



Master of Public Policy Administration

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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 creates a strong foundation for their careers in public service. 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, because we are accredited by the National Association of Schools of Public Administration and Affairs (NASPAA), we regularly 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/ppa/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.

Deborah Balser

Director & Associate Professor, Public Policy Administration & Management

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Key Contacts

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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:

This handbook is designed to be a user-friendly guide to planning your degree program by providing a clear and comprehensive explanation of the program's structure and requirements. 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.

The Graduate School's Public Policy Administration Bulletin, on the other hand, is the actual governing document that provides the "legal" description of MPPA degree requirements. The bulletin that is in effect when you enter the program will remain the official document throughout your time in the program. The PPA bulletin is available at http://www.umsl.edu/bulletin/inter_school/public_policy.html. The UMSL university-wide bulletin is available at <http://www.umsl.edu/bulletin/>.

To aid in planning your program, this handbook includes charts that indicate the semester each Public Policy Administration (P P Adm) course is typically offered. These charts can help you plan which courses to take each semester. They can be found in the "Building Your Degree Program" section.

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/ppa/index.html>

MPPA Student Handbook:

<http://www.umsl.edu/divisions/graduate/ppa/pdf/PPA%20Student%20Handbook%20JUNE%2008.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/ppa/advisors.html>

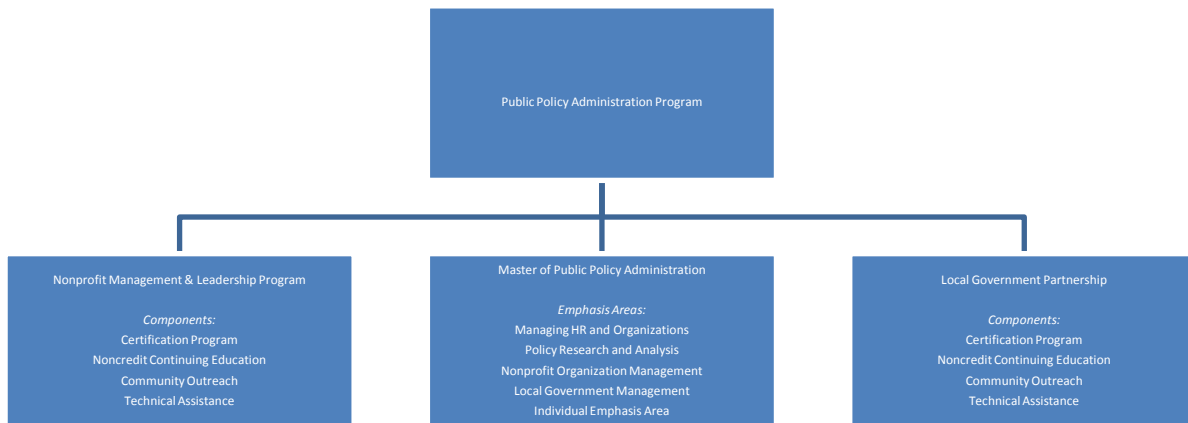
MyGateway Tech Support:

<http://www.umsl.edu/technology/mgwhelp/>

PUBLIC POLICY ADMINISTRATION PROGRAM OVERVIEW:

The Public Policy Administration program is an independent unit within the University of Missouri-St. Louis' Graduate School. The 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 unit is the MPPA degree program.

Figure 1. Public Policy Administration Program Structure.



The MPPA degree program is the primary academic degree program of PPA. Within this framework, students may choose to emphasize in one of four areas: Managing HR and Organizations, Policy Research and Analysis, Nonprofit Organization and Management, or Local Government Management. Students may also work with their academic advisor to design an individualized emphasis area.

Although the traditional focus of PPA is the MPPA degree program, the NPML and the LGP programs offer MPPA students additional opportunities to connect with the local government and nonprofit communities. Some possible opportunities are:

1. MPPA elective courses taught by affiliates of the program specializing in the topic area.
2. Noncredit courses offered by affiliates of the program specializing in the topic area.
3. Internship opportunities with local government and nonprofit organizations.
4. Student involvement in local government partnership projects and nonprofit sector partnership projects. Students declaring an emphasis area either in LGP or NPML are urged to contact the directors of those programs for more information on available projects. (Look to “Key Contacts” section on p.4.)

