

Public Policy Administration

General Information

The University of Missouri-St. Louis' Public Policy Administration (P P ADM) program has three components: the Master of Public Policy Administration (MPPA) degree program, the Nonprofit Management and Leadership Program (NPML), and the Local Government Partnership (LGP).

The Master of Public Policy Administration (MPPA) is an interdisciplinary program designed to prepare students for managerial and policy analysis positions in the public and nonprofit sectors and related organizations. The MPPA is part of the Public Policy Administration Program, an independent unit of the UMSL Graduate School, and is accredited by the Network of Schools of Public Policy, Affairs, and Administration (<http://naspaa.org>) (NASPAA).

Mission Statement

The MPPA program educates students to become leaders in improving our communities and society and to make informed policy decisions. We use an interdisciplinary approach to prepare students for careers in public policy, public administration, and nonprofit administration.

In carrying out our **mission**, we embrace and enact these core values (**IDEAS**):

- **Integrity** - We promote ethical, deliberate, and transparent decision making
- **Diversity** - We promote inclusiveness and respect for a diversity of perspectives
- **Effectiveness** - We strive to create value in our communities and be good stewards of public and community resources
- **Accountability** - We strive to recognize and respond to the needs of our varied stakeholders
- **Service** - We promote the above values in order to exemplify the ideals of public service

In addition to the MPPA program, PPA offers Graduate Certificates in Nonprofit Management and Leadership, Local Government Management, and Policy and Program Evaluation.

A key strength of the program is the experienced faculty, who are all committed to the success of our students. Core faculty members hold joint appointments in public policy administration and related departments, such as economics, political science, and business administration. Adjunct instructors also have considerable professional, educational, and teaching experience and play an important role in connecting our students with the professional community.

The full facilities of Campus Computing and the Laboratory for Quantitative Analysis are available. UMSL is a member of the Inter-University Consortium for Political and Social Research, and is the only full-member of the Nonprofit Academic Centers Council (NACC) in the St. Louis region.

Career Outlook

The current outlook for graduates of the interdisciplinary Master of Public Policy Administration Program is quite promising. Recent graduates of this program have taken positions as city managers, transportation planners, managers with local, regional, state, and federal agencies, and management positions in nonprofit organizations, such as development officers, volunteer managers, and executive directors.

Admissions Requirements

Applicants must meet the following program admission requirements in addition to the general requirements of the Graduate School.

By the time of enrollment, prospective students must have obtained a baccalaureate degree or the equivalent from an accredited college or university. A minimum GPA of 3.0 on a 4.0 scale is required to be considered for regular admission. This GPA is higher than the minimum for the Graduate School. An undergraduate GPA below 3.0 will be considered on an individual basis for restricted admission. Applicants must demonstrate proficiency in college algebra or the equivalent. Graduate coursework also will be taken into consideration.

Applicants must obtain three letters of recommendation. The letters should be from those who are familiar with your professional and/or academic skills. At least one of the letters must be from a current or former college-level instructor. Written letters of recommendation must accompany the downloadable recommendation forms from the Graduate School. These materials should be sent by the letter writer directly to the MPPA program.

Applicants are required to submit a 2-3 page personal statement to demonstrate competence in writing. The statement should explain how the MPPA program fits in with the applicant's educational and professional goals. This personal statement should be sent directly to the MPPA program; the statement of purpose in the web-based admission application is not sufficient.

Applicants must submit official transcripts to the graduate admissions office documenting the baccalaureate degree and all other prior college and graduate-level coursework completed.

