



Master of Public Policy Administration

Student Handbook

June 2008

Last Updated: August 22, 2008

CONTENTS

<i>Message from the Director</i>	3
<i>Directory</i>	4
<i>Welcome To The Mppa Program</i>	6
Using This Handbook.....	6
Links For Additional Information.....	6
Umsl's Public Policy Administration Program:	7
The Master Of Public Policy Administration (Mppa) Degree Program:	8
<i>Getting Started</i>	10
When You Are Accepted.....	10
Student Access To Technology	10
Financial Assistance	11
<i>Building Your Degree Program</i>	13
Core Curriculum	13
Electives.....	13
Emphasis Areas	14
Course Waivers.....	16
Transfer Credit.....	16
Internships	17
Tracking Your Progress	17
Core Courses.....	18
Electives, Public Policy Administration	19
<i>Staying The Course</i>	21
Academic Achievement.....	21
Faculty Advisors	21
Academic Support	22
Library Resources	22
<i>Preparing To Graduate</i>	24
Before You Enter Your Final Semester	24
Exit Project	24
<i>Using Your Degree</i>	26
Employment Resources	26
<i>Appendices</i>	28
Appendix A: Information Technology/Computer Proficiency Requirement	29
Appendix B: Exit Project Requirement	31
Appendix C: The Core Faculty	34
Appendix D: Graduate And Non-Credit Certificate Programs.....	40
Appendix E: Course Descriptions.....	41

MESSAGE FROM THE DIRECTOR

Welcome to the Master of Public Policy Administration degree program at the University of Missouri – St. Louis. We are proud of our program and are happy to have you join our community of scholars, students, and practitioners. Many of our alums have gone on to distinguished careers in the public, private, and nonprofit sectors.

The strength of the **Master of Public Policy Administration (MPPA)** comes from three factors. First, it has an analytic and managerial focus. This means that students are exposed to a rigorous curriculum that allows them to advance or get a good start on careers in the public, nonprofit, and private sectors. Second, our program is interdisciplinary – we have jointly-appointed core faculty from business, economics, political science, and sociology. This exposes students to a wide variety of perspectives and skills. Finally, we are accredited by the National Association of Schools of Public Administration and Affairs (NASPAA), and on a regular basis we go through a careful process of national peer review. In short, you will find an engaged and diverse faculty committed to giving you the tools you need for better decision-making and management in a complex environment.

The entire faculty and staff want you to succeed in this program, and will do all we can to help you along. This handbook is a part of that effort – it provides you with the information you will need as you decide what courses you should take, and when you should take them. Keep this handbook (or refer to it on the MPPA website, <http://www.umsl.edu/divisions/graduate/P P Ad/index.html>) as you proceed with your UMSL experience. Of course, prior to registering, you should discuss these issues with your faculty advisor.

I hope that your experience in our program is a positive and successful one, and please do not hesitate to contact me with any questions you may have.

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DIRECTORY

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Contact information for the rest of the core faculty can be found at:

<http://www.umsl.edu/divisions/graduate/ppa/faculty.html>.

WELCOME TO THE MPPA PROGRAM

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USING THIS HANDBOOK:

While this handbook is formatted to be a user-friendly guide to structuring your degree program, the Graduate School's Public Policy Administration Bulletin is the actual governing document that establishes the requirements for earning your MPPA. The bulletin that is in effect when you are accepted into the program will remain the official document throughout your degree process. The PPA bulletin is available at (http://www.umsl.edu/bulletin/inter_school/public_policy.html).

This handbook is designed as a resource for planning and structuring a successful MPPA degree program. In addition to covering the basic requirements for your program, it also provides recommendations for designing an emphasis area that furthers your educational and career goals.

To aid in planning your program, this handbook includes charts that indicate the semester each Public Policy Administration (P P Ad) course is typically offered.* These charts can help you project the semesters you intend to enroll in each course, and they provide space to track the courses you have completed. They can be found at the end of the section on Planning Your Degree Program. You can also download and save an Excel version of TrackSheet to your own computer from http://www.umsl.edu/divisions/graduate/p_p_ad/tracksheet.

LINKS FOR ADDITIONAL INFORMATION:

The University of Missouri - St. Louis Graduate School website:
<http://www.umsl.edu/divisions/graduate/>

The Master of Public Policy Administration website:
http://www.umsl.edu/divisions/graduate/P_P_Ad/index.html

MPPA Student Handbook:
<http://www.umsl.edu/divisions/graduate/ppa/pdf/studenthandbook.pdf>

MPPA Bulletin:
http://www.umsl.edu/bulletin/inter_school/public_policy.html

Graduate School Handbook:
<http://www.umsl.edu/divisions/graduate/students/handbook.html>

List of Advisors and Advisees:
http://www.umsl.edu/divisions/graduate/P_P_Ad/advisors.html

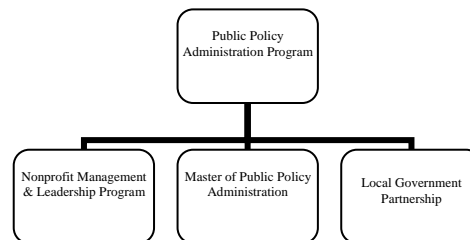
MyGateway Tech Support:
http://mygateway.umsl.edu/webapps/portal/frameset.jsp?tab_id= 22_1

* The University uses *P P Ad* for all Public Policy Administration courses in catalogues, course schedules, etc. The MPPA degree is part of the larger Public Policy Administration program.

UMSL'S PUBLIC POLICY ADMINISTRATION PROGRAM:

The Public Policy Administration (PPA) program consists of three components: the Master of Public Policy Administration (MPPA) degree program, the Nonprofit Management and Leadership Program (NPML), and the Local Government Partnership (LGP), (Figure 1). The core of the PPA is the MPPA.

Figure 1. Public Policy Administration Program Structure.



This document focuses on the MPPA and the requirements for earning the degree. However, both the LGP and the NPML components are important resources for MPPA students, both as emphasis areas and for the unique learning experiences available through the related coursework.

- *The Local Government Partnership* is a collaborative effort between the PPA Program, the East-West Gateway Council of Governments, the University of Missouri Extension and the Public Policy Research Center. The Partnership not only provides internships for students, but it also serves as a resource, locally and statewide, through which senior local government officials can access quality information, assistance, and training. The goal is to enhance the capacity of local government officials to address and respond to existing and emerging constituent and governmental needs. The Partnership is integral to the PPA mission as it serves MPPA students pursuing an emphasis in local government and careers in the public sector. The LGP also offers a Graduate Certificate in Local Government Management that can be earned as the emphasis area in the degree program or as an independent credential.

- *The Nonprofit Management and Leadership Program (NPML)* offers comprehensive education and training for students and individuals pursuing careers in the nonprofit sector, for professional staff, board members, and other leaders of nonprofit and voluntary organizations, and for public sector professionals. NPML is cited as a leading Nonprofit Management and Leadership program in national literature and is the only academic program in nonprofit studies in the bi-state metropolitan region that is an approved member of the national *Nonprofit Academic Centers Council*. In addition to custom-designed training services and consulting for area nonprofit organizations and professionals, NPML offers non-credit courses on fundraising and development. NPML certificates are designed to impart knowledge and competencies specific to managing, leading, and governing nonprofit and voluntary organizations. While MPPA students can declare an emphasis area in NMP&L, certificates can also be earned as independent credentials at both the graduate or undergraduate level, and they can be earned in conjunction with degree programs not affiliated with PPA.

