

Graduate School of Public Affairs

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Established in 1972, the Graduate School of Public Affairs (GSPA) provides graduate level, professional training for managers and policy-makers in public, nonprofit, and criminal justice organizations. The School offers the Master of Public Administration (MPA), the Master of Criminal Justice (MCJ), and, beginning in 2007, GSPA also offers a Bachelor of Arts (BA) in Criminal Justice. GSPA students can also pursue a more limited course of study, earning Certificates in Public Management, Nonprofit Management, Criminal Justice, or Homeland Defense.

GSPA offers a select group of students the opportunity to enhance their potential for executive leadership and success in public service careers. The curriculum reflects the philosophy that management in public and nonprofit organizations presents unique challenges and opportunities because of our obligation to serve the public interest. All GSPA students take a common core of courses, then take electives focusing on public, nonprofit, or criminal justice management.

During their course of study, students learn to perform research, to utilize new technological resources, to manage organizational finances, and to fully utilize and manage human resources. Emphasis is placed on the theoretical foundations of public service and the special ethical considerations of work in the public and nonprofit sectors. Elective courses address specific student interests.

Students graduate with a sophisticated understanding of the public and nonprofit sectors and their interdependence, and of contemporary principles of organizational development and management.

For the benefit of many public affairs professionals, GSPA has regionalized the program. This revolutionary model calls for professors – instead of students – to commute between campuses, making a far wider range of course work accessible to students and practitioners. Resident GSPA faculty have earned doctorates in their fields of specialization and are nationally recognized scholars. They conduct research of interest to scholars and practitioners in the field, as well as research on issues of concern in Southern Colorado. GSPA also invites practitioners who are recognized leaders in their area of expertise to teach selected courses in GSPA's degree programs.

The Graduate School of Public Affairs is a place where the University meets and exchanges ideas and information with the local, state, and national communities. GSPA also sponsors conferences, training programs, and other opportunities for lifelong learning. These activities help to create

a community of public servants, and they ensure that the University and the community share their rich resources.

Vision

To enable students and professionals to discover a vast world of ideas, research, case studies and perspectives that can propel them years ahead in their ability to think analytically about the society's issues.

Mission

The mission of the Graduate School of Public Affairs is:

- To improve the quality of public service in Colorado and the Rocky Mountain West.
- To offer an excellent program of professional education and training.
- To prepare public and nonprofit managers for leadership in a rapidly changing environment.

Accreditation

The Graduate School of Public Affairs is accredited by the National Association of Schools of Public Affairs and Administration's (NASPAA) Commission on Peer Review and Accreditation.

Faculty

Dean and Professor: Kathleen Beatty; *Associate Dean:* Terry Schwartz; *Professors:* Donald Klingner and Mark McConkie.

Academic Advising

Undergraduate: Contact the Student Success Center, Main Hall 2nd Floor, (719) 262-3260

Graduate: Inquiries about application procedures and graduate degree requirements should be directed as follows: Graduate School of Public Affairs at UCCS. (719) 262-4182 OR (800) 990-8227 ext. 4182

Programs of Study

Discipline	Minor	BA	Certificate	Master's
Criminal Justice	Minor	BA	Certificate	MCJ*
Homeland Defense			Certificate	
Non-Profit Management			Certificate	
Public Administration				MPA, Rocky Mtn MPA (online)
Public Management			Certificate	

*While all course work for the MCJ degree may be completed on the Colorado Springs campus, the degree is awarded through the University of Colorado at Denver and Health Sciences Center.

A PhD in Public Affairs is available through the Denver campus.

GSPA General Academic Policies

Undergraduate

Course Load

The minimum full-time course load is 12 hours. The normal maximum is 18 hours. If a student wishes to take more than 18 hours per semester, special permission must be obtained from the dean of the college, through the Student Success Center. These totals include all courses taken for credit at any of the university's three campuses but do not include correspondence courses, noncredit courses, or courses taken at other institutions.

To receive credit, the student must be officially registered for each course.

Students who hold or expect to hold full-or part-time employment while enrolled in the college must register for course loads they can expect to complete without unusual difficulty, as outlined in the General Information section of this *Bulletin*.

Grading Policies

Students should familiarize themselves with the General Information section of this *Bulletin*, as well as with the introductory pages of each semester's official *Schedule of Courses*, for information about the university grading system and the current procedures for registering on a pass/fail basis, for dropping and adding classes, and for withdrawing from the university.

Academic Advising

Students are expected to assume responsibility for planning their academic programs in accordance with college rules, policies and major requirements. Advisors in the Student Success Center can answer questions about college policies and graduation requirements, and will assist students in course selection. Students expecting to graduate within one or two semesters should schedule a senior advising appointment by calling 262-3260 or by going to the Student Success Center.

Although the advisors provide summary sheets of major requirements, it is the faculty who are responsible for major advising. It is the student's responsibility to arrange such faculty consultation for questions involving major requirements and graduate school applications. Students should schedule appointments to discuss their questions well in advance of registration.

Academic Probation

Students who have attempted at least 12 hours at UCCS and whose University of Colorado cumulative grade point average falls below 2.0 will be placed on academic probation. While on probation, students will be required to achieve a minimum acceptable grade point average each term (determined by the individual academic record) or be subject to academic suspension. Students placed on probation will be informed in writing concerning their academic status and the conditions of continued attendance.

A more comprehensive statement on the academic probation policy is available in the Student Success Center in Main Hall.

Scholastic Suspension

The normal suspension period in GSPA is one academic year, excluding the summer semester. Students suspended for the first time will be reinstated after the normal suspension period has been served upon reapplying for admission to the university.

Students suspended for the first time may be reinstated before the end of the normal suspension period by:

- Achieving a 2.5 grade point average on all summer or extended studies work attempted at the University of Colorado since suspension. Six hours minimum must be completed.
- Raising the cumulative University of Colorado grade point average to at least 2.0 by completing summer or extended studies coursework at the University of Colorado.
- Achieving a cumulative grade point average of at least 2.0 by attending another institution. The cumulative grade point average in this instance is the grade point average at the University of Colorado combined with coursework taken at all other institutions.

Independent Study

Students who have completed a considerable portion of their undergraduate studies with distinction may register for independent study with the approval of the BACJ Director. The amount of credit to be given for an independent study project shall be arranged with the instructor.

Not more than eight hours of independent study may be credited toward the major, and not more than 16 hours toward the bachelor's degree. No student may register for more than eight hours of independent study in any one term (summer, fall, or spring).

Graduate

Standards of Performance

To be in good standing, students must have an overall grade point average of not less than a 3.0 in all course work. The academic performance of each student will be reviewed at the end of each semester. A student who has a grade point average less than 3.0 will, at the dean's discretion, be placed on probation or suspended from the program. Non-degree students who do not maintain a 3.0 grade point average may not be allowed to enroll in any additional GSPA courses. Any student receiving a grade of F in any course is automatically placed on probation.

After a student has been placed on probation, he or she has a maximum of two semesters (fall and spring) to raise his or her grade point average to 3.0. Courses taken to raise the cumulative grade point average must be applicable to the degree and must be taken in the two semesters (fall and spring) immediately following the semester in which the

cumulative grade point average fell below 3.0. Failure to raise the cumulative grade point average to 3.0 in the time period outlined will result in immediate suspension from the program.

Time Limit

Master's degree students must complete all course work and degree requirements within six years of registration in their first course. Exceptions must be approved in writing by the dean.

Transfer Credit

Up to nine semester hours of appropriate graduate work from an accredited college or university may be credited toward the Master of Public Administration or Master of Criminal Justice degree. Courses to be transferred should have been taken within five years of the request for transfer of credit. All transfer work must be approved in writing by the dean.

Undergraduate Programs

Undergraduate Admission

Candidates for regular admission to the Bachelor of Arts in Criminal Justice program are expected to meet the general requirements for undergraduate admission to the University, as described in the General Information section herein. The *Bulletin* that governs a student's graduation requirements is the one in effect at the time of a student's most recent admission into the college of the student's degree program.