Degree Requirements

The MPPA degree consists of 40 credit hours, 28 of which are taken as part of the core curriculum and 12 that are electives. Students who complete the degree must demonstrate the following:

- Design, research, write, and defend analyses of substantive public policy problems and/or potential solutions
- Use data and sophisticated analytic tools (qualitative and quantitative) to conduct research in public policy and administration
- Understand the policy and internal/external environments of public and nonprofit organizations
- Develop expertise in a substantive area of public policy administration

Curriculum

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

Policy Analysis and Economics

P P ADM 6000	Introduction to Policy Analysis	3
P P ADM 6080	Microeconomics for Policy Analysis	3

P P ADM 6210	Public Sector Microeconomics	3
P P ADM 6900	Cases in Public Policy Administration	3
Public Administration and Budgeting		
P P ADM 6400	Proseminar in Public Administration	3
P P ADM 6600	Managing People in Organizations	3
P P ADM 6180	Governmental Budgeting and Financial Control	3
Statistics, Research Methods, and Information Technology		
P P ADM 6010	Introduction to Policy Research	3
P P ADM 6750	Introduction to Evaluation Research Methods	3
P P ADM 6850	Information Technology and the Public and Nonprofit Sectors	1
Total Hours		28

A thesis is not required to complete the program. However, writing is an important component of the degree, and students will complete written analyses as part of their coursework and/or internship.

P P ADM 6000 should be taken at the beginning of the program. It is strongly recommended that P P ADM 6010 and P P ADM 6080 be taken early in a student's course plan. P P ADM 6900 is a capstone course and must be taken toward the end of the program.

Students may select one of four emphasis areas in which to concentrate their advanced studies:

1. Managing Human Resources and Organizations,
2. Policy Research and Analysis,
3. Local Government Management,
4. Nonprofit Organization Management.

Students may also select an individualized emphasis area in consultation with their advisor and with approval of the Director.

Prior to the completion of 15 hours in the MPPA program, students should identify an emphasis area. In each of the emphasis areas students may be able to substitute another course for a specified elective, with the MPPA Director's approval. Specific requirements for each emphasis area are as follows:

Managing Human Resources and Organizations

a. Required

P P ADM 6490	Human Resources In The Public Sector	3
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b. Electives

Select three of the following:		9
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ECON 5400	Labor Economics: Theory And Public Policy	
MGMT 5611	Advanced Organizational Behavior And Administrative Processes	
MGMT 5622	Union-Management Relations And Collective Bargaining	
MGMT 5625	Selected Topics In Human Resource Management	
P P ADM 6500	Selected Topics in Public Policy Administration (when topic is relevant to Human Resource and Organized Behavior)	
P P ADM 6680	Negotiating Workplace Conflict	
P P ADM 6950	Internship (in assignment relevant to emphasis area)	

POL SCI 3470	Collective Bargaining	
Total Hours		12

Policy Research and Analysis

a. Required

POL SCI 6402	Intermediate Techniques In Policy Research or ECON 4100 Introduction To Econometrics	3
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b. Electives

Select three of the following:		9
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POL SCI 6403	Advanced Techniques In Policy Research or ECON 4110 Applied Econometrics	
ECON 4160	Geospatial Analysis In The Social Sciences	
ECON 4170	Fundamentals Of Cost-Benefit Analysis	
ECON 4550	Natural Resource Economics	
ECON 5400	Labor Economics: Theory And Public Policy	
ECON 5700	Urban and Real Estate Economics	
ECON 5900	Advanced Topics In Economic Analysis	
POL SCI 6404	Multi-Method Research Design	
POL SCI 6422	Law, Courts And Public Policy	
POL SCI/P P ADM 6444	Seminar In Public Policy And Aging	
POL SCI 6452	Public Policy Of Conservation And Sustainable Development	
SOC 4040	Survey Research Practicum for Sociology	
SOC WK 6443	Health Care Policy or POL SCI 6443 Health Care Policy	
P P ADM 6950	Internship (in assignment relevant to the emphasis area)	
HIGHERED 6422	Policy Analysis Of Higher Education	
Total Hours		12

Local Government Management

a. Required ¹

P P ADM 6340	Seminar in City Administration or P P ADM 6343 Issues in Urban Management	3
P P ADM 6470	Proseminar in Urban Politics or P P ADM 6473 Seminar In Urban Politics	3

b. Electives ²

Select two of the following:		6
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P P ADM 6300	Leadership and Management in Nonprofit Organizations	
P P ADM 6340	Seminar in City Administration	
P P ADM 6350	Issues in Urban Management	
P P ADM 6470	Proseminar in Urban Politics	
P P ADM 6471	Seminar In Urban Politics	
P P ADM 6490	Human Resources in the Public Sector	
P P ADM 6510	Urban and Regional Planning and Public Policy	
P P ADM 6680	Negotiating Workplace Conflict	
P P ADM 6950	Internship (in assignment relevant to emphasis area)	
ECON 4160	Geospatial Analysis In The Social Sciences	

ECON 5700	Urban and Real Estate Economics	
Total Hours		12

¹ For Local Government Management specialization, a course not taken to fulfill the "required six hours" may be taken as an elective.

