

Graduate School of Public Affairs

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Colorado Springs Campus
Donald E. Klingner
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The Graduate School of Public Affairs is the only school in Colorado authorized to offer graduate professional degrees in public administration, public affairs, and criminal justice. Nationally ranked for excellence, it offers programs on the downtown Denver and Colorado Springs campuses of the University of Colorado and to Western Slope students in Grand Junction, Colorado.

The school offers three degrees: the master of public administration (MPA), the master of criminal justice (MCJ), and the PhD in public affairs. Qualified senior managers may elect to participate in the school's executive MPA program, an innovative partnership between the school and the federal Management Development Centers. GSPA offers the nation's first online MPA, called the Rocky Mountain MPA, as well as an accelerated MPA option.

GSPA Students

The Graduate School of Public Affairs (GSPA) attracts a wonderful mix of students, from well-seasoned mid-career professionals in public and nonprofit sector management and policy to new college graduates aspiring to pursue careers in public service. Students encompass a range of age and experience, and they represent the diversity of the Denver metropolitan area. Fifteen percent are students of color, and almost 5 percent represent many countries around the globe. GSPA classrooms promote interaction among students, and the wealth of student backgrounds and experience enriches student learning enormously.

Our graduates are among the most successful in the university. They include state legislators and department heads, city managers and mayors, police chiefs and law enforcement or correctional administrators, nonprofit and for-profit CEOs and executives, school superintendents, and university presidents and faculty.

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.

The Mission of GSPA

The Graduate School of Public Affairs will improve the quality of public life in Colorado and the Rocky Mountain West.

To achieve this mission, GSPA has set the following objectives:

- **build educational and research excellence**, establishing the Graduate School of Public Affairs as the best school of public affairs in the Rocky Mountain West and a top-ranked national school
- **focus on solving pressing public problems**, both by helping students to build strong problem-solving skills and by committing the entire GSPA community to participation in problem-solving efforts
- **strengthen GSPA's contribution to successful student career development**
- **serve all of Colorado, the mountain West, and the global community**

A Commitment to Community, to Public Service, and to Problem Solving

The Graduate School of Public Affairs seeks students committed to public service. It prepares those students through a rigorous course of study that combines scholarship and theory while building practical analytical, management, and policy-making skills. GSPA faculty frequently engage students in community-centered research projects, and the school offers a variety of opportunities for students to engage in the work of its centers and institute or to participate in events featuring visiting experts.

Associate Professors

Linda deLeon
Mary Dodge
Jody Fitzpatrick
Allan D. Wallis

Assistant Professors

George Busenberg
Gabriel Kaplan
Christine Martell
Jennifer Wade

Associate Professor Adjunct

Peter Park

Research Faculty

Stephen Block
Jerry Williams

Scholar In Residence

Sen. Gary Hart (Ret.)

Presidents Emeritus

John C. Buechner
Elizabeth Hoffman

Professors Emeritus

Dail A. Neugarten
Leo C. Riethmayer

DEGREE PROGRAM— GENERAL INFORMATION

Transfer of Credit to GSPA

Up to 9 semester hours of appropriate graduate work from an accredited college or university may transfer, if such credit was not applied to a completed degree that was awarded.

Limitation of Course Load

The normal course load for a full-time student is 9 semester hours. A student who is employed full time may not carry more than 9 hours unless an excess load has been approved in advance by the faculty advisor.

Financial Assistance

Students in the master's degree programs are eligible for several types of financial assistance. Educational loans require application to the Office of Financial Aid on the downtown Denver campus. A number of students secure internships or other part-time positions with local, state, and federal agencies in the Denver metropolitan area. Scholarship assistance to minority students entering the GSPA is available on a limited basis.

The school receives a small number of fellowships from various government organizations, and actively seeks additional funding for student support in the form of internship positions and research assistantships.

A limited number of awards to support doctoral dissertation research have been available from such federal agencies as the Office of Personnel Management and the Law Enforcement Assistance Administration.

Persons interested in applying for financial assistance should inquire in the GSPA office. The deadline is April 1.

The Internship Program

An internship for the master of public administration program is required for students who have not had significant public, nonprofit, or private-sector experience. The purpose of the internship is to continue the linkage between theory and practice that is the philosophical basis of GSPA.

