



Master of Public Policy Administration

Student Handbook

September 2006

Contents

Message From The Director	3
Advising	4
Program Prerequisites.....	4
Computer Proficiency Requirement	4
Core Courses	5
Course Sequencing.....	5
Course Waiver Possibilities.....	6
Emphasis Areas.....	6-9
Graduate Certificate in Nonprofit Organization Management and Leadership.....	10-11
Course Descriptions	12-15
Exit Project Requirement.....	16-18
Faculty Information	18-23

This information is also available on the MPPA website:

<http://www.umsl.edu/divisions/graduate/mppa/>

For additional information, contact:

Dr. Brady Baybeck
Director & Associate Professor, Public Policy
Administration
Associate Professor, Political Science
University of Missouri-St. Louis
406 Tower
One University Boulevard
St. Louis, MO 63121-4400
Phone: (314) 516-5146
Email: baybeck@umsl.edu

OR:

Ms. Jeri Albl
Administrative Associate
Public Policy Administration
406 Tower
Phone: (314) 516-6378
Fax: (314) 516-5210
Email: jerialbl@umsl.edu



Public Policy Administration

*One University Boulevard
St. Louis, Missouri 63121-4499
Telephone: 314-516-5145
Fax: 314-516-5210*

15 September 2006

MESSAGE FROM THE DIRECTOR

Welcome to the Masters Degree Program in Public Policy Administration 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 **Masters in 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/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.

Brady Baybeck
Director & Associate Professor, Public Policy Administration
Associate Professor, Political Science
Email: baybeck@umsl.edu

ADVISING

All students will be assigned a faculty advisor upon entering the MPPA program. This advisor can answer questions about the program and will help the student plan the scheduling of courses throughout the program. **Students *must* meet with this advisor before attempting to register for courses each semester.** Advising assignments will be posted on the MPPA web site.

PROGRAM PREREQUISITES

GRE scores are NOT required. However, please submit them if you have taken the GRE.

MATH: At least one college algebra course (with a passing grade) is required. One basic economics course is also helpful.

A college course in government, or other substantial familiarity with American government (city, state, national), is helpful for success in the program.

COMPUTER PROFICIENCY REQUIREMENT

MPPA students must demonstrate basic competency in desktop-based applications, including spreadsheets and databases. In many MPPA courses, computers and their applications are integral to the skills and concepts learned in the course. Thus, as part of the core curriculum, MPPA requires computer proficiency. Proficiency may be demonstrated by examination, by successfully completing approved short courses, or by completing PPA 6800, Management Information Systems.

Most students choose the *computer proficiency exam* as the means to demonstrate competency. The MPPA faculty designed a computer proficiency exam to give you and us a sense of where you stand in terms of technology. **Unless a student takes the above courses, to satisfy this requirement, all components of this exam must be fully and correctly completed during your first semester in the program.**

If you take the exam, you must do so during your first semester in the MPPA program. **If you do not take the exam or make other arrangements, you will not be allowed to register for courses in the MPPA program for your second term.** We designed the exam to identify any challenges you may have when it comes to technology. Thus, we require you to take the exam early in your tenure in the program.

You can pick up a copy of the exam in the PPA office in 406 Tower. Help is available in the Quantitative Computing Lab in 452 SSB. You may ask for assistance if you need to, but remember that not doing the work yourself (or not understanding help you receive) will make successful completion of courses in the MPPA program more difficult. If you find that completing this exam is difficult, you may want to take advantage of the free online training

courses provided by the University of Missouri (available at <https://mell.umsystem.edu/>, note that there are login and other requirements to participate).

CORE CURRICULUM

All candidates for the MPPA degree must complete 28 hours in the core curriculum sequence composed of the following public policy administration courses:

Administration

- 6400, Proseminar in Public Policy Administration
- 6600, Organizational Behavior and Administrative Processes

Budgeting

- 6180, Governmental Budgeting and Financial Control

Economics

- 6080, Microeconomics for Policy Analysis
- 6210, Public Sector Microeconomics

Policy Analysis

- 6000, Introduction to Policy Analysis
- 6900, Cases in Public Policy Administration

Statistics and Applications

- 6010, Introduction to Policy Research
- 6750, Introduction to Evaluation Research Methods

Exit Project

- 6990, Exit Project Research

COURSE SEQUENCING

It is strongly recommended that PPA 6000, PPA 6010, and PPA 6080 be taken early in the program. There is no preferred order for enrolling in PPA 6400 or 6600, although these can be considered as good introductory courses as well.