² Students interested in careers in local government management are strongly encouraged to take P P ADM 6490, Human Resources in the Public Sector, as one of their electives.

Nonprofit Organization Management and Leadership

a. Required

P P ADM 6300	Leadership and Management in Nonprofit Organizations	3
P P ADM 6310	American Philanthropy and Nonprofit Resources Development	3
P P ADM 6311	Staff Management Issues in Nonprofit Organizations	1
P P ADM 6312	Legal Issues in Managing Nonprofit Organizations	1
P P ADM 6313	Financial Issues In Managing Nonprofit Organizations	1

b. Electives

Select one of the following:		3
ACCTNG 3451	Accounting For Governmental And Not-For-Profit Entities	
BUS AD 5100	Managerial Communication	
BUS AD 5900	Law, Ethics And Business	
MKTG 5700	Contemporary Marketing Concepts	
P P ADM 6490	Human Resources In The Public Sector	
P P ADM 6501	Selected Topics in Nonprofit Management and Leadership	
P P ADM 6550	Strategic And Program Planning For Non Profit Organizations	
P P ADM 6680	Negotiating Workplace Conflict	
P P ADM 6950	Internship (in assignment relevant to the emphasis area)	
PSYCH 7412	Social Psychology	
Total Hours		12

Individualized Emphasis Area

Prior to the completion of 15 hours in the MPPA program, the student must present a proposal for 12 hours of specific coursework for approval by the student's advisor and the MPPA program director. The 12 hours must include P P ADM 6950, Internship (in an assignment relevant to the emphasis area). Students with significant public or nonprofit sector experience may request permission to waive the internship and replace it with an additional three-credit hour elective.

Internships

An internship is required for students without substantial experience in the public or nonprofit sectors. Interns may be placed in planning agencies, city managers' offices, administrative departments, or nonprofit agencies. Credit is granted after successful completion of the internship and a written paper at the end of the semester.

MPPA students currently employed in public agencies or nonprofit organizations can receive 3 hours of credit for internships with their employer. To do so, students must develop, in consultation with the

internship coordinator, special research projects outside the scope of their regular employment duties.

Students who have significant relevant experience in the public or nonprofit sector may request the internship requirement be waived. To request a waiver, students must submit a written request outlining the student's professional or managerial field experience with appropriate documentation. Any request for a waiver from the internship requirement must be approved by the program director. Students who receive a waiver must take an additional 3 hours of electives in lieu of the internship.

BSPPA/MPPA 2+3 Program in Public Policy Administration

The BSPPA / MPPA 2+3 program is an accelerated program that allows outstanding BSPPA students to complete a baccalaureate degree and Master of Public Policy Administration (MPPA) degree in five years. The program allows students to apply 12 of the MPPA credit hours towards the BSPPA at UMSL, reducing the overall required hours for the two degrees from the standard 160 – 120 for the BS plus 40 for the MPPA – to 148 hours.

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:

Policy Analysis and Economics

P P ADM 6000	Introduction to Policy Analysis	3
P P ADM 6080	Microeconomics for Policy Analysis	3
P P ADM 6210	Public Sector Microeconomics	3
P P ADM 6900	Cases in Public Policy Administration	3

Public Administration and Budgeting

P P ADM 6180	Governmental Budgeting and Financial Control	3
P P ADM 6400	Proseminar in Public Administration	3
P P ADM 6600	Managing People in Organizations	3

Statistics, Research Methods, and Information Technology

P P ADM 6010	Introduction to Policy Research	3
P P ADM 6750	Introduction to Evaluation Research Methods	3
P P ADM 6850	Information Technology and the Public and Nonprofit Sectors	1

Total Hours	28
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A thesis is not required to complete the program. However, writing is an important component of the degree, and students will complete written analyses as part of their coursework and/or internships.

