



Master of Public Administration (MPA) Student Guide 2023

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Mission and Logic Model

The MPA Program is a dynamic, collaborative interdisciplinary degree program committed to preparing students for career success in the public and nonprofit sectors. The program content reflects the urban setting of the University. The program delivery accommodates the life and work styles of our students. We are committed to:

- Providing our pre-service and in-service students with a flexible program of study that emphasizes critical thinking, evidence-based problem solving and engaged service learning.
- Encouraging diversity and inclusiveness in the curriculum, in the classroom and by engaging with the community we serve.
- Advancing scholarship, competence and professionalism in program and public service activities.

As demonstrated in the program logic model (Appendix A), we are committed to continuous process improvement by monitoring how positively our graduates relate coursework to professional practice and how they evaluate their program experience.

Accreditation

The University of Louisville is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award Associate, Baccalaureate, Master's, Doctoral, and Professional Degrees. The MPA Program is registered with the Council on Postsecondary Education of the Commonwealth of Kentucky and professionally accredited by the National Association of Schools of Public Affairs and Administration (NASPAA).

The influence of professional accreditation can be seen in the intermediate term outcomes in the program logic model (Appendix A). NASPAA requires that its accredited programs demonstrate five universal student learning competencies:

1. The ability to lead and manage in public governance
2. To participate in and contribute to the 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

Your MPA nucleus faculty periodically evaluate the content of each MPA course to ensure these competencies are delivered in the classroom (however the classroom may be defined). Along with the MPA Advisory Council, the MPA faculty ensure that the specializations offered in the program are consistent with these competencies. Finally, going back to the logic model, the MPA faculty use a variety of performance measures to assess our progress in achieving these competencies on behalf of our students.

Admissions

Students can obtain an application from the Graduate School office (Suite 105, Houchens Building), or online at http://graduate.louisville.edu/request_info/admissions.html. The following credentials must be supplied before a candidate can be considered for admission:

1. A completed graduate application form.
2. A transcript of all undergraduate as well as graduate work completed. Applicants should have earned a bachelor's degree from an accredited institution with a minimum grade point average of 3.0.
3. A statement of intent to pursue the MPA degree. The statement should be brief (not to exceed two pages) and should focus on the applicant's career goals and why the applicant thinks the MPA is the right degree to achieve those goals. Applicants are strongly urged to discuss their interest in the degree with the program director prior to application to help define the relationship between career goals and the MPA degree.
4. Two letters of recommendation from someone familiar with the applicant's academic abilities. Applicants who have recently graduated from an undergraduate program should consider two faculty members with whom they have studied. Applicants who are returning to higher education after a lengthy interval or work experience are welcome to ask supervisors or mentors to submit a recommendation.

Applicants whose native language is not English and who do not hold a degree from an American University must show proficiency in English by taking the TOEFL test and scoring a paper-based TOEFL score of 550, a computer-based TOEFL score of 213, or an internet-based

TOEFL score of 79.

Transfer Credit

Transfer credit from other institutions will be approved consistent with the policies of the Graduate School. Six hours are transferable upon departmental approval. Up to an additional 6 hours may be transferred with Graduate School approval. A residency requirement of 24 semester hours must be satisfied at the University of Louisville.

The Program of Study

The MPA is designed to develop competent, professional administrators who can deal with the myriad demands that are placed upon problem-solvers. The degree also develops the skills necessary to manage people and public policies. The requirements of the program ensure that students have a theoretical understanding and practical awareness of both the techniques of modern management and the politics of administration. Students focus their coursework in one of three concentrations: 1) Urban Governance 2) Nonprofit Management and 3) Diversity Management and Leadership. Each concentration has a nucleus MPA faculty leader with experience in the specialization.

Students should meet with the MPA faculty leader in their preferred concentration during their first semester to develop a degree plan. The MPA faculty are aware that some students are not certain which concentration is right for them, at least until the end of their first year in the program. If you are unsure about your concentration, you may consult with any nucleus faculty member regarding your degree plan.

The degree plan helps students and faculty monitor progress toward graduation. The degree plan is also a good tool for sequencing core and concentration courses. Students are strongly encouraged to keep their degree plan updated. While the MPA faculty advisor has an electronic copy always available, it is a good idea to print out the degree plan in Appendix B and you're your own record of courses taken and grades earned.

