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MASTER OF PUBLIC ADMINISTRATION

Policies and Procedures Handbook  
2024-25

University of North Texas





DEPARTMENT OF  
PUBLIC ADMINISTRATION  
College of Health &  
Public Service

# MPA Student Handbook

**Policies and Procedures for the  
Master of Public Administration program**

**Academic Year 2024-25**

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\*All elements of this handbook are good faith descriptions of program operation. However, program policies and procedures may be changed to serve the interests of the program. Students may be subject to such changes.

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## Mission Statement

*The mission of the MPA program is to prepare leaders dedicated to the advancement of ethical, accountable and inclusive governance. Program graduates will serve diverse local and global communities through competent, professional public service that values critical analytic skills and an ability to communicate with and to solve problems in partnership with a diverse and changing workforce and public.*

## INTRODUCTION

The Master of Public Administration (MPA) program at UNT is one of the oldest in the Southwest and among the first in Texas. It began in 1961 when graduate students attended classes in the Department of Government. The Department of Public Administration was formed in 1992 and located in what is now called the College of Public Affairs and Community Service. In 1996, the department began offering a Bachelor of Science degree in Emergency Administration and Planning and in 2005 it admitted the first students to a new PhD degree program in Public Administration and Management. In 2019, it added a Bachelor of Science in Urban Policy and Planning (UPOP) and a Bachelor of Arts in Nonprofit Leadership Studies (NPLS).

The UNT MPA degree was on the first roster of programs accredited by the Network of Schools of Public Policy, Affairs, and Administration (NASPAA) in 1979, and it has been reaccredited since that time. In the latest survey of MPA programs conducted by *U.S. News & World Report*, UNT was ranked 11<sup>th</sup> nationally and first in the Southwest and in Texas in the field of city management and urban policy.

## Program Purpose

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

The basic course requirements for the MPA program are designed to give students general knowledge and skills in the conceptual areas specified by NASPAA. The program conforms with the "NASPAA Accreditation Standards for Master's Degree Programs" ([naspaa.org](http://naspaa.org)), which outline specific competencies, subject matter coverage, and the development of management specializations. These competencies include: to lead and manage in public governance; to participate in and contribute to the policy process; to analyze, synthesize, think critically, solve problems and make decisions; to articulate and apply a public service perspective; and to communicate and interact productively with a diverse and changing workforce and citizenry. In addition to the core courses, students may pursue general management or select courses in any of the following specializations: emergency management, financial management, local government management, nonprofit management, or human resource management.

## ADMISSION & ADVISING

### Admission Requirements

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

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

Academic prerequisites for full admission to the MPA program are:

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

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

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

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

### Admission Categories

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

**Pre-career:** No managerial experience or less than two years of full-time public and nonprofit management experience. Students employed full time (40 hours per week) in a public or nonprofit organization may be able to use their current employment to fulfill the internship requirement. Both PADM 5035 "professional practice" (3 credit hours) and PADM 5800 "internship" (1 credit hour) are required courses for pre-career students.

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

Requires 39 hours of graduate course work. The internship is not required. Internship exemptions are considered for: full-time military service, and public and nonprofit sector management experience. A request for In-Career classification should be made at the time of application to the MPA program. Qualification for In-Career status is determined effective with the first semester of enrollment in the MPA program and cannot be requested after that point.

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

Requires 36 hours of graduate course work; the internship is not required. A request for Mid-Career classification should be made at the time of application to the MPA program. Qualification for Mid-Career status is determined effective with the first semester of enrollment in the MPA program and cannot be requested after that point. Students requesting Mid-Career status should be, for example, at least a department head in a large local government, at a GS-14 rank or comparable in the federal civil service, a division director in state government, or an executive director of a large, non-profit organization.

### Beginning the MPA Program

An orientation for new MPA students is hosted each fall and spring semester during the week prior to the start of classes.

Prior to enrolling in the first semester, students should consult with the MPA program coordinator for assistance in course selection and for advising clearance. During the new MPA student orientation, the MPA Program Coordinator and Internship Coordinator will assist each student. After the orientation, students should consult with the MPA Program Coordinator *prior* to making any changes in their degree plan.

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

### Degree Plan

During the first semester of enrollment and in consultation with the MPA Program Coordinator and College Graduate Advisor, each student completes a degree plan as required by the Toulouse Graduate School. Once approved by the Graduate School, the student is admitted to candidacy for the master's degree. After the degree plan has been filed, changes may be made if recommended in writing by the MPA Program Coordinator. Any deviations from the degree plan must be approved by the MPA Program Coordinator prior to registration. Degree plans are based on a student's academic and practical experience. Students should select elective courses that complement their area of professional interest and/or fulfill the requirements of a specialization. Electives are selected with the advice and approval of the MPA Program Coordinator.





# DEGREE REQUIREMENTS

## Credit Hour Requirements

The program has two components: (1) the program core curriculum consisting of six required courses that provide the basic concepts and methods of public administration and (2) a set of electives suited to the student's career interests. Pre-Career students are also required to complete a professional development course (PADM 5035) and an internship (PADM 5800) for one hour of credit. All courses are in person on the Denton campus unless otherwise indicated in the schedule of classes.

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

### Pre-Career

Core	6 courses	18 hours
Electives/Specialization	6 courses	18 hours
Professional Development	1 course	3 hours
Internship	1 course	<u>1 hour</u>
		40 hours

### In-Career

Core	6 courses	18 hours
Elective/Specialization	7 courses	21 hours

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39 hours

### Mid-Career

Core	6 courses	18 hours
Elective/Specialization	6 courses	18 hours

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36 hours

## Core Courses (18 credit hours)

- PADM 5010 Public Administration and Society
- PADM 5020 Leading and Managing Public Organizations
- PADM 5030 Managing Human Resources
- PADM 5400 Managing Financial Resources
- PADM 5420 Revenue Policy and Administration
- PADM 5500 Administrative Research Methods I



## Course Sequencing

- PADM 5010 is taken during the first semester of course work.
- PADM 5035 Professional Practice for Public Managers – is taken during first (or second) semester by Pre-Career students. Course is considered an elective for In-Career and Mid-Career students.
- PADM 5800 Internship – should be taken by Pre-Career students in the semester before beginning their internship. Not available to In-Career or Mid-Career students.

## Electives and Specializations

Students may select from a variety of electives or pursue a specialization. The MPA program coordinator is available to assist students with course selection. The specializations are listed in the boxes below. For each specialization, four to five courses are identified as required for that specialization, with an additional two to three electives (depending on degree plan) that a student can take of their choosing.

For example, a Pre-Career student interested in Local Government Management would take the six core courses, the two internship courses, the four specialization courses identified below, and two additional electives of their choosing. An In-Career student would take the six required core courses, four of the specialization courses in one of the fields below, and three additional electives of their choosing.

<b>Local Government Management</b>	<b>Financial Management</b>
PADM 5300 Introduction to Planning PADM 5100 Local Government Management PADM 5700.001 Regionalism PADM 5560 Performance Measurement	PADM 5430 Financial Accountability in Government PADM 5560 Performance Measurement PADM 5700.002 Nonprofit Financial Management PADM 5510 Administrative Research Methods II
<b>Nonprofit Management</b>	<b>Public-Nonprofit Analytics</b>
PADM 5040 Nonprofit Management PADM 5700.002. Nonprofit Financial Management PADM 5700.003 Public-Nonprofit Partnerships PADM 5700.004 Fund Development for NPOs	ADTA 5130 Data Analytics I ADTA 5250 Large Data Visualization ADTA 5240 Harvesting, Storing and Retrieving Data ADTA 5340 Discovery and Learning with Big Data
<b>Human Resource Management</b>	<b>Emergency Management</b>
PADM 5700.900/950 Workplace Dispute Resolution PADM 5700.901/951 Negotiation PADM 5210 Cultural Competency in Public Management PADM 5560 Performance Measurement	PADM 5700.005 Economic Development and Disasters PADM 5700.003 Public-Nonprofit Partnerships EMDS 5010 Emergency Management Theory & Practice* EMDS 5610 Disaster Preparedness & Response*

\*These are suggested courses in this Specialization. Other EMDS courses may be substituted with permission of MPA Program Coordinator.

