
University of Illinois at Chicago
Department of Public Administration
Master of Public Administration Handbook

Last Updated August 2009

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OVERVIEW

In a world confronting many difficult problems, there is a large demand for innovative, competent and highly-skilled public managers and policy analysts. Training men and women to take on these roles through careers in public service is the main purpose of the College of Urban Planning and Public Affairs (CUPPA) Master of Public Administration program (MPA).

Mission

The mission of the Department of Public Administration is to advance the practice of and research on public administration and policy in the urban area of Chicago and beyond through providing an excellent graduate professional education, disseminating scholarly and engaged research to relevant audiences at home and abroad, and contributing service to public and professional communities.

Master of Public Administration Program

The MPA program is a fully accredited program by the national accrediting organization, the National Association of Schools of Public Affairs and Administration (NASPAA), and serves a diverse clientele. Some are mid-career professionals in the public or nonprofit sector, some are looking for opportunities to change their career paths, and some have recently completed their undergraduate studies and realize the need for professional training to launch successful careers. A Master of Public Administration degree is well-recognized among administrators in the field, and is considered to be critical to many career paths leading to the management of public or non-profit agencies.

The curriculum is designed to ensure that all graduates:

1. Acquire skills and experience in applying qualitative and quantitative methods to public policy and management issues and decisions.
2. Achieve knowledge of organizational behavior, design, and analysis, as well as management and administration.
3. Gain an understanding of the political, economic and social contexts of public administration.

PLANNING YOUR MPA PROGRAM

Degree Requirements

Students must complete 52 credit hours (approximately 13 classes) to receive the MPA degree. This includes 9 required courses (36 hours total). Students must take three courses (12 hours) in a selected concentration plus one additional course (4 hours) of the student's choosing selected in consultation with the student's advisor. The required courses are listed below:

Core Courses

(Each course is 4 credit hours)

- PA 400: Public Administration Theory
- PA 407: Data Analysis for Public Administration
- PA 410: Economics for Public Administration and Policy Decisions
- PA 415: Organization Theory and Public Management
- PA 502: Legal Context of Public Administration
- PA 503: Public Personnel Management
- PA 504: Budgeting for Public Management
- PA 506: Policy Development and Analysis for Public Administrators
- PA 590: Public Administration Capstone

The Capstone course is an integration of classroom learning with practical experience. Students will work in groups to solve real problems for public and non-profit organizations. Extensive collaboration is required among group members outside of class time. Students should expect significant field work at their assigned organizations. Students are responsible to the course professor and to the project supervisor in their assigned organizations. Because the coursework is team-based, students are not allowed to drop this course once teams are created. Prerequisite: Consent of the instructor and enrollment in the MPA program. **Course must be taken in the last two semesters in the MPA program;** or with the consent of the instructor.

Optional Internship Project

(4 credit hours)

- PA 490: Field Experience in Public Administration

Students work in an organization such as a governmental agency, community group, or non-profit organization. Students are required to submit written work and meet with the course professor on a periodic basis to review work experience. **Students who have no prior work experience in the public or non-profit sectors are strongly recommended to register for this course.**

Students may substitute four internship course credits for the "at-large" elective course required of all MPA students. Students may take more than one Field Experience course. However, only four credits of PA 490 will be counted toward the MPA degree. Starting fall 2007 course graded pass/fail.

Concentrations

Each student will be required to select one of the following four concentrations:

- Public Management
- Local Government Administration
- Non-Profit Management
- Financial Management
- Information and Performance Management
- Survey Methods

MPA students are required to take three courses in the selected concentration plus one additional course of the student's choosing selected in consultation with the student's advisor. These concentrations allow students to focus their area of study in key areas of public administration and management, while taking advantage of the strengths of the PA Faculty and /the MPA Program.

Students may create their own concentrations with permission from the MPA Committee. Students must submit their proposed concentration with justification to the MPA Committee for approval. Interested students should contact the PA Program for more information.

Public Management

(Each course is 4 credit hours.)

- PA 521: Strategic Management: Planning and Measurement
- PA 522: Ethics and Accountability
- PA 523: Intergovernmental Management
- PA 524: Leadership in Public Sector Organizations
- PA 526: Public Decision Analysis
- PA 529: Change and Reform in Public Organizations
- PA 532: Labor Management Relations in the Public Sector
- PA 533: Managing Workplace Diversity
- PA 494: Special Topics in PA: Non-Profit Management
- UPP 508: Geographic Information Systems for Planning
- UPP 563: Transportation Management
- UPP 594: Special Topics in Urban Planning and Policy

Local Government Management

(Each course is 4 credit hours.)

- PA 537: Local Government Management (*recommended*)
- PA 523: Intergovernmental Management
- PA 526: Public Decision Analysis
- PA 550: Financial Management of Government
(*Possible substitutes for PA550 include: PA552 Capital Budgeting and Infrastructure; or PA553 State and Local Public Finance*)
- PA 552: Capital Budgeting and Infrastructure
- PA 553: State and Local Public Finance
- UPP 533: Development Finance Analysis
- UPP 530: Economic Development I
- POLS 551: Urban Politics
- POLS 553: Urban Public Policy

Non-Profit Management

(Each course is 4 credit hours.)

- PA 530: Nonprofit History & Theory
- PA 536: Financial Management & Fundraising in Nonprofit Orgs.
- PA 538: Nonprofit Management

Financial Management

(Each course is 4 credit hours.)

- PA 521: Strategic Management: Planning and Measurement
- PA 523: Intergovernmental Management
- PA 550: Financial Management of Government
- PA 551: Governmental Accounting
- PA 552: Capital Budgeting and Infrastructure
- PA 553: State and Local Public Finance
- UPP 533: Development Finance Analysis

Information and Performance Management

(Each course is 4 credit hours.)

- PA 460: Data Management
- PA 461: Management of Information Technology in Government
- PA 462: Project Management
- PA 463: The Internet and Public Administration
- PA 465: Geographic Information Systems (GIS) for Public Managers
- POLS/PA 567: Information Management in Public Sector Organizations

Survey Methods

(Each course is 4 credit hours.)

CHSC 447: Survey Planning and Design (required)

CHSC 577: Survey Questionnaire Design

BSTT 440: Sampling and Estimation Methods

PA 578: Surveys, Public Opinion, and Public Policy (required for PhD)

PA 579: Practicum in Survey Research (2 – 6 variable credit hours)

(Each course below is 2 credit hours. These courses will either meet for 1.5 hours per week or will only meet for 8 weeks.)