The internships generally involve part-time work. A maximum of three academic credits will be awarded for internship service.

Great care is taken by the GSPA to ensure that the internship experience meets the intellectual needs of the student. Placements have included the Governor's Office, Colorado State legislature, Denver Mayor's Office, City of Denver, City of Lakewood, City of Aurora, Western Governor's Association, the National Conference of State Legislatures, the Colorado Department of Public Health and Environment, and the Denver Center for the Performing Arts.

MASTER OF PUBLIC ADMINISTRATION

The master of public administration (MPA) is designed to provide graduate professional education for students who wish to prepare themselves for careers in public management or policy in governmental agencies, in non-profit organizations, or in private corporations that interface with the other sectors. The program also offers to those already in public service an opportunity to pursue additional education as a means of furthering their careers.

Admission Requirements

1. A baccalaureate degree from a college or university of accredited standing, with a minimum grade point average of 3.0. Two sets of official transcripts are required from all higher education institutions attended.
2. Three recommendations from qualified references. Recommendations may be from professors, employers, and/or others acquainted with the prospective student's professional and/or academic work.
3. Applicants are required to take the Graduate Record Examination, the Graduate Management Aptitude Test, or the Law School Admissions Test unless they meet the requirements for waiver as stated below. Standard graduate admission test scores are normally waived when the candidate already has a master's degree in another field. Other applicants may have test scores waived if: (1) they have an undergraduate grade point average of 3.0 or better *and* (2) they can demonstrate *significant* professional accomplishment through employment in management or policy-making positions for a minimum of 10 years or the equivalent.
4. A current resume highlighting professional accomplishments and community involvement.
5. International students whose first language is not English are required to take the Test of English as a Foreign Language. A score of 550 or higher on the paper-based exam or 213 or higher on the computer-based exam is preferred.

Review of applications is conducted on a continuing basis.

Under special circumstances, a student may be admitted on provisional status for one semester. Students admitted on a provisional basis take two of the following courses in their first semester: PAD 5001, 5003, or 5004. They may take no other courses during that semester. Based on their performance in these courses, a decision will be made concerning their admission into the program.

Students may register as nondegree students while developing their application packet. However, students are discouraged from taking many courses as a nondegree student if they

hope to pursue an MPA. Instead, it is best to apply before completing several courses to ensure the student will be admitted and the courses will apply to a degree. Twelve credit hours taken in the program as a nondegree student may be applied to the master's degree programs, with approval of an advisor. Nondegree student application forms are available in the Office of Admissions.

All application materials and test scores should be sent to the Graduate School of Public Affairs, University of Colorado at Denver and Health Sciences Center, Campus Box 142, P.O. Box 173364, Denver, CO 80217-3364.

Time Limit for Master's Degree

Master's degree students must complete all course work and degree requirements within six years of registration in their first course.

MPA Degree Requirements

The minimum requirements for the basic MPA degree are outlined below. Occasionally, changes are made; students may graduate under the requirements that were in effect when they were admitted.

1. All students must complete a minimum of 36 semester credit hours of graduate course work, with an average of *B* or better. No more than 6 credit hours of independent study can be applied toward the degree. Students who have not had significant work experience in the public or nonprofit sectors must complete an internship through an additional 3-semester-hour course described in No. 6 below, bringing their total credit-hour requirements to 39.
2. All MPA students (with the exception of those in the executive MBA program) must complete the following core courses or approved equivalents:
 - P AD 5001-3. Introduction to Public Administration and Public Service
 - P AD 5002-3. Organizational Management and Change
 - P AD 5003-3. Research and Analytic Methods
 - P AD 5004-3. Economics and Public Finance
 - P AD 5005-3. The Policy Process and Democracy
 - P AD 5006-3. Leadership and Professional Ethics

Students must receive a grade of *B*– or better in each core course. Students who earn a lower grade may repeat the course once to attempt to earn a *B*– or better.
3. All MPA students must complete 15 hours of electives. Courses in which a student earns a grade of less than a *C* will not be counted toward a degree.