Electives

Twelve credit hours are taken as electives based on a student's interest. The electives are organized into emphasis areas, listed above in the MPPA program.

For each student in this program, the MPPA Director and the BSPPA advisor in the Department of Political Science at UMSL, will jointly identify and approve four MPPA courses (totaling 12 credits) that cover, at a more advanced level, undergraduate courses that would otherwise be taken for the BSPPA degree. These courses will substitute for (and should not duplicate) BSPPA courses, and will count toward completion of both BSPPA and MPPA requirements.

Degree requirements remain the same for the two degrees, but students admitted into this accelerated program will be able to earn 12 graduate credits prior to completing their undergraduate degrees. Upon completion of the required coursework for the MPPA, the BSPPA and MPPA degrees will be awarded.

Admission Requirements

BSPPA majors must have completed between 60 and 108 credit hours before applying for admission into this dual degree program. It is recommended that applicants apply after completing 90 credit hours. Applicants must have a minimum 3.0 overall GPA as well as a minimum 3.0 GPA in the major. Applications will be submitted to the Master of Public Policy Administration program and decisions will be made by the director in consultation with the BSPPA advisor in the Department of Political Science. Applicants must demonstrate proficiency in college algebra or equivalent. The application must be accompanied by three letters of recommendation, including at least one from a current, full-time faculty member, and a two- to three-page statement explaining how the BSPPA/MPPA program fits in with the applicant's educational and professional goals.

Graduate Certificate Program in Nonprofit Organization Management and Leadership (NPML)

Through the Public Policy Administration Program, UMSL offers the Graduate Certificate in Nonprofit Organization Management and Leadership for students who are current professional staff, board members, and other leaders of nonprofit and voluntary organizations, as well as those who plan to work in the field. The NPML certificate is the only nonprofit program in the St. Louis region that has full membership in the Nonprofit Academic Centers Council (NACC). The certificate can be taken by itself or in conjunction with the Master of Public Policy Administration degree or a graduate degree in another field. Course credits earned in the certificate program can be applied to the MPPA, but a separate application to the master's program is required.

For more information about our graduation rates, the median debt of students who completed this graduate certificate program, and other important information, please visit our Gainful Employment Disclosure website: <http://umsl.edu/go/BpC>.

The Graduate Certificate in Nonprofit Organization Management and Leadership requires the completion of 18 credit hours. Nine of these include the following core courses:

P P ADM/SOC WK 6300	Leadership and Management in Nonprofit Organizations	3
P P ADM/SOC WK 6310	American Philanthropy and Nonprofit Resources Development	3
P P ADM/SOC WK 6311	Staff Management Issues in Nonprofit Organizations	1
P P ADM/SOC WK 6312	Legal Issues in Managing Nonprofit Organizations	1
P P ADM/SOC WK 6313	Financial Issues in Managing Nonprofit Organizations	1
Total Hours		9

Six hours of electives are to be taken from approved courses in accounting, business administration, economics, management, marketing, political science, psychology, public policy administration, and sociology. A

student may choose among these courses or other courses approved by the program director.

Three hours of internship are also required. Students who have significant relevant field experience in the nonprofit sector may request that the internship requirement be waived. To request a waiver, students must submit a written request outlining the student's professional or managerial field experience with appropriate documentation. Any request for a waiver from the internship requirement must be approved by the program director.

Students who receive a waiver must take an additional three hours of electives in lieu of the internship.

Requirements for admission to the graduate certificate program include an undergraduate degree and a GPA of 3.0 or better. Applicants must submit two letters of recommendation. At least one of the letters should be from a current or former college-level instructor. Applicants must submit a two-page personal statement explaining how the certificate program fits in the applicant's educational and professional goals. The letters and personal statement should be sent directly to the Public Policy Administration office.

