



**UNIVERSITY**  
*of* **ALASKA**  
**SOUTHEAST**

**MASTER OF PUBLIC  
ADMINISTRATION**

**MPA GRADUATE STUDENT HANDBOOK**



October 2022

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**Greetings** from the Master of Public Administration (MPA) Program Coordinator and the MPA Team.

**We were going strong together.** In these challenging times of the COVID-19 pandemic, continuing budget limitations, and economic, social, and other issues facing students, faculty, and staff, we are proud that the UAS MPA program is going strong. Based on our admission, course enrollments and graduation numbers, we continue to be one of the University of Alaska's success stories.

**Welcome** to new students, and congratulations to those approaching graduation. We are proud of our program and excited to have you all be part of our diverse MPA family of students, staff, faculty, and alumni in Alaska and the Yukon Territory. It is a great opportunity for you to receive not only your education but also to gain a broad expanding professional network and lifelong friends.

**Handbook.** This handbook provides the information and guidance needed to complete the MPA degree. Our mission, values, program level competences and learning goals, and expected student learning outcomes are all included. The requirements and various procedures for the MPA degree are also listed.

The handbook further includes concentration options and a description of all courses, as well as frequent questions and answers. Note, however, that the MPA handbook is supplemental to policies, processes, requirements, and related information found in the UAS Academic Catalog and other official university governing documents, and if there is a conflict with this handbook they will govern,

**News.** Recently, the UAS MPA program has established formal cooperative agreements with other master programs within the UA system. In addition to the MPA program's course offering, now the UAS MPA students can take advisor approved electives from online master programs at UAF, including their Master of Business Administration, and Master of Security and Disaster Management. UAS MPA students may also take advisor approved classes from the Master of Public Policy at UAA (up to 15 credits).

In 2022, UAF and UAS developed the joint Master of Marine Policy (MMP) program, with our MPA courses as a part of the MMP curriculum.

**The Future.** We are excited about creating an educational journey that give you not only knowledge, skills, and competency for the present and future job market, but that also inspires you to continue learning, The MPA program is a great steppingstone for not only the next stage of your career, but also for you to be a successful public servant, which is a truly honorable role in our society. When you finish, you will join the program's former students in governments, agencies, non-profits, and non-governmental organizations (NGOs) in the US and indeed around the world.

It is our passion for teaching and the public administration profession that drives our MPA team to improve our courses and the quality of instruction. On behalf of the faculty and staff, I wish you much success and joy in your MPA program educational journey, learning experience, and the next stage of your career.

Stay healthy, and safe, and thank you for joining us.

All the best,  
Dr. Ljubomir "LJ" Medenica  
The MPA Program Coordinator and Associate Professor

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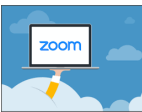
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## INTRODUCTION

- The Master of Public Administration Degree Program
- Why Get an MPA?
- Why an MPA is a Great Educational Investment
- Why UAS?

### The Master of Public Administration Degree Program

The Master of Public Administration (MPA) is a professional management degree for individuals interested in public service careers. The MPA deals with management under current political realities and public interest goals. The MPA is designed to assist students in developing the skills and techniques leaders, and managers use to design, implement, and evaluate policies, projects, and programs that promote ethical, democratic governance while addressing organizational, human resource, and budgetary challenges.

### Why Get an MPA?

Whether you are in the midst of your career or just out of college, graduate school might be the next step for you to pursue. This may be one of the most important decisions of your professional life. Part of the decision is weighing the short-term costs of graduate studies against long-term benefits. As more and more people acquire undergraduate degrees, the top positions in organizations are being filled by individuals who have further developed their understanding of their field through a master's degree. The MPA degree program at the University of Alaska Southeast is committed to practitioner-oriented instruction, flexible and convenient e-Learning, and courses relevant to students in Alaska and the Yukon Territory.

### Why an MPA is a Great Educational Investment

- The public sector plays a vital role in the economies of Alaska and the Yukon Territory.
  - One-fifth of Alaska's GDP and over a third of Yukon's is directly due to the public sector.
  - Over a quarter of Alaska's employment and over forty percent of Yukon's is provided by the public sector.
- For many businesses, the public sector is the most extensive customer base!
  - Whether you work for yourself, a business, or in the public sector, understanding how government works will be critical to your success.