The Local Government Partnership (LGP) is a collaborative effort between the PPA Program, the East-West Gateway Council of Governments, University of Missouri Extension, and the Public Policy Research Center. The Partnership provides internship opportunities for students and serves as a resource, locally and statewide, through which senior local government officials can access quality information, assistance, and training. Its 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 offers a Graduate Certificate in Local Government Management that can be earned concurrently with the MPPA degree. This can be done without taking additional coursework beyond the 40 credits of the MPPA.

The Nonprofit Management and Leadership Program (NPML) offers comprehensive education and training for people pursuing careers in the nonprofit sector, for professional staff, board members and other leaders of nonprofit and voluntary organizations, and for public sector professionals. Nationally, NPML is cited as a leading Nonprofit Management and Leadership program 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 NPML, 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. While in the MPPA program, a student may earn the NPML without any additional coursework beyond the 40 credits required for the MPPA degree.

Other PPA affiliations that may be useful resources for students:

- *The Neighborhood Leadership Academy (NLA)* 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. MPPA students may participate.

- *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, and students may take advantage of the resources that this provides.

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

MPPA Mission: The Master of Public Policy Administration (MPPA) program is a unit of the graduate school and is accredited by the National Association of Schools of Public Affairs and Administration (NASPAA). The program has an interdisciplinary design 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. It is this interdisciplinary nature and emphasis on analytic and administrative skills that makes the University of Missouri-St. Louis' MPPA program different from existing programs available in the Missouri-Illinois region. Core faculty are on joint appointments in public policy administration and disciplines such as economics, history, political science, sociology, or business administration. It is designed to meet the needs of prospective full-time students as well as those who wish to earn their degrees 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 data analysis and information technology. 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. It was recently fully reaccredited through the 2014 – 2015 academic year.

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 within both the PPA and other departments on campus. Cross-listing means that the classroom will not only include MPPA students, but also students from other degree programs, giving students exposure to diverse perspectives and backgrounds. This interdisciplinary nature, combined with an emphasis on the development of analytic and administrative skills, distinguishes UMSL's PPA program from others in the metropolitan area.

GETTING STARTED

GETTING STARTED

AFTER YOU ARE ACCEPTED:

After you are accepted into the MPPA program, you should first set up an initial meeting with the PPA Director or your assigned Faculty Advisor. In this meeting you will plan your degree program. After the initial meeting, every semester you will need to get in touch with your Faculty Advisor to review your degree plan and discuss which classes to take in the next semester. You will not be allowed to register for classes until you meet with your Faculty Advisor. The meeting may be in person, by phone, or via e-mail – whatever works best for you.

Starting the MPPA program

Initial Meeting with Faculty Advisor or PPA Director: Your first step after being accepted into the program is to set up a meeting with the PPA Director or your Faculty Advisor. This meeting is required before you are allowed to begin course work. The purpose is to provide you with basic program information and to register for first semester classes.

Faculty Advisor: The PPA Director will assign you a Faculty Advisor to guide you through the entire MPPA program. Assignments are made based upon availability, so your Faculty Advisor may or may not be in a field directly related to your area of interest. Your Faculty Advisor will assist in planning your degree program by helping you to: determine an emphasis area, understand the requirements for completing your degree, create a plan for scheduling classes to complete your degree, and register for your first semester courses. Planning ahead can ensure that all requirements are efficiently met because some courses are only offered periodically, at particular intervals, in a specific sequence, or during certain semesters. In other words, because certain courses are only offered periodically, failing to strategically plan your course sequence can delay your degree progress.

We highly recommend you stay in touch with your Faculty Advisor, as s/he 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. However, it is up to you to contact your Faculty Advisor. *You are welcome to change your Faculty Advisor, but the PPA Director makes this decision; you will need to contact the director first.* A list of Faculty Advisors is posted at: <http://www.umsl.edu/divisions/graduate/ppa/advisors.html>.

Registering for Classes: **You must contact your Faculty Advisor before attempting to register for courses each semester. You will not be able to register until the program releases the advising hold.** The contact can occur in person, via email, or by phone. After discussing your needs and plans, your Faculty Advisor will contact the PPA Administrative Associate to “clear” you to register. You can register online through MyView, available at <https://myview.umsl.edu/prd/signon.html>, or you can register in person at the Registrar’s office located in MSC 351.

Orientation: At the beginning of most semesters, the MPPA program offers an orientation for incoming students. As an incoming student, we strongly urge you to attend. The orientation event better familiarizes you with the program and allows you to meet staff and fellow incoming students of the program.