Work Experience and Professional Development

The curriculum offers work experience for students with little or no experience in the public or nonprofit sectors. A distinction is made between in-service and pre-service students. In-service students are individuals who are currently employed in a responsible administrative position with a governmental agency or a nonprofit organization, and who have had at least one year of previous experience. All other students in the MPA program will normally be classified as pre-

service. The distinction matters only in determining whether the practicum (intended for in-service students) or the internship (intended for pre-service students) is appropriate. All students are welcome to download the internship handbook and the practicum handbook from the MPA website to become familiar with this capstone MPA experience, even though students are urged to delay their internship or practicum until near completion of the program.

All “seated” MPA courses are offered at 5:30 in the evening, weekday evenings Monday – Thursday, to accommodate our in-service students. Some MPA courses are offered online and others in why the MPA faculty refer to as a hybrid format. The hybrid format combines online learning with classroom discussion and learning activities. A hybrid course might meet five times while a “seated course” would meet fifteen times.

Students are strongly encouraged to demonstrate their commitment to professionalism in public administration by participating in community-wide public service organizations or by registering for membership in professional associations, such as the Metropolitan Louisville Chapter of the American Society for Public Administration (ASPA). Students may join the American Society for Public Administration by contacting ASPA directly at www.aspanet.org.

Financial Aid

There are currently no graduate research assistantships available to MPA students. However, two modest scholarships of \$1000 per semester for two semesters are awarded competitively each spring. Eligible students are new MPA students who have been admitted to the program for the upcoming fall semester. Criteria considered in the award include undergraduate GPA, the undergraduate major, GRE scores and statement of intent. MPA students are encouraged to explore University of Louisville graduate assistantships available in many administrative departments. These assistantships carry a full tuition waiver and health insurance. Students who receive assistantships are expected to work twenty hours per week in that administrative department and carry a full (nine hour) course load. Contact the MPA program director or any MPA nucleus faculty member to determine what might be available.

Requirements for the MPA Degree

The MPA curriculum consists of a core (required of all students) and a choice of one of three specializations that meets the student’s interests and career aspirations.

Core Coursework Requirements

All students complete 21 hours of core coursework consisting of:

PADM 600 Foundations of Public Administration	3
PADM 601 Research Methods for Public Administration	3
PADM 603 Program Evaluation	3
PADM 606 Urban Policy Analysis	3
PADM 624 Ethics for Public Administration	3
PADM 642 Human Resources Management	3
PADM 664: Cultural Competency and Social Action	3
Total Core Courses	21

Students also complete four courses within their selected specialization:

Five Courses within Specialization	12
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And the internship/practicum or a thesis:

PADM 682 (internship/practicum) or PADM 685 (thesis)	3
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To summarize:

Seven Core Courses	21
Four Specialization Courses	12
PADM 682 (internship/practicum) or PADM 685 (thesis)	3
Total Credit Hours for Graduation	36

All MPA students must take PADM 600 and PADM 601 in their first semester of enrollment in the program (providing they begin their program of study in the fall semester). These two courses are the foundation to all subsequent courses in public administration and are considered prerequisites to the remainder of a student's program of study. Exceptions to taking PADM 600 and PADM 601 in the entering (fall) semester can only be given by the program director.

Concentration Areas

The program requires 12 semester hours of coursework to complete a given specialization.

PADM 683, Topical Seminar in Public Administration, may replace a course within a concentration with the approval of the faculty leader and the MPA director. PADM 680,

Independent Study in Public Administration, may also replace a course within a concentration area with the approval of the faculty leader. Students should complete 15 hours of MPA coursework before pursuing independent study. Students normally take only one independent study course during their program of study.