- The public sector builds the critical social and economic infrastructure that makes Alaska and Yukon such beautiful places to live:
  - There are fantastic career opportunities in various areas, such as technology and telecommunications, transportation, energy, natural resources, education/training, and social services.
  - Having an MPA will help you develop your career in these and other areas.
- Networking is an essential part of career development.
  - In the MPA program, you will have the opportunity to meet public sector leaders across Alaska and Yukon.
  - You can learn about many different areas within the public sector with other graduate students from Alaska and the Yukon Territory
  - Your contacts can help you be more effective in your job and help develop your career.
- You can make a difference
  - The MPA program teaches the value of community and the importance of public service.

## Why UAS?

The MPA at the University of Alaska Southeast (UAS) is tailored for busy public and non-profit managers who seek to enhance their credentials and broaden their horizons. The UAS MPA program comes to you where you live and work in Alaska and the Yukon Territory and is delivered through live classes streamed over various internet technologies (anywhere students have access to a high-speed Internet connection). In the MPA program, you have the opportunity to access a quality master's program learning from home, engage with a community of public administrators across Alaska and the Yukon Territory through the stable and supportive e-Learning environment, and build relationships with peers and faculty lasting far beyond the semester and graduation. Having an MPA opens doors for career advancement possibilities.





## PROGRAM OVERVIEW

- Program Design
- Program Mission
- Our Service Values
- Program Goals: Developing Workplace Competencies
- Program Level Student Learning Outcomes
- Accreditation

### Program Design

The MPA degree prepares students for leadership at all levels of government and in non-profit organizations. It is designed for working professionals who seek to increase knowledge, competencies, workplace skills, and credentials in public administration. The MPA program combines the relationships and structure of the traditional classroom with the accessibility of a distance-delivered program to create a stable, supportive, and high-quality education. The MPA program is committed to practitioner-oriented instruction, flexible and convenient e-Learning, and offering courses relevant to students in the State of Alaska and the Yukon Territory.

### Program Mission

The University of Alaska Master of Public Administration program prepares students to be competent, ethical, and effective public and nonprofit administrators and leaders for a diverse and changing workforce and citizenry. The MPA program is committed to practitioner-oriented instruction, flexible and convenient online learning, and offering courses relevant to students in the State of Alaska and the Yukon Territory.

### Our Service Values

The core public service values of the MPA program are reflected in the five commitments articulated in the Code of Ethics of the American Society for Public Administration (ASPA):

1. Serve the Public Interest
2. Respect the Constitution and the Law
3. Demonstrate Personal Integrity
4. Promote Ethical Organizations
5. Strive for Professional Excellence
6. Value equity, inclusion, and dignity for all.

## **Program Goals: Developing Workplace Competencies**

The MPA Program's learning goals are based on the program mission, our public service values, and competencies required by professional standards (NASPAA – Network of Schools of Public Policy, Affairs, and Administration). A set of more detailed student learning outcomes for each of our courses are associated with our program-level competencies.

The MPA curriculum is developed to include required workplace competencies in five domains, including the ability:

1. To lead and manage in public governance.
2. To participate in and contribute to the policy process.
3. To analyze, synthesize, think critically, solve problems, and make decisions.
4. To articulate and apply a public service perspective.
5. To communicate and interact productively with a diverse and changing workforce and citizenry.

## **Program Level Student Learning Outcomes**

Upon graduating from the MPA program, students will be able to learn, value, and demonstrate the following:

1. Identify and analyze a current issue in public policy or public administration through integrating relevant theory and practice. Communicate
2. Integrate knowledge across public administration areas and select and apply appropriate frameworks to identify and address public administration problems and opportunities.
3. Examine specific topics in public administration through the lens of core MPA program areas, especially addressing the interconnected nature of public organizations.
4. Integrate findings on democracy, including the political environment and civic engagement, using multiple perspectives and praxis as a framework to analyze a public program or organization.
5. Demonstrate professional writing skills, effective communication, and the ability to present, using best practices in public administration.

## **Accreditation**

The University of Alaska Southeast is accredited by the Northwest Commission on Colleges and Universities (NWCCU). The UAS MPA program is an Institutional Member of the National Association of Schools of Public Affairs and Administration (NASPAA). Institutional Membership provides access to their resources, the ability to seek their guidance and to align evaluation of the MPA program with national standards. Due to the size of the MPA program, we are ineligible for national accreditation with NASPAA.



## INNOVATIVE ONLINE PROGRAM

- How We Teach: The Live Classroom
- UAS Online & Blackboard
- Cooperation with other Master Programs within the UA system – Transferable Elective Courses
- The MPA Program’s Strengths and Outcomes

### How We Teach: The Live Classroom

MPA classes are webcast through the Internet-based online meetings application Zoom. Students participate in a live, dynamic classroom each week, interacting with faculty and students from across the regions. Each class meets weekly from 6:00 – 8:45 pm Alaska Standard Time (AKST). Broadband (DSL/Cable) is highly recommended for TV-quality video. Dial-up is not sufficient for most students’ needs. Refer to the Technology & Help Desk section for information about the required technology.