A student may choose to select one of the concentrations described below. Students completing a concentration take two to three of their electives in the area of their concentration, complete their advanced seminar project in the area of their concentration, and are advised by faculty from the concentration. Their remaining electives must be approved by their faculty concentration advisors. The concentrations and their particular required courses are:

Environmental Policy, Management, and Law Concentration (two of the three are required)

- P AD 5631-3. Environmental Politics and Policy
- P AD 5632-3. Environmental Management
- P AD 5633-3. Natural Resource and Environmental Health Law

Local Government Concentration (two of the three are required)

- P AD 5625-3. Local Government Management
- P AD 5626-3. Local Government Politics and Policy
- P AD 5628-3. Urban Social Problems

Nonprofit Organizations Concentration

The following two courses are required:

- P AD 5110-3. Seminar in Nonprofit Management
- P AD 5140-3. Nonprofit Financial Management

Certain sections of P AD 6600. Special Topics in Public Administration may be substituted with permission of the nonprofit organization concentration director.

Non-degree-seeking students can earn a certificate in a concentration by completing five courses in the area of the concentration.

4. All MPA students must complete the advanced seminar class during the last semester of their degree program:
 - P AD 5361-3. Advanced Seminar in Public Policy and Management

All core, or required, classes must be completed before taking the advanced seminar.
5. Thesis option. The thesis option is available in lieu of P AD 5361 for MPA students who have an interest in pursuing a PhD in the future or a career in research. P AD 5361 also provides an opportunity for research projects.
6. Internships. Students who have limited experience (generally defined as less than one year of experience) in public, nonprofit, or relevant private-sector service must enroll in P AD 6910. Field Study in Public Administration. The decision to require P AD 6910 for a particular student is made by the faculty admissions committee or the student's faculty advisor upon the student's acceptance to the MPA program. A minimum of 300 hours of supervised work and study is required to earn 3 hours of academic credit. This requirement raises the total semester hours needed to earn the MPA degree to 39.

Learn more about the MPA program by contacting Jody Fitzpatrick at 303-556-5989 or jody.fitzpatrick@cudenver.edu or, Annie MacLachan at 303-556-5970 or annie.maclachan@cudenver.edu.

MPA Program on Domestic Violence

The first graduate program of its kind in the nation, the University of Colorado at Denver and Health Sciences Center's MPA Program on Domestic Violence focuses on organized management and public policy, helping service organizations integrate grass-roots social justice work with good administrative practice.

The program invites students from around the country to participate in this unique academic experience, which combines online courses with intensive campus courses. Students may choose to take all courses in the classroom. The faculty is comprised of experts in their fields from all University of Colorado campuses and programs as well as the practitioner community. Intensive sessions on the downtown Denver campus include sessions with distinguished guest faculty who are renowned for their contributions in management, public affairs, sociology, psychology, women's studies, law, education, and social change.

Students who pursue this course of study usually fall into two categories: practitioners—such as advocates, counselors, social workers, and other victims' services and domestic violence workers who want to enhance their management skills, and managers—who seek to gain an understanding of domestic violence and related policies, services, and public consciousness.

The Cohort Approach

The MPA Program on Domestic Violence combines core MPA courses with intensive domestic violence courses in a unique online/on-campus schedule. The cohort experience allows students to take courses in tandem with peers and participate in intensive studies as a group.

MPA Online Core Courses

Introduction to Public Administration and Public Service
 Organizational Management and Change
 Research and Analytic Methods
 Economics and Public Finance
 Policy Process and Democracy
 Leadership and Professional Ethics

Elective Courses

Psychology of Violence Against Women
 Women and Violence
 Battered Women and the Law
 Advocacy and Social Change
 Seminar on Nonprofit Management

Capstone Project/Advanced Seminar

The degree program culminates in a capstone project that provides the student an opportunity to integrate knowledge of domestic violence and management issues.

Internship

Students who do not have at least a year of domestic violence program management experience are required to complete an internship.

Learn more about the MPA Program on Domestic Violence by contacting Barbara Paradiso at 303-556-5994 or barbara.paradiso@cudenver.edu or, Annie MacLachan at 303-556-5970 or annie.maclachan@cudenver.edu.

The Accelerated MPA Program

The accelerated master of public administration program (AMPA) at GSPA is a fast-paced, full-time program that brings academically superior students together with a dedicated research and teaching faculty in the midst of the vibrant downtown Denver environment.

