



UNIVERSITY OF  
**NORTH • TEXAS™**  
PUBLIC ADMINISTRATION

## **MPA STUDENT HANDBOOK**

**Academic Year  
2016-17**

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## Mission Statement

*The mission of the MPA program is to prepare leaders for public and nonprofit organizations through an innovative curriculum and dedicated teaching; creating and disseminating knowledge to the field of public administration through interdisciplinary research and professional development activities; and serving the profession and the community in order to promote democratic governance and enhance quality of life.*

## Introduction

The Master of Public Administration (MPA) program at UNT is one of the oldest in the Southwest and among the first in Texas. It began in 1961, when graduate students attended classes in the Department of Government. The Department of Public Administration was formed in 1992 and located in what is now called the College of Public Affairs and Community Service. In 1996, the department began offering a Bachelor of Science degree in Emergency Administration and Planning and in 2005 it admitted the first students to a new PhD degree program in Public Administration and Management.

The UNT MPA degree was on the first roster of programs accredited by the National Association of Schools of Public Affairs and Administration (NASPAA) in 1979, and it has been reaccredited since that time. In a 2012 reputational survey conducted by *U.S. News & World Report*, the UNT MPA program was ranked 8<sup>th</sup> nationally and first in the Southwest and in Texas in the field of city management/urban policy.

## Program Purpose

The Master of Public Administration program provides professional education for persons pursuing an administrative career in public and nonprofit organizations. Approximately 51 percent of the program's graduates go to work for a city government, 21 percent work in other governments, 9 percent pursued a doctorate and/or work in higher education, and 19 percent work in private or non-profit organizations. The program meets the education and professional training requirements of both pre-career students who seek to begin a public management career and in-career students who want to improve their skills and potential for advancement.

The basic course requirements for the MPA program are designed to give students general knowledge and skills in the conceptual areas specified by NASPAA. The program conforms with the "NASPAA Accreditation Standards for Master's Degree Programs"

([naspaa.org/accreditation/NS/naspaastandards.asp](http://naspaa.org/accreditation/NS/naspaastandards.asp)) which outline specific competencies, subject matter coverage, and the development of management specializations. These competencies include: to lead and manage in public governance; to participate in and contribute to the policy process; to analyze, synthesize, think critically, solve problems and make decisions; to articulate and apply a public service perspective; and to communicate and interact productively with a diverse and changing workforce and citizenry. In addition to the core courses, students may pursue general management or select courses in any of the following specializations: emergency management, financial management, local government management, nonprofit management, or human resource management.

## ADMISSION AND ADVISING

### Admission Requirements

The MPA program strives to attract capable and diverse students committed to a professional career in public service. Admission to the MPA program is based on an assessment of the applicant's academic ability and potential to meet the demands of a rigorous graduate program. Each application is considered using multiple criteria, including the student's academic performance and potential, and other materials that may be requested by the department.

Application for admission to the MPA program is made directly to the Robert B. Toulouse School of Graduate Studies using the online form at [www.tsgs.unt.edu](http://www.tsgs.unt.edu).

Academic prerequisites for full admission to the MPA program are:

1. A bachelor's degree or its equivalent from an accredited college or university that includes at least 15 semester hours in such areas as public administration, emergency administration and planning, political science, management, economics, sociology, analytical techniques, or other social sciences. Consult with the MPA program coordinator for applicable course work.
2. Admission to UNT's Toulouse School of Graduate Studies (consult the Graduate Catalog for details).
3. A grade point average (GPA) on the last 60 hours of college work of 3.0 or higher on a 4.0 scale.

Satisfactory scores for all three parts of the GRE General Test (verbal, quantitative, and analytical writing) is required for many scholarship applications. It is not required to apply for admission to the MPA program.

Students who lack the prerequisite hours may be directed to take undergraduate courses in appropriate subjects approved by the MPA program coordinator and the admissions committee.

As part of the department's holistic review process, applicants may be asked to submit these additional materials:

- Letters of recommendation attesting to intellectual and leadership abilities.
- A written essay by the applicant describing career objectives and explaining how an MPA degree will help meet those objectives.
- A current resume showing all work experience.
- Other evidence that demonstrates the applicant's ability to perform satisfactory work at the graduate level.
- The department may also request an interview with the admissions committee.

## Admission Categories

Depending on the length and level of managerial experience, students accepted into the program are placed into one of three categories: pre-career, in-career, or mid-career.

**Pre-career:** No managerial experience

Requires 42 hours of graduate course work including an internship for 3 hours of credit.

**In-career:** Less than three years of full-time public management experience

Requires 39 hours of graduate course work; the internship is not required but may be elected, in which case 42 hours of graduate credit is required.

**Mid-career:** Three or more years of full-time, executive management experience

Requires 36 hours of graduate course work; the internship is not required. A request for mid-career classification should be made at the time of application to the MPA program.

Qualification for mid-career status is determined effective with the first semester of enrollment in the MPA program and cannot be requested after that point. Students requesting mid-career status should be, for example, at least a department head in a large local government, at a GS-14 rank or comparable in the federal civil service, a division director in state government, or an executive director of a large, non-profit organization.

## Beginning the MPA Program

An orientation for new MPA students is hosted by the faculty each fall and spring semester on the weekend prior to the start of classes. However, students may begin their graduate program in any semester. Consult the university calendar for relevant deadlines pertaining to class registration ([www.unt.edu/registrar](http://www.unt.edu/registrar)).

Prior to enrolling the first semester, students should consult with the MPA program coordinator for assistance in course selection and for advising clearance. During the new MPA student orientation prior to the beginning of the fall semester, a major professor will be assigned to each student who will assist in preparing a degree plan. Thereafter, students should consult with their major professor *prior* to making any changes in their degree plan.

The major professor and the MPA program coordinator act as the official advisors for students. However, all faculty in the department are available for advice on course content and applicability. Students who seek to complete one of the program's specializations may want to discuss the courses with the primary course instructors.

## Degree Plan

During the first semester of enrollment and in consultation with their major professor, each student should complete a degree plan as required by the Robert B. Toulouse School of Graduate Studies (hereafter referred to as the Graduate School). Once approved by the Graduate School,

the student is admitted to candidacy for the master's degree. After the degree plan has been filed, changes may be made if recommended in writing by the major professor and approved by the graduate dean. Any deviations from the degree plan must be approved by the major professor prior to registration.

Degree plans are based on a student's academic and practical experience. Students should select elective courses that complement their area of professional interest and/or fulfill the requirements of a specialization. Electives are selected with the advice and approval of the major professor.

## **DEGREE REQUIREMENTS**

### **Credit Hour Requirements**

The program has two components: (1) the program core consisting of eight required courses that provide the basic concepts and methods of public administration plus, for pre-career students, an internship, and (2) a set of electives suited to the student's career interests or an optional specialization designed to develop expertise in a particular substantive area.

The number of courses taken will vary according to the student's admission category:

<b>Pre-Career</b>		
Core	8 courses	24 hours
Electives/Specialization	5 courses	15 hours
Internship	1 course	3 hours
		42 hours
 <b>In-Career</b>		
Core	8 courses	24 hours
Elective/Specialization	5 courses	15 hours
		39 hours
 <b>Mid-Career</b>		
Core	8 courses	24 hours
Elective/Specialization	4 courses	12 hours
		36 hours

### **Core Courses (24 credit hours)**

PADM 5010 Public Administration and Society  
 PADM 5020 Leading and Managing Public Organizations  
 PADM 5030 Managing Human Resources  
 PADM 5035 Professional Practice for Public Managers  
 PADM 5400 Managing Financial Resources  
 PADM 5420 Revenue Policy and Administration  
 PADM 5500 Administrative Research Methods I

PADM 5510 Administrative Research Methods II  
**Prerequisites and Course Sequencing**

PADM 5010 must be taken during the first semester of course work.  
 PADM 5800 must be taken during the first semester of course work (for pre-career students).  
 PADM 5500 must be taken before PADM 5510.  
 PADM 5035 must be taken during last or next to last semester of course work.

**Electives and Specializations**

Students may select from a variety of electives or pursue a specialization. A custom specialization may be designed to fit individual career objectives, subject to departmental approval. Your major professor or the MPA program coordinator can assist you with course selections. Students seeking to take elective courses outside the department should submit a written justification and a copy of the syllabus from the proposed course to your major professor. Such courses should be limited to one for most specializations (two for human resource management).

The specializations include: Emergency Management, Financial Management, Local Government Management, Nonprofit Management, and Human Resource Management.