Get to know the Technology: UMSL has excellent information technology resources and early on you should familiarize yourself with the technology accessible to MPPA students. The computer-based technology provides valuable tools for success in the program. Upon acceptance into the program, each student receives an individual single sign-on (SSO) ID number and is responsible for creating a personal password. Use your SSO ID number and password to become familiar with your UMSL MyGateway and MyView accounts. MyGateway is a webpage for students to access their UMSL email as well as various materials for currently enrolled courses. MyView provides information about student finances and records. For more details, look to the “Student Access to Technology” section below.

STUDENT ACCESS TO TECHNOLOGY:

UMSL offers students a wide range of computer-based technologies. For a complete reference on these resources, see <http://www.umsl.edu/technology/publications/stutechguide/>. Assistance with MyGateway, email, MyView, logins and other features of online learning is available at <http://www.umsl.edu/technology/mgwhelp>.

MyGateway: Upon admission to UMSL you are provided with login information for MyGateway, the university’s online course management system. This site provides students and faculty access to: class documents, discussion forums, online exams, and a variety of other internet resources 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.

Email: Upon admission, all UMSL students are provided a student email account that is accessible through MyGateway. Most PPA instructors 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 email accounts on a regular basis, either by checking them frequently through MyGateway or by forwarding them to a non-UMSL account. For more information on forwarding student email, see <http://www.umsl.edu/technology/support/studentmail/index.html>.

MyView: MyView is the entry point to a variety of online services for UMSL students, faculty, and staff. Some of the tasks students can perform through MyView include: accessing personal information on grades and class schedules, browsing course availability and details, registering online for courses, reviewing financial aid awards and student accounts details, and making changes of address.

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 <http://www.umsl.edu/technology/support/samba>.

FINANCIAL ASSISTANCE:

Graduate Research Assistantships: A student seeking financial assistance should consider applying for a Graduate Research Assistant (GRA) position. A limited number of GRA positions are periodically available through the PPA program. GRA positions may be offered by the PPA program, NPML program, or the Local Government Partnership. These are paid, part-time positions that may provide tuition waivers and modest monthly stipends. The selection process for these positions is competitive. The program will post positions when they are available, and you must file a separate GRA application in order to be considered. 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, which vary by emphasis area. The core curriculum is comprised of courses in economics, policy research and analysis, administration, data analysis and information technology, and accounting and budgeting. As you plan your program, you should pay close attention to possible prerequisites, sequencing suggestions, and course availability and scheduling. All core courses and their related course numbers are listed on page 16 of this section.

Course sequencing:

There are some guiding principles about the order in which you should take your courses while in the MPPA program:

- You should take most of your core courses before taking the elective courses in your emphasis area.
- Specific introductory courses, identified below, should be taken early in the program.
- Certain courses are prerequisites and must be completed before taking a related course.
- Many students find the microeconomics courses (P P Adm 6080 and P P Adm 6210) challenging and the program recommends scheduling these courses early in the program. Please note that P P Adm 6080 is a prerequisite to P P Adm 6210.
- P P Adm 6900 (Cases in Public Policy Administration) is the program's capstone course and must be taken near the end of the program as described below.

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

Prerequisites:

Core Quantitative Courses: P P Adm 6010 is the prerequisite course for P P Adm 6750.

Core Microeconomics: P P Adm 6080 must be taken prior to P P Adm 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 Adm 6080 is offered only in the fall, and P P Adm 6210 is offered only in the spring.

Additional Considerations: P P Adm 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 Adm 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 Summer of Fall.

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:

P P Adm Course #	Core Courses: Category and Title	Fall	Spring	Summer
Policy Analysis				
6000	Introduction to Policy Analysis	X	X	
6900	Cases in Public Policy Administration		X	
Administration				
6400	Proseminar in Public Policy Administration	X	+	
6600	Organizational Behavior and Administrative Processes	X	X	
Budgeting				
6180	Governmental Budgeting and Financial Control	X		
Economics				
6080	Microeconomics for Policy Analysis	X		
6210	Public Sector Microeconomics		X	
Data Analysis & Information Technology				
6010	Introduction to Policy Research	X	X	
6750	Introduction to Evaluation Research Methods		X	
6850	Information Technology and the Public and Nonprofit Sectors	X	X	

LEGEND: X = Offered
+ = Offered if resources are available. Check with program.