Students also may choose to pursue a combination of electives from the approved list of PADM, ADTA, or EMDS electives. This option is identified on the degree plan as General Government Management.

Note that students seeking to take elective courses outside the department should submit a written justification and a copy of the syllabus from the proposed course to the MPA Program Coordinator. Such courses should be limited to one for most specializations, except emergency management. Also note that Specializations are for guidance in elective choices but are not identified on a diploma or transcript.

### General Course Information

All course work must be completed at the 5000 level or above. MPA classes are usually offered in the late afternoon and evening. Classes meet once each week for three hours (four hours in the summer is common).

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

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

### Internship

The purpose of the MPA internship is to provide Pre-Career students with an opportunity to gain administrative experience in a public or nonprofit organization. The internship is a key educational component of the MPA program and provides students with an opportunity to apply classroom knowledge and develop professional skills that will lead to a successful career. Moreover, the internship frequently becomes the *entre* to a permanent position. Internships must be paid and at least 440 hours of employment (Pre-Career international students for whom an internship is inappropriate must complete three additional hours of course work). If an internship is less than the minimum number of hours, an additional internship must be completed to receive academic credit for PADM 5800.

Pre-Career students must register for PADM 5035 in the first semester of the program and before beginning an internship appointment. This course prepares students for the internship with aptitude testing, resume and interview preparation, and discussions of professional and ethical conduct. Pre-career students must register for PADM 5800 in the semester that they begin their internship appointment.

## Internship Placement

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

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

## Responsibilities of the Intern

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

1. To receive a satisfactory grade for PADM 5800, interns must provide the updates and evaluations specified by the Internship Coordinator.
2. Interns represent UNT and the MPA program and should demonstrate integrity and professionalism at all times. Interns should view the internship as a regular position, report for work at the assigned times, and complete the assigned tasks by the prescribed deadlines. Interns should notify their supervisor if they cannot report for work due to illness or other factors. The intern should create such a positive impression that the employer will want to hire a UNT student again in the future.
3. If the intern encounters problems with their employer, the Internship Coordinator should be notified who will work with the student and employer to resolve the problem.
4. At the midpoint and again at the conclusion of the internship, the employer will complete and submit an evaluation of the intern's performance to the Internship Coordinator. The intern will likewise complete an evaluation of the employer that is submitted to the Internship Coordinator at the completion of the internship.



5. The final grade in PADM 5800 is based, in part, on the timely completion of assignments and the intern's job performance. An incomplete (I) grade will be awarded until the 440 hours are completed and approved by the Internship Coordinator.

## COURSE DESCRIPTIONS

### Core Courses

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

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

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

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

PADM 5420 Revenue Policy and Administration. 3 hours. Examination of the economic, political, and administrative issues that governments encounter when making revenue decisions, including how to achieve equity, economic efficiency, and administrative feasibility. Topics include the three principal revenue sources of government—income, sales, and property taxes—plus such nontax sources as user charges, grants-in-aid, and lotteries.

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

### Internship Courses

PADM 5035 Professional Practice for Public Managers. 3 hours. Workshop that provides training in basic management tools, including communication, presentations, group facilitation, and ethics. Taken in the first semester of course work by Pre-Career students. Other students may take course as elective.

PADM 5800 MPA Internship. 1 hour. Pre-Career students must enroll in this course in the semester when they begin their internship appointment. An incomplete (I) grade will be awarded until the 440 hours are completed and approved by the Internship Coordinator.

## Elective Courses

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

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

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

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

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

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

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

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

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

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

PADM 5560 Performance Measurement in Public and Nonprofit Sectors. 3 hours. An overview of the performance measurement process, including benchmarking and performance monitoring in public and nonprofit organizations. The

overall objective of the course is to acquaint program administrators and other practitioners with conceptual tools essential to understanding the development of performance measurement systems and the techniques necessary to enable them to apply the concepts to their work environments. Emphasis is on the practical application of the techniques of performance measurement in field settings.

PADM 5700 Seminar in Public Administration. 3 hours. Concepts, problems and processes of public administration. May be repeated for credit as topics vary. Example classes that are regularly offered at PADM 5700 include: Nonprofit Finance, Nonprofit Fund Development, Public-Nonprofit Partnerships, Civic Engagement, Dispute Resolution, and Mediation.



# DEGREE EXIT REQUIREMENTS

## Comprehensive Examination

*The MPA Comprehensive Exam is the program's assessment for evaluating student comprehension of the NASPAA-prescribed competencies. It is also important that, in all areas of the exam, students display an understanding of ethics appropriate to public service.*

As the final exit requirement, students will complete a written comprehensive exam. The examination is comprehensive, covering the six core courses, as well as general theories, concepts, and techniques of public management. Preparation for the examination should begin with the first course the student takes. Notes taken in class and on other materials will be invaluable in preparing for the examination. Students should review the texts and articles assigned for each class as they prepare for the examination. Total reliance on notes taken several semesters ago or by others is not recommended.

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

## General Format of Comprehensive Exam

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

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

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

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

## Comprehensive Examination Guidelines

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

1. To qualify to take the comprehensive examination, students must have successfully completed a minimum of 30 hours of course work, exclusive of the internship, and must have completed all core courses.
2. The examination is administered over an eight-hour period on a Saturday. Unless notified differently, students should plan on the exam being given on the last Saturday in September and January, as well as a Saturday in June near the start of the summer term. The examinations will be scheduled and

graded to allow those students who have completed all other requirements to graduate the same semester the examination is successfully completed.

3. The examination is administered in one of the computer labs in Chilton Hall on the University of North Texas campus.
4. Students must inform the department of their intention to take the examination by September 1 for the fall examination, January 5 for the spring examination, and May 15 for the summer exam.
5. Grades for the examination are Pass with Distinction, Pass, or Fail. No course credit will be earned as a result of passing the examination.
6. Students who fail the exam may retake the examination during a subsequent, regularly scheduled examination period. Examinations will only be given at the three scheduled times. Failure to pass the exam on the second attempt will result in dismissal from the program.
7. On a rotating basis, one public administration faculty member will serve as coordinator for the examination. The faculty will prepare the exam. The coordinator will administer the exam and grading process. A chair-appointed committee of the public administration faculty will grade the exams. Each student taking the exam will be assigned a number by the coordinator and only the assigned number, not names, will appear on test packets.
8. Examinations begin at 9:00 a.m. and end at 5:00 p.m. on examination days. No one will be admitted to the examination after it begins. Students will be offered a 45-minute break at 12:00 noon.
9. The examination must be taken on the computer using Word.
10. Requests for exceptions to any policy must be made in writing to the MPA program coordinator at least two weeks prior to the examination date.