PA 580: Survey Non-Response

PA 581: Cross-Cultural Survey Measurement

PA 582: Survey Data Collection Methods

PA 583: Psychology of Survey Measurement: Cognitive Social Processes

PA 584: Internet Surveys

PA 585: Survey Research Ethics

PA 586: History of Survey Research

PA 587: Seminar in Special Issues in Survey Methodology

PA 588: Survey Data Reduction and Analysis

Time Required To Complete MPA Program

Full-time students will usually complete their degree requirements in 2 years (24 months) including the summer between the first and second years. Part-time students usually take 3 years (36 months). The length of time required depends on the credit hour per semester load that a student chooses to carry. Full-time students are those individuals who take 12 or more semester hours in each term, and a part-time student takes 11 or less each term.

University of Illinois at Chicago Academic Schedule

The academic year at the University of Illinois at Chicago consists of the fall and spring semesters and an eight-week summer session. Each of the regular semesters includes fifteen weeks of instruction and one week of final examinations. A grading period occurs at the end of each term. The academic schedule for the current academic year is available on the Internet at <http://www.uic.edu/index.html/learning.shtml> by clicking on the schedule of classes list on the right hand side of the screen.

ADMISSIONS, ADVISEMENT, AND REGISTRATION

Admissions

Applicants are considered on an individual basis. Admission decisions are made in compliance with the University of Illinois nondiscrimination policy. This policy can be found by accessing the Graduate Catalog at: <http://grad.uic.edu/cms/?pid=1000048>

Degree Admission

Degree admissions are classified as either full or limited status. Students admitted on limited standing are those admitted on a provisional basis. Requirements for limited standing admission must be approved and supported by the Graduate College. The Graduate College with the advice of the graduate department sets the conditions for limited standing.

Full Status

Graduate College minimum requirements for full status degree admission:

Prior Degrees: Except for seniors at UIC (see Graduate Study by Undergraduate Seniors), a baccalaureate or its equivalent from an accredited college or university.

Transcripts: Required from all institutions where the applicant earned the last 60 semester (90 quarter) hours of credit toward the baccalaureate degree and from all institutions where post-baccalaureate work has been completed.

Grade Point Average: At least 3.0 (A=4.00) for the final 60 semester hours (90 quarter hours) of undergraduate study, including all of the work taken in the quarter or semester in which the student began the final 60 semester hours of undergraduate study. The cumulative grade point average obtained in all work completed beyond the baccalaureate will also be computed and considered in the admissions decision.

Tests Required: Applicants who wish to be considered for financial aid are required to take the Graduate Records Examination. The GRE is recommended but not required for those not seeking financial assistance.

Applicants whose native language is not English must take the Test of English as a Foreign Language (TOEFL). The test score cannot be more than two years old. A minimum score of 550 (paper-based) or 213 (computer based) is required by the Graduate College; many departments have a higher minimum. UIC's Institutional Code is 1851. No other tests are required by the Graduate College.

Letters of Recommendation: Three academic or professional letters of recommendation are required.

Personal Statement: The personal statement should discuss personal, intellectual, educational, and professional goals, the reasons for seeking the degree, specific intellectual interests, and the proposed areas of specialization.

Resume

Academic Writing Sample

Limited Status

Limited status is a probationary status for degree students who have not met all of the admission requirements, such as those who: have less than a 3.0 undergraduate grade point average; have specified course deficiencies to be removed; must submit additional credentials required by the program (such as letters of recommendation or admissions test scores); or are UIC seniors within eight semester hours of earning the baccalaureate at the time of matriculation. A department can recommend that a student be admitted on limited status to the Graduate College. The Graduate College makes the final decision.

For applicants to be admitted to limited status, the Department will recommend to the Graduate College specific conditions for admission. Graduate College approval is required for admission of limited-status students. Students can be admitted on limited status for no more than two semesters (including summer) or 16 semester hours, whatever occurs first. Graduate programs may specify shorter time limits. If the conditions are not met within the time limit, the program will notify the Graduate College, and the student will be dismissed from the Graduate College. Requirements for admission include:

- Letters of recommendation
- Personal statements
- Portfolios
- Proof of licensing or certification
- Any other credentials required by the program

Admission recommendations are not made until all required documents are received.

Academic Advising

At the time of admission into the MPA program, each student will be assigned a faculty advisor for all assistance with deciding course loads and other program related issues. MPA students should get in contact with their faculty advisor before the start of the term. It is important that students get to know their advisor and become acquainted with the faculty that teaches in their particular field of interest(s).

Registration

Registration procedures and class offerings are published in the *UIC Timetable (Registration Policies and Procedures)* each semester and graduate students are responsible for the complete and accurate processing of the registration according to the guidelines published therein. <http://www.uic.edu/depts/oar/rr/rpp/>

Adding and Dropping Courses

Students may not add a course after the tenth day of instruction in a semester or the fifth day of instruction in the summer session. Graduate students must follow the drop policy of the college offering the course. No refund of tuition will be issued for a drop after the tenth day of instruction (fifth day in summer) regardless of final deadline, unless the student withdraws from the university (see section on fees). Consult the *UIC Timetable*, published each term, for current deadlines. Holders of fellowships, assistantships, and tuition and fee waivers must maintain the required number of credit hours or risk loss of their tuition and service fee waiver for the academic term. Students who lose their waivers will be billed the full cost of tuition and fees. Students on visas must maintain the registration requirements of their visa. For clarification, contact the Office of International Services <http://www.ois.uic.edu/>.

Leave of Absence

Graduate students who fail to register for two terms in a row (excluding summer) without taking an approved leave of absence forfeit their admission to the Graduate College and must reapply to Graduate College and be readmitted to the program. Readmission is not guaranteed.

New students may register during the designated period prior to the beginning of their first term or during the late registration period (days one to ten for fall and spring, days one to five for summer). Currently enrolled students should register during the early registration period in the previous term. Registration information will be mailed to all currently enrolled and new students prior to registration. Continuing students who are not currently enrolled will not be sent registration information and must wait for the open registration period. Students who wait to register at late registration will be assessed a late registration fee and may experience limited course availability.

Repetition of Courses

Students can repeat a course for credit if:

- The course is designated in the Timetable with the phrase “May be repeated for credit.”
- The course is one in which a grade of D, F, or U was received. In such cases the course can be repeated only once and counted only once toward the degree requirements; the original grade continues to be included in the computation of the Graduate Degree GPA. The approval of both the instructor who will give the course and the director of graduate studies are required.
- The course is one in which a student has received a permanent IN (*see Grades*).