Other PPA Affiliations:

- *The Neighborhood Leadership Academy* is a training collaborative initiative between UMSL, the Community Partnership Project, the Nonprofit Management & Leadership Program and the University of Missouri-Extension. Each year the NLA brings together a diverse group of up to 20 current or potential neighborhood leaders for 10 sessions over a four-month period. This hands-on leadership training program emphasizes community building principles, organizational leadership and management practices, and personal leadership skills.

- *American Review of Public Administration* (ARPA) is one of the leading journals in the field of public administration. The PPA program is an editorial home of the ARPA.

THE MASTER of PUBLIC POLICY ADMINISTRATION (MPPA) DEGREE PROGRAM:

MPPA Mission: The Master of Public Policy Administration (MPPA) is an interdisciplinary program designed to prepare students for managerial and policy analysis positions in the public and nonprofit sectors or in organizations having substantial interaction with the public and nonprofit sectors. The program is a unit of the Graduate School and is accredited by the National Association of Schools of Public Affairs and Administration. Core faculty are on joint appointment in public policy administration and disciplines such as economics, history, political science, sociology, or business administration. The program includes courses in policy analysis, public administration, management, budgeting, and economics in the basic curriculum. The University of Missouri-St. Louis' MPPA program differs from existing programs available in the Missouri-Illinois region in its interdisciplinary nature and emphasis on the development of both analytic and administrative skills. It is designed to meet the needs of prospective full-time students, as well as those who wish to earn a degree in the evening while continuing to work.

MPPA Degree Basics: PPA offers a 40-hour Master of Public Policy Administration degree. This degree is comprised of 28 credit hours of core courses in administration, budgeting, economics, policy analysis, and statistics and applications. Students also choose 12 hours of electives, typically forming an emphasis area that compliments educational or career goals.

Accreditation: UMSL's MPPA Program has been accredited by the National Association of Schools of Public Affairs and Administration (NASPAA) since 1987.

Interdisciplinary Nature: Because the degree program is interdisciplinary, courses are taught by professors from a range of disciplines and areas of expertise. As a result, courses are typically cross-listed with both PPA and with another department. Cross-listing means that the classroom will not only include MPPA students, but also students from other degree programs. It is the PPA's interdisciplinary nature combined with an emphasis on the development of analytic and administrative skills that separates UMSL's PPA program from others in the St. Louis metropolitan area.

GETTING STARTED

GETTING STARTED

When you are accepted into the MPPA program, you must do the following: 1) meet with your Faculty Advisor, 2) register for classes, and 3) complete the IT/Computer Proficiency Exam.

Advisor: The PPA Director will assign you a Faculty Advisor to guide you through the entire MPPA program. Assignments are made based upon availability, and your Faculty Advisor may or may not be in a field directly related to your area of interest. You are encouraged, therefore, to engage with as many faculty members as possible, particularly those with research and teaching experience in topics of interest to you.

Your Faculty Advisor will assist you in scheduling courses and understanding the requirements for completing the degree. Soon after being accepted, you should work with your Faculty Advisor to plan your degree program. Because some courses are only offered periodically, at particular intervals, in a specific sequence, or during certain semesters, planning ahead can ensure that all requirements are efficiently met. A list of Faculty Advisors and advisees is posted at

<http://www.umsl.edu/divisions/graduate/P P Ad/advisors.html>.

Registering for Classes: **You must contact your Faculty Advisor before attempting to register for courses each semester.** This can be done in person, via email, or by phone. After discussing your needs and plans, your Faculty Advisor will contact the Administrative Associate to “clear” you to register. You can register through the online MyView system available at <https://myview.umsl.edu/prd/signon.html>, or you can register in person in the Registrar’s office located in MSC 351.

IT/Computer Proficiency Exam: **You must complete an IT/Computer Proficiency Exam during your first semester in the program.** You are responsible for securing a copy of the exam, completing it, and returning it to the PPA office when completed. The exam has deadlines and other requirements that are clearly stated in the full policy, which can be found in Appendix A.

If you are new to the UMSL campus, you will need to familiarize yourself with the following:

STUDENT ACCESS TO TECHNOLOGY:

UMSL offers students a wide range of computer based technologies. Following is a brief guide to those get you started. For a complete reference on these resources, see <http://www.umsl.edu/technology/publications/stutechguide/>.

Email: Upon admission, all UMSL students are provided an email account that is accessible through My Gateway. Most instructors in PPA (and UMSL generally) rely on the student email addresses provided with their class rosters. To ensure adequate course related communication between students and instructors, you must access these accounts on a regular basis, either by checking them frequently on the MyGateway interface or by forwarding to a non-UMSL account. For more information on forwarding student email, see <http://www.umsl.edu/technology/support/studentmail/index.html>.

MyGateway: Upon admission, you are also provided with login information for MyGateway, the University's online course management system. This site provides students and faculty with access to course materials and a variety of programs that enable classroom communication and interaction using virtually any computer with a current web browser (such as Internet Explorer or Mozilla Firefox) and an Internet connection.

Assistance with email, My Gateway, logins and other features of online learning is available at http://mygateway.umsl.edu/webapps/portal/frameset.jsp?tab_id= 22_1.

Samba: Every UMSL student on campus has their own personal "virtual" drive. Samba is a service that allows you to use your free space (up to 100MB for students) as a network drive to store your documents. In the student computing labs, these files automatically map as drive K:. When you log into the computers in the labs and classrooms, your Samba drive will be located in "My Computer". All files can be saved in this folder and be accessible from any lab or classroom computer. These are also accessible from home.

For more information on SAMBA, as well as information on how to connect to your SAMBA drive from your home computer, please visit the following webpage:
<http://www.umsl.edu/technology/support/samba>.

MPPA Organization Site: As student in the MPPA program, you will be included in a student organization site, *Graduate - Master of Public Policy*. This site includes notices and postings about events and news relevant to MPPA students. It also lists all MPPA students, making it easy to communicate with all students at once. The link to this site can be found on the home page of MyGateway when you are logged in.

FINANCIAL ASSISTANCE:

Graduate Research Assistantships: A limited number of positions for Graduate Research Assistants are periodically available through the PPA Program. These are paid part-time positions that provide tuition waivers, a significant benefit, and the selection process is competitive. The program will post positions when they are available, and you must apply directly to the director. General information on GRA/GTA positions is available at <http://www.umsl.edu/divisions/graduate/formsregs/gta.html>.

Other Financial Aid: You should contact the Financial Aid office for information on loans, grants and scholarships: <http://www.umsl.edu/services/finaid/>

BUILDING YOUR DEGREE PROGRAM

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CORE CURRICULUM:

All MPPA candidates must complete a total of 40 hours: 28 hours in core curriculum courses and 12 hours of electives. The core curriculum is comprised of courses in economics, policy research and analysis, administration, statistics and applications, and accounting and budgeting. You should pay close attention to possible prerequisites, sequencing suggestions, and course scheduling as you plan your program. All core courses and their related course numbers are listed on page 18 of this section.

Course sequencing:

Introductory courses: Because they cover the basics of PPA, it is strongly recommended that P P Ad 6000, P P Ad 6010, and P P Ad 6080 be taken early in the program. There is no preferred order for enrolling in P P Ad 6400 or 6600, although these are useful as introductory courses as well.