The three specializations, the faculty leaders and the required coursework within each specialization is presented below:

Urban Governance	
PADM 604	Public Budgeting and Finance (3)
PADM 605	Public Management (3)
PADM 645	Economic Development (3)
PADM 663	Social Equity (3)

Faculty Leader: Dr. Steve Koven

Nonprofit Management	
PADM 609	Management of Nonprofit Organizations (3)
PADM 611	Nonprofit Financial Management (3)
PADM 612	Nonprofit Grantsmanship and Fundraising (3)
PADM 615	Leadership and Community Engagement (3)

Faculty Leader: Dr. Janet Kelly

Diversity Management and Leadership	
PADM 604/611	Public Budgeting and Finance or Nonprofit Financial Management (3)
PADM 605/609	Public Management or Nonprofit Management (3)
PADM 615	Leadership and Community Engagement (3)
PADM 664	Social Equity (3)

Faculty Leader: Dr. Aaron Rollins

Grades and Academic Standards

Grades of A, B, or C are the only grades considered as passing. However, a D or an F will be used in calculating the grade point average. A maximum of six credit hours with a grade of C may count towards the completion of degree requirements.

A student must maintain a B average to remain in good standing in the MPA program. Students whose graduate grade point average falls below 3.0 (exclusive of incompletes) are placed on academic probation. These students must bring the grade point average up to 3.0 within a semester. Students who fail to do this will receive a notice of termination from the program.

A student who accumulates a combination of three or more Incomplete (I) grades will not be permitted to register for more courses.

A student who has received a grade of C, D, or F may repeat that course upon approval of the MPA Director and Graduate School. When a student repeats a course, the grade point average is calculated on the basis of the last grade attempted.

Course Plans for Full and Part-Time Students

The normal course load for a full-time graduate student is nine to twelve semester hours. Part-time students may take three or six credits a semester. All MPA students have discretion with regard to their pace of study based on their work schedules and family obligations.

Presented below is the course “map” derived by your MPA nucleus faculty for full time students (2-year map) for each of the three specializations:

Urban Governance

FALL

PADM 600 - Foundations of Public Administration

PADM 601 - Research Methods

PADM 624 - Ethics for Public Administrators

SPRING

PADM 606 - Urban Policy Analysis

PADM 605 - Public Management

PADM 604 - Public Budgeting

FALL

PADM 603 - Program Evaluation

PADM 642 - Human Resources Management

PADM 645 - Economic Development

SPRING

PADM 664 - Cultural Competency

PADM 663 - Social Equity in the Public Sector

PADM 682 - (internship/practicum) or PADM 685 (thesis)
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Nonprofit Management

FALL Year 1

PADM 600 - Foundations of Public Administration

PADM 601 - Research Methods

PADM 624 - Ethics for Public Administrators

SPRING Year 1

PADM 606 - Urban Policy Analysis

PADM 609 - Management of Nonprofit Organizations
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PADM 611 - Nonprofit Financial Management

FALL Year 2

PADM 603 - Program Evaluation

PADM 642 - Human Resources Management

PADM 612 - Nonprofit Grantsmanship and Fundraising
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SPRING Year 2

PADM 664 - Cultural Competency

PADM 615 - Leadership and Community Engagement
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PADM 682 - (internship/practicum) or PADM 685 (thesis)
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Diversity Management & Leadership

FALL Year 1

PADM 600 - Foundations of Public Administration

PADM 601 - Research Methods

PADM 624 - Ethics for Public Administrators

SPRING Year 1

PADM 606 - Urban Policy Analysis

PADM 605 or 609 - Public or Nonprofit Management
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PADM 604 or 611 - Public Budgeting or Nonprofit Financial Management
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FALL Year 2

PADM 603 - Program Evaluation

PADM 642 - Human Resources Management

PADM 663 - Social Equity in the Public Sector

SPRING Year 2

PADM 664 - Cultural Competency
PADM 615 - Leadership and Community Engagement
PADM 682 - (internship/practicum) or PADM 685 (thesis)

The following course “map” was derived by your MPA nucleus faculty for part-time students (3-year map) for each of the three specializations:

Urban Governance**FALL Year 1**

PADM 600 - Foundations
PADM 601 - Methods

SPRING Year 1

PADM 606 - Urban Policy Analysis
PADM 605 - Public Management

Fall Year 2

PADM 603 - Program Evaluation
PADM 645 - Economic Development

SPRING Year 2

PADM 664 - Cultural Competency
PADM 663 - Social Equity in the Public Sector

FALL Year 3

PADM 624 - Ethics for Public Administrators
PADM 642 - Human Resources Management

SPRING Year 3

PADM 604 - Public Budgeting
PADM 682 - (internship/practicum) or PADM 685 (thesis)