Transfer Credit

Consideration is given to the transfer of credit in three categories:

- Previous graduate work for which a degree was not awarded, even if that work was completed at UIC.
- Graduate work completed elsewhere after admission to UIC and for which a degree was not awarded. Students considering taking graduate work elsewhere during a leave of absence should consult their advisor and director of graduate studies about such plans and the courses that may be considered for transfer.
- Graduate work completed in the senior year at UIC that was not applied to the baccalaureate. To be considered for transfer, graduate work must have been completed in an accredited institution approved by one of the regional accreditation associations or by the agencies recognized by the Council on Postsecondary Education and must meet the quality and content of courses offered at UIC. For probation and graduation purposes, transfer credit is not computed in the cumulative grade point average or Graduate Degree GPA unless such credit was earned in courses taken at UIC.

Limits on Transfer Credit

The specific number of credit hours accepted for transfer is determined on an individual basis. No transfer is automatic.

Maximum Allowed Transfer Credit: No more than 50 percent of the hours required for a master’s degree requiring 48 or more hours of credit, can be transferred from another institution or another college at UIC. The limit is for courses taken as a student in another college at UIC or another institution, but not course work taken in a different program within the Graduate College at UIC. Transfer credit is considered only for courses in which the student received a grade of A or B. Credit earned more than six calendar years before admission to the Graduate College is not usually accepted for transfer.

Non-degree Credit: Non-degree students, who are admitted as degree candidates may, by petition, transfer up to 12 semester hours of graduate-level courses in which grades of

A or B were earned. This does not count towards the limits of transfer credit listed above.

Procedures

A Graduate Petition for Transfer Credit Toward an Advanced Degree is required for all transfers of credit. The Department evaluates the student's petition and makes a recommendation to the Graduate College. The petition should show the courses recommended for transfer by the Department and the number of semester hours of credit received. Students must attach to the petition an original transcript showing grades if courses were not taken at UIC and a certification form from the registrar or college dean of the applicable institution stating that the courses are graduate-level and were not used toward fulfillment of the requirements for a degree if not self-evident from the transcript itself.

MPA COURSE LISTING

Following is a list of courses offered by the PA program. (Note acceptable courses offered by other programs on campus are not included in this listing.) All courses are offered from 6-9 pm unless indicated otherwise. Course schedule is subject to change. **Please visit the website for the most up to date information. Click on “current students” and then on “course offerings.” There you can find information on which semesters courses are offered as well as information on the dates and times the courses are offered in a given semester.**

Classroom location: Many, but not all of the classes are held in Art and Design Hall. This building is adjacent to and connected to CUPPA Hall. ART AND DESIGN HALL (ADH) CLASSROOMS CAN BE ACCESSED ON THE SECOND FLOOR OF CUPPAH (FOLLOW THE SIGNS FOR 2232, 2234, 2236)

PA 400: Public Administration Theory. 4 Hours. Development of public administration as a professional and scholarly area of knowledge and practice focusing on administrative reform and its intellectual roots. Politics versus administration, efficiency, effectiveness, representative bureaucracy, and market versus bureaucratic alternatives. Prerequisite: Admission to the MPA program or consent of the instructor.

PA 407: Data Analysis for PA. 4 Hours. Topics and methods of analyzing information relevant to the administration and management of public programs and organizations. Includes causation, univariate statistics, significance testing, correlation, and regression. Prerequisite: Appropriate score on the department placement test; and graduate standing; or consent of the instructor.

PA 410: Economics for Public Administration. 4 Hours. Basic economic tools and methods relevant to public administration and current policy: opportunity cost, supply and demand, rational choice, production costs, competition versus monopoly, and economic efficiency versus equity, market failure, public goods, and externalities. Prerequisite: Appropriate score on the department placement test; and graduate standing; or consent of the instructor.

PA 415: Organization Theory and Public Management. 4 Hours. Theories and concepts of organizational behavior and public management from economics, sociology and political science. Organizational decision making, bureaucracy, organizational change and learning, public versus private organizations, leadership, and organizational culture. Prerequisite: Admission to the MPA Program or consent of the instructor.

PA 460: Data Management. 4 Hours. Database theory and constructing and managing databases relevant to the operation of government. Utilizes database software and allows students to gain practice with complex database programs and development of a database system. Prerequisite: Admission to the MPA Program or consent of the instructor.

PA 461: Management of Information Technology in Government. 4 Hours. Concepts and methods of planning, implementing, and managing new information technology or

modifying existing technology. Factors contributing to difficulties of implementing information technology decisions and strategies for increasing the likelihood of changing current technology. Prerequisite: Admission to the MPA Program or consent of the instructor.

PA 462: Project Management. 4 Hours. Application of the Internet for public management. Web-based service delivery, online governance, discusses the theory, principles, tools and techniques behind solid project management. This course relates the use of project management skills in today's public sector environment, where public administrators are required to deliver upon time-sensitive, critical projects while also attempting to keep the scope and costs in check. The Project Management Institute's (PMI) standards for project management will be emphasized throughout the course.

PA 463: The Internet and Public Administration. 4 Hours. Application of the Internet for public management. Web-based service delivery, online governance, the technological divide, and the changing role of public managers. Prerequisite: Admission to the MPA Program or consent of the instructor.
490. Field Experience in Public Administration. 6 Hours. Students work in an organization such as a government agency, community group, or nonprofit organization. Students are required to submit written work and guide group discussions relevant to their experience and agency. Prerequisite: Admission to the MPA program or consent of the instructor.

PA 465: Geographic Information Systems (GIS) for Public Managers. Geographic information systems (GIS) technologies rapidly are becoming a central feature in day to day operations and the decision support systems of many public sector organizations. Individuals completing this course will have an understanding of fundamental GIS tools and applications as well as the challenges in implementing and sustaining a GIS function in the public setting.

PA 490: Field Experience in Public Administration. Students work in an organization such as a governmental agency, community group, or non-profit organization. Students are required to submit written work and meet with professor on periodic basis to review work experience. Students who have no prior work experience in the public or non-profit sectors are strongly recommended to register for this course. May be repeated for credit. A maximum of 4 hours of credit may be applied to the MPA program. Prerequisite: Graduate standing and admission to the MPA Program or consent of the instructor.

PA 494: Special Topics in Public Administration. 4 Hours. May be repeated for a maximum of 12 hours of credit. Students may register for more than one section per term. Consideration of timely or enduring issues in public administration not available in regularly offered courses. Prerequisite: Admission to the MPA program or consent of the instructor.