GSPA created the accelerated MPA in response to the needs expressed by those who wanted a fast-paced MPA program at the University of Colorado. The accelerated MPA enables students to focus their energies in a concentrated program of study and earn a nationally accredited 36-hour MPA in 12 months. (It is preferred that applicants have some knowledge of economics, statistics, and political science.)

The program is a cohort program in which students take all classes together. A key tenet of the program is the development of a community of scholar-practitioners. Students are admitted to the program in cohorts of approximately 20 participants. A new cohort starts each fall. These students develop a cohesive community during their progress through the program. The cohort format design of the program helps to increase the opportunity to become acquainted with other graduate students and increases the opportunities for cooperation and interaction experienced by program participants.

DEADLINES AND DECISIONS

Class size for the accelerated MPA is limited. For the best chance of admission, please submit all materials by July 15. Allow one month for GRE (or other) scores and official transcripts to reach the GSPA office. Notification for admission to the accelerated MPA class will be sent as soon as applications are processed. For more information, contact Jody Fitzpatrick at 303-556-5989 or jody.fitzpatrick@cudenver.edu or, Annie MacLachan at 303-556-5970 or annie.maclachan@cudenver.edu.

The Executive Option—Master of Public Administration Degree

The Graduate School of Public Affairs and the Management Development Centers of the federal Office of Personnel Management have formed a partnership to offer an innovative program for selected senior-level professionals in the public and nonprofit sectors.

The executive MPA option provides students an opportunity to earn a master's degree targeted at improving their leadership competencies, while also offering significant flexibility in customizing course work to fit students'

individual needs and career objectives. In addition, the course formats—online courses and weekend or week-long intensive meetings—enable students to fit their study into the framework of busy lives.

The executive MPA option is intended to serve high-level managers and policy experts from public agencies—federal, state, and local—as well as those from the nonprofit sector.

PROGRAM DESIGN

The executive MPA option requires 30 semester hours of credit plus two required seminars at one of the management development centers of the federal Office of Personnel Management. One is in Aurora, Colorado; the other is in Baltimore, Maryland. The first required seminar is an assessment seminar. Students explore their own managerial and leadership styles, their personality type, and their level of competence in a variety of executive skills. A group of highly skilled trainers and psychologists administers and interprets test results, and participants use this self-knowledge to plan their MPA degree.

During their program, students also participate in one of the Management Development Centers' Core Leadership Seminars. These seminars focus on developing competencies identified by the federal government as necessary for its highest-level managers, the senior executive service. The required Western Management Development Center courses should total six units of graduate credit. More information is available online at www.leadership.opm.gov or by phone from WMDC Program Manager Bruce Kirschner at 303-671-1010.

Executive students must take P AD 5001. Introduction to Public Administration and Public Service as one of their first courses. They, then, must select a minimum of three of the core courses listed below. Their advisor will assist in this selection. They must be able to demonstrate that they have gained competencies in the core courses they do not take through job experience and/or past course work.

P AD 5002-3. Organizational Management and Change
 P AD 5003-3. Research and Analytic Methods
 P AD 5004-3. Economics and Public Finance
 P AD 5005-3. The Policy Process and Democracy
 P AD 5006-3. Leadership and Professional Ethics

These courses may be taken at one of GSPA's sites in Denver, Colorado Springs, or Grand Junction, or for students who live outside of Colorado, online.

Students also take five elective courses (15 credit hours), which may be selected either from the offerings at the Management Development Centers or from GSPA. Both partners provide a wide variety of courses.

At or very near the end of their program, students participate in P AD 5361. Advanced Seminar. In this course, students engage in a self-designed professional project that integrates their new skills and knowledge. In addition, they reassess their professional competencies, charting the progress they have made during the program and designing a plan for future developmental experiences.

Most students take approximately two years to complete the degree program.

For further information about the executive MPA and admission requirements, call the GSPA office at 303-556-5970.

Rocky Mountain MPA (The Online MPA)

The Rocky Mountain MPA provides a unique opportunity for students who live at a distance from the university to obtain a master of public administration degree.