Graduate Certificate Program in Local Government Management

The Graduate Certificate in Local Government Management is designed for current professional staff, elected or non-elected local government officials, and those who are interested in pursuing a career in the local government sector. The certificate can be taken by itself or in conjunction with the Master of Public Policy Administration degree or other graduate degree. A separate application for the certificate program may be required when students in a degree program wish to incorporate the certificate program.

For more information about our graduation rates, the median debt of students who completed this graduate certificate program, and other important information, please visit our Gainful Employment Disclosure website: <http://umsl.edu/go/BpC>.

The Graduate Certificate in Local Government Management requires the completion of 18 credit hours. Twelve of these are the following core courses:

P P ADM 6180	Governmental Budgeting and Financial Control	3
P P ADM 6340	Seminar in City Administration	3
	or P P ADM 6341 Issues in Urban Management	
P P ADM 6490	Human Resources in the Public Sector	3
POL SCI 6470	Proseminar In Urban Politics	3
	or POL SCI 6471 Seminar In Urban Politics	
Total Hours		12

Three hours of electives are to be taken from selected courses in business administration, criminal justice, economics, political science, and public policy administration. A student may choose among these courses or other courses approved by the program director. Electives will be chosen from the following course list:

Select one of the following:	¹	3
CRIMIN 6442	Communities And Crime	
ECON 4160	Geospatial Analysis In The Social Sciences	
ECON 5700	Urban and Real Estate Economics	
POL SCI 6470	Proseminar In Urban Politics	
POL SCI 6471	Seminar In Urban Politics	

P P ADM/SOC WK 6300	Leadership and Management in Nonprofit Organizations	
P P ADM 6340	Seminar in City Administration	
P P ADM 6350	Issues in Urban Management	
P P ADM 6400	Proseminar in Public Administration	
P P ADM 6510	Urban and Regional Planning and Public Policy	
P P ADM 6600	Managing People in Organizations	
P P ADM 6680/ MGMT 5612	Negotiating Workplace Conflict	
Total Hours		3

Three hours of internship are also required but may be waived if the student has sufficient professional experience in the field. Any request for an exemption from the internship requirement must be submitted in writing and approved by the local government program director after a review of the student's professional or managerial field experience. Students who receive an exemption must take another three hours of electives from courses listed above.

¹ Other courses may be added as advisors deem appropriate for content.

Requirements for admission to the graduate certificate program include an undergraduate degree and a GPA of 3.0 or better. Applicants must submit two letters of recommendation. At least one of the letters should be from a current or former college-level instructor. Applicants must submit a two-page personal statement explaining how the certificate program fits in with the applicant's educational and professional goals. The letters and the personal statement should be sent directly to the Public Policy Administration Program.

Graduate Certificate Program in Policy and Program Evaluation

The Graduate Certificate in Policy and Program Evaluation (PPE) provides students the opportunity to gain expertise in policy and program evaluation methods, including completion of an applied evaluation project. In addition to the public and nonprofit sectors, the certificate is appropriate for individuals in disciplines such as criminology, education, economics, gerontology, social work, and sociology who need to conduct assessments of the programs for which they are responsible.

For more information about our graduation rates, the median debt of students who completed this graduate certificate program, and other important information, please visit our Gainful Employment Disclosure website: <http://www.umsl.edu/divisions/graduate/Graduate%20Programs/gedt-002519-44.0501.htm>

This program consists of a six-course sequence (18 credits): 5 required courses (15 credits) and 1 elective (3 credits). The Certificate may be taken by non-degree students or in conjunction with 1) the Master's in Public Policy Administration degree program; 2) the Master's in Social Work/Master's in Gerontology degree programs; or 3) the Master's in Economics.

Students with sufficient job experience in program/policy evaluation may submit a written request to waive the Applied Evaluation Project requirement. If granted, this requirement will be replaced with a three-credit elective.

Students pursuing a graduate degree along with the certificate should check with their graduate advisor regarding which courses will also count towards their degree.

A maximum of two courses at the 4000 level can count towards the Certificate.