PA 502: The Legal Context of Public Administration. 4 Hours. Legal basis and statutory framework for administrative agencies and actions in government. Relationship between courts and public agencies, rulemaking and adjudicative powers of public agencies, and impact of specific laws on government. Prerequisite: Admission to the MPA program or consent of the instructor.

PA 503: Public Personnel Management. 4 Hours. History and current innovations in managing personnel and other areas of human resources. Compensation, classification, affirmative action, performance appraisal, labor relations, and unions. Statutory and court decisions affecting government personnel issues. Prerequisite: Admission to the MPA Program or consent of the instructor.

PA 504: Budgeting for Public Administration. 4 Hours. Processes and methods relevant to government finances and fiscal health: revenues, taxation, budget formulation, operating budgets, cost analysis, planning and performance, budget reforms, politics, capital budgeting, and role of budgeting in management. Prerequisite: Admission to the MPA program or consent of the instructor.

PA 506: Policy Development and Analysis for Public Administrators. 4 Hours. This course examines (1) the process by which public policies are formulated, decided on, implemented, and evaluated, (2) techniques of analysis appropriate for various policy issues, and (3) substantive policy issues facing us today. Prerequisite: Graduate standing; or consent of the instructor. Admission to the MPA Program or consent of the instructor.

PA 521: Strategic Management: Planning and Measurement. 4 Hours. This course addresses strategies and issues relating to the strategic management of public and quasi-public organizations. It addresses strategic planning and performance measurement processes within organizations. Prerequisite: Graduate or professional standing; or consent of the instructor. Admission to the MPA program or consent of the instructor.

PA 522: Ethics and Accountability. 4 Hours. Better government through institutionalizing ethics and accountability. Effectiveness of boards of ethics, Inspector General, codes of ethics, and educational programs. History of ethics within the Western intellectual tradition. Prerequisite: Graduate or professional standing; or consent of the instructor. Admission to the MPA Program or consent of the instructor.

PA 523: Intergovernmental Management. 4 Hours. Relationships between federal, state and local governments focusing on management of overlapping programmatic, regulatory and fiscal responsibilities. Constitutional, political, fiscal, and administrative features and how they have evolved since the 1960s. Prerequisite: Admission to the MPA Program or consent of the instructor.

PA 524: Leadership in Public Sector Organizations. 4 Hours. Examine theories and practices of leadership in public sector organizations. Global, political, social, and organizational contexts of public sector leaders and interface between administrators, appointees, elected officials, etc. Prerequisite: Graduate standing; or consent of the instructor. Admission to the MPA program or consent of the instructor.

PA 526: Public Decision Analysis. 4 Hours. This course provides an introductory treatment of decision analysis. The intended participants are students who want to learn more about decision making under uncertainty and tools that can be used to support it. Prerequisite: PA 407; and graduate or professional standing; or consent of the instructor.

PA 529: Change and Reform in Public Organizations. 4 Hours. Examines how large, bureaucratic organizations change how they do business. Can improved efficiency and effectiveness result from such change? What techniques are being applied by public organizations to achieve such change? Prerequisite: Graduate standing; or consent of the instructor.

PA 530: History and Theory of the Nonprofit Sector. 4 hours. History and theory of the nonprofit sector and its implications for public service and advancing public values through third party governance. Material focuses on the history of philanthropy in the US, nonprofits in an international context, the civic base of the nonprofit sector, and the historical and modern relationships between the government and the nonprofit sector, including intergovernmental and inter-sectoral relations, advocacy and lobbying.

PA 532: Labor Management Relations in the Public Sector. 4 Hours. Skills and knowledge to manage labor relations in government. Constitutional influences on public employment, rights of public employees, management and labor unions; civil service laws and regulations, collective bargaining practices, and non-discrimination, and equal opportunity. Prerequisite: PA 503; and graduate standing; or consent of the instructor.

PA 533: Managing Workplace Diversity. 4 Hours. Examines discrimination and diversity in public sector workplaces along several dimensions including race, ethnicity, sex, age, sexual preference, and physical ability. Prerequisite: PA 503; and graduate standing; or consent of the instructor.

PA 536: Financial Management and Fundraising in Nonprofit Organizations. 4 hours. Examines financial management and fundraising activities in nonprofit organizations. Topics include financial accounting, developing nonprofit resources, fundraising, fund development, marketing, philanthropy, grant-writing, and nonprofit budgeting for government contracts and grants.

PA 538. Nonprofit Management. 4 Hours. Examines management and governance in nonprofit organizations. Covers issues relevant to various types of third-sector organizations: volunteer management, membership, fundraising, relationships with boards of directors, faith-based organizations, grant management, service delivery, philanthropies and missions, finance and reporting requirements, and performance. Prerequisite: Graduate standing; or consent of the instructor.

PA 550: Financial Management of Government. 4 Hours. Overview of issues and concepts important for administration and management of government's financial affairs: government accounting, purchasing, cash management and investment, risk management, pension and benefits administration, debt management and capital financing. Prerequisite: PA 504; and graduate or professional standing; or consent of the instructor.

PA 551: Governmental Accounting. 4 Hours. Introduction to major concepts, principles, and objectives of governmental accounting (including fund accounting) and budgetary control systems for local and state government. Designed for students with little or no background in accounting. Prerequisite: PA 504; and graduate or professional standing; or consent of the instructor.

PA 552: Public Capital Budgeting and Finance. 4 Hours. This course examines governmental capital budgeting processes, linkages between the capital budget and capital improvement plan, and methods and techniques of financing capital projects including debt financing. Prerequisite: PA 504; and graduate or professional standing; or consent of the instructor.

PA 553: State and Local Public Finance. 4 Hours. Analyzes expenditures and revenues of state and local govts and public sector responses to market failures. Examines state and local revenue sources and discusses governmental provision of services. Prerequisite: PA 504; and graduate or professional standing; or consent of the instructor.

PA 567: Topics in Political Communication: Information Management in Public Sector Organizations (Cross-listed with POLS 567). 4 Hours. This course will address the following questions: How do public sector organizations juggle these competing demands when they devise their communication strategies to achieve their objectives? What social science theories provide guidance and how do they square with the real life evidence of what works and what doesn't? What changes have been brought about by new communications technologies and what changes in laws and public policies are needed to assure efficient and effective governmental communication as we move into the next century? Special attention will be given to problems of information-gathering and decision-making, secrecy, privacy and publicity, diffusion of information, public relations, transactions with citizens who are clients of political institutions, mass media management, and external communication strategies. Prerequisite: Graduate or professional standing; or consent of the instructor.