Designed to serve students who need an alternative to traditional classroom instruction, the Rocky Mountain MPA is identical to the regular MPA in admission requirements, degree requirements, and other rules and procedures. For in-state students, tuition is the same as for face-to-face courses; for out-of-state students, tuition is comparable to in-state levels. Two of the three concentration areas available to students in the regular MPA are not offered online, but courses in these areas are under development. The nonprofit organization concentration is available online.

Western Slope MPA Program

The Western Slope Program of the GSPA provides MPA course offerings to students in western Colorado. This program is offered on the campus of Mesa State College and includes a number of online courses. It is designed to develop and integrate academic and applied experiences necessary to be an effective modern manager in the public and nonprofit sectors. The courses are offered on an intensive weekend basis in Grand Junction and emphasize the needs of small and rural communities. Students accepted into the Western Slope Program are admitted to the MPA program of the Graduate School of Public Affairs and fulfill the same degree requirements.

- CJ 5540/7540- 3. Seminar: Juvenile Justice Administration
- CJ 5552/7552- 3. Seminar: Criminal Justice Ethics
- CJ 5553/7553- 3. Seminar: Women and Criminal Justice
- CJ 5554/7554- 3. Seminar: Criminal Justice Reform
- CJ 5571/7571- 3. Advanced Seminar: The Social Organization of Crime
- CJ 5572/7572- 3. Advanced Seminar: Race, Crime, and Justice
- CJ 5573/7573- 3. Advanced Seminar: Organized Crime
- CJ 5574/7574- 3. Advanced Seminar: White Collar Crime
- CJ 5575/7575- 3. Advanced Seminar: Mentally Disordered Offender
- CJ 5576/7576- 3. Advanced Seminar: Social Science in the Criminal Justice System

MASTER OF CRIMINAL JUSTICE

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, which 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.

Degree Requirements

1. The program leading to the MCJ degree requires a minimum of 36 semester credit hours of appropriate graduate study with an average of *B* or better. No grade below *C* will be accepted for graduate credit. No more than 6 credit hours of independent study can be applied toward the degree.
2. The completion of the following core courses is required with a grade of *B*— or better:
 - CJ 5000-3. Law and Social Control
 - CJ 5100-3. Administration of Criminal Justice
 - CJ 5120-3. Nature and Causes of Crime
 - CJ 5321-3. Research Methods in Criminal Justice
3. Students must complete a minimum of 27 semester credit hours of course work in criminal justice.
4. Students who have not had criminal justice experience are required to complete CJ 6910 (Field Study). A minimum of 240 hours of supervised work is required to earn 3 hours of credit. All required core courses must be completed before taking CJ 6910.
5. Completion of a comprehensive written examination taken during the last semester of enrollment is required to complete graduation requirements. In special cases, students must receive the approval of both a faculty advisor and the director of the criminal justice program to complete a thesis for 3 hours in lieu of the comprehensive exam.

ELECTIVE COURSES

The courses listed below may be taken as electives for the MCJ degree:

- CJ 5325/7325- 3. Qualitative Methods for Criminal Justice
- CJ 5510/7510- 3. Seminar: Contemporary Issues in Law Enforcement
- CJ 5520/7520- 3. Seminar: Corrections
- CJ 5530/7530- 3. Seminar: Community Corrections

Executive Leadership Master of Criminal Justice Program

The Graduate School of Public Affairs' executive leadership master of criminal justice (ELMCJ) is a two-year, part-time cohort program that allows police executives to gain and enhance the knowledge and skills necessary to manage change, solve problems, plan and act strategically, develop and challenge employees, foster and encourage innovation and trust, understand and support calculated risk taking, and establish and maintain organizations with a sound foundation in ethics and integrity.

Qualified candidates are executive-level law enforcement officers or those designated as potential future executives within local, state, and federal law enforcement agencies. Classes meet two Fridays and three Saturdays, from 8 a.m. to 5 p.m., over a three-month period during each semester. One additional class will be held between each semester on two consecutive Fridays and three Saturdays.

For course descriptions, fees, and schedules, contact Gerald L. Williams, program director, at 303-556-6524.

DOCTOR OF PHILOSOPHY IN PUBLIC AFFAIRS

The Graduate School of Public Affairs offers a program of advanced graduate study leading to the doctor of philosophy in public affairs. The program, based on the downtown 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.