At least 12 of the 18 credits must be taken in residence at UMSL.

Required Courses:

P P ADM 6000	Introduction to Policy Analysis	3
P P ADM 6010	Introduction to Policy Research	3
	or SOC WK 545 Social Work Research Methods and Analysis II	
	or ECON 4100 Introduction to Econometrics	
	or ECON 5100 Econometric Theory and Methods	
P P ADM 6750	Introduction to Evaluation Research Methods	3
	or SOC WK 64 Practice and Program Evaluation	
POL SCI 6402	Intermediate Techniques in Policy Research	3
P P ADM 6950	Internship (which must include an evaluation project) ¹	3
	or P P ADM 67 Applied Evaluation Project	
	or SOC WK 68 Graduate Field Practicum II	
	or SOC WK 68 Graduate Field Practicum III	
Electives		3
ECON 4110	Applied Econometrics	
ECON 4160	Geospatial Analysis in the Social Sciences	
ECON 4170	Fundamentals of Cost-Benefit Analysis	
POL SCI 6403	Advanced Techniques in Policy Research	
POL SCI 6404	Multi-Method Research Design	
Total Hours		18

¹ SOC WK 6800 or SOC WK 6850 must include an evaluation project.

Requirements for admission to the graduate certificate program include an undergraduate degree and a GPA of 3.0 or better. Applicants must submit two letters of recommendation, preferably with at least one from a current or former college-level instructor. Applicants must submit a personal statement explaining how the certificate program fits in with the applicant's educational and professional goals. The letters and the personal statement should be sent directly to the Public Policy Administration Program.

Courses

P P ADM 6000 Introduction to Policy Analysis: 3 semester hours
Same as POL SCI 6410. Systematic development of a critical/analytic base for dealing with public policy.

P P ADM 6010 Introduction to Policy Research: 3 semester hours
Same as POL SCI 6401. Procedures for testing explanations, including research design, principles of measurement, probability sampling, methods of data collection, and techniques for analyzing data.

P P ADM 6080 Microeconomics for Policy Analysis: 3 semester hours
Same as ECON 5010. Prerequisite: Graduate student standing. 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.

P P ADM 6150 Directed Readings and Research in Public Policy: 1-10 semester hours

Same as POL SCI 6415. Prerequisite: Consent of instructor. Independent study through readings, reports, research projects, and conferences. May be repeated for credit, provided the subject matter is different.

P P ADM 6180 Governmental Budgeting and Financial Control: 3 semester hours

Same as BUS AD 5450. Prerequisite: ACCTNG 5400. 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.

P P ADM 6210 Public Sector Microeconomics: 3 semester hours

Same as ECON 5500. Prerequisites: ECON 3001 or BUS AD 5001 or P P ADM 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 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.

P P ADM 6300 Leadership and Management in Nonprofit Organizations: 3 semester hours

Same as POL SCI 6300 and SOC WK 6300. Prerequisites: Graduate standing required. 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.

P P ADM 6310 American Philanthropy and Nonprofit Resources Development: 3 semester hours

Same as SOC WK 6310. Prerequisites: Graduate Standing Required. 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, from planning through donor relations.

P P ADM 6311 Staff Management Issues in Nonprofit Organizations: 1 semester hour

Same as SOC WK 6311. Prerequisites: Graduate standing required. 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.

P P ADM 6312 Legal Issues in Managing Nonprofit Organizations: 1 semester hour

Same as SOC WK 6312. Prerequisites: Graduate Standing required. 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.

P P ADM 6313 Financial Issues in Managing Nonprofit Organizations: 1 semester hour

Same as SOC WK 6313. Prerequisite: Graduate standing required. 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.

P P ADM 6340 Seminar in City Administration: 3 semester hours

This course provides an overview of the working environment of a city administrator and is jointly sponsored by the local city managers association. Professional city personnel make presentations to the students on six major topics: political structure, organizational structure, service delivery, finance, personnel policies and practices, and leadership. The course provides direct observation of city council meetings, visits to various city 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.