Prerequisites:

- *Core Quantitative Courses:* P P Ad 6010 is the prerequisite course for P P Ad 6750. Both courses are offered each semester.
- *Core Microeconomics:* P P Ad 6080 should be taken prior to P P Ad 6210. However, if you have completed an undergraduate course in intermediate microeconomics you may request a course waiver. *Note:* These courses must be taken in their two-semester sequence: P P Ad 6080 is offered only in the fall, and 6210 is offered only in the spring.

Additional Considerations: P P Ad 6180 should not be taken in the first semester of enrollment unless you have substantial familiarity with budgeting. You need to be familiar with Microsoft Excel or an equivalent spreadsheet program for success in this course.

Final courses: P P Ad 6900 is the capstone course of the program and is normally offered once a year in the spring semester. You should plan to enroll in this course during your final *spring* semester of coursework, even if you do not plan to complete all coursework until the following fall.

The final requirement is P P Ad 6990, *Exit Project Research*. The exit project is an independent applied policy research project. When you are preparing to enroll in the Exit Project, you should refer to the section on Exit Projects (Appendix B). You can also request a copy of the Exit Project Guidelines from the PPA office, or download a copy from the PPA website: <http://www.umsl.edu/divisions/graduate/ppa/pdf/exitproject.pdf>.

ELECTIVES:

In addition to the 28 credit hours of core courses, you will need to complete 12 hours of electives that are intended to compliment and enhance your degree program. These are graduate level courses that are offered by PPA and by the other disciplines that are involved

with the Public Policy Administration program (Economics, Business, Management, Political Science, Sociology, and Psychology).

Most students organize their electives into emphasis areas that increase the applicability of their MPPA toward their career goals. There is some flexibility in selecting electives that are not listed in specific emphasis areas. If you are interested in such a course, discuss your reasoning with your Faculty Advisor. The PPA Director will make the final decision.

EMPHASIS AREAS:

Prior to completing 15 hours in the MPPA program, you should identify an emphasis area. You can then work with your advisor to build an emphasis area and degree program that meets both your career goals and the degree requirements. You can select one of four 12-hour emphasis areas or you can design your own in consultation with your faculty advisor:

- Managing Human Resources and Organizations
- Policy Research and Analysis
- Nonprofit Organization Management
- Local Government Management
- Individualized Emphasis Area

Specific requirements for each emphasis area are as follows:

1) Managing Human Resources and Organizations

- a. *Required for Emphasis in Managing Human Resources and Organizations (3 hours)*
P P Ad 6490 (3), Human Resources in the Public Sector
- b. *Electives (9 hours) chosen from:*
MGMT 5611 (3), Advanced Organizational Behavior and Administrative Processes
MGMT 5624 (3), Organizational Training
P P Ad 6680 (3), Negotiating Workplace Conflict
P P Ad 6950 (3), Internship – (in assignment relevant to emphasis area)
Econ 5400 (3), Labor Economics
Pol Sci 3470 (3), Collective Bargaining

2) Policy Research and Analysis

- a. *Required for Emphasis in Policy Research and Analysis (3 hours):*
Pol Sci 6402 (3), Intermediate Techniques in Policy Research **OR**
Econ 4100 (3), Introduction to Econometrics
- b. *Electives (9 hours) chosen from:*
Pol Sci 6403 (3), Advanced Techniques in Policy Research **OR**
Econ 4110(3), Applied Econometrics
Econ 4160 (3), Geospatial Economic Analysis
Econ 4170 (3), Fundamentals of Cost-Benefit Analysis

Econ 4500 (3), Public Finance: State and Local
 Econ 4550 (3), Natural Resource Economics
 Econ 5400 (3), Labor Economics
 Econ 5640 (3), Transportation Economics
 Econ 5700 (3), Regional and Urban Economics
 Econ 5720 (3), The Economics of Real Estate and Land Use Policy
 Econ 5750 (3), The Political Economy of Healthcare
 Econ 5760 (3), Health Economics
 Econ 5900 (3), Advanced Topics in Economic Analysis
 Pol Sci 6404 (3), Multi-Method Research
 Pol Sci 6414 (3), Topics in Public Policy Analysis
 Pol Sci 6422 (3), Law, Courts, and Public Policy
 Soc 4040 (3), Survey Research Practicum **OR**
 Soc 5432 (3), Survey Research Methods
 P P Ad 6950 (3), Internship (in assignment relevant to the emphasis area)

3) Local Government Management

- a. *Required for Emphasis in Local Government Management (6 hours):*
 P P Ad 6340 (3), Seminar in City Administration **OR**
 P P Ad 6350, Issues in Urban Management

AND

Pol Sci 6470 (3), Proseminar in Urban Politics **OR**
 Pol Sci 6471 (3), Seminar in Urban Politics

- b. *Electives (6 hours) chosen from:*
 P P Ad 6490 (3), Human Resources in the Public Sector
 P P Ad 4940 (3), Leadership and Management in Nonprofit Organizations
 P P Ad 6350 (3), Issues in Urban Management
 P P Ad 6680 (3), Negotiating Workplace Conflict
 P P Ad 6950 (3), Internship (in assignment relevant to emphasis area)
 Econ 4500 (3), Public Finance: State and Local
 Econ 5510 (3), Public Choice
 Econ 5700 (3), Regional and Urban Economics
 Pol Sci 6432 (3), Intergovernmental Relations

For emphasis in Local Government Management, a course not taken to fulfill the "required 6 hours" may be taken as elective credit.

Students interested in careers in local government management are strongly encouraged to take P P AD 6490, Human Resources in the Public Sector, as one of their electives.

4) Nonprofit Organization Management and Leadership

- a. *Required for Emphasis in Nonprofit Organization Management and Leadership (9 hours):*
 - P P Ad 4911 (1) Management Issues in Nonprofit Organizations: Staff Management Issues
 - P P Ad 4912 (1) Management Issues in Nonprofit Organizations: Legal Issues
 - P P Ad 4913 (1), Management Issues in Nonprofit Organizations: Financial Issues
 - P P Ad 4940 (3), Leadership and Management in Nonprofit Organizations
 - P P Ad 4960 (3), American Philanthropy and Nonprofit Resource Development
- b. *Electives (3 hours) chosen from:*
 - P P Ad 6490 (3), Human Resources in the Public Sector
 - P P Ad 6550 (3), Strategic and Program Planning for Nonprofit Organizations
 - P P Ad 6680 (3), Negotiating Workplace Conflict
 - P P Ad 6950 (3), Internship (in assignment relevant to the emphasis area)
 - BA 3451 (3), Accounting for Governmental and Nonprofit Entities
 - BA 5100 (3), Managerial Communication
 - BA 5900 (3), Ethics, Law and Business
 - BA 5700 (3), Contemporary Marketing Concepts
 - Psych 7412 (3), Social Psychology

5) Individualized Emphasis Area

If you are interested in an individualized emphasis area, you must work with your Faculty Advisor to develop a proposal for 12 hours of specific coursework. Your proposal must be submitted prior to completing 15 hours toward your MPPA degree, and it must include P P Ad 6950, Internship (in an assignment relevant to the emphasis area), unless you have significant public or nonprofit sector experience. The PPA Director must approve proposals for individualized emphasis areas.

COURSE WAIVERS:

A course waiver will exempt a student from completing a particular course, but it will not reduce the total number of credit hours required for the degree. An elective course must replace the waived course.

P P Ad 6950, Internship may be waived for students with substantial experience in the public or nonprofit sector.

P P Ad 6080, Microeconomics for Policy Analysis is waived for students who have completed undergraduate intermediate microeconomics or its equivalent.