	<b>Emergency Management</b>	<b>Financial Management</b>
Should take at least two	PADM 5610 Disaster Preparedness and Mgmt PADM 5700 Homeland Security PADM 5700 Challenges of Disaster Response	PADM 5430 Financial Accountability PADM 5560 Performance Measurement PADM 5700 Advanced Financial Mgmt
Other choices *	PADM 5300 Intro to Planning PADM 5615 Environmental Planning/Hazards PADM 5700 Advanced Emer. Mgmt. Topics	PADM 5310 Economic/Comm. Development PADM 5550 Seminar in Program Evaluation PADM 5700 Public Policy Analysis

	<b>Local Government Management</b>	<b>Nonprofit Management</b>
Should take at least two	PADM 5100 Local Government Management PADM 5300 Intro to Planning PADM 5310 Economic/Comm. Development	PADM 5040 Nonprofit Management PADM 5700 Fund Development for NPOs PADM 5700 Topics in Nonprofit Mgmt
Other choices *	PADM 5210 Diversity in Public Management PADM 5430 Financial Accountability PADM 5610 Disaster Preparedness and Mgmt PADM 5700 State Government /Local Mgmt	PADM 5210 Diversity in Public Management PADM 5430 Financial Accountability PADM 5560 Performance Measurement PADM 5700 Nonprofit Admin. in the Arts



<b>Human Resource Management</b>	
Should take at least two	PADM 5210 Diversity in Public Management PADM 5560 Performance Measurement MGMT 5260 Employment, Placement and Planning
Other choices*	PADM 5100 Local Government Management PADM 6015 Organization Theory ( instructor approval) MGMT 5890 Compensation and Motivation

\* Suggested courses are not required for the specialization. Student may choose from any elective course.

### **General Course Information**

All course work must be completed at the 5000 level or above. MPA classes are usually offered in the late afternoon and evening. Classes meet once each week for three hours (four hours in the summer). With the addition of a PhD program, master's students may enroll in PhD electives, usually numbered at the 6000 level, with the consent of the instructor and the MPA program coordinator. Masters-level students may not enroll in the core courses of the PhD program.

A student may be approved to transfer a maximum of nine credit hours from another NASPAA-accredited institution. Approval of any credit hour transfers are at the discretion of the MPA Program Coordinator. Appropriate information, such as a course syllabus, must be submitted to the MPA Program Coordinator for consideration of the transfer request. The transfer of online credit hours will not be accepted.

Credit hours earned at another NASPAA-accredited institution *prior* to taking courses at UNT may be applied to any course in the program, including core courses. However, students considering the application of transfer credits for core courses must still take and pass all portions of the comprehensive exam, which is based on the UNT MPA core curriculum. Credit hours earned at another NASPAA-accredited institution *after* taking courses at UNT will only be considered if the course is not listed in the UNT Graduate Catalog and may only be applied as elective credit hours. Transferred hours will be listed on the student's UNT degree plan.

### **Internship**

The purpose of the public management internship is to provide pre-career students with an opportunity to gain administrative experience in a public or nonprofit organization. The internship is a key educational component of the MPA program and provides students with an opportunity to apply classroom knowledge and develop professional skills that will lead to a successful career. Moreover, the internship frequently becomes the entre to a permanent position. Internships must be paid and at least 440 hours of employment (Pre-career international students for whom an internship is inappropriate must complete three additional hours of course work). If an internship is less than the minimum number of hours, an additional internship must be completed to receive three hours of academic credit.

Pre-career students must register for PADM 5800, Public Management Internship, in the first semester of the program and before beginning an internship appointment. This course prepares students for the internship with aptitude testing, resume and interview preparation, and discussions of professional and ethical conduct. Students receive an Incomplete (I) for PADM 5800 until the internship appointment is completed and all the requirements for 5800 are submitted. If the student does not successfully progress through the in-class portion of PADM 5800, approval of internship appointment will be delayed until appropriate progress is demonstrated.

## **Internship Placement**

The Internship Coordinator will assist in placing students in an appropriate internship position. However, ultimate responsibility for finding an internship is the student's responsibility. The following conditions apply when approving an internship.

1. All internships must be approved by the Internship Coordinator prior to the beginning the appointment. The Internship Coordinator must be provided with a written job description before approving the internship for course credit.
2. Every effort is made by the Internship Coordinator to match student preferences to the internship appointment. However, preference is given to internships that promote the educational objectives of the MPA program. The Internship Coordinator has final discretion on approving internship appointments.
3. Internships must be paid positions. Normally, the compensation is on an hourly basis, with no other benefits, and varies depending on the capacity of the employer. The Department of Public Administration has some matching funds available to provide qualifying public or nonprofit employers. A few internships may qualify for matching federal funds through the College Work-Study Program. Students interested in this option must complete the FAFSA as early as possible.
4. Interns receive their work assignments from the employer. Interns generally work up to 20 hours per week when enrolled in classes. Full-time internships may be arranged in semesters when a student is either not enrolled or has a reduced course load.

## **Responsibilities of the Intern**

Interns must comply with the policies and procedures of the sponsor. Interns are also expected to comply with the following policies and procedures.

1. In order to receive a satisfactory grade for PADM 5800, interns must provide the updates and evaluations specified by the Internship Coordinator.
2. Interns represent UNT and the MPA program and as such should demonstrate integrity and professionalism at all times. Interns should view their appointment as a regular position, report for work at the assigned times, and complete the assigned tasks by the prescribed deadlines. Interns should notify their supervisor if they cannot report for work

due to illness or other factors. The intern should create such a positive impression that the employer will want to hire a UNT student again in the future.

3. If the intern encounters problems with their employer, the Internship Coordinator should be notified who will work with the student and employer to resolve the problem.
4. At the midpoint and again at the conclusion of the internship, the employer will complete and submit an evaluation of the intern's performance to the Internship Coordinator. The intern will likewise complete an evaluation of the employer that is submitted to the Internship Coordinator at the completion of the internship.
5. The final grade in PADM 5800 is based, in part, on the timely completion of assignments and the intern's job performance.

### **Course Planning**

Students can design their schedule by referring to the detailed course rotation and consulting the department's class schedules. All schedules are subject to change and may not always be consistent with the University's published Schedule of Classes. Please check the bulletin board outside Chilton Hall room 242, the department office or the department website ([www.padm.unt.edu](http://www.padm.unt.edu)) for the most updated schedules.

There are several ways to plan your course work. Core courses – PADM 5010, PADM 5020, PADM 5030, PADM 5035, PADM 5400, PADM 5420, PADM 5500, PADM 5510, and PADM 5800 – are offered each fall and spring semester. Electives are usually offered just once over a two year period. If you plan to finish your course work within two years, *it is wise to enroll in an elective when it is offered*. Core courses are easier to schedule than electives, so take the electives when you can do so. Below are sample course plans for the pre-career, full-time (9 credit hours minimum) student. These are merely samples; there are many possible ways to create your schedule.

#### **Sample Degree Plan I**

<b><u>Fall 2016</u></b>	<b><u>Spring 2017</u></b>	<b><u>Summer 2017</u></b>
PADM 5010	PADM 5020	Elective
PADM 5500	PADM 5510	Elective
PADM 5800	Elective	
Elective		
<b><u>Fall 2017</u></b>	<b><u>Spring 2018</u></b>	
PADM 5030	PADM 5035	
PADM 5400	Elective	
PADM 5420	*Comprehensive Exam*	

## Sample Degree Plan II

<u>Fall 2016</u>	<u>Spring 2017</u>	<u>Summer 2017</u>
PADM 5010	PADM 5400	Elective
PADM 5020	PADM 5500	Elective
PADM 5800	PADM 5030	
<u>Fall 2017</u>	<u>Spring 2018</u>	
PADM 5510	PADM 5035	
PADM 5420	Elective	
Elective	Elective	

\*Comprehensive Exam\*

### Course Descriptions – Core Courses

**PADM 5010 Public Administration and Society.** 3 hours. An examination of the political, institutional, organizational, ethical, social, legal, and economic environments in which public administrators operate. Must be taken in first semester of course work.

**PADM 5020 Leading and Managing Public Organizations.** 3 hours. Survey of contemporary theories and applications of managing high performance public organizations. Focus on leadership approaches, strategy, decision making, change management, networks and collaboration, privatization, and groups and teams.

**PADM 5030 Managing Human Resources.** 3 hours. The theory and application of managing human behavior in public organizations. Topics include motivation, supervision, conflict management, workplace diversity, and the functions of public personnel systems including job design, analysis, and classification; recruitment and selection; compensation; development, training, and evaluation; promotion and discipline; and employee law.

**PADM 5035 Professional Practice for Public Managers.** 3 hours. Workshop that provides training in basic management tools, including communication, presentations, group facilitation, and ethics. Taken in the last or second-to-last semester of course work.

**PADM 5400 Managing Financial Resources.** 3 hours. Principles of the budgetary process and innovations in budget preparation with emphasis on the role of the budget as a tool for financial control, improving program performance, and policy making. Topics include budget innovation, accounting, and financial reporting.

**PADM 5420 Revenue Policy and Administration.** 3 hours. Examination of the economic, political, and administrative issues that governments encounter when making revenue decisions, including how to achieve equity, economic efficiency, and administrative feasibility. Topics include the three principal revenue sources of government—income, sales, and property taxes—

plus such nontax sources as user charges, grants-in-aid, and lotteries.

**PADM 5500 Administrative Research Methods I.** 3 hours. Introduction to methods and techniques of applied research and statistical analysis. Topics include probability, descriptive statistics, estimation, hypothesis testing, contingency table analysis, and regression analysis.