P P ADM 6350 Issues in Urban Management: 3 semester hours

Designed to evaluate management issues that confront managers in local government from a political perspective. The format will include an intense review and discussion of original case studies from actual local government situations. The specific focus of this course will vary. Course may be repeated.

P P ADM 6400 Proseminar in Public Administration: 3 semester hours

Same as POL SCI 6440. 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 impact. Specific topics may include administrative accountability, inter-governmental relations, public private interaction, implementation processes, bureaucratic expertise, the legal environment of public administration, and public service and merit issue.

P P ADM 6430 Health Care Policy: 3 semester hours

Same as GERON 6443, POL SCI 6443, and SOC WK 6443. Prerequisites: Graduate standing or consent of instructor. 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.

P P ADM 6444 Seminar in Public Policy and Aging: 3 semester hours

Same as GERON 6444 and POL SCI 6444. Prerequisites: Consent of instructor. 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.

P P ADM 6460 Selected Topics in Health Care Policy: 3 semester hours

Same as POL SCI 6446. Prerequisite: consent of instructor. The study of specialized issues and methods relating to health care policy. May be repeated for credit, provided the subject matter is different.

P P ADM 6470 Proseminar in Urban Politics: 3 semester hours

Same As: POL SCI 6470. Examination of the relationship between the social, economic and political systems of urban areas. Urban political structure, patterns of influence, political participation and communication and political change. Special attention to problems of access to and control of urban political systems.

P P ADM 6471 Seminar In Urban Politics: 3 semester hours

Same As: POL SCI 6471. Research problems and design in urban and regional politics. May be repeated for credit when the subject matter is different.

P P ADM 6490 Human Resources in the Public Sector: 3 semester hours

Same as POL SCI 6449 and SOC WK 6449. Prerequisites: P P ADM 6600 or consent of instructor. 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.

P P ADM 6500 Selected Topics in Public Policy Administration: 3 semester hours

Prerequisites: Graduate Standing. Permission of instructor may be required. A seminar of selected issues and methods relating to public policy administration. May be repeated for credit, provided the subject matter is different.

P P ADM 6501 Selected Topics in Nonprofit Management and Leadership: 3 semester hours

Prerequisites: Graduate standing. Permission of instructor may be required. A seminar of selected issues and methods relating to nonprofit management and leadership. May be repeated for credit, provided the subject matter is different.

P P ADM 6550 Strategic and Program Planning for Nonprofit Organizations: 3 semester hours

Same as POL SCI 6490 and SOC WK 6491. Prerequisite: Graduate Standing or Consent of Instructor. 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.

P P ADM 6600 Managing People in Organizations: 3 semester hours

Same as MGMT 5600. Prerequisites: Graduate standing or consent of instructor. 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.

P P ADM 6750 Introduction to Evaluation Research Methods: 3 semester hours

Prerequisites: At least one course in research design and statistics at the graduate level. 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 methodologies.

P P ADM 6751 Applied Evaluation Project: 3 semester hours

Prerequisites: P P ADM 6000, P P ADM 6010 or equivalents, P P ADM 6750 or equivalents. Independent study involving an evaluation project with an appropriate public or private or nonprofit agency.

P P ADM 6800 Management Information Systems: 3 semester hours

Same as INFSYS 5800. This course provides an overview of the established and contemporary issues related to information systems within organizations. Topics include the practices and tools associated with topics such as the management of IS-based investment projects, the design and implementation of IS, the alignment of IS strategy with organizational strategy, information security and privacy, and gaining a competitive advantage through IS.

P P ADM 6850 Information Technology and the Public and Nonprofit Sectors: 1 semester hour

Prerequisite: Graduate Standing. This course addresses information technology in the public sector from a managerial perspective. Course goals include an increase in student's knowledge and understanding of basic hardware, software, data, and information management issues from a managerial perspective. These topics include, but are not limited to: web portal design, geographic information systems, database management, e-government, strategic design, and the use of information technology to address public policy questions.

P P ADM 6900 Cases in Public Policy Administration: 3 semester hours

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.

P P ADM 6950 Internship: 3 semester hours

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