Nonprofit Management**FALL Year 1**

PADM 600 - Foundations
PADM 601 - Methods

SPRING Year 1

PADM 606 - Urban Policy Analysis
PADM 609 - Management of Nonprofit Organizations

FALL Year 2

PADM 603 - Program Evaluation
PADM 624 - Ethics for Public Administrators

SPRING Year 2

PADM 664 - Cultural Competency
PADM 615 - Leadership and Community Engagement

SUMMER Year 2

PADM 682 - (internship/practicum) or PADM 685 (thesis)
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Fall Year 3

PADM 612 - Nonprofit Grantsmanship and Fundraising
PADM 642 - Human Resources Management

Spring Year 3

PADM 611 - Nonprofit Financial Management (3)
PADM 682 - (internship/practicum) or PADM 685 (thesis)

Diversity Management & Leadership

FALL Year 1

PADM 600 - Foundations
PADM 601 - Methods

SPRING Year 1

PADM 606 - Urban Policy Analysis
PADM 605 or 609 - Public or Nonprofit Management

FALL Year 2

PADM 603 - Program Evaluation
PADM 624 - Ethics for Public Administrators

SPRING Year 2

PADM 664 - Cultural Competency
PADM 615 - Leadership and Community Engagement

FALL Year 3

PADM 663 - Social Equity in the Public Sector
PADM 642 - Human Resources Management

SPRING Year 3

PADM 604 or 611 - Public Budgeting or Nonprofit Financial Management
PADM 682 - (internship/practicum) or PADM 685 (thesis)

MPA faculty may also offer some courses during the summer. These two- and three-year plans are based on expected course offerings over the period. Of course, planned course offerings can sometimes change for a variety of reasons. Should that situation arise during your time in the program, the program director and nucleus faculty will work to find an alternative that will keep your expected graduation date constant.

Faculty

MPA faculty come from a variety of disciplines and are united by their interest in and commitment to urban and public affairs. “Nucleus” faculty have been mentioned several times in the student guide. These are the five faculty members that have the education and experience that qualify them to make decisions regarding the MPA program. Additionally, they have made a commitment to serve the program and its students. The nucleus faculty and their research and teaching areas follow:

Patrick Exmeyer	Ph.D. Mississippi State University Ethics, human resources management, administrative law
Janet Kelly	Ph.D., Wayne State University Public management, nonprofit financial management
Steven Koven	Ph.D., University of Florida Urban policy, economic development, public budgeting and finance
Aaron Rollins	Ph.D., Mississippi State University Public administration theory, social equity, cultural competence
May Zhang	Ph.D., The Ohio State University

