three major components: (1) an Administrative Core, (2) an Area of Concentration, and (3) Internship or equivalent experience.

All MPA students, regardless of their eventual Area of Concentration, take the 33 semester hours of Administrative Core courses. The Core provides the analytic and conceptual foundations necessary for successful entry into or advancement within public agencies. The Core covers the areas of economics, finance, budgeting, accounting, management, statistics, research methods, policy formulation and analysis, and the political and legal environments of public administration. In the final semester the students take the Capstone course, which assists in the integration of the core material. The written capstone project serves as the student's written examination, and its oral presentation serves as the final master's oral exam.

Areas of Concentration are flexible in their design and are meant to satisfy the individual career interests of students. The student selects an area of concentration from among the following: Education Policy, Economic Development, International Policy and Management, Non-profit Management, Environmental Management, Gerontology, Health Policy, Policy Analysis, Public Financial Management, and Transportation Systems Management. Area of Concentration coursework is normally not declared or taken until after the first year of full-time course work, or 24 hours. Core courses form the foundation for Area courses.

Students may also work with the Director of Graduate Studies to develop an individually tailored Area of Concentration. Once the student and the D.G.S. have agreed on a plan, the form found in Appendix 5 should be filled out and placed in the student's file. If changes are needed, as, for example, when a course is not offered or a course that would be good to include is offered, the changes should be noted on the form with the reason for the change noted and signed by the D.G.S. For students without significant professional experience, an internship (3 semester hours) is a required element of the program. Students with significant administrative experience may substitute policy papers or additional coursework in lieu of an internship, although some have taken internships as a way of expanding their perspectives or to enhance job mobility. **See the Internship Handbook for specific information about internship policies and procedures.**

MPA CORE COURSES

PA 602 Strategic Planning and Organization Change in the Public and Nonprofit Sectors: This course focuses on the potential for change and future directions for public and nonprofit organizations. It covers the basics of strategic planning for organizations providing public value and operating in a political context. It addresses such topics as environmental assessments, stakeholder analysis, identification of strategic issues, strategy formulation and implementation, performance measurement and evaluation, and key features of organizational change processes. Prereq: PA 621 and PA 651.

PA 621 Quantitative Methods of Research: A survey of behavioral science research methods for the public administrator. Emphasis is placed on problem selection and identification, measurement, research design, and data analytic techniques.

PA 622 Public Program Evaluation: Topics to be covered focus on program monitoring and evaluation and include program process and outcome measurement, quasi-experimental design, multiple regression, and analysis of variance models. Pre-requisite: PA 621.

PA 623 Decision Analysis: An introduction to organizational decision-making under conditions of risk and uncertainty. Concepts of analysis from the areas of economics, mathematics, and statistics are utilized in terms of administrative decision-making in public organizations. Pre-requisite: PA 621.

PA 624 Information Systems: Provides an overview of information strategies and management approaches to government functions and public policy programs and illustrates the interaction between information technology and information systems with management and policy decision in the public and non-profit sectors. 2 credits

PA 631 Public Financial Management: An analysis of budget structure and process; revenue structure and administration; and public capital acquisition and debt management. This course emphasizes an applied focus and comparative analysis of alternative budget, revenue, and debt management structures and strategies.

PA 632 Public Funds Management: A study of the management of public funds including the accumulation, management and investment of such funds and the accounting for those transactions. It will also include topics such as fund accounting, cash forecasting, cash management practices and public funds investment strategies.

PA 642 Public Organization Theory and Behavior: A course, which examines the interaction of both external and internal resources and constraints on the administrative decision process in a number of public organizational settings.

PA 651 The Policy Process: A survey of public policy formulation processes. Emphasis is on the parameters of policy formulation as well as social planning and impact variables. Both policy processes and relevant content areas are stressed.

PA 652 Public Policy Economics: Principles and practices of economic resource management in the public sector: tax and expenditure types, intergovernmental fiscal cooperation, and consideration of the appropriate role of governmental economic activity.

PA 681 Capstone in Public Administration: This course provides an opportunity for students to integrate their studies with professional practice. Case studies and special projects require students to integrate knowledge from the core curriculum in the analysis of public management and policy problems.

PA 691 Ethics and Public Policy: This course provides an introduction to ethical theory, explores the ethical dimensions of practice in the public sector, and examines ethics in connection with policy development. 1 Credit.

