

PUBLIC ADMINISTRATION, M.P.A.

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Associated Faculty Leanne Brecklin, Ernest L. Cowles, Barbara J. Hayler, Beverly Rivera

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Degree offered: Master of Public Administration

Accredited by the National Association of Schools of Public Affairs and Administration (NASPAA), the public administration program, within the Department of Public Administration, offers professional graduate education. The program works with many elements of state government to integrate academic and experiential components of the educational process.

M.P.A. curricular requirements are designed to impart knowledge and skills essential to meet pressing public problems and to be successful in professional and administrative employment in public service. The knowledge and skills address understanding of legal, political, and administrative processes, organizational structures, and the context of public sector agencies; the development of leadership capabilities; and knowledge of state government in Illinois.

In addition to the 40-hour M.P.A. degree, the program offers a 46-hour concentration in community arts management and a 48-hour concentration in criminal justice. Also, the public administration (M.P.A.) degree program and the public health (M.P.H.) degree program have established a double major.

Students entering the program without significant professional work experience in the public or private sector are encouraged to undertake internships as part of their program of study through UIS' Graduate Public Service and Illinois State Public Administration Internship programs.

Contact: Information about the public administration program is available at (217) 206-6310. Information can also be requested at mpa@uis.edu. Students interested in the community arts management concentration can call (217) 206-7373. Students interested in the criminal justice concentration can call (217) 206-6301.

THE M.P.A. DEGREE ENTRANCE REQUIREMENTS

The public administration program faculty reviews and accepts candidates for the M.P.A. degree. Prospective students must also complete a separate application for graduate admission to UIS.

Applicants must provide transcripts of all previous undergraduate and graduate course work in order to be considered for admission. International students for whom English is not the native language must, in addition, provide TOEFL scores.

Full admission to the program requires admission to UIS and successful completion of all the following prerequisites: 1) one undergraduate political science course in American politics/government; 2) one undergraduate descriptive/inferential statistics course, completed within five years of intended entry into the program; 3) one undergraduate course in microeconomics or a market economics survey course (other than macroeconomics); and 4) competence in one

computer spreadsheet applications package, such as LOTUS. A grade of C (2.00) or better must have been earned for each undergraduate course used to meet these prerequisites.

Students may be granted conditional admission to the program, which permits enrollment in up to 12 semester hours of prescribed PAD courses during the first full academic year. Full admission to the program is required before students can enroll for more than 12 hours creditable to the M.P.A. degree.

Prospective students are strongly encouraged to obtain application information well in advance of their first term in the program. Completed applications should be received at least four weeks in advance of the first intended semester of M.P.A. enrollment. Application materials may be obtained from the MPA Program, University of Illinois at Springfield, One University Plaza, MS PAC 366, Springfield, IL 62703-5407; or through the telephone number and e-mail address listed above.

APPLICATION TO M.P.A. - COMMUNITY ARTS MANAGEMENT CONCENTRATION

Acceptance to the M.P.A. concentration in community arts management requires a separate application and

formal admission process in addition to that required for acceptance to the general M.P.A. program. Students interested in applying for the CAM concentration must submit a detailed resume; an autobiographical statement of at least 300 words, including a description of previous experience in the arts such as study, performance, participation, or management; a separate statement of at least 100 words describing career goals; and three letters of reference.

These materials should be forwarded to PAC 370, University of Illinois at Springfield, One University Plaza, Springfield, IL 62703-5407. Applications are usually received by February 1 for admission the following fall; however, applications received later may be considered.

APPLICATION TO M.P.A. - CRIMINAL JUSTICE CONCENTRATION

Application to the M.P.A. concentration in criminal justice does not require a separate program application. Students intending to pursue this concentration should indicate this on the UIS application. Although program applications are submitted to the M.P.A. program, students interested in the CRJ concentration may contact the Department of Criminal Justice at the phone num-

ber listed above for more information about the uses and career applications of this concentration.

APPLICATION TO M.P.A.-M.P.H. DOUBLE MAJOR

The M.P.A. degree program and UIS Department of Public Health have established a double major in accordance with university policy. Students interested in this double major can contact either the MPA or MPH offices.