**PADM 5510 Administrative Research Methods II.** 3 hours. Emphasis on program evaluation and the practical application of appropriate social science research methodology to assess the effectiveness and efficiency of public and non-profit sector programs and policies. Covers a broad range of topics on how to develop an evaluation plan; design various types of evaluations such as process, impact, cost-benefit, and cost-effectiveness evaluations; and how to manage evaluation projects. Prerequisite: PADM 5500.

### **Internship Course**

**PADM 5800 MPA Internship Preparation.** 3 hours. Pre-career MPA students must enroll in this course in their first semester. Acquisition of practical management experience through a series of seminars designed to prepare pre-career students for a 440-hour internship with a public or non-profit organization. Academic supervision and evaluation of internship performance along with a final presentation are required (Graded course).

### **Elective Courses**

**PADM 5040 Nonprofit Management.** 3 hours. Characteristics of and leadership in nonprofit organizations, with emphasis on the chief executive, the board, and volunteers in activities such as governance, planning, and fund development.

**PADM 5050 Legal Issues in Public Administration.** 3 hours. This course focuses on the relationship between public management and the law. Explores the role of bureaucrats in formulating law and policy through the rule-making process and the control of executive branch agencies by the executive, the legislature, and the courts.

**PADM 5060 Seminar in Intergovernmental Relations.** 3 hours. Analysis of political, administrative and fiscal relationships among governments in the American political system. May be repeated for credit as topics vary.

**PADM 5100 Local Government Management.** 3 hours. Organization and management of American local government, including executive leadership, governance structures, and service implementation, with emphasis on council-manager government.

**PADM 5210 Diversity Issues in Public Management.** 3 hours. Focuses on diversity issues in modern public management. It examines the contemporary meaning of workplace diversity, the identification and evaluation of governmental policies, processes, and management techniques for promoting diversity, and the effect of workplace diversity on government performance. Emphasis is given to identifying effective techniques for managing diversity.

**PADM 5300 Introduction to Planning.** 3 hours. Examination of state, regional, and local government planning. Course explores planning theory, the planning process, managing planning, implementing plans, and citizen participation.

**PADM 5310 Economic and Community Development.** 3 hours. The course examines the basic role of governance as an instrument of economic and community development in the United States. Focus on the meaning and application of development primarily on subnational development with particular reference to cities and towns. Topics include economic development tools, politics of development, development financing, and development organizations.

**PADM 5430 Financial Accountability in Government.** 3 hours. An introduction to financial control in government including fund accounting, financial reporting, internal controls and auditing. Particular emphasis is given to the public manager's use of accounting information in such contexts as budget decision making, pricing government services, cash planning, and municipal bond ratings.

**PADM 5550 Seminar in Program Evaluation.** 3 hours. Evaluation, performance measurement and monitoring in the management of government programs using the methods of social science to evaluate the effectiveness of government services. Prerequisite(s): PADM 5510 or equivalent.

**PADM 5560 Performance Measurement in Public and Nonprofit Sectors.** 3 hours. An overview of the performance measurement process, including benchmarking and performance monitoring in public and nonprofit organizations. The overall objective of the course is to acquaint program administrators and other practitioners with conceptual tools essential to understanding the development of performance measurement systems and the techniques necessary to enable them to apply the concepts to their work environments. Emphasis is on the practical application of the techniques of performance measurement in field settings.

**PADM 5610 Disaster Preparedness and Management.** 3 hours. Examination of the theory and practice of emergency management. Particular emphasis is given to the major issues affecting emergency management, including strategies to promote planning for mitigating disasters. Emphasis is on the evolving role of the Federal Emergency Management Agency (FEMA), state and local government, and emergency managers in the disaster management arena.

**PADM 5615 Environmental Planning and Hazards.** 3 hours. Introduction to environmental planning and policy at the federal, state, and local government levels and designed to help students develop a working knowledge of basic planning and policy concepts, methods, institutions and issues. Emphasis is given to the linkage between environmental degradation and vulnerability to hazards.

**PADM 5700 Seminar in Public Administration.** 3 hours. Concepts, problems and processes of public administration. May be repeated for credit as topics vary.

**PADM 5900-5910 Special Problems.** 1-3 hours each. Conference courses open to advanced students capable of doing independent research under the direction of the instructor. Prerequisite(s): consent of department chair.

## DEGREE EXIT REQUIREMENTS

### Comprehensive Examination

*The exam is currently the MPA programs assessment for evaluating student's comprehension of the NASPAA competencies identified on page one. It is also our desire that in all areas of the exam, students display an understanding of ethics appropriate to public service.*

As the final exit requirement, students will complete a written comprehensive exam. The examination is comprehensive, covering seven of the core courses (not including PADM 5035 Professional Practice for Public Managers) as well as general theories, concepts, and techniques of public management. Preparation for the examination should begin with the first course the student takes. Notes taken in class and on textual material will be invaluable in preparing for the examination. Students should review the texts and articles assigned for each class as they prepare for the examination. Total reliance on notes taken several semesters ago is not recommended.

To assist students preparing for the comprehensive exam, the department typically schedules a preparatory session a few weeks before the exam to discuss the logistics and format of the exam. A packet of sample questions, some of which have been used on recent exams, are also be made available to those scheduled to take the exam.

### General Format of Comprehensive Exam

The morning portion of the exam requires answering two (2) questions from the following:

1. One from a pair of questions on public administration and society;
2. One from a pair of questions on administrative research methods.

The afternoon portion of the exam requires answering three (3) questions:

3. One from a pair of questions on leading and managing public organizations;
4. One from a pair of questions on human resources management;
5. One from a pair of questions on managing financial resources and revenue policy and management.

### Comprehensive Examination Guidelines

The general guidelines for the examination and its associated procedures are provided here:

1. In order to qualify to take the comprehensive examination, students must have successfully completed a minimum of 30 hours of course work, exclusive of the internship, and must have completed all core courses except PADM 5035. Students receiving a C in any core course must complete all cores including PADM 5035 to be eligible for comps.

2. The examination will be administered over an eight-hour period on a Saturday. Unless notified differently, students should plan on the exam being given on the last Saturday in September and January, as well as a Saturday in June near the start of the summer term. The examinations will be scheduled and graded to allow those students who have completed all other requirements to graduate the same semester the examination is successfully completed.
3. The examination is administered in one of the computer labs in Chilton Hall on the University of North Texas campus.
4. Students must inform the departmental secretary of their intention to take the examination by September 1 for the fall examination, January 5 for the spring examination, and May 15 for the summer exam.
5. Grades for the examination are Pass with Distinction, Pass, or Fail. No course credit will be earned as a result of passing the examination.
6. Students who fail the exam may retake the examination during a subsequent, regularly scheduled examination period. Examinations will only be given at the three scheduled times. Failure to pass the exam on the second attempt will result in dismissal from the program.
7. On a rotating basis, one public administration faculty member will serve as coordinator for the examination. The faculty as a whole will prepare the exam. The coordinator will administer the exam and grading process. The other public administration faculty will grade the exams. Each student taking the exam will be assigned a number by the coordinator and only the assigned number, not names, will appear on test packets.
8. Examinations will begin at 9:00 a.m. and end at 5:00 p.m. on examination days. No one will be admitted to the examination after it begins. Students will be offered a 45 minute break at 12:00 noon.
9. The examination must be taken on the computer using Word.
10. Requests for exceptions to any policy must be made in writing to the MPA program coordinator at least two weeks prior to the examination date.



## Checklist for Completing the MPA Program

Below are a number of actions that must be completed prior to graduating with an MPA.

1. Degree Plan: Completed no later than the end of the first semester (preferably during the orientation).
2. Application for Graduation: Filed with the Graduate School by the date specified on the Academic Calendar (<http://www.unt.edu/catalog/calendar.htm>).
3. Course Substitutions: All deviations from the degree plan must be approved by the major professor. The major professor will send a memo to the Graduate School amending the degree plan to indicate what substitutions should be made.
4. Internships
  - a. A grade of incomplete ("I") is given for PADM 5800 until
    - i. All evaluation forms are received;
    - ii. All required papers from the student are completed and submitted;
    - iii. Completion of at least 440 hours of an internship.
  - b. After completing the internship, it is the student's responsibility to have the "Request to Remove I Grade/Change of Grade" form signed by the instructor who taught the course before the deadline for graduation applications. The department will send the "Request to Remove I Grade/Change of Grade" form to the Graduate School.
5. Comprehensive Exam: The student is responsible for taking the comprehensive exam at the appropriate time. Students wishing to take the exam must have completed at least 30 hours of their graduate degree program and all core courses, except PADM 5035. Students receiving a C or lower in any core course must complete all cores including PADM 5035 to be eligible for comps. Students must notify the department office of their intent to take the scheduled exam.
6. We strongly encourage students to participate in the department-sponsored hooding ceremony and the university's commencement ceremony. The Public Administration Student Association has some academic robes available for loaning to graduates, but students are responsible for ordering the remaining regalia (hood and tassel) from the University Store.