PPA 6010 is the prerequisite course for PPA 6750, and both of these courses are offered each semester.

PPA 6080 and 6210 should be taken in their two-semester sequence (PPA 6080 is offered only in the fall semester and 6210 is offered only in the spring). Students who have completed an undergraduate course in intermediate microeconomics may request a course waiver for PPA 6080. Please see the handbook section regarding course waivers.

PPA 6180 should not be taken in the first semester of enrollment, unless the student has substantial familiarity with budgeting. Familiarity with Microsoft Excel or an equivalent spreadsheet program is needed for success in this course.

PPA 6900 is the capstone course of the program and is normally offered once a year in the spring semester. Students should plan to enroll in this course during their final spring semester of coursework, even if the student does not plan to complete all coursework until the following fall.

Twelve hours of electives are required and may include an internship, depending on the student's experience.

The final required course for completing your program is PPA 6990, Exit Project Research. When you arrive at the point in your program that you will be enrolling in the Exit Project, please request a copy of the Exit Project Guidelines from the PPA office, or download a copy from the MPPA website: <http://www.umsl.edu/divisions/graduate/mppa> (Also refer to the section of the Student Handbook for Exit Project Requirements).

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.

PPA 6950, Internship is waived for students with substantial experience in the public or nonprofit sector.

PPA 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.

EMPHASIS AREAS

Prior to the completion of 15 hours in the MPPA program, students should identify an emphasis area. A 12-hour emphasis area meets the particular needs, interests, and career goals of each student, and students should discuss this with their advisors. MPPA students may select one of five emphasis areas in which to concentrate their advanced studies:

- Managing Human Resources and Organizations
- Policy Research and Analysis
- Nonprofit Organization Management
- Health Policy
- Local Government Management

Students may also choose an individualized emphasis area, designed in consultation with their advisor. Students may also be able to substitute another course for a specified elective, with MPPA director's approval.

Specific requirements for each emphasis area are as follows:

1) **Managing Human Resources and Organizations**

- a. *Required (3 hours)*
PPA 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
Econ 6400 (3), Labor Economics
PPA 6680 (3), Negotiating Workplace Conflict
Pol Sci 3470 (3), Collective Bargaining
PPA 6950 (3), Internship – (in assignment relevant to emphasis area)

2) **Policy Research and Analysis**

- a. *Required (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 3510 (3), Public Finance: State and Local
Econ 4550 (3), Natural Resource Economics
Econ 4160 (3), Geospatial Economic Analysis
Econ 6760 (3), Health Economics
Econ 6400 (3), Labor Economics
Econ 6900 (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
PPA 6950 (3), Internship (in assignment relevant to the emphasis area)

3) Local Government Management

- a. *Required (6 hours):*
PPA 6340 (3), Seminar in City Administration **AND**
Pol Sci 6470 (3), Proseminar in Urban Politics **OR**
Pol Sci 6471 (3), Seminar in Urban Politics
- b. *Electives (6 hours) chosen from:*
PPA 6490 (3), Human Resources in the Public Sector
PPA 4940 (3), Leadership and Management in Nonprofit Organizations
PPA 6350 (3), Issues in Urban Management
PPA 6680 (3), Negotiating Workplace Conflict
Econ 3510 (3), Public Finance: State and Local
Econ 6700 (3), Political Economy of Metropolitan Areas
Pol Sci 6432 (3), Intergovernmental Relations
PPA 6950 (3), Internship (in assignment relevant to emphasis area)

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 PPA 6490, Human Resources in the Public Sector, as one of their electives.