GRADING POLICY

Public administration students may apply up to eight credit hours of C work toward the M.P.A. degree, provided that each credit hour of such work is offset by a credit hour of A work earned in a 500-level PAD course. All course work applied toward the M.P.A. under this arrangement must be earned at the University of Illinois at Springfield while the student is enrolled in a graduate program at UIS.

WRITING COMPETENCE

Faculty identify writing deficiencies during courses and refer students to the Center for Teaching and Learning.

PROGRAM REQUIREMENTS

Within the first 20 hours of program study, students are to meet the requirements of the program foundation (12 hours), which surveys the field of public administration and the analytical tools that are prerequisite to advanced study. In addition, students are required to complete eight hours of program core course work covering two functional areas: budget/finance and human resources management.

Foundation Courses

PAD 501 Introduction to the Profession	4 Hrs.
PAD 502 Organization Dynamics	4 Hrs.
PAD 503 Analytical Tools	<u>4 Hrs.</u> 12 Hrs.

Core Courses

PAD 504 Budget and Finance	4 Hrs.
PAD 505 Human Resource Management	<u>4 Hrs.</u> 8 Hrs.
<i>PAD 571 Capstone Seminar</i>	4 Hrs.

Advanced Professional Course Work

Electives (see program handbook)	<u>16 Hrs.</u> <u>20 Hrs.</u>
Total	40 Hrs.

M.P.A. - COMMUNITY ARTS MANAGEMENT CONCENTRATION ONLY

Students pursuing the M.P.A. community arts management concentration earn a total of 46 credits to complete the M.P.A. degree. The CAM concentration provides specialized skills in leadership, management, and planning pertinent to public and nonprofit arts organizations. In addition to the M.P.A. foundation, core, and capstone courses (24 credit hours), students in the CAM concentration also enroll in:

MPA Core, Foundation, and Capstone	24 Hrs.
PAD 543 Marketing for Public and Nonprofit Organizations	4 Hrs.
PAD 544 Fund Raising for Public and Nonprofit Organizations	4 Hrs.
PAD 546 Arts Administration Seminar	4 Hrs.
PAD 547 Public Policy and the Arts	4 Hrs.
PAD 548 Arts Management Internship(s)	2 Hrs.
Elective	<u>4 Hrs.</u>
Total	46 Hrs.

Students taking the concentration in community arts management may choose from the following for their 4-hour elective:

PAD 446 Arts and Education
PAD 447 Performing Arts Management
PHI 432 Philosophy of Art
PAD 448/LES 486 Legal Aspects of Nonprofit Organization Management
HIS 511 Museum/Historic Sites Methods

M.P.A. - CRIMINAL JUSTICE CONCENTRATION ONLY

Students in the M.P.A. criminal justice concentration earn a total of 48 credits to complete the M.P.A. degree. In addition to the M.P.A. foundation, core, and capstone courses (24 credit hours), students in the CRJ concentration also complete 24 hours of additional courses as indicated below. CRJ electives are described in the criminal justice department section of this catalog. Students should consult with a criminal justice faculty adviser before selecting their CRJ electives.

MPA Core, Foundation, and Capstone	24 Hrs.
PAD electives as part of Advanced Professional Coursework	8 Hrs.
CRJ 500-level electives (choose four)	16 Hrs.
CRJ 523 Criminal Justice Policy Process	
CRJ 531 Drug Abuse in America: A Critical Perspective	

CRJ 541 Law Enforcement Administration	
CRJ 551 Correctional Policy and Administration	
CRJ 565 Race, Class, and Social Justice	
CRJ 572 Law and Criminal Justice	_____
Total	48 Hrs.

MPA-MPH DOUBLE MAJOR

Application to the MPA-MPH double major requires meeting entrance requirements for each academic organization. The articulation agreement allows a student to complete a double major with a total of 68 credit hours, compared to a total of 88 for the two majors separately. Students pursuing this double major will be required to complete an appropriate closure exercise in each of the two degree organizations. Upon completion, one diploma will be granted. The two major fields will be specified on the transcript.

