

Master of Public Administration

Admission Requirements

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

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

Degree Requirements

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

- **Minimum Semester Hours Required** 54.
- **Coursework**

Code	Title	Hours
Required Core Courses (30 semester hours) ^a		
PA 401	Foundations of Public Service	
PA 402	Introduction to Data Management and Analysis	
PA 403	Economics for Management and Policy	
PA 504	Principles of Financial Management and Budgeting	
PA 505	Public Management Practices	
PA 506	Public Policy Development and Process	
PA 590	Capstone and Portfolio in Public Policy, Management, and Analytics	
PA 591	Managing Your Career	
PA 592	Professional Portfolio	
Elective Courses (8 semester hours)		

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

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

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

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

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

Public Management Concentration

Students must select one of the following tracks:

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

Code	Title	Hours
Concentration Courses		
At least 16 semester hours must be taken in the area of the concentration. PA 521 is required for all tracks.		
General Track		
PA 521	Strategic Management: Planning and Measurement (required)	
PA 422	Project Management	
PA 431	Civic Technology	
PA 522	Ethics and Accountability	
PA 524	Leadership in Public Organizations	
PA 525	The Legal Context of Public Administration	
PA 526	Public Policy Analysis	
PA 529	Change and Reform in Public Organizations	
PA 531	Human Resource Management in the Public and Nonprofit Sectors	
PA 532	Labor Management Relations in the Public Sector	
PA 533	Managing Workplace Diversity	
PA 535	Conflict Management	
PA 539	Public Procurement and Contracting	
PA 561	Intergovernmental Management	
Information and Performance Management Track		
PA 431	Civic Technology (required)	
PA 521	Strategic Management: Planning and Measurement (required)	

PA 422	Project Management
PA 432	Management of Information Technology
PA 433	Data Management
PA 434	Intermediate Data Management and Analysis
PA 435	Geographic Information Systems (GIS) for Public Managers
PA/POLS 567	Topics in Political Communication

Emergency Management and Continuity Planning Track ^a

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

Survey Methods Track ^b

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

^a Note: To earn the Campus Certificate in EMCP, offered through the School of Public Health/College of Business Administration, students must take HPA 407, EOHS 572, IDS 524, IDS 541, and HPA 497, using one of their elective courses.

^b Note: To earn the Campus Certificate in Survey Research Methods, students must take PA 577/CHSC 577, PA 582, and PA 588.

Nonprofit Management Concentration

Code	Title	Hours
Concentration Courses		
At least 16 semester hours must be taken in the area of concentration.		
PA 571	Nonprofit Management (required)	
PA 422	Project Management	
PA 431	Civic Technology	
PA 521	Strategic Management: Planning and Measurement	
PA 531	Human Resource Management in the Public and Nonprofit Sectors	

PA 572	Nonprofit History and Theory of the Nonprofit Sector
PA 573	Development and Fundraising in Nonprofit Organizations
PA 550	Advanced Topics in Financial Analysis and Management

Financial Management Concentration

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

Urban Governance and Management Concentration

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

Code	Title	Hours
Concentration Courses		
At least 16 semester hours must be taken in the area of concentration. PA 561 is required for all tracks.		
General Track		
PA 467	Civic Engagement	
PA 468	Topics in Management and Leadership of Public Organizations (required)	
PA 561	Intergovernmental Management (required)	
PA 526	Public Policy Analysis	
PA 553	State and Local Public Finance	
PA 563	Local Government Management	
UPP 530	Economic Development I: Analysis	
POLS 551	Seminar in Urban Politics	
POLS 553	Urban Public Policy	
Local Government Management Track		
PA 467	Civic Engagement	
PA 561	Intergovernmental Management (required)	
PA 563	Local Government Management (required)	
PA 468	Topics in Management and Leadership of Public Organizations	
PA 521	Strategic Management: Planning and Measurement	
PA 535	Conflict Management	

PA 539	Public Procurement and Contracting
PA 550	Advanced Topics in Financial Analysis and Management
PA 551	Accounting for Public and Nonprofit Organizations
PA 552	Capital Budgeting and Finance
PA 553	State and Local Public Finance
PA 555	Advanced Topics in Public Budgeting

Other Requirements

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

Interdepartmental Concentrations

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

- Gender and Women's Studies
- Survey Research Methodology