AREAS OF CONCENTRATION

Each area of concentration consists of six semester-hours of class work. Courses will be selected from lists of appropriate courses prepared by the faculty for each area of specialization or with the approval of the Director of Graduate Studies.

There currently are ten areas of concentration available to MPA students. These are:

- Economic Development
- Education Policy
- Environmental Policy
- Gerontology
- Health Policy
- International Policy and Management
- Non-Profit Management
- Policy Analysis

Public Financial Management
Transportation Systems Management

In addition, students whose career interests are not served by these concentrations may work with the Director of Graduate Studies to develop an individually tailored area of concentration. This should be documented by filling out and filing the individually tailored Area of Concentration form found in Appendix 5.

Economic Development

Students will take:
AEC/PA 653, Local Economic Development
ECO 680, Benefit Cost Analysis.

Education Policy

Students will take: PA 795 Education Policy
And either: PA 680 Benefit-Cost Analysis
Or PA 690 Public Policy Analysis Overview

Environmental Policy

Martin School graduates with a concentration in environmental policy will be ready to contribute to the design and implementation of environmental policy. Graduates will be familiar with the perspectives of decision makers in government at the national, state, and local level, as well as in the private and not-for-profit sectors. Graduates will be familiar with economic and political bases for environmental policy and basics of the life, engineering, and social sciences related to environmental policy

Students pursuing this area will take the following courses:
PA 727/ECO 721 Environmental Economics, Regulation and Policy
PA 680 Benefit Cost Analysis

Gerontology

<http://www.mc.uky.edu/gerontology/>

The Gerontology concentration will consist of two three-credit classes selected from among those offered for the Graduate Certificate in Gerontology.

Health Policy

The Health Policy concentration prepares students for careers as managers and analysts of health policy in federal, state, and local agencies, not-for-profit organizations, and the private sector. It equips students with knowledge of the health care system, skills for analyzing policy issues in health care, and capabilities for managing public health care agencies. Students will be versed in health policy analysis, development, and implementation. Typical placements can be expected with legislative committees and research organizations, health planning agencies, departments of health and mental health, and public affairs positions with health care organizations.

Students in this concentration will take the following two courses:

PA/HA 636 Health Economics
PA/HA 673 Health Policy

International Policy

PA 795 Special Topics in Public Policy: Policymaking in an International Context: Political and

Organizational Dimensions

PA 795 Special Topics in Public Policy: Public Policy and Political Economy

Non-Profit Management

Non-Profit Management prepares students for leadership positions in non-profit organization.

PA 661 Financial Management of Non-Profit Organizations

PA 662 Non-Profit Management

Policy Analysis

This concentration gives students the ability to analyze and interpret qualitative and quantitative data, conduct and present results of quantitative and qualitative analyses, and communicate complex ideas in a concise, straightforward manner. Students will acquire working knowledge of the theories and tools needed to identify policy issues, define problems, and analyze the consequences, costs, and benefits of public policy alternatives. The concentration prepares students for jobs as planners, policy analysts, and program evaluators working in legislative staff positions, administrative agencies, or not-for-profit organizations.

The concentration consists of six hours of course work, selected from among:

PA 680 Benefit-Cost Analysis

PA 690 Public Policy Analysis Overview

A course in quantitative or qualitative methods

A course in a substantive policy area: See list under Policy Specialization courses.

Public Financial Management

Students completing this specialization will be prepared for entry-level professional positions in public and not-for-profit organizations. Specific positions would include budget analyst, bond marketing analyst, bond rating specialist, controller, and various other public and quasi-public sector positions. The program of study provides the student with exposure to and understanding of the monetary system, bank relationships, financial analysis, and financial information systems.

Students pursuing this concentration will take two of the following courses:

- PA 683 Tax Policy
- PA 661 Financial Management for Non-Profit Organizations
- PA 795 Special Topics: Public Policy and Economy in an International Context

While they are not prerequisites for this specialization, it is highly recommended that students pursuing this specialization have completed six hours of economics. Also, it is highly desirable that students selecting this specialization have exposure to Accounting 201 and 202 or equivalent. Some courses in the specialization do have pre-requisites.

Transportation Systems Management

The Transportation Management concentration consists of two three-credit classes selected from among those offered for the Graduate Certificate in Transportation Systems Management program.