### Checklist for Completing the MPA Program

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

1. Degree Plan: Completed no later than the end of the first semester (preferably during the orientation).
2. Application for Graduation: Filed with the Graduate School by the date specified on the Academic Calendar.
3. Electives: All deviations from the degree plan must be approved by the MPA Program who will notify the College Graduate Advisor. At the beginning of a student's final semester of coursework the College Graduate Advisor will amend the official degree plan and notify the Graduate School on the substitutions that should be made.
4. Internship: All work on the internship for Pre-Career students, including required paperwork or presentations, must be completed before graduation.
5. Comprehensive Exam: The student is responsible for taking the comprehensive exam at the appropriate time. Students wishing to take the exam must have completed at least 30 hours of their graduate degree program and all core courses. Students must notify the department office of their intent to take the scheduled exam.
6. Hooding Ceremony: Once eligible to graduate, students are encouraged to participate in the department-sponsored hooding ceremony and in the separate university-sponsored commencement

ceremony. The hooding ceremony recognizes MPA students who have completed, or nearly completed, the degree requirements. The hooding ceremony is an honorary event, not a graduation event. It does not bestow or otherwise imply awarding of the MPA degree. Both the hooding and commencement ceremonies are held during the final week of the fall (December) and spring (May) semesters. Students anticipating graduating in the summer (August) term may apply for graduation in that term if they meet the degree requirements, but no hooding or commencement ceremony is available that semester.

Special provisions for hooding MPA students graduating in summer: MPA students who anticipate meeting all degree requirements and becoming eligible to graduate in August may participate in the preceding spring (May) hooding ceremony prior to graduation if the following conditions are met:

- Must register for and be eligible to take the MPA comprehensive exam in the summer (June).
- Must apply for graduation with the Toulouse Graduate School with an expectation of graduating in August.

No other exceptions will be granted. Note that the Graduate School has different criteria for eligibility for August graduates to participate in the university's May commencement ceremony.

7. Awarding of MPA degree: Official granting of the MPA degree occurs only when it is posted to the student's transcript. That date should be used on resumes and other documents that request date of graduation.



## MPA PROGRAM POLICIES

### 2 "C" Rule

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

### Policy on Disability Accommodation

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

### Policy on Cheating and Plagiarism

#### Definitions

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

Cheating includes, but is not limited to:

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

Plagiarism includes, but is not limited to:

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

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

Cases of cheating or plagiarism on graduate departmental exams, problem papers, theses, or dissertations shall automatically be referred to the departmental Curriculum and Degree Programs Committee. Cases of cheating or plagiarism in ordinary course work may, at the discretion of the instructor, be referred to the Curriculum and Degree Programs Committee in the case of either graduate or undergraduate students. This

committee, acting as an agent of the Department, shall impose further penalties, or recommend further penalties to the Dean of Students, if they determine that the case warrants it. In all cases, the Dean of Students shall be informed in writing of the case.

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

### Appeals

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

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

The Code of Student Conduct and the appeals procedures are available from UNT's Center for Student Rights and Responsibilities <https://studentaffairs.unt.edu/dean-of-students>.

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

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

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

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

### Policy on Student Behavior in the Classroom

Student behavior that interferes with an instructor's ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom and the instructor may refer the student to the Center

for Student Rights and Responsibilities to consider whether the student's conduct violated the Code of Student Conduct. The university's expectations for student conduct apply to all instructional forums, including university and electronic classroom, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at <https://studentaffairs.unt.edu/dean-of-students/conduct>.

### Policy on Leave of Absence

Leave of absence applies to students admitted to the master's degree who wish to discontinue work toward the degree for a specified period of time due to exigent circumstances. If approved, the leave of absence may "stop the clock" on the time limit for the degree of master's for a maximum of three terms (excluding summer). In the case of extenuating circumstances, a second leave of absence may be requested and may be approved by the Associate Dean of the Toulouse Graduate School on the recommendation from the student's committee, graduate coordinator, department chair, and the college academic associate dean. If the student has begun their thesis and is under the continuous enrollment requirement, a waiver of continuous enrollment must also be requested and approved by the Graduate School. Degree requirements and graduation must be completed within the appropriate time limit for completion of the degree.



# PROFESSIONAL ORGANIZATIONS, AWARDS, AND ALUMNI

## Professional Organizations

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

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

## Public Administration Student Association

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

## Student Honors and Awards

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

Outstanding MPA Student Award - awarded in the fall and spring by the Department of Public Administration to the outstanding MPA student nearing completion of their degree. The Outstanding Student Award includes

a plaque and financial award recognizing the student's achievements. The recipient is recognized as the E. Ray Griffin Outstanding Student.

Previous winners have been:

1983	Jeff Meyer	1984	Charles Springer
1985	Deborah Beyea	1986-87	Chilik Yu
1988	William Lundberg	1989	Joann Buchanan
1990	William E. Dollar	1991	Kimberly Uhiren
1991	Joseph I. Mata	1992	Kent Pfeil
1993	Kimberly Tolbert	1994	Tom Francis and Beverly Weaver
1995	Lori Hill Harlan	1996	Kyle M. Mills
1997	Yolanda Gonzalez	1998	John Cabrales, Jr.
1999	Marsha Edwards	2000	Sandy Jacobs
2001	Collin Boothe	2002	Julie Fleischer and Jonathan Trull
2003	Lawrence Bryant	2004	Kathleen Coats and Malaika Marion
2005	Christopher Ekert	2006	Clay Caruthers and Monica Heath
2007	Lauren Edwards and Alison Ortowski	2008	Ashley Hyder
2009	Nathan Edgerton and Shane Pettit	2010	Rachel Yedlowski
2011	Zacary Bryan and Amma Cottrell	2012	Maria Chagollan and Tina Glenn
2013	James Cook and Chelsea Gonzalez	2014	Michael Montgomery
2015	Donald Lynch and Catherine Nicolosi	2016	Carolyn Williamson
2017	Sean Jacobson	2018	Lynze Jones
2019	Brittney Huff	2020	Milenka Arellano
2021	Jakob Bressler, Bora Sulollari	2022	Gabrielle Nguyen, Misty Simons, Chance Willeford
2023 -spring	Charles Wood, Haeng Jae,	2023 -fall	Brian Chaddick, Kate Daniels,
2024 -spring	Min Kyong Jung,, Miyoung Kim, Nicholas Powell, Justin Stackhouse		Brian Kaner, Mike Shalev
2024 – spring	Min Kyong Jung, Miyoung Kim, Nicholas Powell, Justin Stackhouse		

Outstanding Student Award criteria:

At the time the award is made, the recipient must have completed at least 30 semester hours.

1. The recipient must have maintained a GPA of 3.5 or better.
2. Evidence of a commitment to a career in public administration by participation in appropriate professional development activities (seminars, workshops, meetings of professional organizations, etc.) and membership in professional public administration organizations are considerations in the selection of the award recipient.
3. The Scholarship and Awards Committee requests nominations from the faculty at least six weeks prior to the end of the fall and spring semesters. Faculty nominations should include a letter stating the qualifications of the nominee for the award and a copy of the nominee's resume.
4. The nominations are reviewed by the Scholarship Committee and a recommendation made to the PA faculty. The PA faculty makes the final selection.
5. The recipient of the award will receive up to a \$1,000 scholarship from the E. Ray Griffin fund.

## Financial Awards

Various forms of financial assistance are available to MPA students directly from the department or from external sources. It is recommended that students interested in aid investigate available options at the time they apply to the program since a number of scholarship/assistance opportunities are offered to beginning students only. However, some sources of financial assistance are available to students who have already begun their program. Generally, MPA students may hold only one departmental scholarship at any point in time, but may hold an unrestricted number of external awards concurrent with their departmental scholarship.