BA, Bachelor of Arts in Criminal Justice – BACJ

The BACJ program utilizes an interdisciplinary approach to capture both the academic liberal arts emphasis and the professional and policy knowledge required to educate criminal justice professionals.

Outcomes, BACJ

Criminal Justice is a broad and increasingly interdisciplinary field. Students who complete the BACJ will:

- Be able to draw on multiple disciplines and research traditions to identify and understand the social and behavioral contributors to crime and delinquency
- Have a comprehensive understanding of the institutions in the criminal justice system and how politics and policy making affect these institutions
- Have effective critical thinking and oral and written communication skills
- Have a comprehensive knowledge of the ethical concerns of the criminal justice field
- Understand how perceptions of the criminal justice system vary cross-culturally, and how such differences influence policy and public perception

In addition, the BACJ will provide the foundation for students who are interested in pursuing the Master of Criminal Justice degree.

Requirements for the BACJ degree

General Requirements

Students completing a BACJ at UCCS will complete a minimum of 120 credit hours, including the 45 credit hour general education requirements as outlined in LAS and the following requirements:

- 21 undergraduate required Criminal Justice core credit hours
- 15 elective credit hours in criminal justice or ancillary fields (as approved)
- 39 other elective credit hours
- a 3-credit-hour internship for those who do not have experience in the field of criminal justice
- a minimum of a C (2.0) in each undergraduate course applied to satisfy degree requirements.

Required Coursework

CORE COURSES

CJ1001 Introduction of Criminal Justice
 CJ2041 Crime Theory and Causes
 CJ3100 Criminal Justice Research Methods
 CJ3150 Statistics for Criminal Justice
 CJ4042 Corrections
 CJ4043 Law Enforcement
 CJ4044 Courts and Judicial Process

15 ELECTIVE CREDITS IN CRIMINAL JUSTICE OR ANCILLARY FIELD

Minor in Criminal Justice

A minor in Criminal Justice will require 18 hours in Criminal Justice and include the following courses:

Required

CJ1001 Introduction to Criminal Justice
 CJ2041 Crime Theory and Causes

Electives

At least one of the following:

CJ1001 Introduction to Law Enforcement
 CJ4042 Corrections
 CJ4044 Courts and Judicial Processes
 Additional elective courses in Criminal Justice or ancillary fields to meet required course credit.

GSPA Graduate Programs

Graduate Admission

Prerequisites

- A bachelor's degree from a college or university of accredited standing, with grades sufficiently high to indicate ability to pursue graduate work. The

applicant may have majored in any field for the undergraduate degree

Application Materials

- Two sets of official transcripts from all higher education institutions
- Three recommendations by qualified references that establish the applicants' personal qualifications for graduate work. Recommendations may be from professors, employers, and/or others who are acquainted with the prospective student's professional and/or academic work.
- The Graduate Record Examination (GRE), the Graduate Management Aptitude Test (GMAT), or the Law School Admissions Test (LSAT) unless applicant meets these requirements for waiver: the candidate already has a master's degree in another field OR the applicant has an undergraduate grade point average of 3.0 or better and can demonstrate significant professional accomplishment through employment in management or policy-making positions for a minimum of ten years or the equivalent.

Deadlines

Applicants should submit all admissions materials by July 1 for the fall semester, December 1 for the spring semester, and May 1 for the summer term. Review of applications is conducted on a continuing basis.

Students who have missed the deadline for the upcoming semester may register as non-degree students. Up to twelve credit hours of public administration or criminal justice course work taken as a UCCS non-degree student may be applied to the MPA or MCJ degree program. Non-degree student application forms are available in the Office of Admissions.

Master of Criminal Justice Degree – MCJ

The Master of Criminal Justice (MCJ) program is designed for students interested in comprehensive professional graduate education in the field of criminal justice. It is intended to develop in the student a fundamental understanding of the basic fields within criminal justice and of background material from supporting disciplines that would enable the student to adapt to many operational specializations. As an academic and professional field of study, this program is dedicated to preparing men and women not only to administer the system as it presently exists but also to evaluate, to analyze and to change – to become pioneers in accelerating the shaping of a rational and responsive criminal justice system.