Individually Tailored Area of Concentration

In addition to the offered areas of concentration, students may develop an individually tailored area of specialization in consultation with a faculty advisor or the Director of Graduate Studies. Once the student and

the D.G.S. have agreed on a plan, the Individually Tailored Area of Concentration form found in Appendix 5 or on the web under “Forms” should be filled out and placed in the student’s file. If changes are needed, as, for example, when a course is not offered or a course that would be good to include is offered, the changes should be noted on the form with the reason for the change noted and signed by the D.G.S. Examples of areas in which such specializations might be put together include information management, personnel management or land use planning.

Suggested Sequence of MPA Classes

Fall Year 1	Spring Year 1	Summer	Fall Year 2	Spring year 2
PA 621 Quantitative Methods of Research	PA 622 Program Evaluation	PA 711 Internsh in Pubic Admin	PA 623 Decision Analysis	PA 681 Capstone Public Administration
PA 631 Public Financial Management	PA 632 Public Funds Management		PA 602 Organization Change & Strategic Planning in the Public Sector	PA 691 Ethics in Public Policy (1)
PA 651 Policy Process	PA 652 Public Policy Economic		PA 642 Public Organization, Theory and Behavior	PA 624 Gov't Information Systems(2)
{ECO 201 Pre requisite if needed}			Area of Concentration Course	Area of Concentration Course
12 credits	9 credits	3 credits	9 credits	9 credits

A detailed list of MPA course and program requirements is found in Appendix 3.

THE MASTER OF PUBLIC POLICY (MPP) PROGRAM

Course Pre-requisites

Students should have an undergraduate algebra class to prepare themselves for STA 671, STA 672 and PA 622, an undergraduate course in economic principles and a calculus class, such as MA 123 to prepare themselves for PA 652 and PA 750.

Curriculum

The MPP is a 2-year, 40 hour degree that prepares individuals for careers as professional policy analysts in a variety of research or “think tank” organizations. The degree program consists of a 34-credit core curriculum, one specialization course, and a 3 credit internship.

MPP Core Courses

PA 795-Special Topics in Public Administration: Mathematics for Public Policy Analysis
Students should take this course in conjunction with PA 621 PA 621 Quantitative Methods of Research: A survey of behavioral science research methods for the public administrator. Emphasis is placed on problem selection and identification, measurement, research design, and data analytic techniques.

PA 622 Public Program Evaluation: Topics to be covered focus on program monitoring and evaluation and include program process and outcome measurement, quasi-experimental design, multiple regression, and analysis of variance models.

PA 631 Public Financial Management: An analysis of budget structure and process; revenue structure and administration; and public capital acquisition and debt management. This course emphasizes an applied focus and comparative analysis of alternative budget, revenue, and debt management structures and strategies.

PA 642 Public Organization Theory and Behavior: A course, which examines the interaction of both external and internal resources and constraints on the administrative decision process in a number of public organizational settings.

PA 651 The Policy Process: A survey of public policy formulation processes. Emphasis is on the parameters of policy formulation as well as social planning and impact variables. Both policy processes and relevant content areas are stressed.

PA 652 Public Policy Economics: Principles and practices of economic resource management in the public sector: tax and expenditure types, intergovernmental fiscal cooperation, and consideration of the appropriate role of governmental economic activity.

PA 680 Benefit Cost Analysis: Principles, practices and applications of applied welfare analysis are the content of this course. The basic theory of benefit-cost analysis is presented and the relevance of implementation analysis in policy analysis is established. Prerequisite: PA 652. (Same as ECO 680.)

PA 690 Public Policy Analysis Overview

Economic and political foundations of policy analysis are considered in a survey fashion, followed by specific techniques used in the practice of policy analysis. Prerequisite: Graduate standing and MPA program status.

PA 681 Capstone in Public Administration: This course provides an opportunity for students to integrate their studies with professional practice. Case studies and special projects require students to integrate knowledge from the core curriculum in the analysis of public management and policy problems.

PA 796 Independent Study in Public Administration: This course may serve in several ways. For a student who has received a waiver of the internship requirement, it may serve as substitute credit. Normally the student writes a policy paper for this purpose. If a student wishes to pursue independent research to augment their specialization, this may also be done. Lastly, a student who cannot take a regularly scheduled class for some reason may be allowed to complete the work as an Independent study. In all cases the student must submit an "Independent Study" contract, (available on the web site) signed by the professor who has agreed to supervise the work, in order to receive an "override" to allow them permission to register for the class. This

contract serves as the syllabus for the class, a contract where both parties make their expectations for the content and requirements of the class clear.