Other course waivers will be considered on an individual basis. Students interested in exploring this option should contact the Program Director or his/her academic advisor.

TRANSFER CREDIT:

Per Graduate School policy (<http://www.umsl.edu/divisions/graduate/faculty/rulesingle.html#PriorCourses>), up to 12 credit hours may be transferred (four, three credit hour courses). In most cases, students may transfer

credit for core courses only for directly analogous courses taken at other NASPAA-accredited programs. In certain circumstances, students may obtain transfer credit for electives taken at non-NASPAA accredited programs. The university must be accredited, however. In either case transfer credit is at the discretion of the PPA Director, in consultation with relevant faculty, and students will be asked to provide documentation about courses taken. This documentation may include syllabi, letters from instructors, and/or any other information that the Director deems necessary to evaluate the content of the course.

INTERNSHIPS:

You must complete an internship if you do not have substantial experience in the public or nonprofit sectors. An internship gives students the opportunity to apply their graduate education in a local government, state or national agency, a policy research organization, or a nonprofit organization. A three-credit-hour internship requires 300 hours on the internship assignment. Each student has both a site supervisor and a faculty supervisor. To complete the internship for graded credit, the student must receive a satisfactory evaluation from the site supervisor and perform all reading and written assignments from the faculty supervisor. The faculty supervisor determines the final grade.

To arrange an internship, students should meet with the Internship Coordinator who will suggest possible placements that meet the student's educational and career goals. Once a potential site is identified, the Coordinator sends the student's resume to the prospective placement and arranges for an interview. If it is an appropriate match, a learning agreement is completed by the student, the site supervisor, and the faculty supervisor. The student is then authorized to enroll in P P Ad 6950.

Students will have the greatest selection if they make arrangements at least ten weeks prior to the start of the internship (June 1 for Fall Semester internships, November 1 for Winter Semester internships, March 1 for Summer Session internships).

If you believe you have substantial experience, you can request to be waived from an internship. If the director approves, you will be waived out of the internship requirement, and you will have to take a 3-hour replacement elective. To request a waiver, contact either the PPA Administrative Associate or the Director for information.

You may be able to use your current employment situation as a for-credit internship. To do so, you must work with your advisor to develop a special research project outside the scope of your regular employment duties. You will be granted credit after successfully completing both the project and a written paper.

TRACKING YOUR PROGRESS:

You can plan your courses and track your progress by entering your course information in the spreadsheet available at: <http://www.umsl.edu/division/graduate/ppa/tracksheet.html>. Note: You MUST download and save this to your own computer as an "unofficial" record. Both PPA and the Graduate School are tracking your progress and have final authority on your grades and grade point average.

CORE COURSES:

The following table can be used to plan the semesters in which you will complete all the core courses. The final three columns indicate the semesters in which each CORE course is most typically offered:

PP Ad Course #	CORE Courses: Category and Title	Fall	Winter	Summer
Administration				
6400	Proseminar in Public Policy Administration	X	X	
6600	Organizational Behavior and Administrative Processes	X	X	X
Budgeting				
6180	Governmental Budgeting and Financial Control	X		
Economics				
6080	Microeconomics for Policy Analysis	X		
6210	Public Sector Microeconomics		X	
Policy Analysis				
6000	Introduction to Policy Analysis	X	X	
6900	Cases in Public Policy Administration		X	
Statistics and Applications				
6010	Introduction to Policy Research	X	X	
6750	Introduction to Evaluation Research Methods	X	X	
Exit Project				
6990	Exit Project Research	X	X	X

Notes:

ELECTIVES, PUBLIC POLICY ADMINISTRATION:

You must take twelve hours of electives. The following are the cross-listed courses that have an actual PPA course number. Students may take courses offered by other departments that do not have a PPA number. For example, many of the courses listed as electives in the emphasis areas do not hold PPA course numbers. If you are interested in a graduate level course that is not listed below or in an emphasis area, you should talk with your advisor and/or the Director.

Course #	Public Policy Administration ELECTIVES: Category and Title	Fall	Winter	Summer
4911	Management Issues in Nonprofit Organizations: Staff Management Issues (This is a 1 credit hour course).	X	X	
4912	Management Issues in Nonprofit Organizations: Legal Issues in Governing and Managing Nonprofit Organizations (1 credit hour).	X	X	
4913	Management Issues in Nonprofit Organizations: Financial Issues (1 credit hour).	X	X	
4940	Leadership & Management in Nonprofit Organizations	X	X	
4960	American Philanthropy & Nonprofit Resources Development	X		
6150	Directed Readings & Research in Public Policy	X	X	X
6170	Income & Pension Policy for the Aged *			
6340	Seminar in City Administration			X
6350	Issues in Urban Management			X
6430	Health Care Policy *	X		
6440	Seminar in Public Policy & Aging *		X	
6460	Selected Topics in Health Care Policy *		X	
6490	Human Resources in the Public Sector	X		
6510	Urban & Regional Planning & Public Policy *			
6550	Strategic & Program Planning for Nonprofit Organizations		X	
6680	Negotiating Workplace Conflict		X	
6800	Management Information Systems		X	
6850	Information Technology and the Public Sector		X	
6950	Internship	X	X	X

* Other departments are responsible for offering and scheduling these courses. Some are offered on a regular basis while others are not. When planning, you should ask your advisor about the current or anticipated schedules for these courses well in advance of the semester in which you would like to take them. Some departments publish their schedules up to 3 years in advance, so you may want to check their websites.

STAYING THE COURSE

STAYING THE COURSE

ACADEMIC ACHIEVEMENT:

The Graduate School establishes the policies governing student academic achievement. The descriptions below are intended to clarify certain aspects directly relevant to MPPA students. However, you can find the complete Graduate School academic policies at <http://www.umsl.edu/divisions/graduate/faculty/rulesingle.html#Standing>.

Minimum Grade Point Average (GPA): As a graduate student in the MPPA degree program, you must have a 3.0 program GPA in order to graduate. There is no rounding up - a 2.999 is considered below threshold by the Graduate School.

Restricted Status: If you are admitted on restricted status, the PPA Director will review your record on a regular basis to determine if you have satisfactorily met the requirements set forth by the restriction. Failure to do so may result in immediate dismissal from the program.

Academic Probation: After taking 9 credit hours, if your cumulative GPA falls below 3.0, the graduate school places you on academic probation. The Graduate School informs students of their probation by letter, and copies are sent to the PPA Director, the Graduate Admissions Office and Financial Aid. Failure to perform satisfactorily may result in dismissal from the program. The Graduate School policies can be found at: <http://www.umsl.edu/divisions/graduate/faculty/policies.html>

Pi Alpha Alpha: Pi Alpha Alpha is a national honor society that recognizes outstanding scholarship and accomplishment in the field of public affairs and administration. If you have completed 50 percent of the required coursework (a minimum of 20 semester hours) and have a GPA of at least 3.7, you will be eligible for induction into the UMSL Chapter of Pi Alpha Alpha.

Time Limits: You must complete your MPPA degree within six years. If you are not enrolled for more than two consecutive terms, you must reapply to the program.

Grade Appeals: If you do not agree with your grade, you must follow the Grade Appeal Process available at <http://www.umsl.edu/services/academic/assets/PDFs/grade-appeal07.pdf>.

FACULTY ADVISORS:

Stay in touch with your advisor: Your advisor can be a valuable source of information and guidance if you are: considering a major change to your program, thinking about dropping a class, struggling academically, confused about a requirement for your degree, or encountering a scheduling conflict in an upcoming semester. It is up to you to contact your advisor. You are welcome to change your advisor, but be sure to discuss this with the PPA Director prior to doing so.