A list of financial award opportunities is provided below. In addition to these sources of assistance, other forms become available and details about them are provided to students when the information is received by the department. Students interested in any of the listed opportunities should consult with the chair or MPA program coordinator for more information. The application for financial awards starting in the fall semester is available from <http://financialaid.unt.edu/scholarships>. The application for awards starting in the spring is available at [https://unt.az1.qualtrics.com/jfe/form/SV\\_0qVfpaxcJy1L1Mq](https://unt.az1.qualtrics.com/jfe/form/SV_0qVfpaxcJy1L1Mq). The Department of Public Administration Scholarship Committee administers the application and selection processes in accordance with university policies and procedures. Scholarship recipients requesting an exemption from a scholarship requirement must complete the College of Health and Public Service scholarship appeal form (<https://hps.unt.edu/scholarships>). After completing the form, students should notify by email the MPA Program Coordinator that they have submitted a scholarship appeal form.

Wib and Nancy Horton Kamp MPA Scholarship. This scholarship was established in 2006 in honor of Dr. H.W. “Wib” Kamp, who was on the UNT faculty from 1949 to 1987 and was instrumental in the creation of the MPA program. The scholarship is awarded competitively each year to a new MPA student who is enrolled full time in the program.

Alumni Scholarships. Funded by donations from alumni and friends, MPA Alumni Scholarships are awarded to students currently enrolled in the MPA program. Recipients of an Alumni Scholarship must be enrolled full time. These awards are usually for \$1,000 and, under current Texas law, qualify recipients for in-state tuition.

Gordon Carpenter Scholarship. This scholarship honors Gordon R. Carpenter for his public service to the North Texas region and the nation. Mr. Carpenter graduated from UNT in 1940 with a Bachelor of Science degree in Government and Economics. He worked for the FBI as a special agent, then subsequently completed a law degree in 1948 from the SMU Law School. He joined the Hatton W. Sumners Foundation Board of Trustees in 1959, on which he served for 55 years. Born in 1920 in Denton, Texas, Mr. Carpenter passed away in 2014 at the age of 94. The Gordon R. Carpenter Scholarship in Public Service continues the legacy of this distinguished UNT alumnus and civic leader.

The Charldean Newell Graduate Public Administration Fellowships and Scholarships. Established in 2008 in honor of the late Dr. Charldean Newell, this endowed fund supports scholarships for graduate students in public administration at UNT. Eligibility for this scholarship requires the following:

- a. A minimum undergraduate GPA of 3.0;
- b. Meet the continuing academic performance standards of the Department;
- c. Maintain full-time enrollment in the MPA program at UNT unless the student has fewer than twice the number of semester hours required to be full-time remaining in the degree program;
- d. These criteria do not preclude eligibility on the part of a student who has a paid or unpaid internship or job.

Charldean Newell Scholarships range from \$1,000 to \$20,000 for tuition and fees. The \$20,000 awards are currently available only to students starting in the fall. Recipients of the \$20,000 award must participate in the following departmental events:

- a. Attend a reception for Newell Scholars each fall that they are enrolled in the program;
- b. Attend the annual conference and luncheon hosted by the MPA alumni usually in the spring semester.

Recipients of the \$20,000 award are encouraged to participate in these events or activities:

- a. Serve as an officer or committee chair in PASA;
- b. Assist a faculty member in a research or service project;
- c. Attend research presentations at the Chester A. Newland Colloquium;
- d. Attend events sponsored by the Urban Management Assistants of North Texas (UMANT) or Texas City Management Association (TCMA) or other professionally relevant associations;
- e. Participate in the intercollegiate bowl hosted by TCMA.

Charldean Newell Award. Established in 2002 on her retirement by friends and former students, this award honors Dr. Newell's pioneering contributions to the study and practice of public administration. Income from this endowed account supports participation for qualified MPA students at professional events such as the conference of the Texas City Management Association and the International City/County Management Association.

E. Ray Griffin Award. Established in 1995 by former students of Dr. Griffin, this endowed award recognizes the many contributions of this teacher and mentor. Dr. Griffin taught at UNT from 1947 to 1982 and was involved in the MPA program's creation in 1961. The E. Ray Griffin scholar is selected from students who have completed at least 30 hours in the MPA program and have a graduate GPA of at least 3.50. MPA faculty nominate students for the Outstanding MPA student award and recipients receive up to \$1,000 to be awarded at the annual MPA luncheon.

### Endowed Internship Awards

Debra Brooks Feazelle Internship Award. Recipients must be enrolled full-time in the MPA program and possess exceptional potential for leadership in city government or the nonprofit sector. Candidates must demonstrate a commitment to and an interest in serving smaller communities or nonprofit organizations. Recipients complete their 440-hour internship with a qualifying small city or nonprofit organization. The



employer, if financially capable, provides a partial match to the award. Interns will receive this award as hourly compensation during the duration of their employment. As growth in the endowment warrants, the award may also be used for the tuition and fees of interns while enrolled at UNT.

Charles and Elaine Emery Internship Award. Both Charles and Elaine Emery provided leadership and support through their service on nonprofit and city boards in Denton County. Charles was instrumental in convincing Lewisville, Highland Village, and Denton to approve levying a sales tax to support Denton County Transportation Authority (DCTA). He then served as its founding board chair. Elaine has held leadership roles in the Medical Center of Lewisville Board of Trustees, Children’s Advocacy Center for Denton County, and Christian Community Action. Candidates for this award must demonstrate a commitment to and an interest in serving local communities or nonprofit organizations. Priority is given to 440-hour internships with public transit organizations, notably DCTA. The employer, if financially capable, provides a partial match to the award. Interns receive this award as hourly compensation during the duration of their employment. As growth in the endowment warrants, the award may also be used for the tuition and fees of interns while enrolled at UNT.

Ron Whitehead Internship Award. Ron Whitehead served as city manager of Addison from June 1982 to February 2014. He guided Addison's growth from a small community to a bustling business center. Ron has been recognized by numerous groups for his service to city management including the Distinguished Alumni Award from the MPA Program at UNT, and the Lifetime Achievement Award from the Texas City Management Association (TCMA). He holds an MPA degree from UNT. Candidates for this award must demonstrate a commitment to and an interest in a management career in city or county government. Priority is given to 440-hour internships with the Town of Addison. The employer, if financially capable, provides a partial match to the award. Interns receive this award as hourly compensation during the duration of their employment. As growth in the endowment warrants, the award may also be used for the tuition and fees of interns while enrolled at UNT.

### External Scholarships

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

Lynn F. Anderson Fellowship. Sponsored by the Government Finance Officers Association of Texas, the fellowship is an annual one-year award of \$4,000 granted to a student interested in financial management. The application deadline is July 31 and is made to GFOAT.

William J. Pitstick Public Management Scholarship. Established in 1995 by the Urban Management Assistants of North Texas (UMANT), the William J. Pitstick Public Management Scholarship provides financial support for deserving and academically promising students enrolled in graduate programs at universities in the North Central Texas area. It is specifically for those seeking degrees in public administration, urban affairs, or a

closely related field. The scholarship application is available in January of each year. Application is made to UMANT. Applicants must be student members of UMANT.

## Alumni

The MPA program at North Texas has over 1,600 alumni, the majority of whom are working in the public sector at the local, state, or federal level, or in the non-profit sector. Each year the department updates and publishes an Alumni Directory that contains the names, positions and addresses of alumni. Program alumni are very supportive of the MPA program and its students, and they continue to be an excellent resource both for internship and job placement. Students are encouraged to take advantage of this resource by getting to know the alumni both through direct contact, including special department functions, and at various professional meetings.