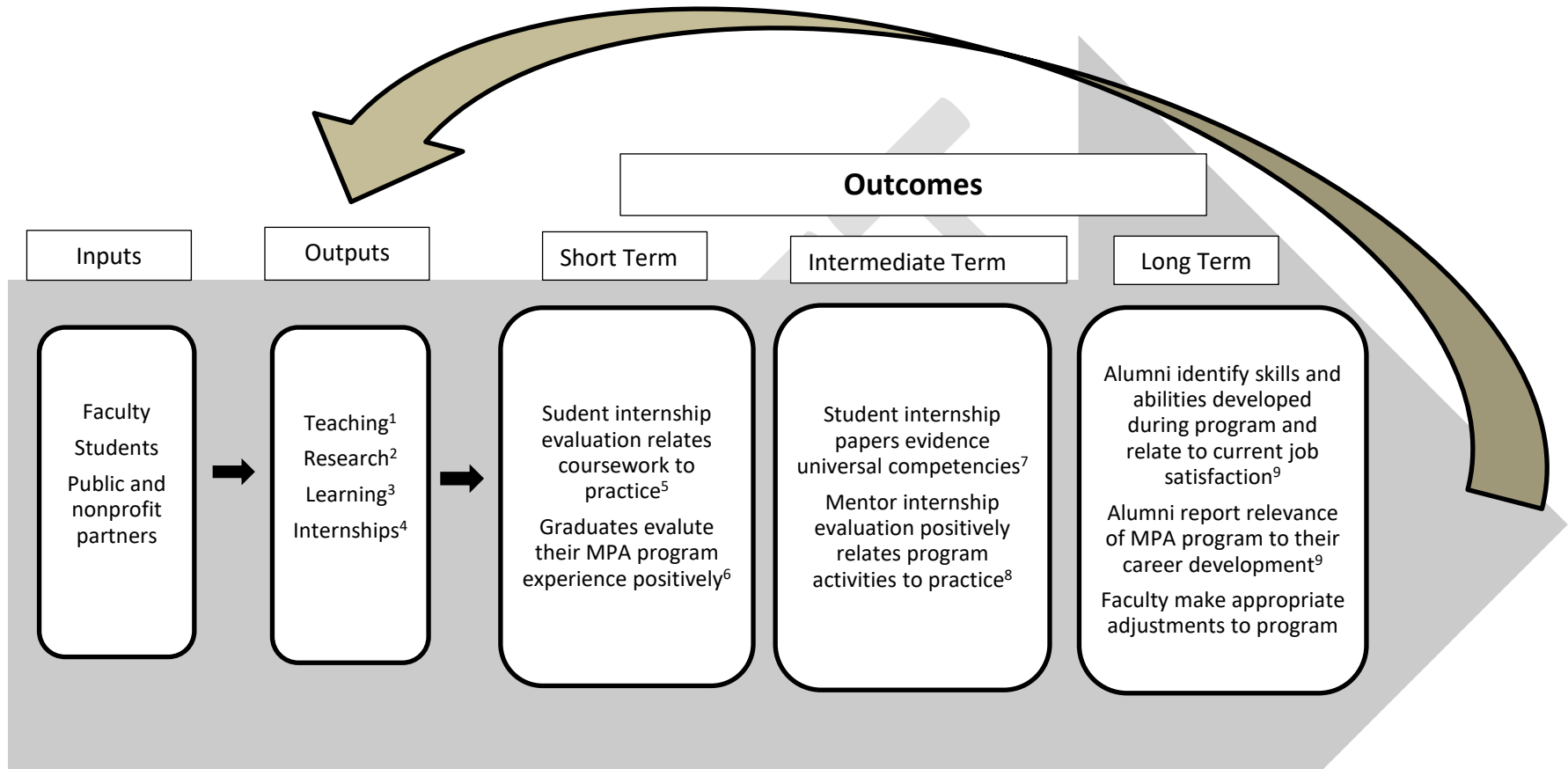
Land use planning, planning theory, research methods

Other full-time MPA faculty from the Department of Urban and Public Affairs include:

Daniel DeCaro	Ph.D., Miami University Sustainability, sustainable socio-ecological systems, environmental governance, cooperative decision-making
John Gilderbloom	Ph.D. University of California Housing, environmental policy, green/sustainable development
Frank Goetzke	Ph.D., West Virginia University Urban economics, spatial analysis, transportation policy
Matthew Ruther	Ph.D., University of Pennsylvania Policy analysis, urban demography, spatial statistics

The MPA program also has adjunct faculty members. These faculty are practitioners first and instructors second. Their experience enriches the program and offers special insight to MPA students.

Appendix A. MPA Program Logic Model



Process (Inputs to Outputs) Measurement:

1. Faculty course content evaluation
2. Faculty publications
3. Teaching evaluations, in-class activities
4. Internship placements, faculty supervision of internship experience

Outcome Measurement Instruments:

5. Student internship evaluation
6. MPA exit survey
7. Internship paper evaluation rubric scores
8. Mentor internship evaluation
9. MPA Alumni survey

Appendix B. MPA DEGREE PLAN

Core and Specializations Effective AY 2019

Student Name:

Student ID:

Term Enrolled:

Specialization:

<u>Core Courses (21 hours)</u>	Hours	Term Completed	Grade
PADM 600: Foundations	3		
PADM 601: Research Methods	3		
PADM 603: Program Evaluation	3		
PADM 606: Urban Policy Analysis	3		
PADM 624: Ethics in Public Administration	3		
PADM 642: Human Resource Management	3		
PADM 664: Cultural Competency and Action	3		

Specialization Courses (12 hours)

	3		
	3		
	3		
	3		

Practicum/Internship (3 hours)

6		
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Location:

Supervisor:

or

Thesis (6 hours)

6		
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Topic:

Advisor:

Committee members:

Notes: