Master of Public Administration

Admission Requirements
Applicants are considered on an individual basis. In addition to the Graduate College minimum requirements, applicants must meet the following program requirements:

- **Baccalaureate Field**: No restrictions.
- **Grade Point Average**: At least 2.75/4.00 for the final 60 semester (90 quarter) hours of undergraduate study.
- **Tests Required**: GRE or GMAT scores are required from applicants who are requesting program-administered financial assistance.
- **Minimum English Competency Test Score**
  - TOEFL iBT 80, with subscores of Reading 19, Listening 17, Speaking 20, and Writing 21, OR,
  - IELTS Academic 6.5, with 6.0 in each of the four subscores, OR,
  - PTE-Academic 54, with subscores of Reading 51, Listening 47, Speaking 53, and Writing 56.
- **Personal Statement**: Required. Applicants must submit a brief statement of their professional goals and academic interests.
- **Additional Materials**
  - **Required**: Applicants must submit a resume.
  - **Optional**: Applicants may submit a 5–10 page writing sample and up to three letters of recommendation. These letters should be from instructors familiar with the applicant’s academic training or supervisors familiar with the applicant’s professional experiences.
- **Nondegree Applicants**: Nondegree applicants must submit an official transcript from their baccalaureate institution, resume, and a letter stating which courses they would like to take and why they feel nondegree admission would be beneficial.

Degree Requirements
In addition to the Graduate College minimum requirements, students must meet the following program requirements:

- **Minimum Semester Hours Required**: 54.
- **Corework**

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<tr>
<th>Code</th>
<th>Title</th>
<th>Hours</th>
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<tbody>
<tr>
<td>PA 401</td>
<td>Foundations of Public Service</td>
<td></td>
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<tr>
<td>PA 402</td>
<td>Principles of Data Analysis</td>
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<td>PA 403</td>
<td>Economics for Management and Policy</td>
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<tr>
<td>PA 504</td>
<td>Principles of Financial Management and Budgeting</td>
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<td>PA 505</td>
<td>Public Management Practices</td>
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<td>PA 506</td>
<td>Public Policy Development and Process</td>
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<td>PA 590</td>
<td>Public Administration Capstone</td>
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<td>PA 591</td>
<td>Managing Your Career</td>
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<td>PA 592</td>
<td>Professional Portfolio</td>
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Elective Courses (8 semester hours)

- Two elective courses or equivalent that support the student's educational, career, and professional objectives, selected with approval of the advisor.

- **Full-time students are required to take PA 401, PA 402, and PA 591 in their first semester and the first six courses over their first three semesters. PA 590 will be required in one of the last two semesters, and PA 592 in the last semester.**

In addition to the core and elective courses, students must select one of four areas of concentration:

1. Public Management
2. Nonprofit Management
3. Financial Management
4. Urban Governance and Management

Each concentration requires the equivalent of four courses (16 semester hours). Students have the option to create their own specialized (self-directed) concentration with faculty approval.

Public Management Concentration
Students must select one of the following tracks:

- **General Track**
- **Information and Performance Management Track**
- **Emergency Management and Continuity Planning Track**
- **Survey Methods Track**

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<tr>
<td>PA 521</td>
<td>Strategic Management: Planning and Measurement (required)</td>
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<tr>
<td>PA 422</td>
<td>Project Management</td>
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<tr>
<td>PA 431</td>
<td>Civic Technology</td>
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<tr>
<td>PA 522</td>
<td>Ethics and Accountability</td>
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<td>PA 524</td>
<td>Leadership in Public Organizations</td>
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<td>PA 525</td>
<td>The Legal Context of Public Administration</td>
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<td>PA 526</td>
<td>Public Policy Analysis</td>
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<td>PA 529</td>
<td>Change and Reform in Public Organizations</td>
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<td>PA 531</td>
<td>Human Resource Management in the Public and Nonprofit Sectors</td>
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<td>PA 532</td>
<td>Labor Management Relations in the Public Sector</td>
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<td>PA 533</td>
<td>Managing Workplace Diversity</td>
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<td>PA 535</td>
<td>Conflict Management</td>
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<td>PA 539</td>
<td>Public Procurement and Contracting</td>
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<td>PA 561</td>
<td>Intergovernmental Management</td>
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Information and Performance Management Track