## MPA PROGRAM POLICIES

### 2 "C" Rule

*A student who makes a second grade of C or below in any core course is automatically dismissed from the MPA program. This policy applies regardless of the student's grade point average. Retaking a course in order to earn a higher grade will not waive application of this policy.*

### Policy on Disability Accommodation

The Department of Public Administration, in cooperation with the UNT Office of Disability Accommodation, complies with the Americans with Disabilities Act in making reasonable accommodations for qualified students with disabilities. Please present your written accommodation request to the instructor during regular office hours before the 12th class day of regular semesters (4th class day of the summer sessions).

## **Policy on Cheating and Plagiarism**

### Definitions

The UNT Code of Student Conduct and Discipline defines cheating and plagiarism as follows:

Cheating includes, but is not limited to:

- a. copying or any unauthorized assistance in taking quizzes, tests, or examinations;
- b. dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments;
- c. the acquisition, without permission, of tests or other academic material belonging to a faculty member, staff member, or student of the university;
- d. dual submission of a paper or project, or resubmission of a paper or project to a different class without express permission from the instructor(s);
- e. any other act designed to give a student an unfair advantage.

Plagiarism includes, but is not limited to:

- a. the knowing or negligent use by paraphrase or direct quotation of the published or unpublished work of another person without full and clear acknowledgment,
- b. the knowing or negligent unacknowledged use of materials prepared by another person or by an agency engaged in the selling of term papers or other academic materials.

Normally, the minimum penalty for cheating or plagiarism is a grade of "F" in the course. In the case of graduate departmental exams, the minimum penalty shall be failure of all fields of the exam. Determination of cheating or plagiarism shall be made by the instructor in the course, or by the departmental faculty in the case of departmental exams.

Cases of cheating or plagiarism on graduate departmental exams, problem papers, theses, or dissertations shall automatically be referred to the departmental Curriculum and Degree Programs Committee. Cases of cheating or plagiarism in ordinary course work may, at the discretion of the instructor, be referred to the Curriculum and Degree Programs Committee in the case of either graduate or undergraduate students. This committee, acting as an agent of the Department, shall impose further penalties, or recommend further penalties to the Dean of Students, if they determine that the case warrants it. In all cases, the Dean of Students shall be informed in writing of the case.

Notice of the cheating and plagiarism policy shall be provided in all public administration classes each semester, and written copies shall be available in the public administration departmental office.

### Appeals

Students may appeal any decision under this policy by following the procedures laid down in the UNT Code of Student Conduct. Academic dishonesty matters begin within the academic department. The faculty member who believes a student to be guilty of academic dishonesty shall provide the student with the opportunity for a hearing, after which, if still convinced that academic dishonesty has taken place, he/she may assign a sanction (see the departmental policy above). Acceptance of the faculty member's sanction by the student shall make the penalties final and constitute a waiver of further administrative procedures. Once an academic sanction has been assigned, the faculty member shall so inform the Center for Student Rights and Responsibilities, which will make the documentation part of a disciplinary file and may assign additional non-academic sanctions.

Should the student believe he/she has been treated unfairly, he/she may seek a review of the case with a hearing before the Committee on Student Conduct if applicable. The student must submit a letter of appeal to the chairperson of the committee within 72 hours of the decision made by the Center for Student Rights and Responsibilities.

The Code of Student Conduct and the appeals procedure can be viewed at the website of Center for Student Rights and Responsibilities [www.unt.edu/csrr/purpose.htm](http://www.unt.edu/csrr/purpose.htm).

### **Policy on Laptops and Cell Phones in the Classroom**

The classroom setting at an institution of higher learning is intended to serve as a venue that permits the transfer of knowledge and facilitates the sharing of ideas. As such, it is imperative that any distractions from these stated objectives be avoided and kept to a minimum. Potential disruptions include modern electronic devices such as laptop computers and cell phones.

Students are allowed to take notes on personal laptop computers to enhance the learning process, but they should not activate their internet browsers during class or use computers for non-academic purposes (as this diverts attention from the lecture/discussion for both the student using it and others nearby). Students should also avoid using cell phones to search the Internet or text while class is in session.

Exceptions to this policy will be at the discretion of the faculty only and may occur if searching the Internet is necessary to find additional information or facts related to the subject being covered on that particular day.

### **Policy on Student Behavior in the Classroom**

Student behavior that interferes with an instructor's ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom and the instructor may refer the student to the Center for Student Rights and Responsibilities to consider whether the student's conduct violated the Code of Student Conduct. The university's expectations for student conduct apply to all instructional forums, including university and electronic classroom, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at [www.unt.edu/csrr](http://www.unt.edu/csrr).

## **PROFESSIONAL ORGANIZATIONS, AWARDS, AND ALUMNI**

### **Professional Organizations**

Participation in professional organizations and development of a professional network are essential parts of the professional manager's education. These organizations bring together people of like interests and similar career patterns. The personal relationships developed will be of value both intrinsically and as a source of professional assistance. There are professional organizations for almost every type of official and management function. The more general organizations of interest are:

- Urban Management Assistants of North Texas (UMANT) [www.umant.org](http://www.umant.org)
- American Society for Public Administration (ASPA) [www.aspanet.org](http://www.aspanet.org)
- National Forum for Black Public Administrators (NFBPA) [www.nfbpa.org](http://www.nfbpa.org)
- Texas City Management Association (TCMA): [www.tcma.org](http://www.tcma.org)
- International City/County Management Association (ICMA): [www.icma.org](http://www.icma.org)
- Society for Nonprofit Organizations (SNPO): [www.snpo.org](http://www.snpo.org)

## Public Administration Student Association

PASA is a self-governing organization of MPA students dedicated to creating a network of students interested in good governance and to further enhance the educational experience of the students in the Department of Public Administration. PASA provides multiple opportunities to network with fellow students, area employers, and alumni of the UNT MPA program. PASA maintains a list serve that provides a forum for communication among students on current projects. Its monthly meetings give students a place to voice suggestions for the department and offer ideas for future PASA activities. More information can be found at <http://www.padm.unt.edu/pasa/>.

## Student Honors and Awards

Pi Alpha Alpha ([www.naspaa.org/initiatives/honor.asp](http://www.naspaa.org/initiatives/honor.asp)) is the national honor society for public affairs and administration. The purpose of this organization is to encourage and reward scholarship and accomplishment among students and practitioners of public affairs and administration, to promote the advancement of education and scholarship in the art and science of public affairs and administration, and to foster integrity and creative performance in the conduct of governmental and related public service operations. Students who have a GPA of at least 3.7 and who have completed 50 percent of their course work are eligible for selection, which is by faculty nomination and election.

Outstanding MPA Student Award - awarded annually by the Department of Public Administration to the outstanding MPA student. The Outstanding Student Award includes a plaque recognizing the student's achievements. Previous winners have been:

1983	Jeff Meyer	1984	Charles Springer
1985	Deborah Beyea	1986- 87	Chilik Yu
1988	William Lundberg	1989	Joann Buchanan
1990	William E. Dollar	1991	Kimberly Uhiren
1991	Joseph I. Mata	1992	Kent Pfeil
1993	Kimberly Tolbert	1994	Tom Francis and Beverly Weaver
1995	Lori Hill Harlan	1996	Kyle M. Mills
1997	Yolanda Gonzalez	1998	John Cabrales, Jr.
1999	Marsha Edwards	2000	Sandy Jacobs
2001	Collin Boothe	2002	Julie Fleischer and Jonathan Trull
2003	Lawrence Bryant	2004	Kathleen Coats and Malaika Marion
2005	Christopher Ekrut	2006	Clay Caruthers and Monica Heath
2007	Lauren Edwards and Alison Ortowski	2008	Ashley Hyder
2009	Nathan Edgerton and Shane Pettit	2010	Rachel Yedlowski
2011	Zacary Bryan and Amma Cottrell	2012	Maria Chagollan and Tina Glenn
2013	James Cook and Chelsea Gonzalez	2014	Michael Montgomery
2015	Donald Lynch and Catherine Nicolosi	2016	Carolyn Williamson

The Outstanding Student Award criteria:

1. At the time the award is made, the recipient must have completed at least 27 semester hours.
2. The recipient must have maintained a GPA of 3.5 or better.
3. Evidence of a commitment to a career in public administration by participation in appropriate professional development activities (seminars, workshops, meetings of professional organizations, etc.) and membership in professional public administration organizations are considerations in the selection of the award recipient.
4. The Curriculum and Degree Program Committee (CDPC) requests nominations from the faculty at least six weeks prior to the annual alumni/student luncheon. The faculty nomination will include a letter stating the qualifications of the nominee for the award and a copy of the nominee's resume.
5. The nominations are reviewed by the CDPC and a recommendation made to the PA faculty. The PA faculty makes the final selection.

## **Financial Awards**

Various forms of financial assistance are available to MPA students directly from the department or from external sources. It is recommended that students interested in aid investigate available options at the time they apply to the program since a number of scholarship/assistance opportunities are offered to beginning students only. However, some sources of financial assistance are available to students who have already begun their program.

A list of financial award opportunities is provided below. Since the intent is to be informative, only a brief description of each program is provided. In addition to these sources of assistance, other forms become available and details about them are provided to students when the information is received by the department. Students interested in any of the listed opportunities should consult with the chair or MPA program coordinator for more information. Forms for financial awards are available from the departmental office in Chilton Hall 204 or on the website at [www.unt.edu](http://www.unt.edu).