ACADEMIC SUPPORT:

Teaching Assistants: Some classes may have Graduate Teaching Assistants (GTA's) along with instructors to provide additional assistance in the classroom. They may be available outside of class time to provide you with assistance for a specific course. If your instructor is working with a GTA, he or she will inform the class about the GTA's responsibilities.

Lab attendants: Most computing labs have attendants that can help with general computing questions, such as logon procedures, printing, and working with various software applications. Generally, lab attendants cannot help you with specific homework assignments.

Tutors: Some departments keep a list of tutors for students who need additional help. You should ask at the main office of the department in which you need assistance. Many tutors work independently for private pay, and in this case, you will be responsible for paying your tutor.

Computing Labs: MPPA students often use the Economics Resource Center (ERC) and Quantitative Student Lab located in SSB 452. This lab is specially equipped to provide assistance with quantitative computing. The Economics Resource Center is also housed in this lab. GTAs and Lab Assistants have set hours during which they can provide you with assistance. You can inquire about these hours at the lab desk.

SSB 103 is a larger computer lab used by students from a variety of disciplines. In this lab, you will find assistance using various software programs or formatting documents. For a full listing of computing lab locations and policies, see the following:

<http://www.umsl.edu/technology/instructionalcomputing/labs/labs.html>. Additional student assistance on computing and technology can be found at <http://www.umsl.edu/technology/publications/stutechguide/campus.html>.

Writing Lab: The Writing Lab is located at SSB 409. Some of the issues covered in the lab include organization, sentence clarity, development, grammar and usage. The Writing Lab tutors, many of whom have taken the same writing courses you will be taking, can assist you in achieving your best writing effort. You do not need an appointment. More information on the Writing Lab is available at

http://www.umsl.edu/divisions/artscience/english/writing_lab/writinglab.html.

LIBRARY RESOURCES:

Throughout your degree program, you will need to use the University's Electronic Databases which contain evaluated information suitable for academic research. The Libraries' website includes links to all the electronic databases as well as a tutorial on searching the databases. You can access the tutorial at: <http://www.umsl.edu/services/libteach/libtour/start.htm>.

The home page of the UMSL Libraries includes links for research assistance, statistics, and current standards for citations. The UMSL Libraries homepage is located at: <http://www.umsl.edu/services/library/>.

PREPARING TO GRADUATE

PREPARING TO GRADUATE

BEFORE YOU ENTER YOUR FINAL SEMESTER:

Determine what forms you need to file for graduation. You will have to file each form by a specific deadline. It is your responsibility to make sure all forms and all requirements are completed and submitted on time. The Graduate School develops all graduation forms, deadlines and general requirements. These policies are included in the Graduate School Student Handbook:

<http://www.umsl.edu/divisions/graduate/students/handbook.html#Graduation>.

Prior to completing this paperwork, meet with your advisor to review your course history to ensure that you have met all requirements for your MPPA degree and emphasis area.

EXIT PROJECT:

It is your responsibility to make sure you meet all deadlines related to each step of the Exit Project Process.

During your last semester, you will complete an Exit Project, which is considered the capstone of the MPPA program. In this project, students integrate into a major paper the concepts, skills, and methods learned in their coursework. It is your responsibility to develop a proposal and to understand the requirements and deadlines based on the Exit Project Guidelines.

You will need to identify and meet with an Exit Project Advisor whose research and teaching interests are compatible with your project topic. The PPA Director will assist you with this selection process. Be prepared to meet with your Exit Project Advisor to discuss your options *before* registering for your Exit Project.

Once you have a topic and an advisor, you will register for P P Ad 6900 (Exit Project Research). The Director will choose two additional committee members after consulting with you. Throughout the semester in which you are working on your Exit Project, you will meet with your Exit Project Advisor regularly for guidance on the progress and direction of your project paper.

The final step in the Exit Project process is the Oral Exit Examination. You will give a brief 10 - 15 minute presentation and then be quizzed by your committee.

While this project is designed to provide evidence that you have mastered, and can apply, the skills learned through your MPPA courses, this project should be approached as the highlight of your studies. Students should choose a topic and a research design that is not only academically appropriate, but that is exciting and fun as well.

The full Exit Project Policy can be found in Appendix B.

USING YOUR DEGREE

USING YOUR DEGREE

EMPLOYMENT RESOURCES:

General Employment Strategies:

UMSL's Career Services: Career Services works in partnership with employers and the campus community by assisting students and alumni to develop, implement, and evaluate job search strategies. <http://www.umsl.edu/depts/career/index.html> . Career Services also provides general information about typical career paths associated with various degrees, including public policy administration:

<http://www.umsl.edu/depts/career/majors/pdf/publicadmin.pdf>.

Public Service and Policy resources:

PublicServiceCareers.org: Job seekers interested in careers in public policy and management will find *PublicServiceCareers.org* to be a valuable resource for finding jobs and for making themselves better known to employers. The resume listing service on <http://www.PublicServiceCareers.org> accepts new listings at all times. It also is designed to include resumes for persons with all levels of education and a wide variety of career interests related to public policy analysis and management.

PolicyServiceCareers.org is a joint venture of the National Association of Schools of Public Affairs and Administration (NASPAA) and the Association for Policy Analysis and Management (APPAM). While *PolicyServiceCareers.org* is the official employment resource, both organizations include useful information for students in public policy administration.

National Association of Schools of Public Affairs and Administration (NASPAA): This site includes student advice and links to typical graduate profiles, salary information and internship and job opportunities. These resources are not comprehensive but rather serve as a starting point for students in the fields of public administration and public affairs.

<http://www.naspaa.org/students/careers/careers.asp> .

Association for Policy Analysis and Management (APPAM): APPAM is dedicated to improving public policy and management by fostering excellence in research, analysis, and education. Since its founding in 1979, APPAM has promoted career opportunities in the public policy analysis and management field. These opportunities include faculty positions and research positions outside of academia that require a doctorate in public policy or a related field. Many of APPAM's institutional members offer the doctorate as well as Bachelor's degrees and professional Master's degrees. APPAM can be found at

<http://www.appam.org/home.asp>.

Nonprofit Resources:

The Rome Group: Helping nonprofit organizations be more effective in their work is what we're all about. As one of the Midwest's leading nonprofit consultants, we work with organizations of all sizes to build capacity, develop resources and create exciting and actionable

strategic plans that move them toward their vision. The Rome Group is not a search firm, but they do provide information on the latest job openings in the St. Louis philanthropic community.

<http://www.theromegroup.com/news/PositionAnnouncements/tabid/68/Default.aspx> .

Community Council of St. Charles County: The Mission of the *Community Council of St. Charles County* is to improve the quality of life in our community through the enhancement of the human service system and its agencies through broad-based participation by interested persons and organizations. <http://www.communitycouncilstc.org/>

Nonprofit Services Consortium: The mission of NSC is to strengthen our region's nonprofit organizations and the nonprofit sector as a whole by providing programs, services, and resources that inform, promote, and connect nonprofits as they work to improve people's lives. <http://www.nonprofitservices.org/>.

APPENDICES

Summary:

Because computers and specific programs are integral to the skills and concepts of many courses, MPPA students must complete a proficiency exam to demonstrate basic competency in desktop-based applications, including spreadsheets and databases.

Objective:

The exam is designed to 1) enable *you* to evaluate your information technology skill level, and 2) provide you with an opportunity to acquire skills you might be lacking.