To deal with this system effectively, research design capability must be developed along with the skills required for the ordering and analysis of empirical data. This course of study will also prepare the student to be an innovator in crime control and prevention through course work dealing with strategies and skills for promoting individual, organizational, and social change.

Requirements for the MCJ Degree

General Requirements

- A minimum of 36 credit hours of appropriate graduate study, including a minimum of 27 credit hours in criminal justice. The remaining courses for the degree may be under the criminal justice heading or under another discipline, with prior written approval of the faculty advisor.
- A grade point average of B (3.0 on a 4-point scale) or better is required for degree candidacy
- Grades of B- or better in all required courses. Credit will not be counted for any course in which a student earns a grade of C- or lower.
- No more than six credit hours of independent study

Course Requirements

CORE COURSES

CJ 5000 Law and Social Control
 CJ 5100 Administration of Criminal Justice
 CJ 5120 Nature and Causes of Crime
 CJ 5321 Research Methods in Criminal Justice.

ELECTIVE COURSES

Completion of 21 semester hours of electives. Elective courses include a mixture of specialized courses, workshops, and other formats. Students may choose to use these elective hours to build an area of concentration designed to meet individual needs. Where appropriate, students may include specialized courses offered by other departments and schools of the University, with prior written approval of the faculty advisor.

FIELD STUDY IN CRIMINAL JUSTICE.

Students who have not had experience in a criminal justice organization are required to complete CJ 6910 Field Study in Criminal Justice. A minimum of 240 hours of supervised work is required to earn three hours of credit. All required core courses must be completed before enrolling in C16910.

ADVANCED SEMINAR/PROFESSIONAL PRACTICUM.

This course presents students with the opportunity to apply knowledge gained in course work to a question of interest drawn from their current or future careers in criminal justice. The Advanced Seminar/Professional Practicum is taken in the final semester of the student's program. It allows the student to apply the knowledge and skills gained in his or her course work through in-class discussions and individual or group projects. All core courses must be completed before a student enrolls in the advanced seminar.

Master of Public Administration Degree – MPA

The Master of Public Administration (MPA) program serves the needs of pre-service students who wish to begin a career in the management of public or nonprofit organizations, mid-career public or nonprofit sector professionals who

wish to enhance their potential for career advancement, and people from the private sector who intend to move into the public or nonprofit sectors. The MPA is a broadly recognized credential for public service management at all levels of government and in many nonprofit organizations. It also serves as a foundation for doctoral work in the field of public administration.

The curriculum of the MPA program provides students with a range of theoretical and practice-based concepts in topical areas such as the field of public administration, leadership, ethics, public policy, methods of conducting research, and human resources and financial management. The curriculum also includes a variety of elective courses that allow students to tailor their programs to their particular career interests.

Outcomes, MPA

- Make use of the broad base of knowledge and research in public and nonprofit administration and policy
- Communicate effectively in speaking and writing
- Apply critical thinking skills to solve problems in public and nonprofit settings in a manner that will increase the public good

General Requirements for the MPA Degree

- A minimum of 36 semester hours of graduate course work
- A grade point average of B (3.0 on a 4-point scale) or better
- Grades of B- or better in all required courses. Credit will not be counted for any course in which a student earns a grade of C- or lower.

Course Requirements

Six core courses or approved equivalents:

PAD 5001 Introduction to Public Administration and Public Service
 PAD 5002 Organizational Management and Change
 PAD 5003 Research and Analytic Methods
 PAD 5004 Economics and Public Finance
 PAD 5005 The Policy Process and Democracy
 PAD 5006 Ethics and Leadership.

Students are expected to complete PAD 5001 within their first two semesters of enrollment.

Fifteen semester hours of electives.

Elective courses include a mixture of specialized courses, workshops, and other formats. Students may choose to use these elective hours to build an area of concentration designed to meet individual needs. Where appropriate, students may include specialized courses offered by other departments and schools of the University, with prior written approval of the faculty advisor or dean.

Advanced Seminar/Professional Practicum.