Hatton W. Sumners Scholarships. Four to five scholarships worth \$29,500 each for beginning, full-time pre-career students. The award provides a \$14,500 stipend paid over 16 months plus \$15,000 for tuition. For the first 12 months of the scholarship, students serve 10 hours a week as research assistants for departmental projects and program faculty. Review of applications begins February 1 of each year.

Alumni Scholarships. Funded by donations from alumni and friends, MPA Alumni Scholarships are awarded in two ways:

1. Students may apply for an award prior to enrolling in the graduate program by completing the MPA Alumni Scholarship Application and submitting the requested information to the MPA Program Coordinator. Recipients of an Alumni Scholarship must be enrolled full time.

Students currently enrolled in the MPA program may also apply for an Alumni Scholarship. Applicants must have completed at least 9 hours in the graduate program, excluding transferred hours, but not more than 24 hours, and have a cumulative graduate GPA of at least 3.70. Recipients of an Alumni Scholarship must be enrolled full time. Recipients of a Hatton W. Sumners Scholarship or students employed as a TA, TF, or research assistant by the Department of Public Administration are not eligible. Priority is given to applications received by June 1.

2. Full-time department faculty members may nominate students for an alumni scholarship by requesting that a candidate complete the MPA Alumni Scholarship Application form. Both eligibility and the review process are the same as that used for self-applicants. Nominations may be made throughout the year.

Renewal of an Alumni Scholarship requires reapplication or renomination. All awards are for tuition and fees while students are enrolled in the MPA program. Award amounts will vary depending on (1) the availability of funding and (2) the qualifications of the applicant or nominee. The MPA Program Coordinator will notify the scholarship committee of the amount of funding available for distribution at each award cycle. Awards will be announced by the MPA Program Coordinator.

Debra Brooks Feazelle Internship Award. Recipients must be enrolled full-time in the MPA program and possess exceptional potential for leadership in city government or the nonprofit sector. Candidates must demonstrate a commitment to and an interest in serving smaller communities or nonprofit organizations. Recipients complete their 440-hour internship with a qualifying small city or nonprofit organization. The employer, if financially capable, provides a partial match to the award. Interns will receive this award as hourly compensation during the duration of their employment. As growth in the endowment warrants, the award may also be used for the tuition and fees of interns while enrolled at UNT.

E. Ray Griffin Scholarship. Established in 1995 by former students of Dr. Griffin, this endowed scholarship recognizes the many contributions of this teacher and mentor. Dr. Griffin taught at UNT from 1947 to 1982 and was involved in the MPA program's creation in 1961. The E. Ray Griffin scholar is selected from among current and recent MPA Alumni Scholars and receives the income from the endowment. Both awards are for the payment of tuition and fees at UNT.

Charldean Newell Award. Established in 2002 on her retirement after 37 years of service to UNT by friends and former students, this award honors Dr. Newell's pioneering contributions to the study and practice of public administration. Income from this endowed account provides professional opportunities for qualified MPA students.

The Charldean Newell Graduate Public Administration Scholarship. Established in 2008 in honor of Dr. Charldean Newell and in support of scholarships for graduate students in public

administration at the University of North Texas. To be eligible for consideration, applicants for the scholarship must possess the following minimum characteristics, which may be increased by the department:

- a. Meet the minimum entrance and continuing academic performance standards of the Department of Public Administration;
- b. Maintain full time enrollment at UNT, unless they have fewer than twice the number of semester hours required to be full time remaining in the degree program;
- c. Enroll as a full time graduate student in public administration at the university;
- d. The criteria listed above do not preclude eligibility on the part of a student who has a paid or unpaid internship or job, or who holds another scholarship; and
- e. Eligibility shall include masters and doctoral students who meet the foregoing criteria.

The Department of Public Administration Scholarship Committee will administer the application and selection processes in accordance with University policies and procedures.

Clarence E. Ridley Scholarship. Sponsored by the Texas City Management Association, the Ridley scholarship provides \$3,500 for one year of study. Applicants may be in the second year of their graduate program and be either a full or part-time student. Applicants should have a strong career interest in municipal management. Application deadline is usually in mid-December. Application is made to TCMA.

Lynn F. Anderson Fellowship. Sponsored by the Government Finance Officers Association of Texas, the fellowship is an annual one-year award of \$4,000 granted to a student interested in financial management. Application deadline usually August or September. Application is made to GFOAT.

William J. Pitstick Public Management Scholarship. Established in 1995 by the Urban Management Assistants of North Texas (UMANT), the William J. Pitstick Public Management Scholarship provides support, in the amount of \$2,000, for deserving and academically promising students enrolled in graduate programs at universities in the North Central Texas area; specifically those seeking degrees in public administration, urban affairs, or a closely related field. The scholarship application is available in January of each year. Application is made to UMANT.

## **Alumni**

The MPA program at North Texas has over 1,400 alumni, the majority of whom are working in the public sector at the local, state, or federal level, or in the non-profit sector. Each year the department updates and publishes an Alumni Directory that contains the names, positions and addresses of alumni. Program alumni are very supportive of the MPA program and its students, and they continue to be an excellent resource both for internship and job placement. Students are encouraged to take advantage of this resource by getting to know the alumni both through direct contact, including special department functions, and at various professional meetings.

## **Public Administration Advisory Board**

The Public Administration Advisory Board of the University of North Texas is made up of twelve (12) alumni of the Master of Public Administration program and friends of the Department of Public Administration whose interests include promoting the reputation of the MPA program and the professional success of its graduates. The board may advise the department faculty on matters pertaining to curriculum, recruitment of students, fund raising, internships and placement, continuing education initiatives, and other issues that may be presented by the faculty for board consideration.

### **TIPS FOR SUCCESS FOR MPA STUDENTS**

1. Be careful not to underestimate the amount of time required to prepare adequately for graduate classes. The faculty recommends that full-time students should devote no more than 20 hours per week to outside employment.
2. If you must be absent from class, please inform the instructor in advance. Cell phones and other electronic devices should be turned off or set using a silent feature during class.
3. The faculty regularly use e-mail for communicating with students, so please have an electronic address available and check it periodically for messages. We ask that you keep your e-mail address and all other contact information up to date with the department office.
4. The custom at UNT is to use "Dr." when referring to faculty with a Ph.D. and "Professor" for faculty without the doctorate.
5. If listing a faculty member as a reference, first check with them as to their willingness to provide a recommendation.
6. If you move or change your telephone number, immediately notify the department and update your information for the university by going to my.unt.edu.
7. Casual attire is appropriate for class except when making a presentation or similar formal occasion. Business attire is always appropriate for a job or internship interview.
8. Check the bulletin boards outside Chilton 242 for internship and professional job openings. Copies of internship announcements are usually available from the internship coordinator.
9. Careful attention to spelling, grammar, and punctuation will serve you well in anything written for class. Students should purchase a copy of *A Pocket Style Manual* by Diana Hacker, which is available in the University Mini-Store (reference section), or a writing guide such as *The Writer's Harbrace Handbook* for use as handy references on questions of style and grammar.
10. When preparing a paper for submission, the general preference among faculty is that it not be bound. Unless otherwise instructed, simply staple the document in the upper left-



hand corner.

11. Make sure you are familiar with the UNT computing resources and rules. Questions about computers, e-mail, and labs can be accessed at [www.unt.edu/computingresources.htm](http://www.unt.edu/computingresources.htm).
12. To help you plan future registrations, the department always has the current and the next semester's schedules posted on the bulletin board and at the department website.
13. Please do not call an instructor or the department office for a final course grade. Final grades or any other student-related information (payment of tuition, financial aid, account status, transcript orders, academic calendar, and deadlines) may be accessed through the web portal at my.unt.edu.
14. With the exception of PADM 5800, a request for a grade of incomplete ("I") can be granted only according to University policy, which stipulates that an "I" can only be awarded "during the last one-fourth of the semester and only if a student (1) is passing the course, (2) has justifiable reason why work cannot be completed on schedule, and (3) arranges with the instructor to finish the course at a later date by completing specific requirements which the instructor must list on the grade sheet." The decision to award a grade of "I" is solely at the discretion of the instructor and is only given in rare circumstances where, due to uncontrollable reasons, a student is unable to complete the course requirements on time. Graduate School policy requires that an "I" grade must be removed within a year of the semester in which it was awarded. (The exception is the internship course, PADM 5800, where the "I" is removed once the internship is completed.)
15. Learn the campus parking restrictions. You can find these at [www.unt.edu/parking/](http://www.unt.edu/parking/). You are able to park in the Chilton Hall parking lot after 5:00 p.m. if you have the Premium Commuter permit. Information on the cost may be obtained at [www.unt.edu/parking/regs](http://www.unt.edu/parking/regs). You can purchase a permit at my.unt.edu through first week of the semester, after which you will need to purchase it at the UNT Parking Office.
16. Avail yourself of the Willis Library. Most documents are now available online. The electronic library can be accessed at [www.library.unt.edu/research](http://www.library.unt.edu/research).