PA 578: Surveys, Public Opinion, and Public Policy. 4 Hours. This course will address the nature of the relationship between public policy and public opinion and the role that surveys play in that relationship. Prerequisite: Graduate or professional standing; or consent of the instructor.

PA 579: Practicum in Survey Methodology. 4 Hours. Students learn about survey research by participating in the process of conducting a survey or surveys. Prerequisite: Graduate or professional standing; or consent of the instructor.

PA 580: Survey Nonresponse. 2 Hours. This course provides an overview of current problems in survey nonresponse and related questions of impact on data quality. Prerequisite: Graduate or professional standing; or consent of the instructor.

PA 581: Cross-Cultural Survey Research Methods. 2 Hours. This course will provide graduate students with a clear understanding of the methodological issues involved in collecting survey data across multiple cultural groups and best practices when conducting cross-cultural research. Prerequisite: Graduate or professional standing; or consent of the instructor.

PA 582: Survey Data Collection Methods. 2 Hours. This course will address the impact of data collection methods on survey responses and data quality. Prerequisite: Graduate or professional standing; or consent of the instructor.

PA 583: The Psychology of Survey Measurement: Cognitive and Social Processes. 2 Hours. This course introduces students to one approach to survey methodology - the examination of the psychological processes through which survey respondents answer questions. Prerequisite: Graduate or professional standing; or consent of the instructor.

PA 584: Internet Surveys. 2 Hours. This course examines current developments in the collection of survey data via the internet, including both the methodological strengths and weaknesses of this approach, as well as current standards for best practice. Prerequisite: Graduate or professional standing; or consent of the instructor.

PA 585: Survey Research Ethics. 2 Hours. Students will be exposed to survey research ethical issues. Prerequisite: Graduate or professional standing; or consent of the instructor

PA 586: The History of Survey Methodology. 2 Hours. This course examines the history of surveys and their development and change over time. Prerequisite: Graduate or professional standing; or consent of the instructor.

PA 587: Seminar on Special Topics in Survey Methodology. 2 Hours. This seminar is for special topics in survey methodology not covered in the other elective courses. Prerequisite: Graduate or professional standing; or consent of the instructor.

PA 588: Survey Data Reduction and Analysis. 2 Hours. This course will provide an in-depth overview of available procedures and standards for survey data reduction and data analysis activities. Prerequisite: Graduate or professional standing; or consent of the instructor.

PA 590: Public Administration Capstone. 4 Hours. Integration of classroom learning with practical experience. Students will work in groups to solve real problems for public and non-profit organizations. Extensive collaboration required among group members outside of class time. Students should expect significant field work at their assigned organizations. Students are responsible to the course professor and to the project supervisor in their assigned organizations. Because the coursework is team-based, students are not allowed to drop this course once teams are created. Prerequisite: Consent of the instructor and enrollment in the MPA program. Course must be taken in the last two semesters in the MPA program; or consent of the instructor.

Course Information Last Updated: August 1, 2009. This listing is for informational purposes only and does not constitute a contract. Every attempt is made to provide the most current and correct information. Courses listed here are subject to change without advance notice. Courses are not necessarily offered every term or year.

MPA FACULTY

George D. Beam, Associate Professor. Ph.D., Political Science, University of Michigan (1963): organization theory, ethics, quality management.

L. Vaughn Blankenship, Professor Emeritus. Ph.D., Management, Cornell University (1962): budgeting, science and technology policy, public administration history, information technology.

Mary K. Feeney, Assistant Professor of Public Administration, Ph.D. (University of Georgia); Fields: Public and nonprofit management, mentoring, science and technology policy, and survey research, public management, nonprofit management, survey research, qualitative methods, and public policy theory.

Megan Haller, Visiting Assistant Professor, Ph.D., Public Administration (University of Illinois at Chicago); Fields: Public entrepreneurship, social networks, science and technology policy, and environmental policy.

Rebecca Hendrick, Associate Professor. Ph.D., Political Science, Michigan State University (1986): budgeting, financial management, management, organization theory, research methods and statistics.

Allyson Holbrook, Associate Professor and PhD Director of Graduate Studies. Ph.D., Social Psychology, Ohio State University (2002): survey research, design, questionnaire construction, political psychology, social identity, statistics.

Timothy Johnson, Professor and Director of the Survey Research Laboratory. Ph.D., Sociology, University of Kentucky (1988): research methods and statistics, survey research, evaluation research, policy areas: substance abuse, homelessness, social epidemiology.

Allan Lerner, Professor and Executive Director of International Affairs, Office of the Chancellor. Ph.D., Political Science, University of Oregon (1973): organizational theory, group dynamics, performance and productivity.

Sharon Mastracci, Associate Professor and MPA Director of Graduate Studies. Ph.D., Public Affairs, LBJ School of Public Affairs, University of Texas at Austin (2001): training and employment, economics, research design, public budgeting, human resource management, non-profit management.

David F. Merriman, Ph.D. (University of Wisconsin at Madison), Professor of Public Administration, Professor for IGPA, Fields: Public finance with expertise in the areas of state and local public finance, urban and regional public finance, and Medicaid research. He is an expert in Cook County residential property values and property tax assessments.

Karen Mossberger, Associate Professor. Ph.D., Political Science, Wayne State University (1996): administrative theory, public management, public policy, and information technology

Michael A. Pagano, Professor and Dean for CUPPA. Ph.D., Government, University of Texas at Austin (1980): budgeting and finance, urban policy, federalism and intergovernmental relations. Editor, Urban Affairs Review.

James R. Thompson, Associate Professor and Head for Public Administration. Ph.D., Public Administration, Syracuse University (1996): human resources, public management, information technology, qualitative methodology, local government, organization theory.

Richard Warnecke, Professor and Director Health Policy Center. Ph.D., Sociology, Duke University (1966): research methods, evaluation research, health policy, medical sociology, cancer control.

Eric Welch, Associate Professor. Ph.D., Public Administration, Syracuse University (1997): environmental policy and management, information technology, comparative public administration.

Yonghong Wu, Assistant Professor. Ph.D., Syracuse University (2004): state and local public finance and financial management, innovation-based economic development policy, comparative studies in fiscal decentralization, globalization and public policy.