4) Health Policy

- a. *Required (6 hours):*
PPA 6430 (3), Health Care Policy
PPA 6460 (3), Selected Topics in Health Care Policy: Comparative Health Policy
- b. *Electives (6 hours) chosen from:*
PPA 6460 (3), Selected Topics in Health Care Policy (with different substantive area from Comparative Health Policy)
Econ 6750 (3), Political Economy of Health Care
Econ 6760 (3), Health Economics
Ger 4376 (3), Mental Health and Aging
Ger 6401 (3), Health and Wellness in the Elderly
Ger 6441 (3), Aging and Health Behavior
PPA 6950 (3), Internship (in assignment relevant to the emphasis area)

5) Nonprofit Organization Management and Leadership

a. *Required (9 hours):*

- PPA 4911 (1) Management Issues in Nonprofit Organizations: Staff Management Issues
- PPA 4912 (1) Management Issues in Nonprofit Organizations: Legal Issues
- PPA 4913 (1), Management Issues in Nonprofit Organizations: Financial Issues
- PPA 4940 (3), Leadership and Management in Nonprofit Organizations
- PPA 4960 (3), American Philanthropy and Nonprofit Resource Development

b. *Electives (3 hours) chosen from:*

- PPA 6490 (3), Human Resources in the Public Sector
- PPA 6550 (3), Strategic and Program Planning for Nonprofit Organizations
- BA 3451 (3), Accounting for Governmental and Nonprofit Entities
- BA 5100 (3), Managerial Communication
- BA 5900 (3), Public Policies Toward Business
- BA 5700 (3), Contemporary Marketing Concepts
- Psych 7412 (3), Social Psychology
- PPA 6680 (3), Negotiating Workplace Conflict
- PPA 6950 (3), Internship (in assignment relevant to the emphasis area)

GRADUATE CERTIFICATE PROGRAM IN NONPROFIT ORGANIZATION MANAGEMENT AND LEADERSHIP

The Graduate Certificate in Nonprofit Organization Management and Leadership requires the completion of 18 credit hours and is designed to enable students to learn the knowledge and competencies specific to managing, leading, and governing nonprofit and voluntary organizations. These competencies include: nonprofit management, especially involving staff, volunteer, and board relations and dynamics; mobilizing resources, particularly fund-raising and public relations; financial management, including budgeting; nonprofit law; program planning, management and evaluation; nonprofit organization governance; and, leading nonprofit organizations as they interact with their political, economic, and social environments. **The Graduate Certificate can either be taken independently or as simultaneously within the MPPA or MSW degrees. Requirements of 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.**

- a. *Required (12 hours):*
 - PPA 4960, Pol Sci 4960, SW 4960 (3), American Philanthropy and Nonprofit Resource Development
 - PPA 4940, Pol Sci 4940, SW 4940, SOC 4940 (3), Leadership and Management of Nonprofit Organizations
 - PPA 4911, Pol Sci 4911, SW 4911 (1), Staff Management Issues in Nonprofit Organizations
 - PPA 4912, Pol Sci 4912, SW 4912 (1), Legal Issues in Governing and Managing Nonprofit Organizations
 - PPA 4913, Pol Sci 4913, SW 4913 (1), Financial Issues in Managing Nonprofit Organizations
 - PPA 6950 (3), Internship – Depending on the student’s background, the internship may be waived by the program director and replaced with a 3 credit hour elective.
- b. *Electives (6 hours).* Electives are to be taken from select courses in Accounting, Business Administration, Economics, Management, Marketing, Political Science, Psychology, Public Policy Administration, Social Work, and Sociology.

List of electives (prerequisites shown in parentheses):

Accounting

ACCTG 5400 – Financial and Managerial Accounting

Business Administration

BA 5100 – Managerial Communication

BA 5001 – Managerial Economic Analysis

BA 5002 – Analysis of National Economic Environment

BA 5900 – Law, Ethics, and Business

BA 5905 – Societal, Environmental, and Management Decisions (BA 5000)

BA 5450 / PPA 6180 – Governmental Budgeting and Financial Control

Economics

ECON 6500 – Public Sector Microeconomics (ECON 3001 or BA 5001 or PPA 6080)