## Public Administration Advisory Board

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

## TIPS FOR SUCCESS FOR MPA STUDENTS

1. Be careful not to underestimate the amount of time required to prepare adequately for graduate classes. The faculty recommends that full-time students should devote no more than 20 hours per week to outside employment.
2. If you must be absent from class, please inform the instructor in advance. Cell phones and other electronic devices should be turned off or set using a silent feature during class.
3. The faculty regularly use e-mail for communicating with students, so please have an electronic address available and check it periodically for messages. We ask that you keep your e-mail address and all other contact information up to date with the department office.
4. The custom at UNT is to use "Dr." when referring to faculty with a Ph.D. and "Professor" for faculty without the doctorate.
5. If listing a faculty member as a reference, first check with them as to their willingness to provide a recommendation.
6. If you move or change your contact information or address, immediately notify the department and update your information for the university by going to my.unt.edu.
7. Casual attire is appropriate for class except when making a presentation or similar formal occasion. Business attire is always appropriate for a job or internship interview.
8. Check the bulletin boards outside Chilton 242 for internship and professional job openings. Copies of internship announcements are usually available from the internship coordinator.
9. Careful attention to spelling, grammar, and punctuation will serve you well in anything written for class. Students should purchase a copy of *A Pocket Style Manual* by Diana Hacker, which is available in the University Mini-Store (reference section), or a writing guide such as *The Writer's Harbrace Handbook* for use as handy references on questions of style and grammar.
10. When preparing a paper for submission, the general preference among faculty is that it not be bound. Unless otherwise instructed, simply staple the document in the upper left-hand corner.
11. Make sure you are familiar with the UNT computing resources and rules.
12. Do not call an instructor or the department office for a final course grade. Final grades or any other student-related information (payment of tuition, financial aid, account status, transcript orders, academic calendar, and deadlines) may be accessed through the web portal at my.unt.edu.
13. A request for a grade of incomplete ("I") can be granted only according to University policy, which stipulates that an "I" can only be awarded "during the last one-fourth of the semester and only if a student (1) is passing the course, (2) has justifiable reason why work cannot be completed on schedule, and (3) arranges with the instructor to finish the course at a later date by completing specific requirements which the instructor must list on the grade sheet." The decision to award a grade of "I" is solely at the discretion of the instructor and given only in rare circumstances where, due to uncontrollable reasons, a student is unable to complete the course requirements on time. Graduate School policy requires that an "I" must be removed within a year of the semester in which it was awarded. (The exception is the internship course, PADM 5800, where the "I" is removed once the internship is completed.)
14. Learn the campus parking restrictions.

## TIPS FOR EFFECTIVE WRITING

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

1. Begin with an outline. Use an outline to organize, then reorganize your thoughts. If a document flows logically, it is much easier to comprehend. Think of the outline as your plan for the task.
2. On lengthier documents, subheadings that parallel your outline headings help with comprehension.
3. Paragraphs are like breathing -- they give the reader an opportunity to come up for air. Group your ideas into smaller bites. However, try to avoid paragraphs that are only one sentence long.
4. There is a tendency to over capitalize words. In fact, relatively few situations require capitalization: begin the names of individuals, peoples, tribes, languages, titles before proper nouns (President Obama, but not George W. Bush, president of the US.), governments but not generic terms (e.g. city of Denton, Texas), and of course the usual proper nouns, first person pronoun, and so forth.
5. Know the difference between capital and capitol. The latter is the least likely to be used.
6. Always number the pages of a report or manuscript, starting with #1 after the title or cover page.
7. Avoid using the word "very."
8. Learn the distinction among it, its, and it's. The latter is a contraction of "it is." The possessive for "its," like other possessive pronouns such as yours, his, hers, ours, and theirs, does not require an apostrophe.
9. Data is the plural form. The following sentence is correct. The data are (plural) available for downloading. One fact equals one datum. Two facts equal data.
10. Avoid archaic words like "amongst" when "among" can be used just as well.
11. Although toward and towards are interchangeable, toward is much preferred. Likewise for all the wards: afterward, backward, forward, outward, upward, etc.
12. When referring to dates (the 1990s), if it's the plural form, then no apostrophe should be used. For example, the 1990s saw the GDP increase 38 percent. Most of the time, the plural is being referenced and thus no apostrophe is needed. Rarely, the possessive may be intended, in which case an apostrophe is appropriate.
13. Learn when to use "which" and when to use "that." Phrases that begin with "that" never need commas and are integral to the sentence. Phrases that begin with "which" always are set off by commas and can actually be left out without destroying the meaning of the sentence.
14. Avoid beginning sentences with "this" or similar words that have no reference point. If "this" doesn't have a word in the previous sentence to which it refers or is not followed by a word to finish the thought, its use is incorrect. "I have an idea. This came to me at midnight," and "this is the idea" are both correct. "Fiscal health, water table, growth patterns, and revenue sources can all be used to determine a bond rating. This is a complex process" is not correct. There is no one word to which "this" refers.
15. Closed quote marks go after a comma or period, not before. "You are a genius," said the professor. "MPA students are the smartest on campus." Closed quote comes before a semi-colon or colon.
16. And everybody's favorite: affect v. effect. Affect is usually the verb (to influence), and effect (the result) is usually the noun. Try this as an aid: Misusing effect (noun) may affect (verb) your grade.

## DEPARTMENT FACULTY

### Simon A. Andrew

Professor and Department Chair

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

M.A., University of East Anglia

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

Ph.D., Florida State University

Dr. Simon A. Andrew serves as the Chair of the Department of Public Administration. He is also the Director of the Center for Public Management--a professional development arm of the Department of Public Administration that provides training and conducts applied research in nonprofit and local government management. His previous administrative experience includes serving as Ph.D. Program Director. He has published more than 60 peer-refereed articles, proceedings, and book chapters. His research has been funded by the National Science Foundation (NSF), Dallas Area Habitat for Humanity, Texas Health and Social Services. Currently, he serves as an elected executive committee member on ASPA's Section on Intergovernmental and Management (SIAM) and appointed member on ASPA's Audit Committee.

Dr. Andrew's research is internationally recognized for its contributions to understanding problems of intergovernmental collective action. He focuses on the roles that interorganizational relations, institutions, and social network structures play in cooperative solutions to public problems. His recent work applies dynamic network analysis to explore local government contracting decisions and interlocal cooperation. He teaches core public management courses in the MPA program as well as seminars in the doctoral program. His recent work has appeared in leading journals of Public Administration, Urban Affairs, and Emergency Management.

He is the recipient of numerous awards including Raul P. DeGuzman award (2004) and the Donald C. and Alice M. Stone (2006) best graduate paper award in the field of intergovernmental management. In 2007, he was the recipient of the prestigious Paul Volcker Junior Scholar Research Grant Award given by the American Political Science Association. This grant supported his study of the dynamic of social network structures among emergency managers.

### Robert L. Bland

Professor Emeritus

2023 UNT Foundation Eminent Faculty Member

B.S., Pepperdine University

M.P.A., M.B.A., University of Tennessee

Ph.D., University of Pittsburgh

Dr. Robert L. (Bob) Bland is Professor Emeritus in the Department of Public Administration. He teaches courses in public finance, governmental accounting, public budgeting, and local government management.



He was on the UNT faculty for 41 years, from 1982 until his retirement in August 2024, and he served for 21 years as the department's first chair. In 2019-20, he served as interim chair for the Department of Criminal Justice.