ELECTIVES:

In addition to the 28 credit hours of core courses, you will need to complete 12 hours of electives that are intended to provide a substantive focus to your degree. These courses, taken together, constitute your emphasis area. These electives are graduate level courses offered by PPA and PPA-related disciplines (Economics, Business, Management, Political Science, Sociology, and Psychology). You may be able to take electives from courses in other graduate programs on campus; if you are interested in such a course, discuss your reasoning with your Faculty Advisor **before** registering for a class. The PPA Director will make the final decision.

EMPHASIS AREAS:

You should identify an emphasis area relatively early in your tenure – no later than after completing 15 hours of coursework. Your Faculty Advisor will work with you to determine an emphasis area and to build a 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
- Local Government Management
- Nonprofit Organization 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 Adm 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 Adm 6680 (3), Negotiating Workplace Conflict
P P Adm 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 (4), 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 Adm 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 Adm 6340 (3), Seminar in City Administration **OR**
 P P Adm 6350 (3), 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 Adm 6490 (3), Human Resources in the Public Sector
 P P Adm 4940 (3), Leadership and Management in Nonprofit Organizations
 P P Adm 6340 (3), Seminar in City Administration
 P P Adm 6350 (3), Issues in Urban Management
 P P Adm 6680 (3), Negotiating Workplace Conflict
 P P Adm 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
 Pol Sci 6470 (3), Proseminar in Urban Politics
 Pol Sci 6471 (3), Seminar in Urban Politics

Students interested in Local Government Management are strongly encouraged to take P P Adm 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 Adm 4911 (1) Management Issues in Nonprofit Organizations: Staff Management Issues
 P P Adm 4912 (1) Management Issues in Nonprofit Organizations: Legal Issues
 P P Adm 4913 (1), Management Issues in Nonprofit Organizations: Financial Issues
 P P Adm 4940 (3), Leadership and Management in Nonprofit Organizations
 P P Adm 4960 (3), American Philanthropy and Nonprofit Resource Development
- b. *Electives (3 hours) chosen from:*
 P P Adm 6490 (3), Human Resources in the Public Sector
 P P Adm 6550 (3), Strategic and Program Planning for Nonprofit Organizations
 P P Adm 6680 (3), Negotiating Workplace Conflict
 P P Adm 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 early on, no later than 15 hours earned. Any individual emphasis area must include P P Adm 6950 (Internship) in a relevant assignment unless you have significant public or nonprofit sector experience and request a waiver. The PPA Director must approve proposals for individualized emphasis areas.

ELECTIVES, PUBLIC POLICY ADMINISTRATION:

You must take twelve hours of electives. The following are the cross-listed courses that have actual PPA course numbers. 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 Faculty Advisor and/or the PPA Director.

Course #	Public Policy Administration ELECTIVES: Category and Title	Fall	Spring	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:	X	X	

	Financial Issues (1 credit hour).			
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	
6950	Internship	X	X	X

* Other departments may be responsible for offering and scheduling these courses. Some are offered on a regular basis while others are not. When planning, you should ask your Faculty 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 three years in advance, so you may want to check their websites.

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, state, or national government agency, a policy research organization, or a nonprofit organization. A three-hour internship requires 300 hours on the internship assignment, usually over the span of one semester.

Each student has both a Site Supervisor and a Faculty Supervisor. A Site Supervisor is the student's supervisor at the organization or institution where the internship is taking place. He or she directs the student in the day-to-day aspects of the internship. A Faculty Supervisor, on the other hand, directs the student in connecting the internship experience to academic concepts learned through coursework. To complete the internship for graded credit, the student must receive a satisfactory evaluation from the Site Supervisor and perform a set of reading and writing assignments administered by the Faculty Supervisor. The student and Faculty Advisor discuss and agree upon the appropriate assignments for the particular internship experience. Therefore, each internship requires the completion of a different set of assignments. 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. Students may also present an internship opportunity to the Internship Coordinator for approval. 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 Adm 6950.

Students will have the greatest internship 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 Spring Semester internships, March 1 for Summer Session internships). Some internships offer compensation.

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 three-hour replacement elective. To request a waiver, contact either the PPA Administrative Associate or the PPA 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 Faculty Advisor to develop a special project outside the scope of your regular employment duties. You will be granted credit after successfully completing both the project and a written paper.

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. Your Faculty Advisor must approve a course waiver and approve the replacement elective course.

P P Adm 6950 (Internship) may be waived for students with substantial experience in the public or nonprofit sectors.

P P Adm 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 PPA Director or the Faculty 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. In either case, transfer credit is given 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.