Deadlines:

You must complete the IT/Computer Proficiency Exam during your first semester in the MPPA Program. Until this exam is successfully completed, submitted, and approved, you will not be able to register for any further coursework.

You should secure a copy of the exam *early in your first semester* to ensure ample opportunity to seek out any needed assistance or information. ***You must return the exam to 406 Tower for review during the first semester of enrollment.*** You can also email the completed exam to the Administrative Associate at albj@umsl.edu.

- If you start the program in August, the deadline for submitting the exam is **December 1**.
- If you start the program in January, the deadline is **April 1**.

Obtaining The Exam:

You are responsible for obtaining a copy of the exam. The exam can be downloaded from the MPPA website: <http://www.umsl.edu/divisions/graduate/ppa/pdf/computerprof.pdf>.

IT/Computer Support:

If you have difficulty completing the exam, several resources are available. Keep in mind that the exam is diagnostic in nature. If you overly rely on someone else for information or for completing the exam, you will be inadequately prepared for the program coursework.

Short courses in computers and software are available on campus through UMSL's Instructional Computing Labs. Course information can be found at: <http://www.umsl.edu/technology/instructionalcomputing/labs/shortcourses.html>.

Online training courses covering many software and technology related topics are provided through the University of Missouri at <https://mell.umssystem.edu/>. You will need your student login information to access these courses.

The UMSL Libraries have an online tutorial on various features of the library, including electronic database searches for full-text articles and on finding call numbers for books and journals. The home page of the UMSL Libraries also includes links for research assistance, statistics, and current standards for citations. The UMSL Libraries homepage is located at: <http://www.umsl.edu/services/library/>. You can access the tutorial (with login and password) at: <http://www.umsl.edu/services/libteach/libtour/start.htm>.

Brief Overview:

The Exit Project paper is viewed as the capstone of the MPPA program. In this project, students integrate concepts, skills, and methods learned in their coursework into a written paper.

Purpose of the Exit Project:

The purpose of the project is to provide evidence to the faculty that the degree candidate has mastered the skills learned in the MPPA coursework and can apply them to the analysis of a practical research policy problem, issue or situation. These skills include but are not limited to:

- a. Empirical policy analysis (quantitative or qualitative)
- b. Economic theory and application
- c. Application of emphasis area theory to a problem, issue, or situation
- d. Use of research skills

Topic Choice:

The Exit Project should identify some problem, policy, or issue within the field of public policy, public administration, or nonprofit organization management. Topics are most likely to be of an applied nature, though theoretical questions are not necessarily unsuitable. All applied topics should contain a statement of the problem and what, if any, policy is currently addressing it. Samples of prior Exit Projects are available for review in the MPPA office.

Scope of the Exit Project:

The completed Exit Project should reflect the quality and effort associated with a well-executed professional staff paper. It is not a Masters thesis. In the project paper, each student must set forth a well-defined policy question: a problem, issue or situation that needs addressing by proposed policy alternatives or an analysis of an existing policy addressing a policy problem, issue or situation. In addition, each paper must cite prior/related literature, present alternatives and critical evidence necessary to assist in making a decision, provide policy analysis of an existing policy or analytical thinking regarding proposed alternative policies for the problem to be addressed, set forth results of this analysis, make a policy recommendation and provide adequate justification for your choice.

Students completing one of the MPPA emphasis areas should consider doing the Exit Project on a problem, issue, situation or policy affecting that emphasis area. For example, the nonprofit organization management emphasis area might address internal or external organizational issues such as how to make a governing board more effective or how to diversify the organization's financial resources.

Exit Project papers are to be approximately 25-30 double-spaced pages but under no circumstances should an Exit Project exceed 40 pages. Quality is more important than quantity in an Exit Project paper.

How to Complete the Exit Project:

1) Choose an Advisor

To successfully complete the Exit Project (and obtain the MPPA degree), you must meet with the MPPA director to identify the general topic for the Exit Project and to identify a prospective Exit Project advisor. The advisor will be chosen on the basis of the compatibility of the faculty member's research and teaching interests with the proposed project. Once a faculty member agrees to serve as the Exit Project advisor/chairperson, the advisor assumes responsibility for the appropriateness of the topic and standard of analysis, monitoring progress on the project, presenting you at the oral Exit Presentation, and assigning a grade for the course.

You should expect to meet with you Exit Project advisor regularly. Also, you should expect to turn in several drafts of your project to your Exit Project advisor for comments and be prepared to make the necessary changes prior to submitting the APPROVED final version of the project to the entire committee.

2) Register for P P Ad 6990 (Exit Project Research)

Prior to your final semester, you must register for P P AD 6990, *Exit Project Research*. A special consent number is required and can be obtained from the MPPA office. This course is worth one-credit hour and is required for the degree.

3) Choose Two Other Committee Members

The PPA Director, after consulting with both the Exit Project Advisor and the student, will identify two additional readers for the Exit Project. These two faculty members will not receive the Exit Project until the faculty Exit Project advisor informs the MPPA director that an approved Exit Project has been completed. The committee chosen may not change without the permission of the MPPA director.

4) Schedule the Oral Exit Examination

Once the Exit Project advisor has approved a draft of the Exit Project, an exit examination will be scheduled. The Exit Project advisor will schedule the exam in conjunction with the MPPA program office.

You must provide your faculty Exit Project Advisor and the two other committee members a copy of his or her APPROVED DRAFT OF THE EXIT PROJECT a minimum of 10 days before the scheduled exit examination.

You should note that an oral exit presentation may be held at any time, but **in order to graduate in a particular semester, the oral presentation must be held no later than three weeks prior to commencement** (refer to the online Academic Calendar for these dates). If these deadlines are not met, the student will not graduate until the following semester **and will be charged an additional fee.**

THUS, THOSE STUDENTS SEEKING TO GRADUATE IN A GIVEN SEMESTER MUST PAY CLOSE ATTENTION TO DEADLINES. The MPPA program has a six-year deadline within which to finish all work for graduation.

Exit Project Assessment:

The Exit Project committee determines acceptability of the Exit Project. At the completion of the exit (oral) examination, the student will be asked to leave the room while the committee members make a decision. There are three possible outcomes:

- 1) **Accepted:** You are to be graduated subject to the proviso that all other degree requirements have been completed.
- 2) **Accepted, Subject to Revisions:** In this case, you will be advised to make minor changes to your Exit Project paper. Given the three-week interval between the exit examination and graduation, it should be possible to complete the revisions suggested by the committee and be awarded the degree on time.
- 3) **Rejected:** In this last case, you will be advised to re-do your Exit Project, postponing graduation by one or more semesters.

Most students' projects satisfy criteria for the second category: Accepted, Subject to Revisions. At the oral presentation the committee will designate the faculty Exit Project advisor to determine whether the student has satisfactorily completed the revisions. The revised Exit Project must be judged acceptable by the Exit Project advisor no later than **ONE WEEK** prior to the date of graduation.

Contact information for core faculty is available at
<http://www.umsl.edu/divisions/graduate/ppa/faculty.html>.

Brady Baybeck, Director & Associate Professor of Public Policy Administration & Associate Professor of Political Science
Ph.D., Washington University

Brady Baybeck is Director and associate professor of the Program in Public Policy Administration, and he holds a joint appointment as associate professor of Political Science. In the MPPA he teaches Introduction to Policy Analysis and Introduction to Policy Research. His research interests lie in political geography, the use of geographic information systems, and urban policy. He is currently working on projects examining the spatial dimensions of state policy innovation and the effects of local political geography on individual behavior.