ADVANCED PROFESSIONAL COURSE WORK

Advanced professional development courses concern particular areas of expertise and career opportunities. Sixteen hours of elective course work are taken in advanced areas of study; at least eight hours typically involve public administration courses. Recognizing the

diversity of student goals, the program allows students who wish to pursue individualized areas of study to do so in consultation with their advisers. Others may wish to pursue one of the professional development areas of study specifically identified here.

Students pursuing the M.P.A. typically follow one of two advanced professional development patterns. One pattern involves course work chosen from PAD offerings, often including fields such as personnel, budgeting, policy analysis/program evaluation, inter-governmental program administration, or organizational change/development. The second pattern involves completing advanced coursework in PAD offerings in conjunction with course work offered by other UIS academic programs, such as legal studies (administrative law), management information systems, environmental studies, accountancy (public financial management), or human services (social services).

M.P.A. majors who have not been formally admitted to the CAM concentration and who enroll for PAD 546, PAD 547, PAD 548 may only count successful completion of these courses as non-PAD professional development electives.

The *Public Administration Handbook* contains

detailed information on planning advanced professional development course work.

MASTER'S CLOSURE OPTIONS

M.P.A. degree candidates may fulfill the campus closure requirement by earning a grade of B- or better in PAD 571 Capstone Seminar or by completing a master's thesis in PAD 500. PAD 571 and PAD 500 are open only to M.P.A. majors who have already completed at least 20 credit hours toward the degree.

Students who choose the thesis option must enroll in four, but not more than eight, credit hours in PAD 500 Thesis. These hours may be accumulated incrementally at a rate of at least one credit hour per semester.

Campus policy requires that PAD majors who enrolled in PAD 571 or PAD 500, but who did not complete the course in continuous enrollment, must re-enroll in the course for one credit hour on an audit basis *each* semester until the work is complete. Likewise, M.P.A. majors who select the thesis option, but do not complete the thesis within the originally agreed-on number of credit hours of continuous enrollment (4-8), must re-enroll in the course for one credit hour on an audit basis *each* semester until the approved thesis is completed.

COURSE DESCRIPTIONS

Program Foundation

PAD 501 Introduction to the Profession (4 Hrs.)

Analyzes fundamental issues of professionalization facing M.P.A. practitioners in the occupational field. Prerequisite: Introductory course in U.S. government/politics.

PAD 502 Organization Dynamics (4 Hrs.)

Structure and function of public organizations as socio-technical systems and of related individual, group, and leadership processes. Topics include leadership, decision making, group dynamics, motivation, job satisfaction, authority, power, organizational change, communication, conflict, and organization structure and design.

PAD 503 Analytical Tools (4 Hrs.)

Course may be available online. Refer to the current course schedule for further information.

Analytical tools required by professional public administrators. Topics include research design, analytical decision-making tools, analysis of variance, factorial analysis of variance and multiple regression analysis. Prerequisites: An approved statistics course, completed within five years of the first term of enrollment in the MPA program, covering descriptive statistics, probability, correlation and regression analysis, and experience in the use of a statistics software package.

Program Core

PAD 504 Budget and Finance (4 Hrs.)

Budgetary decision making in governmental units. Political, economic, and administrative aspects of budgeting are examined. Analysis of budget innovations, such as the PPB system and zero-base budgeting. Prerequisites: Lower-division courses in American politics, computer spreadsheet applications, and microeconomics, or equivalents.

PAD 505 Human Resource Management (4 Hrs.)

Personnel administration in the public sector and administrative problems raised by this important management responsibility. Evaluation of administrative, political, and legal factors affecting management's ability to deal with organization/employee relationships.

Human Resource Management

PAD 411 Contract Administration (4 Hrs.)

Contract administration with emphasis on interpretation, application, and impasse resolution techniques of grievance procedures, mediation, and arbitration. See LAR 464.

PAD 465 Public Sector Labor Relations Seminar (4 Hrs.)