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 student in the MPPA degree program, you must have at least a 3.0 program GPA in order to graduate. This is a Graduate School policy and there is no rounding up – for example, a 2.999 is considered below threshold. Please be sure to keep your cumulative GPA above a 3.0; failing to do so may mean that you get placed on academic probation (see below).

Restricted Status: Restricted Status refers to conditions placed upon an entering student who did not meet the admissions criteria and who needs to provide early evidence that s/he will succeed in the program. For example, the Program may place an applicant on Restricted Status based on the applicant's prior academic performance. Restricted Status never extends past the first nine hours. The PPA Director will review a student's record to determine if s/he has satisfactorily met the requirements set forth by the restriction. Requirements usually include obtaining certain grades in specific classes or a minimum GPA in the first and second semesters. Failure to meet set requirements may result in immediate dismissal from the program.

Academic Probation: If a student's cumulative GPA falls below 3.0 after taking nine credit hours, the Graduate School places him or her 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. If at the end of the probationary semester the cumulative GPA is at least 3.0, the probationary status is removed. A probationary student who fails to raise the cumulative GPA to 3.0 may, on the recommendation of the program, be allowed a second probationary semester. A student is subject to dismissal upon failure to raise the cumulative GPA to 3.0 by the end of the second probationary semester, or at any time a semester or cumulative GPA falls below 3.0. 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. The induction occurs at the annual Fall reception.

Time Limits: Per Graduate School regulations you must complete your MPPA degree within six years of the first semester in which you are admitted. 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 a grade you receive in a class, you must follow the Grade Appeal Process available at <http://www.umsl.edu/services/academic/assets/PDFs/grade-appeal07.pdf>.

ACADEMIC SUPPORT:

MPPA students have access to several avenues of academic support and should consider taking advantage of them:

Teaching Assistants: Some classes may have Graduate Teaching Assistants (GTAs) to provide additional assistance to the classroom instructors both during and outside of class. If your instructor is working with a GTA, s/he will inform the class about the GTA's responsibilities.

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 attendants specific to MPPA courses may have set hours during which they can provide you with assistance. You can inquire about these hours at the lab desk.

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 unless they are in the lab for assistance on a specific class as noted above.

There are many computer labs in SSB (103, 227, 409, 429, and 452) as well as across campus. For a full listing of computing lab locations and policies, see <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>.

Tutors: Tutors may be available for students who need additional help. Many tutors work independently, and in these cases you will be responsible for paying your tutor. Ask your Faculty Advisor or PPA personnel if you think you could benefit from this option.

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. Familiarize yourself with the university's electronic databases because you will be using them countless times throughout the program. These databases contain valuable information for academic research required for completion of many course projects and papers. 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>.

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:

An important aspect of graduation is correctly filling out the forms required by the Graduate School. Before you enter your final semester in the MPPA program, determine what forms you need to file for graduation as well as the forms' deadlines. It is your responsibility to make sure all forms and 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, you should meet with your Faculty Advisor to review your course history to ensure that you have met all requirements for your MPPA degree and emphasis area. You should also notify the Administrative Associate of the PPA program as soon as you know the semester in which you hope to graduate.

USING YOUR DEGREE

USING YOUR DEGREE

EMPLOYMENT RESOURCES:

Public Policy Administration does not have a formal career services office of its own - it is a relatively small program, and many of our students are currently employed and attending school part time. However, the faculty, other students, and other affiliates of the program have very strong connections to the local and national public service communities. Students are *strongly recommended* to engage the faculty who share their interests. This can be done formally (during office hours) or informally (at PPA events or in the hallways). The PPA Director is also always willing to discuss career aspirations and to help students make the appropriate connections.

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.

PublicServiceCareers.org is a joint venture of the National Association of Schools of Public Affairs and Administration (NASPAA), the Association for Policy Analysis and Management (APPAM), and the American Society of Public Administration (ASPA). While PublicServiceCareers.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. 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: The Rome Group is a Midwest nonprofit consultant that provides information on the latest job openings in the St. Louis nonprofit sector:

<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 (NSC): 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

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

Deborah B. Balsler, Director & Associate Professor of Public Policy Administration & Management
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 & 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 Directions* 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.

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 Bachelor’s 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: Metropolitix 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 appointed as the E. Desmond Lee Endowed Professor in Community Collaboration and Public Policy Administration at the University of Missouri-St. Louis 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 University of Missouri-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 Emerita 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 & 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 he 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.

Lana Stein, Professor Emerita 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*.

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 University of Missouri-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.

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. This includes the areas of 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 Master of Social Work (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 Management 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 degree 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.