## **DEPARTMENT FACULTY AND STAFF**

### **Simon A. Andrew**

#### **Associate Professor**

B.A., University of East Anglia, Norwich, England

M.A., University of East Anglia

M.P.A., Texas A&M University, Corpus Christi

Ph.D., Florida State University

Dr. Andrew's research focuses on the problems of developing and maintaining cooperative solutions to institutional collective action problems, emphasizing the role of interorganizational relations and social network structures. His current work in the dynamic process of network structures explores local government contracting decisions and interlocal cooperation. He teaches core public management courses in the MPA program as well as seminars in the doctoral program. At Florida State University, he was the recipient of the Raul P. DeGuzman award (2004) and the Donald C. and Alice M. Stone (2006) best graduate paper award in the field of intergovernmental management. In 2007, he was the recipient of the Paul Volcker Junior Scholar Research Grant to study the dynamic of social network structures among emergency managers.

Prior to his arrival in the United States, Dr. Andrew was a lecturer at University Malaysia Sarawak, where he conducted applied research in the hinterland of Borneo using participatory action research in community health development programs and co-authored a training manual for trainers for the Sarawak State Health Department. His applied research includes conducting stakeholder meetings with emergency managers in Texas and focus group meetings among nonprofit managers in North Florida.

His recent work has appeared in the *Urban Affairs Review*, *International Review of Public Administration*, *International Journal of Public Administration*, *State and Local Government Review*, and *Public Administration Review*, the field's leading journal. His research has also been published in the books "Handbook of Research Methods in Public Administration," 2nd ed., Gerald Miller and Kaifeng Yang, (Eds.), in "Adaptive Governance and Water Conflicts: New Institutions for Collaborative Planning," John T. Scholz and Bruce Stiftel, (Eds.), and in "Self-Organizing Federalism: Collaborative Mechanisms to Mitigate Institutional Collective Action," John T. Scholz and Richard Feiock (Eds.), for Cambridge University Press.

**Abraham David Benavides**  
**Associate Professor and Department Chair**

B.A., George Washington University

M.P.A., Brigham Young University

Ph.D., Cleveland State University

Before entering academia, Dr. Benavides worked for Summit County, Ohio as an accreditation coordinator for a human service agency and for the Department of Human Resource Management for the State of Utah. He is currently conducting research in a number of areas and has made national and international presentations on a number of subjects including: local government, human resources, ethics and leadership, immigration and cultural competency, age friendly policies and municipal utility issues.

Dr. Benavides' research has appeared in *State and Local Government Review*, *Journal of Public Affairs Education*, *International Journal of Organization Theory and Behavior*, *IPMA Human Resource Journal*, *Journal of Emergency Management*, *Journal of Public Management and Social*

Policy, Public Administration Review and PM Magazine. Currently, he is conducting research on aging policies, emergency response and structures of government, immigration, Hispanic leadership, and ethics. He currently serves as Chair of the Department of Public Administration and as president of the North Texas Chapter of the American Society for Public Administration. He also serves as a Civil Service Commissioner for the City of Denton.

**Robert L. Bland**  
**Endowed Professor of Local Government**  
**And Faculty Director, Center for Public Management**

B.S., Pepperdine University  
M.P.A., M.B.A., University of Tennessee  
Ph.D., University of Pittsburgh

Dr. Bland joined the faculty at UNT in 1982, then along with the other faculty in political science helped to establish the new Department of Public Administration. He now serves as the department's first chair and teaches courses in government finance management, revenue policy, and governmental budgeting.

He is the author or co-author of five books including A Budgeting Guide for Local Government (3<sup>rd</sup> edition) and A Revenue Guide for Local Government (3<sup>rd</sup> edition) both published by the International City/County Management Association (ICMA). An earlier book, Financing City Government in Texas, received the "Excellence in Research Award" from the Government Finance Officers Association. His articles on local tax policy, the municipal bond market, and governmental budgeting have appeared in a number of journals including Journal of Urban Affairs, Public Budgeting & Finance, Public Administration Review, Journal of Education Finance, Journal of Policy Analysis and Administration, State and Local Government Review, Journal of Financial Research, Property Tax Journal, Government Finance Review, and Municipal Finance Journal. He has also been an invited contributor to a number of reference books including The Handbook of Government Budgeting, Handbook of Governmental Accounting and Finance, and the Handbook of Public Administration.

In addition to teaching and research activities, Dr. Bland has served as a consultant to a number of local governments and private and nonprofit organizations in Texas, Pennsylvania, and in Poland. He also has been a guest speaker at several national and regional conferences for managers and legislators in state and local government. He serves or has served on the editorial boards of Public Administration Review and Municipal Finance Journal, and recently completed a three-year term on the Commission on Peer Review and Accreditation, the national body responsible for accrediting MPA programs. In 2007 he was awarded the Terrell Blodgett Academician Award by the Texas City Management Association and the Stephen B. Sweeney Academic Award by the International City/County Management Association. He was a past recipient of the Honor Professor Award given by the UNT Student Government Association and is 2016 PASA Professor of the Year.

**Brian K. Collins**

**Associate Professor**

B.S., Transylvania University

Ph.D., Indiana University

Dr. Collins joined the UNT faculty in 2008. His primary research includes economic and political models of civic engagement such as citizen satisfaction and deliberative democracy and public policy implementation and administration at the state and local level with an emphasis upon intergovernmental granting, finance, and regulation. In addition, he researches volunteerism in response to economic and noneconomic disasters.

He has published research in the *Public Administration Review*, *Journal of Public Administration Research and Theory*, *American Journal of Political Science*, *American Review of Public Administration*, *Public Performance and Management Review*, *Public Administration Quarterly*, *Journal of Contemporary Eastern Asia*, *Journal of Health and Human Services Administration*, and *Texas Journal of Rural Health*. Dr. Collins has also published applied research for the Council of State Governments, Texas Office of Rural Community Affairs, Lubbock Economic Development Alliance, City of Lubbock, City of Laredo, and City of Arlington. Dr. Collins teaches MPA courses on policy implementation, civic engagement, public administration and society, and methods. At the doctoral level, he teaches the social science inquiry and research seminars in civic engagement and intergovernmental policy implementation.

**Lisa A. Dicke****Professor and MPA Program Coordinator**

B.A., Drake University

M.P.A., Drake University

Ph.D., University of Utah

Dr. Dicke joined the faculty in the UNT Department of Public Administration in 2004 after teaching at Texas Tech University for four years. She currently serves as the MPA Coordinator and is the advisor for Pi Alpha Alpha. Dr. Dicke's teaching and research interests are in nonprofit and association management, public sector accountability, and capacity building. She teaches organization theory in the department's Ph.D. program, and nonprofit management and core public administration courses in the MPA program. She has served on boards and national committees for associations including ARNOVA, ASPA, and NASPAA, and presents her research at many academic and professional conferences.

Dr. Dicke is co-editor with J. Steven Ott of *The Nature of the Nonprofit Sector and Understanding Nonprofit Organizations*, 2nd edition (2012) and 3rd edition (2016), Westview Press. *ASPA Classics in Leadership*, co-edited with Montgomery VanWart focuses on leadership in the public sector. Dr. Dicke's work has also appeared in *Strategic Public Personnel Administration: Building and Managing Human Capital for the 21st Century*, Ali Farazmand, Ed., *Ethics and Public Administration*, 2nd ed., H.G. Frederickson and R.K. Ghore, Eds., and *Quick Hits for Educating Citizens*, J.L. Perry and S.G. Jones, Eds. She has published in the *Review of Public Personnel Administration*, *American Review of Public Administration*, *International Journal of Public Administration*, *Public Productivity and Management Review*, J-

PAE Journal of Public Affairs Education, among others.

**Lee Jackson**

**Professor of Practice**

**Chancellor, UNT System**

B.A., Duke University

M.P.A., Southern Methodist University

Lee Jackson was appointed Chancellor of the University of North Texas System on September 1, 2002 after a thirty-year career in government in Dallas and the State of Texas. Chancellor Jackson served as 2004-2005 Chairman of the Texas Public University Presidents and Chancellors and is active in statewide discussions of accountability in higher education.

Chancellor Jackson began his career as an Assistant to the Dallas City Manager, served ten years in the Texas House of Representatives, and was elected four times as Dallas County Judge, the chief elected official in the State's second largest county.

He received many awards for regional leadership, initiated new programs in juvenile justice, transportation, and air quality planning, and led the opening of the Sixth Floor Museum, which has become the premiere visitor attraction in downtown Dallas. Other awards include: William J. Pitstick Regional Leadership Award, North Central Texas Council of Governments (2000); Russell Perry Award, Texas Department of Transportation (1999); TEAM Award Winner, North Texas Commission (1999); Dallas Best Public Official, D Magazine (1996); Road Hand Award, Texas Good Roads Association (1990); and Ten Best Legislators, Texas Monthly (1983).

His international activities include: Dallas Community Leaders Study Tour in Israel (2000); service as a U.S. Consultant to Romania (1999); U.S. Delegate to Argentina/Uruguay with the American Council of Young Political Leaders (1987); the Texas High Speed Rail Inspection Team (France/Germany) (1987); and Delegate to the Japan-Texas Conference in Tokyo (1985).