Study of behavioral, legal, social, political, and institutional forces that affect dynamics of labor relations in public employment.

PAD 467 Labor Arbitration (4 Hrs.)

Philosophy and practice of labor arbitration in the

unionized private and public work settings. Students develop skills in arbitration practices, research methods, decision making, rules and procedures, selection of arbitrators, and construction and presentation of cases in simulated arbitration proceedings. See LAR 467 and LES 467.

PAD 509 Workplace Democracy (4 Hrs.)

Origins and recent developments in theory and practices of workplace democracy, both in the United States and in other countries. Exploration of such concepts as worker control, work self-management, and economic democracy.

PAD 511 Collective Bargaining (4 Hrs.)

Development and nature of employee organizations, collective bargaining, and public policies on labor relations in the public sector federal, state, and local. Analysis of contemporary bargaining relations, procedures, problems, and consequences. Prerequisite: PAD 505, or permission of instructor.

Budget and Finance

PAD 421 Auditing Concepts and Responsibilities (4 Hrs.)

Role of the attest function in society and knowledge of concepts and techniques underlying the audit process. Includes historical evolution of the attest function and its application to financial statement auditing, internal auditing, compliance auditing, and operational auditing. Prerequisites: ACC 321, or consent of instructor. See ACC 464.

PAD 524 Capital Budgeting (4 Hrs.)

Overview of how public sector entities finance long-term projects. Includes measurement of governmental debt capacity by tracking trends in major fiscal indicators, such as per capita debt and debt as a percent of general revenue. Other topics include the role of rating agencies in capital expenditure decisions determining yields to maturity and internal rates of return, cost benefit analysis, and recent innovations in bond financing. Prerequisites: PAD 503 and PAD 504, or permission of instructor.

PAD 525 Governmental Accounting for Public Administrators (4 Hrs.)

Introduction to the major concepts, principles, and objectives of governmental accounting (including fund accounting) and budgetary control systems for local and state government. The course is specifically designed for M.P.A. and other students with little or no background in accounting.

Analysis/Evaluation**PAD 431 Operations Research Methods (4 Hrs.)**

Quantitative methods necessary for analysis, modeling, and decision making. Topics include linear programming, transportation model, network models, programming, decision theory, games theory, PERT-CPM, inventory models, and queuing theory. Additional topics may be chosen from integer linear programming, system simulation, and nonlinear programming. Prerequisite: MAT 332, or permission of instructor. See MAT 444.

PAD 531 Public Policy Analysis (4 Hrs.)

Functions of policy analysis in political decision making, including bases for judgment, impact on bargaining, analytical limitations, and other issues in design and implementation of policy studies.

PAD 533 Program Evaluation (4 Hrs.)

Goals, methods, and techniques of program evaluation in public agencies and implications of program evaluation findings for legislative and executive program planning and implementation. Each student is required to design an evaluation of an organizational program. Prerequisite: PAD 503, or permission of instructor.

PAD 534 Program Implementation (4 Hrs.)

Advanced graduate seminar focusing on the ways state, local, and national administrative units carry out governmental policies/programs. Provides particular attention to the processes through which policy intent is translated into program performance and service delivery. Examines barriers to effective implementation of policy initiatives. Also examines ways public administrators and managers can be more effective in the implementation of public policy decisions.

Nonprofit Management**PAD 448 Legal Aspects of Nonprofit Organization Management (2 Hrs.)**

Provides a comprehensive overview of the legal problems typically faced by nonprofit organizations.

Topics include organization structure, taxation, copyright, employee relations, contracts, lobbying, and liability exposures of board and staff. See LES 486.

PAD 543 Marketing for Public and Nonprofit Organizations (4 Hrs.)

Applies marketing concepts and methodologies to planning and delivery of public and nonprofit services. Requirements include preparation and presentation of a marketing plan for a public or nonprofit organization.

PAD 544 Fund Raising for Public and Nonprofit Organizations (4 Hrs.)


Fund-raising and resource development for public and nonprofit organizations, including proposal/grant research and writing, grants management, annual and capital campaign development, special events, planned giving, and fund-raising software.