ECON 5010 / PPA 6080 – Microeconomics for Policy Analysis

Management

MGMT 5600/ PPA 6600 – Organizational Behavior and Administrative Processes

MGMT 5621 – Managing Human Resources (MGMT 5600)

MKTG 5700 – Contemporary Marketing Concepts (BA 5000)

Political Science

POL SCI 6401 / PPA 6010 – Introduction to Policy Research

POL SCI 6449 / PPA 6490 / SW 6449 – Human Resources in the Public Sector (PPA 6600)

Psychology

PSY 7412 – Social Psychology

Public Policy Administration

PPA 6010 / POL SCI 6401 – Introduction to Policy Research

PPA 6080 / ECON 5010 – Microeconomics for Policy Analysis

PPA 6180 / BA 5450 – Governmental Budgeting and Financial Control

PPA 6210 – Public Sector Microeconomics (ECON 3001 or BA 5001 or PPA 6080)

PPA 6490 / POL SCI 6449 / SW 6449 – Human Resources in the Public Sector (PPA 6600)

PPA 6550 – Strategic and Program Planning for Nonprofit Organizations

PPA 6600 / MGMT 5600 – Organizational Behavior and Administrative Processes

PPA 6750 / CCJ 5475 / PSY 5475 / SOC 5475 – Introduction to Evaluation Research Methods

Social Work

SW 5200 – Social Policy and Social Services (SW 3400 or POL SCI 2420 or POL SCI 3460)

SW 4250 – Social Work and Human Service Organizations (SW 3300 & 4200 or PSY 3318 or BA 3611)

SW 5300 – Community Practice and Social Change (SW 3300 or SOC 4344)

SW 4400 – Social Work Research Methods and Analysis I (SOC 3230 & 3231 & 3220)

SW 5400 – Social Work Research Methods and Analysis II (SW 4400)

SW 6250 – Social and Economic Development Policy (SW 5200 or consent of instructor)

SW 6400 – Practice and Program Evaluation (SW 4400 & 5400 or consent of instructor)

SW 6449 / PPA 6490 / POL SCI 6449 – Human Resources in the Public Sector (PPA 6600)

Sociology

SOC 5420 – Theories of Conflict (SOC 5400)

SOC 5424 – Conflict Management in Organizations (SOC 5420)

SOC 5426 – Community and Regional Conflict Intervention (SOC 5420)

SOC 5430 – Policy Mediation Processes (SOC 5426)

SOC 5444 – Social Policy and Community Planning (consent of instructor)

COURSE DESCRIPTIONS

4911 Management Issues in Nonprofit Organizations: Staff Management Issues (1)

This course addresses issues involved in managing staff in nonprofit organizations. The course will cover the following topics: fundamentals of staff supervision; balancing supervisory processes with counseling and coaching; selecting, hiring, evaluating, and terminating staff; legal issues that affect these processes.

4912 Management Issues in Nonprofit Organizations: Legal Issues in Governing and Managing Nonprofit Organizations (1)

This course addresses legal issues involved in managing and governing nonprofit organizations. The course will cover the following topics: The Board as steward of the organization; Director and officer liability; tax laws concerning charitable giving; legal issues in managing staff and volunteers (e.g., hiring, evaluating, and terminating employees); Missouri nonprofit law.

4913 Management Issues in Nonprofit Organizations: Financial Issues (1)

This course addresses financial issues involved in governing and managing nonprofit organizations. The course will cover the following topics: Cash flow analysis; budgeting; fund accounting; cost accounting (determining costs for programs and services); understanding and using standard financial statements, including balance sheets, cash flow statements, statements of activity, and operating and capital budgets.

4940 Leadership and Management in Nonprofit Organizations (3)

This course addresses the role and scope of the independent sector in the United States, as well as the leadership and management of nonprofit organizations within that sector. Topics include the economic and political scope of the independent sector, the role of volunteerism in a democratic society, and the role and scope of philanthropy. Topics in voluntary organization management and leadership include the dynamics, functions and membership structure of NPOs, especially staff-board and other volunteer relations; governance and management of NPOs; resource mobilization; and program development management and evaluation.