Area of Specialization

Students choose two courses in Health, Transportation, Education, Environmental, Financial, Social Welfare or Gerontology Policy.

Possible Courses for Public Policy Specialization. Some require special permission for enrollment – see the professor or Department Office to obtain permission. Other course, particularly special topic courses may be approved by the D.G.S. to fill this requirement. Documentation, such as an e-mail from the DGS, should be added to the student’s file when approval is given.

- AEC 632 Agriculture and Food Policy
- AEC 640 Advanced Agricultural Policy
- ECO 672 World Trade and Commercial Policy
- ECO 721/PA 727 Environmental Economics, Regulation & Policy
- ECO 674/AEC 626 Agriculture and Economic Development
- EPE 602 Social Policy Issues and Education
- EPE 603 Education Policy Analysis: An Introduction
- EPE 670 Policy Issues in Higher Education
- FAM 653 Families, Legislation and Public Policy
- GRN 715 Health Policy and Aging
- PA/HA 673 Health Policy Development (2)
- PA 795 Special Topics in Public Policy: Policymaking in an International Context: Political and Organizational Dimensions
- PA 795 Special Topics in Public Policy: Public Policy and Political Economy
- PA 795: Special Topics: Education Policy
- SW 630 Intro. To Social Welfare Policy and Services

Suggested Sequence of MPP Classes

Fall Yr. 1	Spring Yr. 1	Summer	Fall Yr. 2	Spring Yr. 2
PA 621 Research Methods	Mathematics for Policy Analysis * PA 680 Benefit/Cost Analysis	PA 711 Internship	PA 642 Public Organization, Theory and Behavior	PA 681 Capstone
PA 631 Pub. Fin. Management	PA 652 Public Policy Economics		PA 690 Pub. Policy Analysis	PA 692 Econometrics
PA 651 Policy Process	PA 622 Program Evaluation		Area of Specialization	Area of Specialization

Pre-requisites: MA 123 Calculus ECO 201	PA 795 Spec. Tops. Quan. Meths. Pub. Policy**			
10 credits	9 credits	3 credits	9 credits	9 credits

**** Students will take this class during the winter recess, but register in the Spring term.**

A check-list MPP course and program requirements is found in Appendix 4.

The MPP and MPA INTERNSHIP

The Internship in Public Administration provides students with experience in and exposure to the complexities of public organizations prior to completion of the programs. Students are given the opportunity to develop professional skills that relate to their academic program.

SEE THE MPA/MPP INTERNSHIP HANDBOOK FOR SPECIFIC INFORMATION, FORMS AND POLICIES RELATED TO THE INTERNSHIP, INCLUDING INTERNSHIP WAIVER REQUESTS.

MARTIN SCHOOL REGULATIONS

Termination

The MPA Program Termination Policy states that a student may be dismissed from the program for any one of the following reasons:

1. Receiving a grade of "C" for any 9 credit hours.
2. Receiving a grade of "E" for any 3 credit hours.
3. Twice failing the Final Comprehensive Examination.

Students facing termination will be notified and will have an opportunity to discuss the pending action with the Director of Graduate Studies. Appeals are processed through the Student Affairs Committee.

Graduate degrees must normally be completed within eight years of the beginning of graduate study. Extensions require a request on the part of the director of graduate studies and approval by the Dean of the Graduate School.

Application for a degree

An application for a degree must be filed within 30 days after the start of the semester (15 days for summer session) in which the student intends to graduate. See the University Calendar or *Graduate Bulletin for the specific date*. Changes in the procedures for applying for a degree are being made in 2008-2009. Please check with the Student Affairs Office at the start of the term if you intend to graduate that semester.

REGISTRATION

Priority Registration for continuing students occurs in March and October. Students should consult their advisor for academic advising prior to registering. For specific course offerings and the time and dates of your registration window consult MyUK. Since there is a fee for returning students who do not priority register, it is important to register for at least one class during priority registration. Changes can be made later during the Add/Drop windows. **ROOM CHANGES MAY BE MADE – PLEASE CHECK THE WEB BEFORE GOING TO CLASS FOR THE FIRST MEETING!**

CROSS-LISTINGS: Many Martin School courses are cross-listed, that is listed under more than one prefix. **For Example:** PA 652, Public Policy Economics, is also HA 652 and Eco 652. The seats in this class are divided among the various numbers. So if you need to take PA 652, and discover that it is full, you need to check HA 652 and ECO 652. You can enroll in *any* of the cross-listed classes.