**Hee Soun Jang**

**Associate Professor and Assistant Chair**

B.A., Sungshin Women's University

M.A., Sungshin Women's University

Ph.D., Florida State University

Prior to joining the University of North Texas, Dr. Jang was an assistant professor at the Division of Politics, Administration, and Justice at California State University Fullerton for four years. She teaches courses on nonprofit management, public and nonprofit partnership, public administration seminar, leadership and organization in public administration, and personnel management in public sector. Her research explores nonprofit and government partnerships, local government management and policy choices, and nonprofit sector in South Korea and the role of government in civil society initiatives in Korea. Her research has been published in scholarly journals, including *Public Administration Review*, *Administration and Society*, *The American Review of Public Administration*, *International Review of Administrative Sciences*, and

*Journal of Policy Development and Research.*

Dr. Jang was a recipient of the Emerging Scholar Award from the Association for Research on Nonprofit Organizations and Voluntary Action, and the DeVoe Moore Fellowship from Florida State University. She collaborated with colleagues in University of North Texas on a highly visible community-based research project entitled, “Assessing Blight in the City of Dallas, TX.” which was awarded research grant from the Dallas Area Habitat for Humanity in 2011. She was a recipient of the Nonprofit Research Fund of the Johnson Center for Philanthropy and Nonprofit Leadership at Grand Valley State University. The published report from this grant titled “Acculturation and Patterns of Asian American Philanthropy,” analyzed the philanthropic behavior of Asian Americans in the U.S. She is also a co-author of grant report titled, “The Role of Nonprofit Contractors in the Delivery of Local Services” which was awarded a Nonprofit Sector Research Fund from the ASPEN Institute. She has also received grant award from the Tax Watch Research Foundation. Recently she received a grant award from IBM Center for The Business of Government for her team research about “Effective Leadership in Public Service Collaboration.”

**Eric L. “Skip” Krueger**  
**Associate Professor and PhD Program Coordinator**

B.A., Baylor University  
M.P.A., University of North Texas  
Ph.D., University of North Texas

Dr. Krueger is a graduate of the MPA program at UNT and received his Ph.D. in Political Science from UNT. He joined the faculty in 2004 after six years as a budget analyst in the City of Fort Worth. Dr. Krueger's research interests include regional cooperation, collaborative methods of public policy implementation, and state and local budgeting. He is responsible for teaching public finance and budgeting, revenue policy and administration, and quantitative methods.

Yu “Kelly” Shi  
B.A., University of Nottingham  
M.P.A., Syracuse University  
Ph.D., University of Illinois at Chicago

Dr. Kelly Shi joined the UNT PADM faculty as an assistant professor in fall 2016 coming from the University of Illinois at Chicago. Dr. Shi specializes in financial management, public management, and local government. Her primary research interests include fiscal policy, financial management, collaborative governance, fiscal federalism and intergovernmental management. Dr. Shi teaches MPA courses on public budgeting, financial management, and public organization.

Dr. Shi has published research in *Urban Affairs Review*, *Journal of Public Budgeting, Accounting and Financial Management*, and *Publius: The Journal of Federalism*. Her work on the fiscal policy space of municipal government was sponsored by the MacArthur Foundation and analyzed the attributes of fiscal policy space on policy actions in 100 of the largest U.S. cities.

## **PROFESSIONAL ADMINISTRATIVE STAFF**

### **Patrick Shinkle**

#### **Associate Director, Center for Public Management**

B.S., Finance, Texas State University

M.S., Information Assurance, University of Texas at Dallas

Patrick Shinkle is the Associate Director for the Center for Public Management at the University of North Texas. Prior to joining CPM, he was a Vice President at Southwest Securities, responsible for providing municipal bond underwriting and financial advisory services to public entities in Texas. Patrick has over 17 years of experience in public funds management in Texas, including 12 years as Administrator of LOGIC and 5 years as part of the TexPool management team.

Patrick has frequently spoken on investment management, disaster recovery planning, computer security awareness, and technology related issues for such organizations as the Dallas Association for Financial Professionals, the Government Treasurers' Organization of Texas, the Texas Association of Counties, and the Texas Association of School Business Officials.

He received his undergraduate degree in finance from Texas State University in San Marcos. He received his Master of Business Administration degree and his Master of Science in Information Assurance degree from the University of Dallas, designated as a Center of Academic Excellence (CAE) by the National Security Agency (NSA) of the Department of Defense (DoD) and Department of Homeland Security for the Information Assurance (IA) program. He was selected as one of the Dallas Business Journal's "Business School All-Stars for 2006."

### **Emily Cook**

Currently working as the office manager for the Center for Public Management.

### **Katrina Thompson**

#### **Administrative Assistant**

B.S., Sociology, Southern Arkansas University

M.Ed., Counseling, Southern Arkansas University

Katrina Thompson earned a B.S. degree in Sociology and a M.Ed. in Student Affairs and College Counseling, both from Southern Arkansas University. Her career experience in higher education has included roles in academic advising, internship coordination, and office management. She

has been at UNT since 2012.

**Kimberly Roy**

**Degree Program Assistant and Webmaster**

B.A. Binghamton University in New York State

Kimberly earned a B.A. degree in Russian Language and Literature, as well as a paralegal certification at UNT's Professional Development Institute in 2007. She has been employed as the degree program assistant in Public Administration since 2009 where she enjoys helping students and faculty alike to navigate the administrative waters one finds at a large state university.

**Janay Tieken**

**MPA Internship and Job Placement Coordinator**

M.P.A. University of North Texas

Ms. Tieken is rejoining the staff in the Department of Public Administration after a 10 year hiatus and previously worked for the department in the capacity of internship coordinator. Professionally, she continues to serve as the Housing and Community Development Manager at the City of McKinney, TX; a position she has held since 2009. Prior to joining the City of McKinney, Ms. Tieken was a Project Development Coordinator with the City of Fort Worth.



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## HISTORICAL TIMELINE for MPA PROGRAM

- Fall 1961 The Department of Government begins to offer an internship option as part of the Master of Arts degree. Two students matriculate into the program. Dr. E. Ray Griffin is appointed program advisor.
- May 1962 Jim Starr is the first graduate of the internship-based MA degree program.
- 1964 The City Managers' Colloquium, sponsored by Dr. Griffin and Department of Government head Dr. Chester A. Newland, is established by students interested in the field of municipal administration. Students in the colloquium include Paul I. Davis, Louis J. Epperson, Mark Gresham, Robert Merrill Hopkins, John Joyce, Ralph L. Liverman, Bill Perkinson, Bill Pierce, and Buford D. Waldrop.
- April 21, 1969 The Texas Higher Education Coordinating Board authorizes the Master of Public Administration degree to be offered in the Department of Government.
- December 1969 The Master of Public Administration program awards its first degrees.
- 1971 Dr. John Thompson is appointed MPA program director, succeeding Dr. E. Ray Griffin, and serves until 1976.
- Fall 1971 The U.S. Civil Service Commission Regional Office in Dallas invites the MPA program to offer courses at the CSC training room in downtown Dallas. The program expands rapidly and by 1976, the number of majors increases to 143 students.
- August 1976 Dr. Vic Nielsen is appointed MPA program director and serves until 1979.
- Spring 1979 Dr. Jim Glass is appointed MPA program director and serves until 1992. The MPA program initiates preparation of a self-study report for submission to the National Association of Schools of Public Affairs and Administration (NASPAA) as part of the process for rostering programs found in conformity with NASPAA standards, a precursor to a more formal accreditation process.
- July 1, 1980 The MPA program receives notification that it has been found in conformance with NASPAA's standards and will be included on the *first* roster of recognized programs.
- July 10, 1985 The MPA program receives notification that it has been found in conformity with NASPAA's standards and will be included on the 1985 national roster.
- December 6, 1991 Faculty in the Department of Political Science unanimously endorse a proposal for the creation of the Department of Public Administration in the School of Community Service and to move the Master of Public Administration program to the new department.
- June 19, 1992 UNT Board of Regents approve the reorganization and relocation of the public administration program.