Community Arts Management**PAD 446 Arts and Education* (4 Hrs.)**

Development, implementation, and evaluation of arts and education programs. Exploration of aesthetic issues, strategies of teaching, and relationship to arts organizations as well as to schools.

PAD 447 Performing Arts Management* (4 Hrs.)

Survey of the management procedures related to the per-



forming arts, with emphasis on artist relations, contract negotiations, booking arrangements, scaling the house, ticket office operations, marketing, and facility management. Overview of backstage concerns, audience development, administrative functions and operational models, rentals, promoters, budgeting, staffing, and funding.

PAD 546 Arts Administration Seminar* (4 Hrs.)

Provides grounding in arts management issues and concerns. Topics include definition of arts and culture, history of arts management, community context of arts management, cultural diversity, cultural equity, cultural planning, programming, censorship, arts and education, role of arts in community development, arts service organizations, and professional development.

PAD 547 Public Policy and the Arts* (4 Hrs.)

Analysis of the formation, development, implementation, and evaluation of public policies for the arts at the national, state, and local level. The focus is on the United States although cultural policies of other countries are also examined.

PAD 548 Arts Management Internship(s)* (1 or 2 Hrs.)

May be taken as one two-hour course or two one-hour courses. Provides an experiential learning opportunity with a professional public or nonprofit cultural organization. Clear learning objectives for the internship are defined, monitored, and reported. Prerequisite: Permission of instructor.

** MPA majors who have not been formally admitted to the CAM concentration may only count successful completion of these courses as non-PAD professional development electives.*

Public Law

PAD 451 Judicial Administration (4 Hrs.)

Basic concepts and critical issues in judicial administration. Emphasis on Illinois court system structure and functions in comparison with national standards and other court systems. Topics include case-flow management, jury management, records management, personnel administration, judicial rule making, budgeting, planning, and research. See LES 421.

PAD 452 Nondiscrimination Laws in Employment (4 Hrs.)

Development and implementation of nondiscrimination laws in employment, including hiring, firing, promotion, terms and conditions, benefits, and pay. Focus on protective labor laws, veteran preference, harassment, and due process requirements in employment. See LES 449 and WMS 449.

PAD 551 Administrative Law (4 Hrs.)

Legal foundation of administrative powers and limitations; study of delegation of administrative power, administrative discretion, legislative and executive controls, and legal restraints; types of administrative action and enforcement, administrative remedies, and judicial review of administrative action. See LES 551.

Master's Closure

PAD 571 Capstone Seminar (4 Hrs./1 Hr.)

Based on common readings drawn from one broad field or approach to public administration. Integrates academic research with issues faced by practicing professionals. Major paper and formal oral presentation required. Course meets program and campus requirements for master's degree closure. Prerequisite: Open only to fully admitted M.P.A. majors who have completed at least 20 hours of course work toward the degree prior to registration. **Note:** Students who do not complete the course work during the initial four-hour enrollment must register for one credit hour on an audit basis in *all* subsequent semesters until the work is completed.

Topic/Individual Arrangements

PAD 500 Thesis (1 to 8 Hrs.)

Credit awarded upon acceptance of thesis. Note: If the thesis is not completed by the time the initial eight hours of credit are accumulated in continuous enrollment, the student must register for one credit hour on an audit basis in *all* subsequent semesters until the thesis is completed.

PAD 590 Topics in Public Administration (2 or 4 Hrs.)

Selected topics announced when offered. May be repeated for indefinite number of credit hours, but particular topics must differ.

**PAD 599 Tutorial in
Public Administration**

(1 to 12 Hrs.)

Internship Seminars

**PAD 460 Graduate Public Service
Internship Seminar**

(1 to 4 Hrs.)

Topics include critical issues in public service for public policy development processes, functional operations of

public agencies, and independent research. A maximum of four credit hours may be applied toward the M.P.A. degree.

**PAD 480 Public Administration
Internship Seminar**

(1 to 4 Hrs.)

Analysis of internship experience. May be repeated for a maximum of four credit hours. Prerequisite: Permission of instructor.