The doctoral program was developed to meet the need for people with mastery in the scholarly theory, concepts, and research skills of public administration, public policy, and public management, and who are able to use such skills in careers of research, teaching, and analysis of public-sector challenges. The PhD is designed to prepare students for leadership responsibilities in academia, senior research, and senior public policy analysis. Accordingly, the PhD stresses the development of theoretical, conceptual, and methodological knowledge.

Participants

The doctoral program is primarily designed to serve (1) people who desire to further the field of public administration, public policy, and public management through teaching and research; (2) scholar-practitioners working in government, private-sector organizations concerned with government, and nonprofit organizations; and (3) policy analysts in government, private-sector organizations concerned with government, and nonprofit organizations.

Time Required for PhD Degree

The PhD program requires intensive commitment. Most courses and seminars are offered during the late afternoon, on weekends, or on an intensive basis. (Some electives are offered online, but core courses are not.) Anyone starting the PhD program with a master's degree in public administration can expect to take at least three but no more than eight years to complete all of the requirements for the PhD.

Students are required to enroll for a minimum of 6 credit hours of course work each fall and spring semester. All requirements for the PhD should be completed within eight years of admittance. Any student entering the program with no prior graduate work in public administration, public policy, or management should expect additional course requirements.

PhD Admission Requirements

It is desirable that a student have a master's degree in public administration or a closely related field before undertaking doctoral work. All students must submit GRE scores no more than three years old. Admission to the program is very competitive. A grade point average in master's studies should be at least 3.5. Meeting minimum thresholds does not assure admission. In unusual cases, students who fail to meet the thresholds may be admitted if high academic skills are demonstrated in other ways.

Selection Criteria

Admission to the program is based on the personal and professional qualifications of the applicant. Basic eligibility for admission is premised upon the following considerations:

- formal academic record in master's degree studies and visible achievements concerning scholarship
- Graduate Record Examination
- potential for productive careers of scholarship, research, and analysis
- three or more letters of recommendation
- personal and professional goals for doctoral studies

PhD Application Process

Applicants must submit the following items to the GSPA office before they can be formally considered for admission (the application deadline is February 1):

- application forms (available from GSPA)
- official transcripts (two copies) from all higher education institutions attended
- Graduate Record Examination scores (no more than three years old)
- current resume or vita
- minimum of three letters of recommendation from colleagues and previous professors, focusing on potential for deriving benefit from the PhD program
- a 500- to 1,000-word statement of educational and career goals
 - In addition, a student may submit samples of research reports or publications. All application materials will be retained by GSPA and will not be returned.
- a personal or phone interview with the director is strongly recommended

PhD Degree Requirements

A total of 36 credit hours of course work is required past a master's degree in public administration or related degree. In some cases, additional prerequisite courses may be required to assure adequate preparation for doctoral studies. All PhD students are required to take a minimum of 6 credit hours of course work in both the fall and spring semesters, until their course work requirements are met, if they wish to maintain their full-time student status.

In addition to course work, PhD students must pass a comprehensive exam no later than the beginning of their third year of study. Students are also required to complete and defend, before a faculty committee, a dissertation that makes a significant contribution to the literature and theory of public administration, management, or policy. During the dissertation

research, students are required to enroll for 5 hours of dissertation preparation during the fall and spring semesters for a minimum total of 30 credit hours of dissertation research credit.

COMMON COURSES

During their first year of study, all PhD students are required to take the following four doctoral seminars:

- P AD 8010-3. Historical and Comparative Foundations of Public Administration
- P AD 8020-3. Seminar in Public Management
- P AD 8030-3. Seminar in Public Policy
- P AD 8060-3. Seminar on Conduct of Empirical Inquiry

During subsequent years, doctoral students are required to take:

- P AD 8040-3. Critical Issues in Public Affairs
- P AD 8070-3. Advanced Seminar in Research Methods

Students should take their comprehensive exam shortly after completing these courses.

Prerequisites for P AD 8070 include P AD 7330. Intermediate Statistical Analysis, P AD 8010, 8020, and 8030, and the successful completion of the comprehensive examination. These prerequisites may be waived with the permission of the doctoral director.