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<tr>
<td>PA 431</td>
<td>Civic Technology (required)</td>
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</tr>
<tr>
<td>PA 521</td>
<td>Strategic Management: Planning and Measurement (required)</td>
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</tbody>
</table>
PA 422  Project Management
PA 432  Management of Information Technology
PA 433  Data Management
PA 434  Data Analytics
PA 435  Geographic Information Systems (GIS) for Public Managers
PA/POLS 567  Topics in Political Communication

Emergency Management and Continuity Planning Track a
HPA 407  Fundamentals of Emergency Management and Resilience Planning (required)
PA 521  Strategic Management: Planning and Measurement (required)
EOHS 572  Environmental Risk Assessment and Management
IDS 524  Strategic Emergency Management and Continuity Planning
IDS 541  Disaster Response and Recovery Operations
HPA 497  Integrative Project in Emergency Management

Survey Methods Track b
PA 521  Strategic Management: Planning and Measurement (required)
PA 431  Civic Technology
PA/CHSC 577  Survey Questionnaire Design
PA 578  Surveys, Public Opinion, and Public Policy
PA 579  Practicum in Survey Methodology
PA 582  Survey Data Collection Methods: Theory and Practice
PA 587  Seminar on Special Topics in Survey Methodology
PA 588  Applied Survey Sampling and Analysis

Nonprofit Management Concentration

Code    Title                                                                 Hours
Concentration Courses
At least 16 semester hours must be taken in the area of concentration.
PA 571  Nonprofit Management (required)
PA 422  Project Management
PA 431  Civic Technology
PA 521  Strategic Management: Planning and Measurement
PA 531  Human Resource Management in the Public and Nonprofit Sectors
PA 572  Nonprofit History and Theory of the Nonprofit Sector
PA 573  Development and Fundraising in Nonprofit Organizations
PA 550  Advanced Topics in Financial Analysis and Management

Financial Management Concentration

Code    Title                                                                 Hours
Concentration Courses
At least 16 semester hours must be taken in the area of concentration.
PA 521  Strategic Management: Planning and Measurement
PA 526  Public Policy Analysis
PA 550  Advanced Topics in Financial Analysis and Management
PA 551  Accounting for Public and Nonprofit Organizations
PA 552  Capital Budgeting and Finance
PA 553  State and Local Public Finance
PA 555  Advanced Topics in Public Budgeting

Urban Governance and Management Concentration

Students must select either the General Track or the Local Government Management Track.

Code    Title                                                                 Hours
Concentration Courses
At least 16 semester hours must be taken in the area of concentration. PA 561 is required for all tracks.
General Track
PA 467  Civic Engagement
PA 561  Intergovernmental Management (required)
PA 526  Public Policy Analysis
PA 553  State and Local Public Finance
PA 563  Local Government Management
UPP 530  Economic Development I: Analysis
POLS 551  Seminar in Urban Politics
POLS 553  Urban Public Policy

Local Government Management Track
PA 467  Civic Engagement
PA 561  Intergovernmental Management (required)
PA 563  Local Government Management (required)
PA 468  Topics in Management and Leadership of Public Organizations
PA 521  Strategic Management: Planning and Measurement
PA 535  Conflict Management

Notes:
a  To earn the Campus Certificate in EMCP, offered through the School of Public Health/College of Business Administration, students must take HPA 407, EOHS 572, IDS 524, IDS 541, and HPA 497, using one of their elective courses.
b  To earn the Campus Certificate in Survey Research Methods, students must take PA 577/CHSC 577, PA 582, and PA 588.
Other Requirements

- Students with a unique specialized interest can create an individualized concentration consisting of 16 semester hours of coursework. The coursework must be coordinated and focused on a specific area of interest. The concentration courses must be approved by the director of graduate studies and may be in the Department of Public Policy, Management, and Analytics as well other departments and schools within the university.
- **Comprehensive Examination:** None
- **Thesis, Project, or Coursework-Only Options:** Coursework only. No other options available.

Interdepartmental Concentrations

Students earning a graduate degree in this department may complement their courses by enrolling in select concentrations after consulting with their graduate advisor. Interdepartmental concentrations available for this degree include:

- Gender and Women's Studies
- Survey Research Methodology