He is the author of several books, all published by the International City/County Management Association, including *A Budgeting Guide for Local Government* (4<sup>th</sup> edition). He studies and writes about the municipal bond market, property taxation, tax increment financing, local government investment pools, and municipal budgeting. His work is published in several public administration journals and anthologies. On two occasions he conducted workshops in post-Soviet Poland on revenue sources for local governments. In 2019, he was the guest of the Chinese government as a visiting scholar at Beijing's Renmin University where he taught and undertook research on China's municipal bond market. On two occasions he was a visiting faculty member at the LBJ School of Public Affairs at the University of Texas in Austin. In 2022, he served as the elected chair of the Association for Budgeting and Financial Management. He is the recipient of the first Terrell Blodgett Academician Award presented by the Texas City Management Association and the Stephen B. Sweeney Academic Award from ICMA. In 2012, he was elected as a fellow in the National Academy of Public Administration. In 2017, he was elected as a lifetime Honorary Member of ICMA by its membership. In 2023, he received UNT Foundation's Eminent Faculty Award, the university's most prestigious honor that recognizes a faculty member who has made "outstanding and sustained contributions to scholarly activity, teaching, and service and served as an inspiration to the University of North Texas." In 2024 he was honored for a second time by the Texas City Management Association with the Terrell Blodgett Academician Award. And in 2024 the Association for Budgeting and Financial Management honored him with the Aaron Wildavsky Award in recognition of his lifetime scholarly contributions in budgeting and financial management. He currently serves as a member of the Governmental Accounting Standards Advisory Council.

### Brian K. Collins

Associate Professor

B.S., Transylvania University

Ph.D., Indiana University

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

He has published research in the *Public Administration Review*, *Journal of Public Administration Research and Theory*, *American Journal of Political Science*, *American Review of Public Administration*, *Public Performance and Management Review*, *Public Administration Quarterly*, *Journal of Contemporary Eastern Asia*, *Journal of Health and Human Services Administration*, and *Texas Journal of Rural Health*. Dr. Collins has also published applied research for the Council of State Governments, Texas Office of Rural Community Affairs, Lubbock Economic Development Alliance, City of Lubbock, City of Laredo, and City of Arlington. Dr.

Collins teaches MPA courses on policy implementation, civic engagement, public administration and society, and methods. At the doctoral level, he teaches social science inquiry and research seminars in civic engagement and intergovernmental policy implementation.

#### Lisa A. Dicke

Professor

B.A., Drake University M.P.A.,

Drake University

Ph.D., University of Utah

Dr. Lisa Dicke joined the faculty in the UNT Department of Public Administration in 2004 after teaching at Texas Tech University for four years. She is the advisor for Pi Alpha Alpha, the National Honor Society for students of public affairs and administration. Dr. Dicke's teaching and research interests are in nonprofit organizations, association management, accountability, and capacity building. She teaches organization theory in the department's Ph.D. program, nonprofit and core public administration courses in the department's MPA program, and fundraising and philanthropy in the undergraduate Nonprofit Leadership Studies program. Dr. Dicke presents research at ARNOVA and ASPA and is past president of ASPA's Nonprofit Section. She enjoys speaking locally on topics such as strategic planning, board development, women in public administration, and capacity building. Dr. Dicke's was an invited participant at the 3rd Annual Women in Local Government Summit: National Forum for Black Public Administrators, North Texas Chapter, in 2019, and as a discussant at the NTFBPA/UMANT conference in Fort Worth in 2022, and she presented the Leadership Arts Session in McKinney for the Dallas Business of the Arts Council in 2023.

Dr. Dicke is co-editor with J. Steven Ott of books including the 4th edition of *The Nature of the Nonprofit Sector* (2022), and *Understanding Nonprofit Organizations* (2023), and *ASPA Classics in Leadership*, co-edited with Montgomery VanWart. She served as symposium editor for the *Journal of Health and Human Services Administration* on the topic of "Strengthening Community-Based Health and Human Services for All." Dr. Dicke's research is published in *Public Administration Review*, *Administration and Society*, *Review of Public Personnel Administration*, *American Review of Public Administration*, *Nonprofit Policy Forum*, *International Journal of Public Administration*, *Public Productivity and Management Review*, and *J-PAE Journal of Public Affairs Education*, among other outlets.

#### Linlang He

Assistant Professor

B.Com., McGill University

M.A., Brown University

Ph.D., University of Maryland, College Park

Dr. Linlang He is an assistant professor in the Department of Public Administration. She teaches courses in public administration research methods, environmental policy analysis, and local government management. Her research interests include 1) the coupling of rural-urban systems and environmental governance, 2)

conflicts and collaborations in the policy processes and the role of advocacy coalitions in policy debates, and 3) climate politics and environmental justice. Many of her research projects address issues at the intersection of the environment and social justice, explore the linkages between natural, human-built, and social systems in the connected rural-urban networks, and attend to the challenges in collaborative governance among different stakeholder groups at various institutional levels.

### Hee Soun Jang

Associate Professor and Assistant Chair

B.A., Sungshin Women's University

M.A., Sungshin Women's University

Ph.D., Florida State University

Dr. Hee Soun Jang is a professor and assistant chair in the Department of Public Administration at the University of North Texas. Before joining UNT, she served as an assistant professor in the Division of Politics, Administration, and Justice at California State University Fullerton for four years. Dr. Jang teaches courses on nonprofit management, public and nonprofit partnership, public administration seminar, leadership and organization in public administration, and personnel management in the public sector.

Dr. Jang's research focuses on nonprofit and government partnerships, local government management and policy choices, and the nonprofit sector in South Korea. She also explores the role of government in civil society initiatives in Korea. Her work has been recognized with the Emerging Scholar Award from the Association for Research on Nonprofit Organizations and Voluntary Action, and the DeVoe Moore Fellowship from Florida State. Dr. Jang's research has been published in scholarly journals and supported by the Robert Wood Johnson Foundation, IBM Center for the Business of Government, and Dallas Area Habitat for Humanity.

### Laura M. Keyes

Clinical Assistant Professor and Undergraduate Program Coordinator

B.S., University of Michigan

M.S., Michigan State University

Ph.D., University of North Texas

Dr. Laura Keyes, an AICP-certified planner, holds the position of Clinical Assistant Professor and Undergraduate Coordinator in Nonprofit Leadership Studies and Urban Policy and Planning for the Department of Public Administration at the University of North Texas. She teaches courses on community development, nonprofit management, and program evaluation. Her research interests include local government, age-friendly cities, livable communities, undergraduate education, and service learning. Dr. Keyes serves on the editorial boards for the Journal of Applied Gerontology and the Journal of Nonprofit Leadership and Education.

She recently co-authored and published her research specific to aging policy in the *Journal of Applied Gerontology* (2021) and the *Journal of Aging and Social Policy* (2022), corruption in local government in *Public Integrity* (2022), nonprofit and local government policy response to the homeless population during the COVID 19 pandemic in *Public Administration Review* (2020), *International Journal of Public Administration* (2021), and *Chinese Public Administration Review* (2021), and nonprofit education in the *Journal of Nonprofit Leadership Studies* (2021, and forthcoming). She has published several textbook chapters on public administration.

### Annie S. Lee

Assistant Professor

B.Eng., Chung-Ang University

M.C.P., Seoul National University

Ph.D., Rutgers, The State University of New Jersey

Dr. Annie Lee is an assistant professor in the Department of Public Administration. She teaches courses in urban planning and population demographics. She is broadly interested in examining economic development, labor and income inequalities through geospatial modeling and analysis. Specifically, her research includes 1) spatial mobility of workers, with a particular emphasis on the domestic and international migration 2) regional disparities in income, employment and jobs and 3) spatial dimensions of women and immigrants' labor activities.

### Skip Krueger

Associate Professor and MPA Program Coordinator

B.A., Baylor University

M.A., University of North Texas

M.P.A., University of North Texas

Ph.D., University of North Texas

Dr. Skip Krueger holds the position of associate professor and program coordinator of the UNT Master of Public Administration Program, currently ranked by US News & World Report as first in Texas and 8<sup>th</sup> nationally in Local Government Management.