In addition, all PhD students must complete a second methodology course (as well as four elective courses) relevant to the student's dissertation plans.

DISSERTATION

Students advance to candidacy for the PhD once they have completed all required course work and examinations, have successfully presented their research colloquium, and have been certified for candidacy by the program director. After students are formally advanced to candidacy, they must register for dissertation research each fall and spring semester until graduation. In general, a dissertation demonstrates that a candidate for the doctoral degree is capable of doing independent, original scholarly and professional research that constitutes a contribution to knowledge in the broadly defined discipline of public administration, policy, or management.

Students must register for a minimum of 5 dissertation credits each semester of their dissertation work. If unable to register for at least 5 credits, they must request a leave of absence from the PhD program until able to complete the minimum dissertation requirement. Students may take up to two semesters' leave of absence before they are disenrolled from the program. Students must then reapply to the program.

Further details on the program can be found in the *Handbook for the Doctor of Philosophy in Public Affairs Program*, available from the Graduate School of Public Affairs.

DUAL DEGREES AND OTHER SPECIAL PROGRAMS

The BA/MPA Degree

The Graduate School of Public Affairs has a dual BA/MPA degree with the College of Liberal Arts and Sciences. It is designed to enable qualified students to earn a bachelor's degree from the College of Liberal Arts and Sciences and the master of public administration from the Graduate School of Public Affairs in five rather than six years. Students who wish to pursue this dual degree program should decide as early as possible in their academic careers and plan their course work carefully, as they must fulfill the requirements for graduation from the College of Liberal Arts and Sciences and follow the normal admissions procedures for the MPA (including satisfactory completion of the GRE, GMAT, or LSAT).

MPA/Juris Doctor Dual Degree Program

The Graduate School of Public Affairs and the University of Colorado at Boulder School of Law jointly sponsor a dual degree program leading to the simultaneous granting of the master of public administration (MPA) and juris doctor (JD) degrees. The program may be of particular interest to students who wish to practice law within the public sector, obtain a senior administrative post, represent public-sector clients, represent private-sector clients in transactions with government agencies and institutions, and/or develop scholarly expertise in the relationship between law and public administration.

Interested persons must separately apply to and be admitted by both GSPA and the School of Law. Upon admission, students may begin full-time study at either GSPA or the School of Law; however, law study must be initiated no later than the beginning of the second year of enrollment in the program, and the first year of law study must be taken in its entirety and exclusive of nonlaw course work.

Through the choice of electives, students may develop a limited substantive specialization within the study of law and public administration. The dual degree program is structured to allow for 12 units of law school credit to be accepted as electives in the 36-unit MPA program, and 12 units of GSPA credit to be accepted into the law school's 89-unit JD program. Students are thus simultaneously awarded both degrees with a cumulative total of 101 units; the program therefore allows students to complete all dual degree requirements in approximately four years of full-time study. Students without prior public-sector work experience will be required to complete an internship in an appropriate governmental institution or closely related nonprofit organization.

For more information, contact Professor Lloyd Burton, the MPA/JD dual degree program advisor, at the GSPA office, 303-556-5970.

MPA/Master of Science in Technical Communication Dual Degree Program

The Graduate School of Public Affairs and the Department of Communication in the College of Liberal Arts and Sciences jointly sponsor a dual degree program leading to the simultaneous granting of the master of public administration (MPA) and the master of science in technical communication (MSTC) degrees. This program is designed for students interested in the development, operation, and management of modern communications system networks and management information systems in government and nonprofit organizations. Interested persons must apply separately and be admitted by each program under its respective admissions standards. Upon admission, students may begin study in either program.

The dual degree program allows students to receive both degrees more quickly than they could by pursuing each separately. This is accomplished through a dual degree plan in which the core courses for each program are accepted as electives for the alternative program. Thus, in the MPA program, the GSPA faculty will accept up to 12 hours of course work in the technical communication program as electives toward the 36 semester hours required for the MPA degree. A reciprocal agreement is that the technical communication program faculty will accept up to 9 semester hours of GSPA core courses as electives in its program.