Courtesy Appointments

David Perry, PhD (Syracuse University) Director of the Great Cities Institute

INFORMATION FOR INTERNATIONAL STUDENTS

Postsecondary Credentials

Applicants who have completed studies outside the United States must present all postsecondary school credentials. Such credentials must include a record of all studies completed to date; grades or examination results received (failing as well as passing grades); maximum and minimum grades obtainable; rank in class; degrees, diplomas and certificates earned; and length of the school year. Documents must be authentic, and those not written in English must be accompanied by certified English translations. Copies are acceptable when certified as authentic by the issuing institution. All documents should be sent directly to UIC by the issuing institution.

Test of English as a Foreign Language

Applicants whose native language is not English must take the Test of English as a Foreign Language (TOEFL) within two years of application. This test is administered by the Educational Testing Service, Box 899, Princeton, New Jersey 708540. The minimum TOEFL score accepted by the Graduate College is 550 (paper-based) or 213 (computer-based). UIC's Institutional Code is 1851. Many departments have higher minimums. Consult the department listing for details. The TOEFL is given at regularly scheduled intervals at testing centers throughout the world. Information on testing dates, locations, and the testing fee may be obtained at American embassies and consulate offices of the U.S. Educational Foundation (also consult <http://www.ets.org>). The TOEFL examination is not required for students who have completed at least two academic years of full-time study in a country where English is the native language and in a school where English is the language of instruction within five years of the proposed date of enrollment in the university.

Visa Certification

International students granted admission will receive all appropriate documents, including the certification forms that are required when applying for visas to enter the United States from the Office of Admissions and Records.

Financial Arrangements

International students must be able to finance themselves fully, including room and board, tuition, books, other expenses, and travel to and from the United States. Only a limited number of assistantships are available, so applicants should not plan on any financial assistance from UIC unless they receive a written offer of aid from a department. All international applicants who plan to finance the cost of attending UIC from personal resources must certify that they will have available sufficient funds to cover their academic and living expenses for the academic year, plus living expenses for a summer. The exact amount required is set each year by the University Of Illinois Board Of Trustees. The amount is subject to change depending on tuition and room/board changes. The appropriate certification form can be obtained from the Office of Admissions and Records or the Graduate College Web site. Applicants who are unable to provide satisfactory evidence of adequate finances or who have not sent a notarized certified statement verifying funds available and their source will not be granted admission. Official admission letters and visa documents cannot be sent until certification is received. International students may apply for fellowships, assistantships, and tuition waivers. These financial aids are awarded on the basis of outstanding scholarship and potential to undertake research. Contact the director of graduate studies of the program of interest for more information.

Oral English Proficiency of Teaching Assistants

Illinois state law requires that the university attest to the English proficiency of all classroom instructors, including teaching assistants. Teaching assistants who are not native speakers of English (regardless of their citizenship status) must have their oral English proficiency assessed by the appointing department. The method of assessing English proficiency is at the discretion of the appointing unit and may include standardized tests and/or interviews. The department head of the hiring unit must certify in writing that the student has sufficient oral English proficiency to provide classroom instruction before the student's appointment papers will be processed.

ACADEMIC STANDARDS

Graduate Degree GPA Requirement

The Graduate Degree GPA is the average of grades earned by graduate students in their current degree program, whether or not the courses are part of degree requirements. Only graduate-level courses in which an A, B, C, D, or F is earned are included in the Graduate Degree GPA computation. A graduate-level course is any 400- or 500-level course, plus any 300-level course taken under the quarter system. General transfer credit taken at other institutions is not computed in the Graduate Degree GPA. However, grades earned through the CIC Traveling Scholars Program are included. Grades earned as a non-degree student, or while a student in other UIC colleges or a different graduate program, will be computed if the courses are applied to the current graduate program through an approved transfer of credit petition.

Probation

Academic probation is the Graduate College's mechanism for warning students that their degree GPA has fallen below the minimum standard of 3.00. Students have two terms of enrollment (including summer, if registered) after the term in which their Degree GPA falls below 3.00 to remove themselves from probation. Departments may enforce stricter limits on probation, provided the student is informed in writing prior to being placed on probation. In the MPA program, a student is placed on probation if any grade below a C is earned in any core course, whether or not the overall GPA is below the minimum standard. MPA program students must retake core courses for which they have earned any grade less than a C and raise their GPA above the minimum standard in order to fulfill the terms of their probation.

Students who leave the university while on probation, whether through formal withdrawal or through failing to meet the registration requirement, will still be on probation if they are later readmitted to the same program. Students that are admitted to a new program, begin as a new student (i.e., the Degree GPA starts over). Students currently on probation or who left the university on probation will not be admitted to the same program as non-degree students. Readmission as a degree-seeking student is not guaranteed. Students who fail to raise their average to 3.00 or to otherwise fulfill the terms of their probation within the deadline will be dismissed from the university. The Graduate College issues probation and dismissal notices to students and their program directors. However, failure to receive notice does not change the student's probation or dismissal status, since students are expected to monitor their own progress in light of Graduate College policies.

Grades

The following grades are used:

A—4 grade points per credit hour.

B—3 grade points per credit hour.

C—2 grade points per credit hour.

D—1 grade point per credit hour (not accepted as degree credit).

F—0 grade point per credit hour (failure; not accepted as degree credit).

DFR—grade temporarily deferred. Deferred grades may be used for thesis courses, continuing seminar, sequential courses, and certain courses that require extensive independent work beyond the term. At the end of the continuing course sequence the deferred grade for all terms must be converted either to a specific letter grade (A–F), to an IN (Incomplete), or to an S or U. No credit is earned until the DF grade is converted to a permanent grade.

IN—Incomplete. An incomplete grade may be given only if, for reasons beyond the student's control, required work has not been completed by the end of the term. An IN must be removed by the end of the next term in which the student is registered (including summer), or within twelve months of the end of the term in which the IN was received, whichever occurs first. *Course instructors may require an earlier deadline.* An IN that is not removed by the deadline will remain on the student's record as an IN, with no credit earned (or may be replaced by a grade, at the instructor's discretion, before the Graduate College deadline to change an IN grade). A course in which an IN was received and not removed by the deadline may be repeated for credit only once.

P—Pass; F—Fail. These two grade markings are used only in courses taken under the pass-fail grading option. No grade points are earned and the grade is not computed in the grade point average. If the required work for the course has not been completed by the end of the term; at the instructor's discretion an IN may be given. Graduate students may take courses on a pass-fail basis provided that (1) the courses are not within their immediate area of specialization, (2) such courses account for no more than one-sixth of the total number of course hours taken at the University of Illinois at Chicago and counted toward a degree, and (3) they declare their intention to take a course on this basis at the time of registration and have the approval of their advisor and director of graduate studies. Some programs do not allow any Pass/Fail courses to be used toward degree requirements. Pass/Fail grades cannot be changed to grades A–E at a later date.