He is a graduate of Baylor University and the MPA program at UNT. He received his Ph.D. in Political Science from UNT. He joined the faculty in 2004 after six years working in local government. Dr. Krueger's research interests include the financial impact to local governments of disasters, local government resilience, competition and cooperation between local governments, and government performance measurement. He is responsible for teaching public finance and budgeting, quantitative methods, performance measurement, and program evaluation in the undergraduate, MPA, and PhD programs. He regularly consults with and conducts research for local governments in the north Texas area.





### Yu “Kelly” Shi

Associate Professor and PhD program coordinator

B.A., University of Nottingham

M.P.A., Syracuse University

Ph.D., University of Illinois at Chicago

Dr. Kelly Shi is an associate professor and PhD program coordinator in the Department of Public Administration. She received her PhD degree of public administration from the University of Illinois at Chicago. Dr. Shi specializes in financial management, public management, and urban governance. Her primary research interests include municipal fiscal policy, government fiscal health, nonprofit finance, fiscal federalism, and intergovernmental fiscal relations. Dr. Shi teaches undergraduate courses in public finance, MPA courses in public budgeting, nonprofit finance and accounting, and PhD courses. She supervises doctoral students in the fields of public finance and urban management.

In 2022, Dr. Shi was elected to the executive committee of the Association for Budgeting and Financial Management (ABFM). She is also the assistant treasurer for ABFM. Dr. Shi has published widely in a variety of journals, including *Public Administration Review*, *Urban Affairs Review*, *Public Budgeting & Finance*, *Public Finance Review*, *State and Local Government Review*. Her research projects on municipal bond market and public and private partnerships have been funded by the Lincoln Institute of Land Policy. Dr. Shi is also the symposium editor of *International Journal of Public Administration*.

### Jessica Woods

Internship and Community Engagement Coordinator

M.A., University of Oklahoma

B.A., University of Oklahoma

Jessica Woods joined the Department of Public Administration in 2022, after serving as the Volunteer and Tour Coordinator for the Denton County Office of History and Culture. She previously managed the Interurban Railway Museum in Plano where she began as an intern. She administered the museum’s paid internship program, working with young professionals in the field to ensure that they left their internship with a valuable experience to include on their resume. She also worked at the Dallas Arboretum where she coordinated a significant volume of volunteers, including many student volunteers. She holds a B.A. in Anthropology and M.A. in Museum Studies, both from the University of Oklahoma. She also holds a credential in volunteer resource management from the Council for Certification in Volunteer Administration. Jessica is currently the Board Secretary for the Dallas Association of Directors of Volunteers.

## **PROFESSIONAL ADMINISTRATIVE STAFF**

### **Renee Smith**

Senior Administrative Specialist

Richland College- Hospitality, Exhibitions, and Event Management

North Central Texas College – Certificate of Achievement Payroll Concepts

North Lake College – Certificate of Achievement in Project Management

University of California, Los Angeles – Certification of Achievement in Human Resources

## **Center for Public Management**

### **Cori Reaume**

Associate Director

B.A.A.S., University of North Texas

M.P.A. University of North Texas

Cori Reaume is the Associate Director of the Center for Public Management - the applied research and professional development arm of the Department of Public Administration. Cori graduated with a Master of Public Administration degree from UNT in 2013. She began her local government career with the North Central Texas Council of Governments where she served in various roles in both the Administration Department and the Training & Development Institute. She then moved to the City of Justin, beginning as Assistant to the City Manager then promoted to Interim City Manager in 2016. In 2017, she was appointed as Justin's city manager where she served until 2021. She subsequently served as a local government consultant, providing interim administration services in multiple communities including her current role with the City of Aurora, Texas. She maintains active involvement with professional organizations in city management including the Texas City Management Association where she received the Administrator of the Year award in 2021. She is also an advocate for professional planning and is an AICP certified planner from the American Planning Association.

## HISTORICAL TIMELINE OF MPA PROGRAM

- Fall 1961 The Department of Government begins to offer an internship option as part of the Master of Arts degree. Two students matriculate into the program. Dr. E. Ray Griffin is appointed program advisor.
- May 1962 Jim Starr is the first graduate of the internship-based MA degree program.
- 1964 The City Managers' Colloquium, sponsored by Dr. Griffin and Dr. Chester A. Newland, head of the department, is established by students interested in the field of municipal administration. Students in the colloquium include Paul I. Davis, Louis J. Epperson, Mark Gresham, Robert Merrill Hopkins, John Joyce, Ralph L. Liverman, Bill Perkinson, Bill Pierce, and Buford D. Waldrop.
- April 21, 1969 The Texas Higher Education Coordinating Board authorizes the Master of Public Administration degree to be offered by the Department of Government.
- Dec 1969 The Master of Public Administration program awards its first degrees.
- 1971 Dr. John Thompson is appointed MPA program director, succeeding Dr. E. Ray Griffin, and serves until 1976.
- Fall 1971 The U.S. Civil Service Commission Regional Office in Dallas invites the MPA program to offer courses at the CSC training room in downtown Dallas. The program expands rapidly and by 1976, the number of majors increases to 143 students.
- August 1976 Dr. Vic Nielsen is appointed MPA program director and serves until 1979.
- Spring 1979 Dr. Jim Glass is appointed MPA program director and serves until 1992. The MPA program initiates preparation of a self-study report for submission to the National Association of Schools of Public Affairs and Administration (NASPAA) as part of the process for rostering programs found in conformity with NASPAA standards, a precursor to a more formal accreditation process.
- July 1, 1980 The MPA program receives notification that it has been found in conformance with NASPAA's standards and will be included on the first roster of recognized programs.
- July 10, 1985 The MPA program receives notification that it has been found in conformity with NASPAA's standards and will be included on the 1985 national roster.
- Dec 6, 1991 Faculty in the Department of Political Science unanimously endorse a proposal for the creation of the Department of Public Administration in the School of Community Service and to move the Master of Public Administration program to the new department.
- June 19, 1992 UNT Board of Regents approve the reorganization and relocation of the public administration program.
- July 1, 1992 The MPA program receives notification from NASPAA's Commission on Peer Review and Accreditation that it has been found in conformity with NASPAA standards and will be accredited for a seven-year period.
- August 1992 The Department of Public Administration is relocated to Wooten Hall, suites 162 - 173. The suite is remodeled to accommodate a new departmental office. Six faculty choose to move to the new department: Drs. Bob Bland (elected chair), Vic DeSantis, Jim Glass, Anna Madison, Charldean Newell, and Sam Nunn. Dr. Bland also serves as MPA program director.
- Sept 1, 1992 Center for Public Management is established as the technical research and training arm of the Department of Public Administration with Dr. Jim Glass appointed as the first director.
- July 16, 1993 Texas Higher Education Coordinating Board approves the reorganization plan for public administration.