MPA students may choose any four of the following technical communication core courses for credit as electives in the MPA Program:

- CMMU 5210-3. Communication and Discourse Analysis
- CMMU 5240-3. Organizational Communication
- CMMU 5405-3. Technical Communication: Writing
- CMMU 5505-3. Technical Communication: Editing
- CMMU 5510-3. Usability Testing
- CMMU 5605-3. Rhetorical Theory for Technical Communication
- CMMU 5805-3. Graphics

Technical communication students may choose any three of the following MPA core courses as elective credits in the technical communication program:

- P AD 5001-3. Introduction to Public Administration and Public Service
- P AD 5002-3. Organizational Management and Change
- P AD 5003-3. Research and Analytic Methods
- P AD 5004-3. Economics and Public Finance
- P AD 5005-3. The Policy Process and Democracy
- P AD 5006-3. Leadership and Professional Ethics

For more information, contact the MPA/Technical Communication degree program advisor at the GSPA office, 303-556-5970.

MPA/Master of Urban and Regional Planning

BACKGROUND AND PURPOSE

Public administration and urban and regional planning have many aspects in common. To provide students with an excellent education through understanding of both professions, the Graduate School of Public Affairs and the College of Architecture and Planning have developed a dual degree program. Students can obtain both master of public administration (MPA) and master of urban and regional planning (MURP) degrees with a minimum of 63 credit hours, as compared to a total of 87 credit hours to complete both degrees independently.

To be eligible for the dual MPA/MURP degree program, students must be admitted to each of the two schools under their respective admission procedures and standards and indicate an intention to pursue the dual degree. Students will take all the core courses and the Advanced Seminar in Public Policy and Management required for an MPA, plus the core and concentration requirements necessary for the MURP.

Students in each school must apply to the other school before completing 18 hours in their respective programs. Upon admission to both schools, students will be assigned an advisor in each school to work out a specific degree plan.

Core and Elective Requirements

CORE COURSES (42 CREDITS)

MURP (24 credits)

- URP 5501-3. Planning Issues and Processes
- URP 5511-3. Planning Methods II
- URP 5520-3. Urban Spatial Analysis
- URP 5530-3. Planning Law
- URP 6630-6. Planning Studio I
- URP 6631-6. Planning Studio II

MPA (15 credits)

- P AD 5001-3. Introduction to Public Administration and Public Service
- P AD 5002-3. Organizational Management and Change
- P AD 5004-3. Economics and Public Finance
- P AD 5005-3. The Policy Process and Democracy
- P AD 5006-3. Leadership and Professional Ethics

Take one of two (3 credits)

- P AD 5003-3. Research and Analytic Methods
- URP 5510-3. Planning Methods I

ADDITIONAL COURSE WORK (21 CREDITS)

MURP: 12 credits if URP 5510 elected, or 15 credits if P AD 5003 elected. Courses are to be selected with MURP advisor's approval.

MPA: 6 credits if P AD 5003 elected, or 9 credits if URP 5510 elected.

Practicum: P AD 5361 (3 credits required)

Electives: Take one of the following or another option with MPA advisor's approval (3 credits):

- P AD 5250-3. Intergovernmental Management
- P AD 5410-3. Administrative Law
- P AD 5440-3. Negotiation and Conflict Resolution
- P AD 5502-3. Public Financial Management and Policy
- P AD 5503-3. Governmental Budgeting and Accounting
- P AD 5540-3. Organization Development
- P AD 5625-3. Local Government Management
- P AD 5626-3. Local Government Politics and Policy
- P AD 5631-3. Environmental Politics and Policy
- P AD 5632-3. Environmental Management

Contacts: For application materials, contact the College of Architecture and Planning (303-556-3387) and the Graduate School of Public Affairs (303-556-5970). Dual degree advisors: Professor Thomas Clark (Planning, 303-556-3296) and Professor Allan Wallis (Public Affairs, 303-556-5991).

THE INSTITUTE AND CENTERS

The Graduate School of Public Affairs' Institute for Public Policy Research and Implementation coordinates six centers, which provide internship and research opportunities for students and faculty. These centers do applied research, training, and related public service on matters pertaining to human investment and social welfare, the improvement of public management, public-private-sector cooperation, health ethics and policy, international aspects of public administration and policy, and the measurement of public opinion on salient public policy issues.