S—Satisfactory; U—Unsatisfactory. This option is used as grades in thesis research courses, in zero-credit courses, and in specifically approved courses. No grade points are earned, and the grade is not computed in the cumulative grade point average or the Graduate Degree Grade Point Average. In the case of thesis research courses, instructors should assign an S or U grade to the course each term. They may assign a DF grade each term until after the thesis defense is successfully completed, the thesis committee accepts the format and content of the thesis and the Graduate College approves the format of the thesis, but this is not recommended. In the latter case, the Graduate College will notify

the registrar to change the DF grades to S. An Unsatisfactory grade can be assigned at any time when the student is not making satisfactory progress in thesis research. If this should occur, the status of the student will be reviewed by the advisor, the director of graduate studies, and the Graduate College and the student may be dismissed from the Graduate College.

W—Withdrawn. This option is used when the student has officially withdrawn from the course without academic penalty; no credit is earned for the course. It is assigned if course is dropped after the tenth day of the semester (fifth day in summer) and before the last day of instruction for the term. This grade will remain on the transcript, but does not affect the grade point average or graduate progress index.

Viewing Your Grades

Grades are recorded in the Student Database approximately one week after the end of each academic term. Students may access their grades by logging onto the Web for Students site.

A "View Grades" option is available on the UIC Web for Students page, the University's Web-based student information system. The "View Grades" option will allow you to access your grades for the three most recent academic terms. The web page will display the courses you were enrolled in along with the corresponding grades that are currently recorded on your academic record. Term and cumulative GPA information will also be provided.

To use the "View Grades" option, log into the UIC Web for Student via the Registration & Records Home Page. You will need your UIC Enterprise ID and password to enter the system. Upon entering the system, the Main Menu will be presented, offering you several options from which to choose:

1. Registration
2. Registration Eligibility
3. View Schedule
4. View Grades
5. View Academic History
6. Course Offerings
7. Change PIN
8. Signoff

Select the desired term and click on the red "View Grades" button. Your grades for that term will appear. You may either view or print your grades. To view your complete UIC academic history, click on the red "View Academic History" button. A complete record of your UIC coursework will be displayed in chronological order within level. After viewing or printing your grades or academic record, be sure to click on the red "Signoff" button to logoff the system and prevent others from viewing your academic information!

Ethical Proceedings

Academic Grievance Procedures

The Academic Grievance Procedures (July 1, 1989) define an administrative process through which faculty, academic professionals, employees, and students may seek resolution of complaints or grievances arising from a decision made about them by an agent of the University of Illinois at Chicago in the course of their employment or enrollment at UIC. It defines eligibility to use the procedures and describes the informal and formal procedures and time frames required. This document is available in the Graduate College office, 609 University Hall.

Academic Integrity

The University of Illinois is dedicated to learning and research, and hence is committed to truth and accuracy. Integrity and intellectual honesty in scholarship and scientific investigation are, therefore, of paramount importance. These standards require intellectual honesty in conducting research, writing of research results, and relations with colleagues. Graduate students may be faced with difficult choices regarding academic integrity in their various roles as student, teacher, and researcher. If this is the case, they should seek the advice and experience of their faculty advisors and the Graduate College staff. The university publishes two documents that contain specific definitions of misconduct (such as plagiarism, falsification of data, etc.), procedures used for investigation of charges, and the consequences of that conduct. Students are governed by the Student Disciplinary Procedures (October 1993) and faculty are governed by the Policies and Procedures for Academic Integrity (June 1989).

Confidentiality of Records

As custodian of student records, the university assumes an implicit trust and, accordingly, uses extreme care and concern in recording and disseminating information about students. The university policy is in compliance with the Family Educational Rights and Privacy Act. The Office of Admissions and Records issues transcripts of official records only at the written request of the student and payment of the transcript fee (see Tuition, Fees, and Other Charges). The same holds true for academic information needed for financial assistance or honors recognition. Class schedules are not released to unauthorized persons. UIC Student Records policy governs record keeping and releasing schedules in cases of hearing impairments and emotional or physical disabilities.

Accessibility Information

Students with disability/access needs or questions may contact the Office of Disability Services at (312) 413-2183 (voice) or (312) 413-0123 (TTY only).

ASSISTANTSHIPS, FELLOWSHIPS, AND OTHER SCHOLARSHIP OPPORTUNITIES

Assistantships

The colleges, graduate programs, administrative offices, and research centers appoint graduate students as teaching, research, or graduate assistants.

Work Schedule: The weekly clock hours of service required of assistants are 20 for a half-time appointment and the proportional fraction of time for other appointments.

Stipend: The stipend for an appointment of 50 percent time for the nine-month academic year is at least \$13,500; most departments offer a greater amount. This amount may change without notice.

Waivers: Tuition and the service fee are waived for assistants if the appointment is between 25 and 67 percent for at least three-quarters of the term (91 calendar days in fall or spring semester, 41 calendar days during the summer session). Graduate students who hold academic appointments as assistants for the spring semester and for whom tuition and service fees have been waived are entitled to a waiver for the summer term immediately following, provided they are registered for at least three hours during that summer term.

Registration Requirements: At least eight hours each semester. Some programs may require registration for more than eight hours per term and/or summer registration. The Graduate College does not require summer registration; however, a minimum of three hours registration is required to receive a summer tuition and service fee waiver.

PA Program Administered Financial-Aid

University Fellowships are awarded through competitions conducted by the UIC Graduate College. Each graduate program submits the names and credentials of applicants it feels deserves consideration in the campus-wide competitions. Included in this category is the Abraham Lincoln Graduate Fellowship Program -- a program intended to increase the number of students from groups that have been traditionally underrepresented in graduate and professional programs of study. Fellowships include tuition and service fee waivers and provide annual stipends.

Graduate Assistantships are awarded at the program level and at the discretion of the Director of Graduate Studies. They are normally awarded on an academic year basis beginning in August. MPA students may be hired as research assistants to PA Program faculty or to other CUPPA research and academic units. MPA students are also occasionally hired as research assistants on projects funded by various governmental and nongovernmental agencies. Assistantships include a stipend based on the number of hours worked and a tuition and service fee waiver.