Independent Studies (PA 796) are controlled enrollment classes. An override to permit enrollment will be placed after the Independent Study Contract is turned into the Student Affairs Office. See course description, p. 11-12.

Late Registration

Continuing students who failed to priority register and new and readmitted students who applied after the application deadline must late register during the first week of classes. There is a \$40 fee for all late registrations.

Add/Drop

Students may add or drop classes using UK VIP during the time periods specified in the Schedule book before classes begin. However, after the first week of classes, all ADD requests must be made at the Graduate School, in the Gillis Building. Generally, any request for a change in schedule that falls after the stated deadlines in the University Calendar must bear the signature of both the instructor and the Director of Graduate Studies. Before the mid-term deadline, a student wishing to withdraw from individual classes may do so MyUK

Withdrawing from classes

Students wishing to execute a full withdrawal, i.e. drop all courses for the term, must obtain Graduate School approval; the necessary “Authorization to Withdraw” card is available from the Graduate School or the registrar’s office.

After mid-term, a student wishing to drop a course or withdraw from the term must petition the Dean of the Graduate School. Such requests are approved only for “*urgent non-academic reasons*”, and typically require the unanimous approval of the instructor(s), the Director of Graduate Studies, and the Dean of the Graduate School. The ADD/DROP worksheet required for such requests can be found on the Graduate School web page.

Retroactive Withdrawal from classes

Students may request a retroactive withdrawal up to one calendar year from the last day of class for the semester for which the withdrawal is requested. Retroactive withdrawals are considered by the Retroactive Withdrawal Appeals Committee of the University Senate. To request a retroactive withdrawal, the student should Use the Request for Post-Mid-term Withdrawal form available on the Graduate School web site under “Forms”.

<http://www.research.uky.edu/gs/Forms/AddDropWorksheet.pdf>. This form, accompanied by a letter from the student explaining the situation and memo from the professor of the relevant course, should be submitted to the Dean of the Graduate School, who will review the case and make a recommendation to the Committee. Cases are typically decided within 30 days after the submission of the petition.

Academic Load

The semester course load of a student is the sum of all credits and credit *equivalents* (e.g. graduate language courses, undergraduate courses, courses audited, etc.) being carried. The normal load of a graduate student during any semester is 9 credit hours or equivalent. Only with the approval of the Graduate Dean may it exceed 15 credit hours or equivalent. During the summer term, the maximum load for the eight-week term is nine credit hours, and the four-week intersession is four credit hours. The maximum load for any combination of the four and eight-week term is 12 credit hours.

Students undertaking short courses are subject to the term load limits outlined above. Also, two

short courses of four weeks or less may not be taken simultaneously (see Graduate Bulletin).

Students wishing to request a credit overload should complete a Credit Overload request form, available on the Graduate School web page. Students must provide a detailed listing of all proposed registration, and must obtain the signature of the DGS. *Please note that requests for > 15 hours of registration in graduate coursework (i.e. all 400G level & above) are rarely approved.*

Students satisfactorily completing nine course credits, *or equivalent* (e.g. graduate language courses, undergraduate courses, courses audited, etc.), during a semester, are classified as full-time students. Students satisfactorily completing five course credits, or equivalent, during a summer term are classified as full-time. Students enrolled in PA 767 (2 credits) are also classified as full-time. Full-time students who fall below the minimum full-time equivalent as the result of dropping one or more courses are reclassified as part-time students for that semester. Please note that International students may be in violation of their visa conditions if they are not full-time.

For the student who is a full-time teaching assistant or whose service to the University requires approximately 20 hours per week, the academic load shall not exceed 10 hours. This maximum may be increased to 12 hours for students with lighter service loads upon recommendation of the Director of Graduate Studies and approval of the Dean of The Graduate School.

Grades

The official grades of graduate students are recorded in the Office of the Registrar. The grading in graduate courses is done according to the following scale:

A – High Achievement	4 grade points per credit
B – Satisfactory Achievement	3 grade points per credit
C – Minimum passing grade	2 grade points per credit
E – Failure	0 grade points per credit
I – Incomplete	<i>see explanation, below</i>
S – Satisfactory	<i>see explanation, below</i>

“D” grades may not be assigned to graduate students.