4960 American Philanthropy and Nonprofit Resources Development (3)

This course addresses the history, philosophy, roles and scope of philanthropy in the United States, including its role in the nonprofit, voluntary sector. It further examines the contemporary forces which impact philanthropy and charitable giving, both by institutions and individuals. The course examines the effective planning and management of development programs (e.g., annual giving), fund raising vehicles (e.g., mail solicitations) and the fund raising process, form planning through donor relations.

6000 Introduction to Policy Analysis (3)

Systematic development of a critical/analytic base for dealing with public policy.

6010 Introduction to Policy Research (3)

Procedures for testing explanations, including research design, principles of measurement, probability sampling, methods of data collection, and techniques for analyzing data.

6080 Microeconomics for Policy Analysis (3)

This course introduces microeconomic analysis of consumers, firms, and government, with an emphasis on policy applications. It assumes no prior training in economics and is appropriate for graduate students in public policy administration, nonprofit management, political science, gerontology, criminology and criminal justice, and other related fields.

6150 Directed Reading and Research in Public Policy (1-10)

Independent study through readings, reports, research projects, and conferences. May be repeated for credit, provided the subject matter is different.

6170 Income and Pension Policy for the Aged (3)

Examination of federal, state, and local policies that affect the economic well being of the elderly. The development of social security programs and pension programs is explored within a historical context. Emphasis is placed on the analysis of current policy problems and proposed solutions.

6180 Governmental Budgeting and Financial Control (3)

A study of municipal and federal financial control and budgeting procedures with emphasis on public policy. The impact of financial control on top management decisions and the effect of budget strategies on the allocations of public funds.

6210 Public Sector Microeconomics (3)

Prerequisite: PPA 6080. Application of tools of intermediate microeconomics to address public sector issues. Special emphasis is placed on critically analyzing current public policy debates using the models developed. Topics covered include: cases in which competitive market fails to allocate resources efficiently (e.g., externalities and public goods), importance of property rights, incentive effects of the tax and transfer system, and the fundamentals of cost-benefit analysis.

6340 Seminar in City Administration (3)

This course provides an overview of key topics in municipal structure and city administration and provides insight into the working environment of city managers/administrators and senior municipal staff. It is supported by the St. Louis Area City Managers Association. Professional city personnel make presentations to students on topics including: political structure, service delivery, finance, planning and economic development, personnel policies, intergovernmental affairs and leadership. The course provides direct observation of city council meetings, visits to various municipal facilities, exposure to different philosophies and styles of city management, and provides students a chance to assemble facts, evaluate options, and present policy recommendations for real problems that local administrators face. Offered alternating summers with 6350

6350 Issues in Urban Management (3)

Special emphasis course similar to 6340 but focusing on a specific policy/administration topic. The emphasis changes each time the course is offered. Emphasis is announced in the summer course bulletin. Offered alternating summers with 6340.

6400 Proseminar in Public Administration (3)

Examination of major approaches to analyzing public policies and their administration. Emphasis is on the effects of administrative organization and procedures on policy decisions and their impacts. Specific topics may include administrative accountability, intergovernmental relations, public-private interaction, implementation processes, bureaucratic expertise, the legal environment of public policy administration, and public service and merit issues.

6430 Health Care Policy (3)

Survey course examining current issues in health policy that face the nation. Policies are placed in a historical context to show how issues have been influenced by different political and economic conditions. Secondary consequences and limitations of current trends in health policy are explored.

6440 Seminar in Public Policy and Aging (3)

The study of specialized issues and methods related to federal, state, and local policies that affect the elderly. Potential policy areas to be covered include housing, taxation, mental health, transportation, etc. May be repeated for credit, provided the subject matter is different.

6460 Selected Topics in Health Care Policy (3)

The study of specialized issues and methods relating to health care policy. May be repeated for credit, provided the subject matter is different.

6490 Human Resources in the Public Sector (3)

Presents an overview of personnel and labor relations in the public sector. Particular emphasis placed on issues which are unique to the public sector, such as the merit system, the questions of representative bureaucracy and the constraints of personnel in the nonprofit sector. The topics include personnel reforms in the federal sector, equal employment and affirmative action policies, testing, selection, hiring, comparable worth, job evaluation, and labor relations including grievance arbitration and collective bargaining.