This course presents students with the opportunity to apply knowledge gained in course work to a question of interest drawn from their current or future careers in public or nonprofit organizations. The Advanced Seminar/Professional Practicum is taken in the final semester of the student's program. It allows the student to apply the knowledge and skills gained in his or her course work through in-class discussions and individual or group projects. All core courses must be completed before a student enrolls in the advanced seminar.

Field study in Public Administration.

Students who have limited experience (generally defined as less than one year of experience) in public or nonprofit organizations must complete an internship. Students register for PAD 6910 for three credit hours while completing the internship, which includes a minimum of 300 hours of supervised work and study. Note: This requirement raises the total semester hours needed to earn the MPA degree to 39.

Applicants to the program will be reviewed, and those who must complete internships will be notified. Students ordinarily begin an internship following completion of the core and related elective courses.

Additional internship opportunities.

Students who are not required to complete an internship as part of their degree program may nevertheless opt to participate in a field experience as an independent study and may earn credit for doing so. Those who wish to pursue this opportunity should contact the GSPA Internship Coordinator.

Rocky Mountain MPA (The Online MPA)

The Rocky Mountain MPA provides a unique opportunity for students with complicated and busy schedules, or those who live at a distance from the University, to obtain a Master of Public Administration (MPA) degree. Online courses are web-based versions of the same classes offered on campus, and they usually follow the regular semester schedule. Consult the Schedule of Courses each semester for more information.

Certificate Programs

Students who wish to sharpen their knowledge and skills without committing to the full MPA or MCJ degree programs may earn a certificate in one of three areas by completing four designated courses. Students who complete a certificate and later enter the MPA or MCJ program may count all credits toward the respective degree.

Certificate Eligibility Requirements

Any person with a bachelor's degree from an accredited institution may apply to the certificate program by submitting to the Graduate School of Public Affairs official college transcripts from each institution attended and one letter

of recommendation written by a supervisor or co-worker. Before enrolling for courses, students must submit an application for unclassified student status and pay the required \$25 unclassified student application fee. Non-degree student application forms are available in the Office of Admissions. Students who have been admitted to the MPA or MCJ program may also earn a certificate by completing the course requirements listed above.

The Certificate in Public Management

This certificate, awarded to students interested in public sector management, focuses on the key areas of expertise required of public administrators.

Required Courses:

PAD 5001 Introduction to Public Administration and Public Service
 PAD 5002 Organizational Management and Change
 PAD 5220 Managing People in Public and Nonprofit Organizations
 PAD 5502 Public Sector Financial Management OR
 PAD 5004 Economics and Public Finance

The Certificate in Nonprofit Management

This certificate program provides present and potential nonprofit managers with the opportunity to improve their managerial skills as well as their knowledge of nonprofit administration.

Required Courses:

PAD 5001 Introduction to Public Administration and Public Service
 PAD 5110 Seminar in Nonprofit Management
 PAD 5140 Nonprofit Financial Management
 PAD 5220 Managing People in Public and Nonprofit Organizations
 PAD 5350 Program Evaluation

The Certificate in Criminal Justice

This certificate focuses on the development of managerial skills for law enforcement, corrections, and other professionals in the field of criminal justice.

Required Courses:

CJ 5100 Administration of Criminal Justice
 CJ 5120 Nature and Causes of Crime

Plus 2 of the following courses:

CJ 5000 Law and Social Control
 CJ 5320 Seminar in Police Administration
 CJ 5520 Seminar in Corrections
 CJ 5551 Judicial Administration

The Certificate in Homeland Defense

This certificate is designed for students with an interest in and desire to prepare for jobs related to homeland security and homeland defense.

Required Courses:

PAD 5950 Introduction to Homeland Defense
 PAD 5951 Interagency Relationships in Homeland Security and Homeland Defense
 PSC 598 Understanding the Threat
 INFS 692 Protection of Critical Infrastructures

Doctor of Philosophy (PhD) in Public Affairs

The Graduate School of Public Affairs offers a program of advanced graduate study leading to the Doctor of Philosophy (PhD) in Public Affairs. The program, based on the Denver campus, permits work to be taken on any campus of the University if it is part of the approved program of study or degree plan. Application deadline is February 1.

For further information or application materials, write or call:

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