Also, Graduate courses (400G - 799) may not be taken Pass/Fail.

I - Incomplete Grades

A grade of "I" (incomplete) may be assigned to a graduate student if a part of the work of a course remains undone and there is a reasonable possibility that a passing grade will result from completion of the work. Effective fall 1997 semester, all Incompletes ("I" grades) must be replaced by a regular final letter grade within 12 months of the end of the academic term in which the "I" grade was awarded or prior to the student's graduation, whichever occurs first. If an "I" grade has not been replaced within the allowable period, the University Registrar shall change the "I" grade to a grade of "E" on the student's

permanent academic record and adjust the student's grade-point standing accordingly, unless otherwise approved because of exceptional circumstances by the Dean of the Graduate School on recommendation of the Director of Graduate Studies in the student's program.

It is the policy of the Dean of the Graduate School that extensions of "I" grades beyond the 12 month period will be considered only in exceptional circumstances, and will be limited to a period of one semester beyond the 12 month limit. In order to request the extension, the student must obtain the recommendation of both the course instructor, and the Director of Graduate Studies in the student's program. In addition, the instructor must specify the remaining work necessary for the satisfaction of the course requirements, and the time frame over which this work will be completed. All work must be completed, and the grade assigned by the last day of final exams for the semester in which the extension is granted. Students wishing to petition for the extension of an "I" grade should obtain a petition form <http://www.research.uky.edu/gs/IncompleteExtend.pdf>.

Please note that there are certain courses (seminars, independent work courses, research courses) in which a grade of "S" may be more appropriate than an incomplete. The grade of "S" is not affected by the policy described above.

S - Satisfactory Grades

A grade of "S"(satisfactory work in progress) may be recorded for students in graduate courses which carry no credit and in graduate seminars, independent work courses, and research courses which extend beyond the normal limits of a semester or summer term. The grade may not be given to a student in a course carrying credit if the student has done unsatisfactory work or failed to do a reasonable amount of work. The project must be substantially continuous in its progress. When the work has been completed, a final grade will be substituted for the "S". Please note that students who show "S" grades in credit-bearing courses will not be permitted to sit for qualifying examinations or final examinations prior to the conversion of the "S" grade(s) to a final letter grade.

An overall average of "B" on all graduate work in the program must be attained before an advanced degree may be awarded. No student who is on academic probation may be awarded a degree. All graduate level courses (400G - 799) are computed in the graduate grade point average, with the exception of 400G courses in the student's program.

Once a grade (other than "I" or "S") has been reported to the Registrar's Office, it may not be changed unless an error was made at the time the grade was given and recorded. The grade may be changed then only upon the written unanimous approval of the instructor, the Registrar, and the Dean of the Graduate School.

Repeat Option

A graduate student may elect to repeat a graduate course and count only the second grade as part of the graduate grade point average. This action is not retroactive to a time prior to the fall, 1981. A student may exercise the Repeat Option only *once* in a particular degree program. The student must file a Repeat Option Form (available on the Graduate School web page) in the

office of the Dean of the Graduate School. The student's request to repeat a course must be approved by his/her DGS. The Repeat Option form is held in the Graduate School and the change of grade is recorded when the course has been completed for the second time. The original grade does not figure in the GGPA.

A request to exercise the repeat option must be made prior to graduation from the program.

Please note that the repeat option cannot be used to remove an "E" grade assigned as the result of an academic offense.

Plagiarism and Cheating

PLAGIARISM and CHEATING are serious academic offenses. The minimum penalty for those academic offenses is final grade E in the course. The University regulations pertaining to this matter can be found at <http://www.uky.edu/StudentAffairs/Code/> Of particular relevance is Part II, SELECTED RULES OF THE UNIVERSITY SENATE GOVERNING ACADEMIC RELATIONSHIPS, Section 6.3 that can be found at <http://www.uky.edu/StudentAffairs/Code/part2.html>. These rules in particular say:

6.3.1 **PLAGIARISM** All academic work, written or otherwise, submitted by students to their instructors or other academic supervisors, is expected to be the result of their own thought, research, or self-expression. In cases where students feel unsure about a question of plagiarism involving their work, they are obliged to consult their instructors on the matter before submission.

When students submit work purporting to be their own, but which in any way borrows ideas, organization, wording or anything else from another source without appropriate acknowledgment of the fact, the students are guilty of plagiarism.