- July 16, 1996 Texas Higher Education Coordinating Board approves moving the baccalaureate program in Emergency Administration and Planning (EADP) from the Center for Public Service to the Department of Public Administration.
- February 1998 U.S. News and World Report publishes the rankings of MPA programs, and UNT is ranked 11th nationally (tied with Columbia University) in the field of city management/urban policy.
- October 1998 Dr. Charldean Newell is elected as a Fellow in the National Academy of Public Administration, the first UNT faculty member to be elected to this Congressionally-chartered academy.
- June 30, 1999 The MPA program receives notification from NASPAA's Commission on Peer Review and Accreditation that it has been found in conformity with NASPAA standards and will be reaccredited for a seven-year period.
- April 2001 U.S. News and World Report publishes the rankings of MPA programs, and UNT is ranked 12th nationally (tied with the New School for Social Research) in the field of city management/urban policy.
- June 1, 2003 Dr. Michael McGuire is appointed MPA program director.
- April 1, 2004 U.S. News and World Report publishes its triennial ranking of MPA programs, and UNT is ranked 10th nationally in the field of city management/urban policy and 57th overall among the 259 eligible programs, the highest ranking yet achieved by the program.
- August 1, 2005 The School of Community Service becomes the College of Public Affairs and Community Service (PACS). Department of public administration admits first students to a new Ph.D. program in Public Administration and Management. Dr. Al Bavon named first Ph.D. Coordinator.
- July 21, 2006 The MPA program receives notification from NASPAA's Commission on Peer Review and Accreditation that it is reaccredited for a full seven year term.
- Sept 1, 2006 Dr. Lisa Dicke is appointed MPA Program Coordinator, succeeding Bob Bland who served for one year following Michael McGuire's departure from UNT.
- March 28, 2008 U.S. News and World Report ranks UNT 9th in the nation in the field of city management/urban policy and 57th overall among approximately 270 eligible programs.
- Aug 19, 2008 Department offices are moved to Chilton Hall 204 and 242.
- Sept 1, 2008 Dr. Abraham David Benavides is appointed acting department chair for the fall term while Bob Bland is on leave.
- Jan 15, 2009 Dr. Abraham David Benavides is appointed co-MPA Program Coordinator. Dr. Brian Collins is appointed PhD Program Coordinator, succeeding Dr. McEntire who is appointed Associate Dean of the College.
- Jan 15, 2011 Dr. Abraham David Benavides is appointed assistant chair, Dr. Lisa Dicke is appointed PhD Program Coordinator succeeding Dr. Brian Collins. Dr. Skip Krueger is appointed co-MPA Program Coordinator, and Dr. Sudha Arlikatti is appointed EADP Program Coordinator.
- Sept 2011 – May 2012 50th Anniversary celebration of the MPA program and its predecessor, the M.A. in Government. Events included UNT Homecoming Game on October 22 (Bill Lively Honorary Event Chair); December 3 Holiday Party at the Town of Addison (Ron Whitehead, City Manager, Honorary Event Chair); January 21 UNT basketball game; February 24, annual MPA Alumni-Student Conference in the new Apogee Stadium (Dr. Charldean Newell and Dr. Chet Newland honorary co-chairs and also co-chairs of the 50th anniversary celebrations); April 28 a Grand Gala at the Hurst Conference Center culminated the year-long festivities (Jim Starr Honorary Event Chair).
- Mar 13, 2012 U.S. News and World Report announces the results of its quadrennial ranking of MPA programs. UNT moves up to 8th nationally in the field of city management/urban policy and 59th overall among approximately 270 eligible programs.

October 2012	Dr. Bob Bland is elected as a Fellow to the National Academy for Public Administration, joining Dr. Charldean Newell and Dr. Chet Newland.
October 2012	Publication of the 50th Anniversary Yearbook
Aug 31, 2013	Dr. Gary Webb appointed Interim Department Chair. Dr. Bland continues as MPA Program Coordinator. Simon Andrew named Ph.D. Program Coordinator.
January 2014	Dr. Bob Bland named first recipient of the Robert L. Bland Endowed Professorship in Local Government.
May 20, 2014	Dr. Abraham David Benavides appointed MPA Coordinator, succeeding Dr. Bob Bland.
Aug 18, 2014	Dr. Abraham David Benavides appointed Department Chair, replacing Dr. Gary Webb.
January 2015	Dr. Lisa Dicke named MPA coordinator, replacing Dr. Praveen Maghelal.
July 10, 2015	The MPA program receives notification from NASPAA's Commission on Peer Review and Accreditation that it is reaccredited for six years.
Sept 2015	Dr. Skip Kruger named Ph.D. Coordinator, replacing Dr. Simon Andrew.
Mar 16, 2016	U.S. News and World Report announces the results of its ranking of MPA programs. The UNT MPA moves to 13th nationally in the field of city management/urban policy. It also ranks 29th in Public Management and Administration and 63rd overall. This is the first time the Department is ranked in more than one specialty area.
June 8, 2016	The MPA program in the Department of Public Administration was selected among the top 50 Best Value MPA programs for 2016 by Value Colleges.
August 2016	Ms. Janay Tieken replaces Ms. Katrina Thompson as MPA Internship coordinator.
Sept 1, 2016	Texas Higher Education Coordinating Board approves plan for creation of new department of Emergency Management and Disaster Science. Baccalaureate program in emergency administration and planning (EADP) moves to new department.
Mar 20, 2018	U.S. News and World Report announces the results of its ranking of MPA programs. The UNT MPA program moves to 8th nationally in the field of city management and urban policy.
August 2018	Dr. Brian Collins appointed Department Chair, replacing Dr. Abraham David Benavides.
August 2018	Dr. Skip Krueger appointed MPA Coordinator, in addition to PhD Coordinator, succeeding Dr. Brian Collins.
Mar, 12, 2019	U.S. News and World Report announces the results of its ranking of MPA programs. The UNT MPA moves to 5th nationally in the field of city management/urban policy. It also ranks 27th in Public Finance and Budgeting, and 82nd overall.
June 2019	UNT's team wins the first state-wide Intercollegiate Bowl (ICB) sponsored by the Texas City Management Association. The contest featured a Jeopardy game that tested each team's knowledge of city government policies and practices.
August 2019	Dr. Hee Soun Jang appointed MPA Coordinator, in addition to PhD Coordinator, succeeding Dr. Skip Krueger.
August 2019	Dr. Lauren Fischer and Dr. Nathan Hutson join the Department of Public Administration as visiting assistant professors.
January 2022	Dr. Simon Andrew appointed interim chair succeeding Dr. Collins. Dr. Bob Bland is appointed MPA Program Coordinator. Dr. Laura Keyes continues in role as undergraduate programs coordinator. In August, Dr. Hee Soun Jang is appointed Assistant Chair and PhD Program Coordinator.



- April 25, 2023 U.S. News & World Report announces the results of its annual ranking of the nation's 280 MPA programs. UNT ranks 8<sup>th</sup> in the nation (1st in Texas) in Local Government Management, up from 11<sup>th</sup>; 10<sup>th</sup> in the nation (2nd in Texas) in Homeland Security and Emergency Management; and 18<sup>th</sup> in the nation (1st in Texas) in Public Finance and Budgeting.
- January 2023 UNT Provost announces that Dr. Bland was awarded the University's top faculty award, the Eminent Faculty Award.
- June 6, 2023 UNT's MPA team retains its state title by taking first place in the Intercollegiate Bowl sponsored by the Texas City Management Association. The bowl featured seven contests that required preparation over several months, including a team capstone project and a community service project, networking and mentoring opportunities with senior city executives, and culminating on the last day of the TCMA conference with a Jeopardy game. Other universities participating included Texas A&M (Bush), UT Arlington, and Texas Tech. Members of the winning UNT team included Alex Perea, Jessica Torres, Anthony Cisneros (Jeopardy rep), Brian Chaddick, Marko Garcia, Lisa Morgan (co-captain), and Justin Stackhouse (co-captain). The team was coached by MPA alumnus Harlan Jefferson and Dr. Bob Bland.
- June 2024 UNT's MPA team retains its state title once again by taking first place in the Intercollegiate Bowl sponsored by the Texas City Management Association. This is the third Intercollegiate Bowl win for UNT.
- August 2024 Dr. Bland retires as Endowed Professor of Local Government. Several events were held during preceding year to honor his contributions to the department, college, and university.
- August 2024 Dr. Skip Krueger is appointed MPA Coordinator, succeeding Dr. Bob Bland.





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