6510 Urban and Regional Planning and Public Policy (3)

Focuses on the interdependent processes of urbanization and public policy. Students will acquire an understanding of urban planning and public policy in North America.

6550 Strategic and Program Planning for Nonprofit Organizations (3)

Strategic and program planning enable an organization to concentrate on efforts and set priorities guided by a mission, vision, and an understanding of its environment. Focus is on preparing a strategic plan and a program plan for a nonprofit organization and analyzing an organization's ability to deliver goods and/or services to its constituents in today's economic, social and political climate.

6600 Organizational Behavior and Administrative Processes (3)

The theoretical and research contribution of the behavioral sciences to management and administration are examined and applied to selected organizational situations. Areas to be considered from the standpoint of both individual and organizational performance are communication, motivation, conflict, decision-making, goal setting, leadership, organizational

design, climate, development, and control. Utilizing a systems perspective, the course attempts to develop in each student an ability to analyze and solve organizational problems.

6680 Negotiating Workplace Conflict (3)

Examines conflict and cooperation between individuals, groups, and organizations over the control of work. A central theme is how this conflict is expressed, controlled, and resolved. Students will participate in exercises to learn the basics of two-party negotiations.

6750 Introduction to Evaluation Research Methods (3)

Prerequisite course: PPA 6010. A comparative study of research strategies with regard to data sources, data collection, and modes of analysis that are appropriate for program evaluation research. Attention is given to observational, survey, and quasi-experimental designs.

6800 Management Information Systems (3)

An overview of management information systems is presented, including various information systems concepts and technologies. Students are introduced to a mainframe operating system, a microcomputer-based operating system, and a programming language. Students are also exposed to several common microcomputer-based software applications.

6850 Information Technology and the Public Sector (3)

This course addresses the needs of public administration and public policy students regarding information technology in the public and nonprofit sector. Course goals are to increase student understanding of basic hardware, software, data, and information management issues from a public management perspective. Topics include web portal design, geographic information systems, database management, e-government, strategic design, and the use of information technology to address public policy questions. Attention will be given to research focusing on communication, the use of information, and the implications of the digital divide for public organizations. The utilization of academic readings, case studies, and lessons learned from the implementation of IT in the public sector will help meet course objectives.

6900 Cases in Public Policy Administration (3)

Prerequisites: 24 hours of public policy administration courses, at least 15 of which are in core courses. This capstone course intensively analyzes public policy administration cases drawn from a variety of issues and settings.

6950 Internship (3)

Independent study involving work with an appropriate public, private, or nonprofit agency.

6990 Exit Project Research (1)

Prerequisites: Completion of or simultaneous enrollment in all other degree requirement courses. The exit project is viewed as the capstone of the MPPA program. As such, it is meant to be undertaken toward the end of a student's program, usually during the final semester. Its purpose is to provide evidence to the faculty that the degree candidate has mastered the skills acquired in the various courses completed during residence at the university and can apply them to the analysis of a practical research problem.

EXIT PROJECT REQUIREMENT

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) Register for PPA 6990 (Exit Project Research)

Prior to the student's final semester, the student must register for PPA 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.

2) Choose an Advisor

To successfully complete the Exit Project (and obtain the MPPA degree), each student must meet with the MPPA director to identify the general topic for the student's 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 the student at the oral Exit Presentation, and assigning a grade for the course.

Each student should expect to meet with his or her Exit Project advisor regularly. Also, students should expect to turn in several drafts of their project to their 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.

3) Choose Two Other Committee Members

The MPPA director, in conjunction with the Exit Project advisor, 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 Presentation

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.

The student must provide the 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.

Students 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:** The student is to be graduated subject to the proviso that all other degree requirements have been completed.
- 2) **Accepted, Subject to Revisions:** In this case, the student will be advised to make minor changes to their 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, the student will be advised to re-do his or her 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.

THE CORE FACULTY

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
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, Assistant Professor of Political Science & Public Policy Administration
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.

John E. McClusky, Director, Nonprofit Management & Leadership Program
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.

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*.

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.

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.

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.

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.