Deborah B. Balsler, Associate Professor of Public Policy Administration & Business Administration
Ph.D., Cornell University

Deborah Balsler received her PhD in industrial relations, specializing in organizational behavior, and her undergraduate degree in housing studies from Cornell University. Her research focuses on social movement and nonprofit organizations, disability issues in the workplace, and organizational conflict. Before joining the UMSL faculty in 1998, she worked at the Fulton Fish Market and on the floor of the New York Stock Exchange in New York City.

Glen Hahn Cope, Provost and Vice Chancellor for Academic Affairs
Professor, Public Policy Administration and Political Science
Ph.D., The Ohio State University

Provost Glen Cope's teaching and research interests include public and nonprofit budgeting and finance, leadership and management of public and nonprofit organizations and higher education institutions, and public sector economics.

Andrew D. Glassberg, Associate Professor of Public Policy Administration & Political Science
Ph.D., Yale University

Andrew D. Glassberg is Associate Professor of Political Science and Public Policy Administration. He holds a B.A. from Columbia University, and an M.A. and Ph.D. in Political Science from Yale University. He has taught at UMSL for over 25 years, holding the directorship of MPPA for a substantial portion of that time. Professor Glassberg's main research interest is in urban administration and budgeting. He has studied local governments and their response to budgetary problems in the U.S. and Britain. He is the author of *Representation and Urban Community*, a study of neighborhood government in London, and numerous articles on urban administration and local government responses to budgetary problems. He is currently researching the impact on communities of military base closings and defense industry changes in the U.S. and the European Union. In 2003 he was elected to the Olivette City Council, holding that position until 2006.

Jean-Germain Gros, Associate Professor of Public Policy Administration & Political Science
Ph.D., University of California-Berkeley

Jean-Germain Gros specializes in African politics, with an emphasis on Francophone Africa. He is particularly interested in the processes of democratization and economic development. In addition, Dr. Gros specializes in public policy administration, with an emphasis on health policy in the United States and the Third World.

E. Terrence Jones, Professor of Public Policy Administration & Political Science
Ph.D., Georgetown University

E. Terrence Jones is the author of *The Metropolitan Chase: Politics and Policies in Urban America, Fragmented by Design: Why St. Louis Has So Many Governments*, and *Conducting Political Research*. He is the co-editor of *St. Louis Metromorphosis: Past Trends and Future Directors* and has also written dozens of scholarly articles, chapters, and technical reports. He has served as a consultant to more than sixty governmental and non-profit agencies and has held offices in many professional and civic organizations. His research interests are primarily in metropolitan governance, urban public policy, state government, public opinion, and voting behavior.

Nancy Kinney, Associate Professor of Political Science & Public Policy Administration
Academic Director of the Nonprofit Management and Leadership Program.
Ph. D., University of Colorado-Denver

Dr. Nancy Kinney specializes in policy research on issues related to the utilization of nonprofits—specifically those with a religious connection—in the privatization of human services. She has a particular research interest in the policy innovation known as “charitable choice.” In addition, she has examined the role of nonprofit organizations in civic engagement, particularly in the policy formulation process. She has an extensive employment history in nonprofits as well as involvement in board governance. Her teaching experience has emphasized curriculum planning and instructional design.

James M. Krueger, Assistant Professor of Public Policy Administration & Accounting
Associate Vice Chancellor for Budgeting and Academic Planning
D.B.A., C.P.A., C.G.F.M., Indiana University

Dr. Krueger is interested in financial accounting and reporting issues related to state and local governments. Also, given his current administrative position, he follows closely financial ratios and other indicators that apply to public colleges and universities.

Lana Stein, Professor of Political Science & Public Policy Administration
Ph.D., Michigan State University

Lana Stein is Professor and Chair of Political Science and Professor of Public Policy Administration. Her teaching and research interests include urban politics and administration and organization theory. She has published numerous articles in journals such as the *Journal of*

Politics, Political Research Quarterly, and Public Administration Review. She is author of two books, *Holding Bureaucrats Accountable* and *St. Louis Politics: The Triumph of Tradition* and co-author of *City Schools and City Politics*.

Julianne Stone, Director, Local Government Partnership
M.A., Washington University

Ms. Stone currently serves as the Director of the Local Government Partnership. Stone was previously the Director of the St. Louis Urban Outreach Office of the Missouri Department of Natural Resources. She has served as Policy Assistant to former St. Louis City Mayor Clarence Harmon where she handled a wide range of local, state and federal policy issues including environmental issues, neighborhood concerns, law-enforcement, youth and health related projects. She also worked as Coordinator of Issues and Research on the Harmon for Mayor campaign. Before coming to St. Louis, Stone worked as a Legislative Assistant for the American Israel Public Affairs Committee in Washington D.C. and as the Overseas Coordinator for the Israel Women's Network in Jerusalem, Israel. A native New Yorker, she holds a Masters Degree and is ABD in Political Science from Washington University and a Bachelors Degree in Government from Oberlin College.

Todd Swanstrom, E. Desmond Lee Endowed Professor
Community Collaboration and Public Policy Administration
Ph.D. Princeton University

A Professor of Public Policy at Saint Louis University, Todd Swanstrom has a Ph.D. from Princeton University in Politics. He has published six books and over twenty-five scholarly articles. Professor Swanstrom also served as a neighborhood planner for the City of Cleveland and as Staff Director of Strategic Planning for the City of Albany. He is co-author of the prize-winning book, *Place Matters: Metropolitcs for the Twenty-first Century*, rev. ed. (University Press of Kansas, 2005), which examines the relationship between urban decline and suburban sprawl. Recently, he has published articles on the prospects for alliances between central cities and distressed suburbs, economic segregation among municipalities, and different ways of measuring poverty. He is a member of the MacArthur Foundation's Building Resilient Regions Network which is working to build the field of regional studies and translate scholarly research for practitioners. Professor Swanstrom was recently appointed as the E. Desmond Lee Endowed Professor in Community Collaboration and Public Policy Administration at the University of Missouri-St. Louis. He will begin his new position at UMSL in August, 2008.

Anne E. Winkler, Professor of Public Policy Administration & Economics
Ph.D., University of Illinois at Urbana-Champaign

Anne E. Winkler is Professor of Economics and Public Policy Administration at the University of Missouri-St. Louis. She received her Ph.D. in economics from the University of Illinois at Urbana-Champaign, and her undergraduate degree in economics from Wesleyan University. She has been a faculty member at U.M.- St. Louis since 1989. Professor Winkler's main areas of research interest are in the economics of gender, the economics of the family, and welfare and poverty. She is co-author (with Francine D. Blau and Marianne A. Ferber) of the third and

subsequent editions of *The Economics of Women, Men and Work*, published by Prentice Hall. The most recent edition of the text--the fifth--was published in July 2005. Her work has appeared in economics and broader social science journals including *Journal of Human Resources*, *Research in Labor Economics*, *Monthly Labor Review*, *Demography*, *Journal of Policy Analysis and Management*, and *Journal of Urban Economics*. Prof. Winkler previously served as 2nd Vice President of the Midwest Economics Association and as President of the St. Louis Chapter of the National Association for Business Economics (NABE). She is currently a research affiliate at the National Poverty Center, Gerald R. Ford School of Public Policy, at University of Michigan.