- July 1, 1992 The MPA program receives notification from NASPAA's Commission on Peer Review and Accreditation that it has been found in conformity with NASPAA standards and will be accredited for a seven-year period.
- August 1992 The Department of Public Administration is relocated to Wooten Hall, suites 162 - 173. The suite is remodeled to accommodate a new departmental office. Six faculty choose to move to the new department: Drs. Bob Bland (elected chair), Vic DeSantis, Jim Glass, Anna Madison, Charldean Newell, and Sam Nunn. Dr. Bland also serves as MPA program director.
- September 1, 1992 Center for Public Management is established as the technical research and training arm of the Department of Public Administration with Dr. Jim Glass appointed as the first director.
- July 16, 1993 Texas Higher Education Coordinating Board approves the reorganization plan for public administration.
- July 16, 1996 Texas Higher Education Coordinating Board approves moving the baccalaureate program in Emergency Administration and Planning (EADP) from the Center for Public Service to the Department of Public Administration.
- February 1998 *U.S. News and World Report* publishes the rankings of MPA programs, and UNT is ranked 11<sup>th</sup> nationally (tied with Columbia University) in the field of city management/urban policy.
- October 1998 Dr. Charldean Newell is elected as a Fellow in the National Academy of Public Administration, the first UNT faculty member to be elected to this Congressionally-chartered academy.
- June 30, 1999 The MPA program receives notification from NASPAA's Commission on Peer Review and Accreditation that it has been found in conformity with NASPAA standards and will be reaccredited for a seven-year period.
- April 2001 *U.S. News and World Report* publishes the rankings of MPA programs, and UNT is ranked 12<sup>th</sup> nationally (tied with the New School for Social Research) in the field of city management/urban policy.
- June 1, 2003 Dr. Michael McGuire is appointed MPA program director.
- April 1, 2004 *U.S. News and World Report* publishes its triennial ranking of MPA programs, and UNT is ranked 10<sup>th</sup> nationally in the field of city management/urban policy and 57<sup>th</sup> overall among the 259 eligible programs, the highest ranking yet achieved by the program.
- August 1, 2005 The School of Community Service becomes the College of Public Affairs and Community Service (PACS). Department of public administration admits first students to a new Ph.D. program in Public Administration and Management. Dr. Al Bavon named first Ph.D. Coordinator.
- July 21, 2006 The MPA program receives notification from NASPAA's Commission on Peer Review and Accreditation that it is reaccredited for a full seven year term.
- September 1, 2006 Dr. Lisa Dicke is appointed MPA Program Coordinator, succeeding Bob Bland who served for one year following Michael McGuire's departure from UNT.

January 15, 2007	Amy Thompson is appointed Internship Coordinator, replacing Pamela Wharton who had served on an interim basis.
September 1, 2007	Department undergoes major reorganization as university changes funding for program advising and department chairs. Dr. Bob Bland assumes duties as MPA Program Coordinator as part of chair duties. Dr. Lisa Dicke appointed Assistant Chair. Dr. McEntire named Ph.D. Coordinator replacing Al Bavon.
March 28, 2008	<i>U.S. News and World Report</i> announces the results of its quadrennial ranking of MPA programs and UNT is ranked 9 <sup>th</sup> nationally in the field of city management/urban policy and 57 <sup>th</sup> overall among approximately 270 eligible programs.
August 19, 2008	Department offices are moved to Chilton Hall 204 and 242.
September 1, 2008	Dr. Abraham David Benavides is appointed acting department chair for the fall term while Bob Bland is on leave.
January 15, 2009	Dr. Abraham David Benavides is appointed co-MPA Program Coordinator. Dr. Brian Collins is appointed PhD Program Coordinator, succeeding Dr. McEntire who is appointed Associate Dean of the College.
January 15, 2011	Dr. Abraham David Benavides is appointed assistant chair, Dr. Lisa Dicke is appointed PhD Program Coordinator succeeding Dr. Brian Collins. Dr. Skip Krueger is appointed co-MPA Program Coordinator, and Dr. Sudha Arlikatti is appointed EADP Program Coordinator.
Sept 2011 – May 2012	50 <sup>th</sup> Anniversary celebration of the MPA program and its predecessor, the M.A. in Government. Events included UNT Homecoming Game on October 22 (Bill Lively Honorary Event Chair); December 3 Holiday Party at the Town of Addison (Ron Whitehead, City Manager, Honorary Event Chair); January 21 UNT basketball game; February 24, annual MPA Alumni-Student Conference in the new Apogee Stadium (Dr. Charldean Newell and Dr. Chet Newland honorary co-chairs and also co-chairs of the 50 <sup>th</sup> anniversary celebrations); April 28 a Grand Gala at the Hurst Conference Center culminated the year-long festivities (Jim Starr Honorary Event Chair).
March 13, 2012	<i>U.S. News and World Report</i> announces the results of its quadrennial ranking of MPA programs. UNT moves up to 8 <sup>th</sup> nationally in the field of city management/urban policy and 59 <sup>th</sup> overall among approximately 270 eligible programs.
October 2012	Publication of the 50 <sup>th</sup> Anniversary Yearbook.
October 2012	Dr. Bob Bland is elected as a Fellow to the National Academy for Public Administration joining Dr. Charldean Newell and Dr. Chet Newland.
June 1, 2013	Ms. Katrina Thompson appointed MPA Internship Coordinator. Richard Gaston continues as EADP Internship Coordinator.
July 3, 2013	Dr. Gary Webb appointed Interim Department Chair by Dean Tom Evenson replacing Dr. Bland effective August 31, 2013. Dr. Bland will continue as MPA Program Coordinator. Simon Andrew named Ph.D. Program Coordinator.
January 2014	Dr. Bob Bland is named the first recipient of the Robert L. Bland Endowed Professorship in Local Government.

May 20, 2014	Dr. Abraham David Benavides is appointed MPA Coordinator succeeding Dr. Bob Bland.
June 3, 2014	Dr. Abraham David Benavides is appointed Department Chair by Dean Tom Evenson replacing Dr. Gary Webb effective August 18, 2014.
August 25, 2014	Dr. Ronald Timmons replaces Richard Gaston as EADP Internship Coordinator. Ms. Amy Holt replaces Ms. Katrina Thompson as MPA Internship Coordinator and the position title is changed to MPA internship and Job Placement Coordinator.
August 25, 2014	Ms. Katrina Thompson replaces Ms. Amy Holt as MPA internship coordinator.
July 10, 2015	The MPA program receives notification from NASPAA's Commission on Peer Review and Accreditation that it is reaccredited for six years.
March 16, 2016	U.S. News and World Report announces the results of its ranking of MPA programs. The UNT MPA moves to 13 <sup>th</sup> nationally in the field of city management/urban policy. It also ranks 29 <sup>th</sup> in Public Management and Administration and 63 <sup>rd</sup> overall. This is the first time the Department is ranked in more than one specialty area.
June 8, 2016	The MPA program in the Department of Public Administration was selected among the top 50 Best Value MPA programs for 2016 by Value Colleges.
September 1, 2016	The Texas Higher Education Coordinating Board approves the reorganization plan for the Department of Public Administration. This plan provides for the creation of a new department of emergency management and disaster science. The baccalaureate program in emergency administration and planning (EADP) moves to the new department.

## Tips for Effective Writing

There are three tools essential to public administration: effective writing, effective speaking, and applied research/evaluation methods. Of course, additional tools are essential as you move into specialized areas, but these three are universally essential.

1. Begin with an outline. Use an outline to organize, then reorganize your thoughts. If a document flows logically, it is much easier to comprehend. Think of the outline as your plan for the task ahead.
2. On lengthier documents, subheadings that parallel your outline headings help with comprehension.
3. Paragraphs are like breathing -- they give the reader an opportunity to come up for air. Group your ideas into smaller bites. However, try to avoid paragraphs that are only one sentence long.
4. There is a nearly universal tendency to over capitalize words. In fact, relatively few situations require capitalization: begin the names of individuals, peoples, tribes, languages, titles before proper nouns (President Obama, but not George W. Bush, president of the US.), governments but not generic terms (e.g. city of Denton, Texas), and of course the usual proper nouns, first person pronoun, and so forth.
5. Know the difference between capital and capitol. The latter is the least likely to be used.
6. Always number the pages of a report or manuscript, starting with #1 after the title or cover page.
7. Avoid using the word "very."
8. Learn the distinction among it, its, and it's. The latter is a contraction of "it is." The possessive for "its," like other possessive pronouns such as yours, his, hers, ours, and theirs, does not require an apostrophe.
9. Data is the plural form. The following sentence is correct. The data are (plural) available for downloading. One fact equals one datum. Two facts equal data.
10. Avoid archaic words like "amongst" when "among" can be used just as well.
11. Although toward and towards are interchangeable, toward is much preferred. Likewise for all the --wards: afterward, backward, forward, outward, upward, etc.
12. When referring to dates (the 1990s), if it's the plural form, then no apostrophe should be used. For example, the 1990s saw the GDP increase 38 percent. Most of the time, the plural is being referenced and thus no apostrophe is needed. Rarely, the possessive may be intended, in which case an apostrophe is appropriate.
13. Learn when to use "which" and when to use "that." Phrases that begin with "that" never need commas and are integral to the sentence. Phrases that begin with "which" always are set off

by commas and can actually be left out without destroying the meaning of the sentence.

14. Avoid beginning sentences with "this" or similar words that have no reference point. If "this" doesn't have a word in the previous sentence to which it refers or is not followed by a word to finish the thought, its use is incorrect. "I have an idea. This came to me at midnight," and "this is the idea" are both correct. "Fiscal health, water table, growth patterns, and revenue sources can all be used to determine a bond rating. This is a complex process" is not correct. There is no one word to which "this" refers.
15. A closed quotation mark goes after a comma or period, not before. "You are a genius," exclaimed the professor. "MPA and EADP students are the smartest on campus." Closed quote comes before a semi-colon or colon.
16. And finally, everybody's favorite: affect v. effect. Affect is usually the verb (to influence), and effect (the result) is usually the noun. Try this as an aid: Misusing effect (noun) may affect (verb) your grade.