Tuition and Service Fee Waivers are awarded by the PA Program through Graduate College funding on a semester basis. Eligible degree-seeking students must be in good academic standing and registered for 12 credit hours for that semester (6 credit hours in the summer). The availability of waivers is announced on the PA student listserv at the beginning of each semester.

Other Sources of Financial Aid

CUPPA Career Site

Information on financial support and scholarships can be located by accessing the CUPPA Career Site link located on the CUPPA homepage <www.uic.edu/cuppa>.

Industrial, Endowed, and Special Fellowships

Various industrial firms, foundations, and private individuals have generously donated funds to support a number of special fellowships for graduate students at the University of Illinois at Chicago. The stipends and supplemental allowances of these fellowships are not uniform, and most are restricted to students in particular areas of study. Contact your director of graduate studies for information on any special fellowships that may be available through your program.

Illinois Veterans Scholarship

The Illinois Veterans Scholarship covers the admissions application fee, tuition, and a small varying portion of the service fee. Contact the Office of Student Financial Aid, Suite 1800, 1200 West Harrison Street, (312) 996-3126, for more information and applications. Please bring a copy of your DD-214 when you apply.

University Administered Loans and Work Study

UIC's Office of Student Financial Aid (OSFA) awards and coordinates assistance from a variety of federal and state financial aid programs. Graduate students are eligible for Perkins Loans, Stafford Student Loans, Loans for Parents, Supplemental Loans for Students, and College Work Study. Applicants for financial aid awarded through the OSFA must be U.S. citizens or permanent residents and must have applied for admission to a degree-granting program of the university. To receive assistance, students must be admitted to and enrolled in a degree-granting program. The OSFA maintains a listing of outside sources of financial aid in the Reference Section of the UIC Library.

Graduate College

There is a lot of useful information and opportunities listed on the Graduate College website, <http://grad.uic.edu/cms/?pid=1000723>.

RESEARCH INSTITUTES AND FACILITIES

Research Institutes

In addition to individual faculty research and sponsored projects, the College of Urban Planning and Public Affairs is home to two degree granting programs (Public Administration and Urban Planning), six research institutes and the Survey Research Laboratory. To explore the research opportunities available to faculty and students, visit the websites for the research institutes listed below.

- **Center for Urban Economic Development** <http://www.uic.edu/cuppa/uicued/>
- **Great Cities Institute** <http://www.uic.edu/cuppa/gci/>
- **Great Cities Urban Data Visualization** <http://www.uic.edu/cuppa/udv/>
- **Institute for Research on Race and Public Policy**
<http://www.uic.edu/cuppa/irpp/>
- **Nathalie P. Voorhees Program** <http://www.uic.edu/cuppa/voorheesctr/>
- **Urban Transportation Center** www.utc.uic.edu
- **Survey Research Laboratory** <http://www.srl.uic.edu/>

Research Facilities

UIC's Academic Computing and Communications Center (ACCC) supports the educational and research needs at the University by providing a wide range of computing and communications services. ACCC operates an extensive array of mainframe computers, microcomputers, local area networks, and distributed printers linked to the Internet. To facilitate student access, ACCC maintains facilities in various campus buildings, including those where most College classes are held.

The University Library consists of the Main Library, the Architecture and Art Library, the Audio-Visual Distribution Center, the Library of the Health Sciences, the Mathematics Library, and the Science Library. Collections include more than 1.8 million cataloged books, serials, and bound periodicals; more than 21,000 current serials; and more than 2 million microforms, maps, and documents. Services include information and reference, online database and bibliographic searches, and access to an expanding collection of CD-ROM materials. The library also serves as a depository for United States Federal, Illinois State, Cook County, and City of Chicago documents.

SERVICES, FACILITIES, AND ACTIVITIES

Career and Student Services

The UIC Office of Career Services primary role is to provide guidance, support, and resources to help UIC undergraduate and graduate students and alumni to accomplish career goals. The MPA program realizes that each individual student has their own particular and specific career goals.

CUPPA wants to foster an environment where students and alumni can have access to the resources to find gainful professional opportunities. The Dean's Office Assistant Dean for Student Services, assists students in researching and locating internships, and post-graduate employment.

Internally the Program Coordinator can also serve as a resource for career related issues. The Program Coordinator maintains relationships with program alumni, government and non-profit agencies, and arranges an annual career fair for PA students. Furthermore the Program Coordinator sends regular job, internship, and scholarship postings to the CUPPA Career Site.

CUPPA Computer Lab and Study Lounge

CUPPA hall has a computer lab and a study lounge located on its premises. The CUPPA computer lab is located on the second floor of the building, while the study lounge is conveniently placed on the first floor of the building.

Honor Societies and Professional Organizations

Pi Alpha Alpha

Pi Alpha Alpha is the national Honor Society for the field of public affairs and public administration.

The purpose of the society is to encourage and recognize outstanding scholarship and accomplishment in public affairs and administration. The society seeks to promote the advancement of quality in the education and practice of the art and science of public affairs and administration. PAA objectives foster integrity, professionalism and effective performance in the conduct of government and related public service activities. PAA membership identifies those with the highest performance levels in educational programs preparing them for public service careers.

The UIC chapter of Pi Alpha Alpha currently boasts more than 190 student, alumni, and faculty members. Students who meet the eligibility criteria for membership are in the top 10% of all public administration students and graduates nationwide.

Public Administration Student Association (PASA)

The PA Student Association (PASA) was created by students to serve as a social and academic support structure. The group provides information regarding courses, requirements, instructors, social and educational activities, and the graduate school experience. This provides all PA students the opportunity to partake in extracurricular social, academic, and professional activities and events. In addition, the student association is a vehicle for student input into the administration of the Program, through student representation in faculty meetings and on various program committees.

All students in the PA Program are considered to be members of PASA. Details about meeting dates and times will be sent over the PA listserv. Past events have included a presentation by a PA Alumni on being a Presidential Management Intern, a presentation on Career Opportunities in GAO, and after-hour/after-class social outings.

Program Affiliations

American Society for Public Administrators: www.aspanet.org

National Association of Schools of Public Affairs and Administration:
<http://www.naspaa.org/>

Professional Organizations

Conference of Minority Public Administrators: www.natcompa.org/index.html

National Forum for Black Public Administrators: www.nfbpa.org

National Forum for Black Public Administrators, Chicago Chapter:
www.nfbpachicago.com

For questions or concerns, please contact:

College of Urban Planning and Public Affairs
Department of Public Administration
412 S. Peoria, Suite 130
Chicago, IL 60607-7064
Main - 312-996-3109
Fax - 312-996-8804