### UAS Online & Blackboard

UAS Online - [www.uas.alaska.edu/online](http://www.uas.alaska.edu/online) is the main portal for current students, providing access to Blackboard and UAS courses home sites, resources, student portfolios, and a personalized dashboard.

Once logged into UAS Online, the main page provides a link to the course home sites for classes a student is registered for in a given semester and an archive of all classes the student has taken in the degree. It should be noted that if the student bookmarks the individual page of the course, they may not have full access to all the changes that take place in that course within a given semester.

By clicking on the link for course home sites, a student is connected to Blackboard. Blackboard is a course management system. This is the primary method for instructors in the program to communicate course expectations to their students. Blackboard provides students access to the course syllabus, class assignments, class announcements, and other resources throughout the semester.

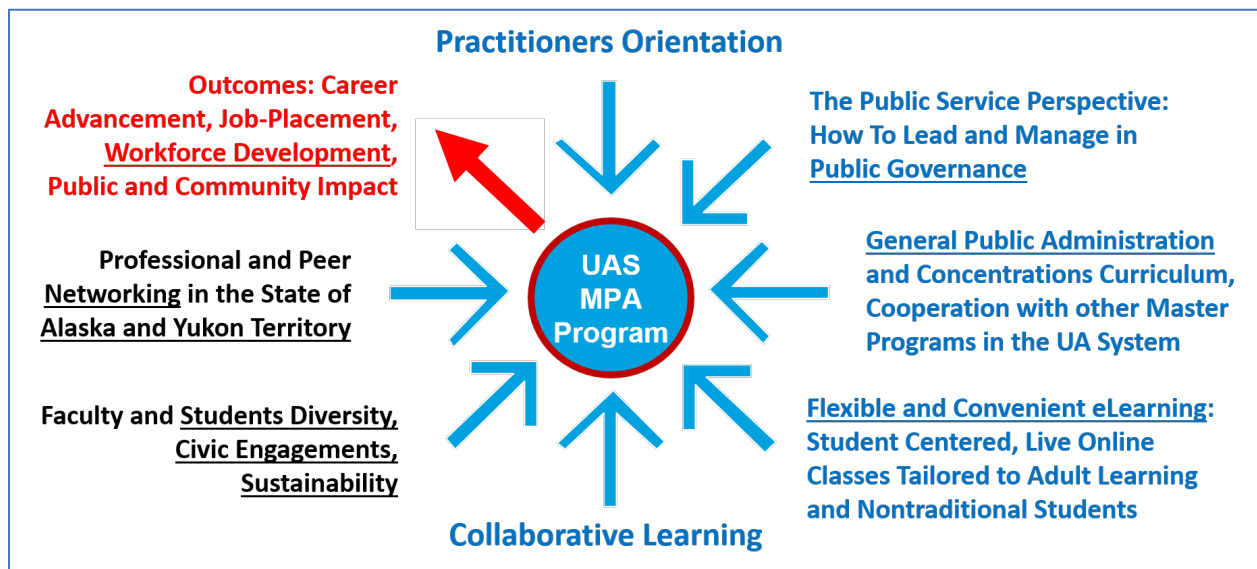
Students will be required at the beginning of every semester to access their course home site to provide their current contact information. The e-mail address listed in the student’s profile on Blackboard is the primary way instructors will communicate with students. Students are responsible for providing current information for instructors to disseminate pertinent course information.



The UAS MPA degree provides students with the unique opportunity to access an archived recording of every class they have taken in their degree. Every class offered in the program is recorded and archived on its respective Blackboard website. This allows the student to access classes and review content as needed.

The course home site is also the portal where students can access the “live” classroom (Zoom meetings) and participate in weekly discussions with classmates.

## Program’s Strengths and Outcomes



## Cooperation with other Master Programs within the University of Alaska System – Transferable Elective Courses

The UAS MPA program cooperates with other master programs in the University of Alaska system. The MPA students can choose some of the advisor-approved courses as electives from the following programs in the UA system:

- UAA – MPA/MPP (Master of Public Administration/ Master of Public Policy)
- UAF – MBA (Master of Business Administration)
- UAF – MSDM (Master of Security and Disaster Management).

The MPA program students can transfer up to 15 credits from other master programs in the UA system.