Plagiarism includes reproducing someone else's work, whether it be published article, chapter of a book, a paper from a friend or some file, or whatever. Plagiarism also includes the practice of employing or allowing another person to alter or revise the work which a student submits as his/her own, whoever that other person may be. Students may discuss assignments among themselves or with an instructor or tutor, but when the actual work is done, it must be done by the student, and the student alone.

When a student's assignment involves research in outside sources or information, the student must carefully acknowledge exactly what, where and how he/she has employed them. If the words of someone else are used, the student must put quotation marks around the passage in question and add an appropriate indication of its origin. Making simple changes while leaving the organization, content and phraseology intact is plagiaristic. However, nothing in these Rules shall apply to those ideas which are so generally and freely circulated as to be a part of the public domain.

6.3.2 **CHEATING** Cheating is defined by its general usage. It includes, but is not limited to, the wrongfully giving, taking, or presenting any information or material by a student with the intent of aiding himself/herself or another on any academic work which is considered in any way in the determination of the final grade. Any question of definition shall be referred to the University Appeals Board.

In completing their class work students are allowed to discuss ideas and are allowed to help others by explaining concepts and possible solutions. However, all the work that is submitted must be performed by student individually. Any sharing of electronic files, printouts and other materials developed by the students is not allowed. If any fragments of text appearing in books, journals, conference proceedings, web pages, etc. are used, students must provide appropriate citations. Any help from others must also be acknowledged.

Leave of Absence

Effective fall 2009, if you are an enrolled graduate student at the University of Kentucky and you sit out for one or more semesters you will need to complete a new application and pay the application fee in order to be considered for readmission. In many instances you can avoid this requirement by requesting a “leave of absence”. In addition to avoiding the application process, this status will allow you to priority register in preparation for your return.

Procedurally, you should contact your Director of Graduate Studies (DGS) to seek approval for the leave prior to the beginning of the semester in question*. If approved, the DGS will contact your Graduate School admissions officer who will modify your record accordingly. You may request no more than two consecutive and four total semesters in leave of absence status. Post-qualifying doctoral students are not eligible for the leave of absence.

International students considering a leave of absence are strongly encouraged to discuss their plans with the Office of International Affairs, Department of Immigration Services prior to making a formal request.

Withdrawing from the University

Students who are withdrawing from the Martin School or the University should notify the student affairs office and should follow one of the procedures listed at <https://www.uky.edu/Registrar/Withdraw.htm>. We must report to NASPAA on why students drop out of our program, so please send us a brief explanation, such as “family reasons, moving out of the area, program is more time consuming than I expected”, etc.

Suggested Sequence of MPP Classes

Fall Yr. 1	Spring Yr. 1	Summer	Fall Yr. 2	Spring Yr. 2
PA 795 Spec. Topics: PA 621 Research Methods	Mathematics for Policy Analysis * PA 680 Benefit/Cost Analysis	PA 711 Internship	PA 642 Public Organization, Theory and Behavior	PA 681 Capstone
PA 631 Pub. Fin. Management	PA 652 Public Policy Economic		PA 690 Pub. Policy Analysis	PA 692 Econometrics
PA 651 Policy Process	PA 622 Program Evaluation		Area of Specialization	Area of Specialization
Pre-requisites: MA 123 Calculus ECO 201				
10 credits	9 credits	3 credits	9 credits	9 credits

* **Half-semester courses.**

A detailed list of MPP course and program requirements is found in Appendix 4.

The MPP and MPA INTERNSHIP

The Internship in Public Administration provides students with experience in and exposure to the complexities of public organizations prior to completion of the programs. Students are given the opportunity to develop professional skills that relate to their academic program.

SEE THE MPA/MPP INTERNSHIP HANDBOOK FOR SPECIFIC INFORMATION, FORMS AND POLICIES RELATED TO THE INTERNSHIP, INCLUDING INTERNSHIP WAIVER REQUESTS.

Appendix 1: INDEPENDENT STUDY PROPOSAL

Martin School of Public Policy and Administration
University of Kentucky

Semester_____ Year_____

Name_____Area of Concentration_____

Address_____Telephone_____

Course No. and Title_____Hours_____

Instructor_____

Have you previously taken a PA independent study? (Yes) (No)How many?__

Complete the following; attach additional pages if necessary.

Discuss and outline the nature of your independent study, including plan of study, time, form, and deadline for the report to be submitted to the instructor at the completion of the study.

What are the specific learning objectives for this study?