Carol W. Kohfeld, Professor Emeritus of Public Policy Administration and Political Science
Ph.D., Washington University

Dr. Kohfeld is a coauthor of *Dynamic Modeling*, a monograph on mathematical modeling, and *Race and the Decline of Class in American Politics*. Her research interests focus on urban politics and public policy. Her work has dealt with such topics as capital punishment, the effectiveness of sanctions as deterrents, race in electoral politics, neighborhood associations, and mathematical formalizations of political and policy processes. Her studies on the death penalty have received national attention in the media resulting in requests for information and assistance from public defenders, talk shows, and from residents on death row. Her current projects include a collaborative project on homicide in St. Louis, redevelopment strategies in cities with shrinking resources, and a collaborative project on the dynamics of urban crime and demography using data from St. Louis City.

George J. McCall, Professor Emeritus of Public Policy Administration & Sociology
Ph.D., Harvard University

Dr. McCall's teaching and research efforts have increasingly centered on applied sociology (especially program evaluation and conflict intervention). Much of his applied work concerns violence, mental illness, and homelessness, and he does considerable conflict intervention fieldwork in South Africa.

John E. McClusky, Professor Emeritus of Public Policy Administration and the Nonprofit Management & Leadership Program
Affiliate Associate Professor, Public Policy Administration and Political Science
Ph.D., University of California - Berkeley

John E. McClusky, Ph.D., is the director of the Nonprofit Management and Leadership Program at the University of Missouri-St. Louis, and consultant, trainer, and speaker to hundreds of nonprofit and philanthropic organizations, locally and nationally. Dr. McClusky has been a nonprofit organization executive for more than 20 years, including program executive of the Danforth Foundation, chief executive of the St. Louis Center, national president of the Coro Foundation, vice chancellor for external relations at UM-St. Louis, and academic vice president of the Washington Center in Washington, D.C. He has published extensively on nonprofit leadership and governance in both scholarly and practice publications. He received his B.A. degree from Cornell University and M.A. and Ph.D. from the University of California-Berkeley.

Donald Phares, Professor Emeritus of Public Policy Administration & Economics
Ph.D., Syracuse University

Professor Phares received his Ph.D. from Syracuse University in 1970. His research primarily has dealt with housing and neighborhood change, state and local finance, governmental structure, and urban economic development. He is the author of *Who Pays State and Local Taxes?* and *State-Local Tax Equity: An Empirical Analysis of the Fifty States*; co-author of *Municipal Output and Performance in New York City*; and editor of *A Decent Home and Environment: Housing Urban America and Metropolitan Governance without Metropolitan Government?* In addition has published more than seventy articles and book chapters and several score technical and government reports. He has consulted for and done research with numerous governmental agencies at the federal, state, and local level; research organizations; businesses; foundations; and universities. Phares also has served as an expert witness in legal cases pertaining to state and local taxation; the projection of future income; and the analysis of social, demographic, fiscal, and economic trends. He has also done numerous economic and fiscal impact studies for both public and private organization and businesses.

David Laslo, Associate Director, Public Policy Research Center and Manager of the Metropolitan Information and Data Analysis Services (MIDAS)
Ph.D., University of Missouri - St. Louis

Dr. Laslo received his doctorate from the UM-St. Louis in political science with emphasis on urban politics and urban development. His dissertation on the proliferation of convention centers in the U.S. has lead to conference invitations and paper presentations at the American Political Science Association, the Midwest Political Science Association, the Industrial Relations Research Association and the North American Institute for Comparative Urban Research. Since 1990, Dr. Laslo has been a member of the St. Louis Chapter of the American Statistical Association (ASA) having served as Treasurer and is currently Secretary. He is also a member of the Population Committee of the ASA that does annual population estimates and projections for counties in the metropolitan area.

Mark Tranel, Director of the Public Policy Research Center and
Director of Applied Research;
Research Associate Professor in Public Policy Administration
Ph.D., St. Louis University

Dr. Tranel received his doctorate in public policy analysis and administration from St. Louis University. He has taught public administration in the UM-St. Louis Department of Political Science, and economic development at the Southern Illinois University-Edwardsville Department of Public Administration and Policy Analysis. He is an active participant in a number of housing and community development organizations including service as a member of the Board of Directors of North County, Inc. In 1999, he exhibited his photographic work, "Street Banners, Urban Identity and Information" and "Metamorphosis" in 2001.

William Winter, Research Assistant Professor of Public Policy Administration, Research Specialist,
Public Policy Research Center
Ph.D., University of Missouri - St. Louis

Dr. Winter joined the PPRC as a Research Specialist in August 2003. In 2006 he received his Ph.D. in Political Science, and in 2007 he was named as a Research Assistant Professor in Public Policy Administration. Prior to joining PPRC, Mr. Winter served as Director of the Old North St. Louis Restoration Group, and in this capacity he gained a variety of assessment and analysis tools. He brings to the PPRC a strong background in social science research methodology and neighborhood revitalization. Previous projects have included GIS coverage detailing census units, political boundaries, street networks, and parcel level geographies. Mr. Winter received his M.A. in Political Science from UM-St. Louis.

Appendix D **GRADUATE AND NON-CREDIT CERTIFICATE PROGRAMS**

Nonprofit Management & Leadership:

To earn a Graduate Certificate in Nonprofit Management & Leadership (NMPL), students must complete 18 credit hours of (NPML) courses. This coursework provides the knowledge and competencies specific to managing, leading, and governing nonprofit and voluntary organizations, including staff and volunteer management; board relations and dynamics; fund-raising; public relations; fiscal management and budgeting; nonprofit law; program development and evaluation; nonprofit governance; and organizational interactions with political, economic, and social environments. The Graduate Certificate can be taken independently, or it can be incorporated into MPPA or MSW degrees. Requirements for admission to the graduate certificate program are the same as those required for admission to the Graduate School: an undergraduate degree, and a GPA of 3.0 or better.

Additional information is available through the NPML program at (314) 516-6701 or online: <http://www.umsl.edu/divisions/graduate/ppa/npml/courses.html#creditornon>.

Local Government Management:

UMSL offers a Graduate Certificate in Local Government Management through the Public Policy Administration program. To earn a Graduate Certificate, students must complete 18 credit hours of Local Government coursework. The program is designed for students interested in pursuing a career in local government. It is also offered for professional staff or elected and non-elected officials in local government. The certificate can be taken by itself or in conjunction with the MPPA or other graduate degrees. Students can complete a MPPA with an emphasis in Local Government Management and receive the graduate certificate without completing additional coursework.

Additional information is available by through the MPPA office at (314) 516-5146 or online at <http://www.umsl.edu/divisions/graduate/ppa/local-gov/certificate.html>.

Chancellor's Certificate Program:

A *noncredit* Chancellor's Certificate from the University of Missouri–St. Louis indicates that students have put in the time and effort to enhance their knowledge and improve their skills. Participants can earn a Chancellor's Certificate in *Planning and Zoning* for completion of any six modules over both courses. Coursework must be completed by the end of the second course. This certificate cannot be used as an emphasis area for the MPPA degree.

More information is available through the University's Continuing Education program at <http://www.umsl.edu/divisions/conted/noncredit/planningandzoning/> or by calling (314) 516-5961.

The Graduate School maintains all official course and program information, and their current bulletins will give you the most accurate descriptions of the courses in which you might be interested. For descriptions of courses offered by Public Policy Administration, see the Graduate School's Public Policy Administration Bulletin listed under "Interschool Studies" at <http://www.umsl.edu/bulletin/index1.html>. You can also use the same link to find current bulletins for electives listed in other departments.