What are the means and criteria for evaluation and grading of the independent study?

What arrangement have been made for meetings with the instructor (include time, place, and frequency)?

Student's Signature Date Instructor's Signature Date

Director of Date
Graduate Studies

One Copy Each: Student, Instructor, Martin School Student Records

This form must be completed by the student and agreed to by all concerned parties before the independent study is begun.

Appendix 2: PETITION FOR SUBSTITUTION OF COURSE FOR INTERNSHIP

**Master of Public Policy or Public Administration Program
University of Kentucky**

Name _____

Address _____ Phone _____

Description of relevant administration experience (attach sheet or resume if extra space is needed).

List the name and number of class that you propose to take OR, for policy paper, register for PA 796, Independent Study in Public Administration and attach an Independent Study Contract.

Signature, Director of Graduate Studies

Date

Signature, Student

Date

This form must be on file before the student is allowed to substitute a course for the internship.

Appendix 3: MPA CHECK LIST
(Requirements in effect after fall 2004)

Please complete this form and return it to the Student Affairs Office after you have registered for your last semester.

Name: _____ SS# _____

Address: _____ Phone: _____

_____ E-mail: _____

Yes__ No__ Do you have any incompletes? In what? _____

Yes__ No__ Do you have at least a 3.0/4.0 g.g.p.a.?

Yes__ No__ Have you filed two degree cards with the Graduate School?

_____ Number of MPA credits you will have by the exam date.

_____ Number of credits in progress.

_____ Number of credits transferred

Course .	Title	Semester/Yr.	# cred
PA 602	Org. Change and Strategic Planning	_____	_____
PA 604	Ethics and Public Policy	_____	__1__
PA 621	Quantitative Methods of Research	_____	_____
PA 622	Public Program Evaluation	_____	_____
PA 623	Decision Analysis	_____	_____
PA 624	Information Systems in Government	_____	__2__
PA 631	Public Financial Management	_____	_____
PA 632	Public Funds Management	_____	_____
PA 642	Public Organization, Theory & Behavior	_____	_____
PA 651	The Policy Process	_____	_____
PA 652/ECO 652	Public Policy Economics	_____	_____
PA 681	Capstone in Public Administration	_____	_____
PA 711	Internship in Public Administration	_____	_____

Area of Concentration: _____ Advisor: _____

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List any courses taken in substitution for MPP Core Classes:

Appendix 4: MPP CHECK LIST
(Requirements in effect, Fall 2010)

Please complete this form and return it to Sarah Lee after you have registered for your last semester.

Name: _____ SS# _____
 Address: _____ Phone: _____
 _____ E-mail: _____

Yes__ No__ Do you have any incompletes? In what? _____
 Yes__ No__ Do you have at least a 3.0/4.0 g.g.p.a.?
 Yes__ No__ Have you filed two degree cards with the Graduate School?
 _____ Number of MPA credits you will have by the exam date.
 _____ Number of credits in progress.
 _____ Number of credits transferred

Course #	A.K.A.	Title	Semester/Yr.	# cred
PA 621		Quantitative Methods of Research	_____	_____
PA 795		Special Topics in Public Administration	_____	<u> 1 </u>
PA 622		Public Program Evaluation	_____	_____
PA 631		Public Financial Management	_____	_____
PA 642		Public Organization, Theory & Behavior	_____	_____
PA 651		The Policy Process	_____	_____
PA/ECO 652		Public Policy Economics	_____	_____
PA 680		Benefit/Cost Analysis	_____	_____
PA 681		Capstone in Public Administration	_____	_____
PA 690		Public Policy Analysis Overview	_____	_____
PA 692		Econometrics for Policy Analysts	_____	_____
PA 711		Internship in Public Administration	_____	_____

Area of Concentration: _____ Advisor: _____

List any classes taken in substitution for MPA Classes:

Appendix 5: INDIVIDUALLY TAILORED AREA OF CONCENTRATION FORM

Pre-2004 curriculum requires 3 courses

Post-Fall 2004 requires 2 courses

This form must be on file in the Student Affairs Office before the student registers for classes for their second year or after 21 hours.

Student: _____

Title: _____

Description: _____

Advisor: _____

Number _____ Title _____

Elective (required under old curriculum) or additional courses:

APPROVED: _____
Director of Graduate Studies _____ Date

Changes Approved the Director of Graduate Studies: (DGS Please initial)