## ADMISSION

- Enrollment in the MPA program
- Apply for Admission
- Tuition and Fees
- Various Forms

### Enrollment in the MPA Program

The UAS MPA program is available to students in Alaska and the Yukon Territory. Although the program is delivered online, the Alaska-specific content and the synchronous courses offered in the AKST time zone make the program less appropriate for students in the contiguous United States.

Admission to the Master of Public Administration degree requires completing a bachelor's degree in any discipline. Prospective students will not be penalized for low GPAs.

The Admissions Committee reviews the complete application packet submitted by the student to determine admission status. Work experience demonstrated on a resume, and a statement of professional objectives is considered. Standardized tests, such as the GRE or GMAT, are not requirements for admission to the UAS MPA degree program.

The UAS MPA program allows students to take up to two courses before applying to the program to ensure the degree applies to the student's plans. Admission to the program must be completed before registering for the degree program's third course.

Students are advised to take PADM 601 Introduction to Public Administration as one of the first two classes in the degree. PADM 601 Introduction to Public Administration provides a general overview of the core courses offered in the degree and an introduction to the technology and electronic library used throughout the program.

### Apply for Admission

Applications to the MPA program are accepted year-round. Applicants must complete the admission process by the end of the term they have applied for or contact the UAS Admissions office to postpone admittance.

- ✓ Submit an online application and application fee. The online application can be found at [UA Online](http://uaonline.alaska.edu) <http://uaonline.alaska.edu>. Upon accessing the UA Online page, click on [Apply for Admission or Check on Status of Application](#). From there, follow the links for whether you are a [Current/Prior Student](#) or [New Student](#).
- ✓ Submit your official academic transcript showing the completion of a baccalaureate degree. To obtain your official academic transcript, contact the university from which your degree was granted and request that they send an official transcript to the UAS Admissions office (address listed below).
- ✓ Submit a current Professional Resume or Vitae
- ✓ Submit a statement of professional objectives (approximately 1,000 words) describing past public and non-profit experiences, outlining your professional goals, and stating how the MPA program will help you achieve your professional objectives. Please reference all four of the questions below in your statement. Remember, the statement is a formal academic essay. You will not just list the questions and respond; you will need to address the questions in the context of a cohesive essay discussing your professional goals.
  - Please describe your academic background. Make sure you discuss any coursework that would have prepared you for master's level courses in Public Administration.
  - Please describe any experience you may have had in public administration (including non-profit administration).
  - Please explain why you want to pursue an MPA, including how the degree would influence your career path.
  - How did you hear about the UAS MPA program?
- ✓ Submit three professional or academic references.

*Submit materials electronically to [uas.mpa@alaska.edu](mailto:uas.mpa@alaska.edu) or send them to:*

Department of Business and Public Administration (907) 796-6459 (Fax)

ATTN: MPA Admission 1 (800) 465-6549

University of Alaska Southeast

11066 Auke Lake Way

Juneau, Alaska 99801

## Tuition and Fees

The tuition and fees students will be responsible for will depend on the number of classes taken in a given semester. For the tuition and fees schedule, please refer to the [UAS Academic Catalog](http://www.uas.alaska.edu/catalog/) - <http://www.uas.alaska.edu/catalog/> for the current academic year and reference the Fees & Expenses section. Additional information is available at [UAS Financial Aid](http://www.uas.alaska.edu/financial_aid) ([www.uas.alaska.edu/financial\\_aid](http://www.uas.alaska.edu/financial_aid)).

Tuition prices vary based on a student's Resident or Non-resident status. The Resident tuition rate applies to State of Alaska, Yukon, and Northwest Territories residents. The Non-resident tuition rate applies to all other students. Non-residents may take up to 4 credits per semester at the resident rate; however, additional credits will cause all credits, including the first four, to be re-assessed at the non-resident rate.

## Various Forms

Various registration graduation, transcripts, and miscellaneous forms are posted by the UAS website.

Use the following link: <http://www.uas.alaska.edu/registrar/forms.html>.

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## PLANNING YOUR DEGREE

- Planning Your Degree
- 2-Year Plan for MPA Degree Completion
- 4-Year Plan for MPA Degree Completion
- Form for the Recommendations

### Planning Your Degree

There is no mandatory order of classes that students will take. However, there are course sequencing issues that should be paid attention to. All core courses are offered every Spring and Fall term, so plan accordingly. The introductory course (PADM 601 – Introduction to Public Administration) and the capstone course (PADM 690) are also offered every Summer term.

Upon entering the degree, students should meet with the MPA Program Coordinator or their Faculty Advisor or Student Advising Coordinator to create a tentative degree plan. This plan is structured to enable students to develop an individualized roadmap to keep track of what classes they need to take that will account for course sequencing. An individual degree plan will help ensure the most productive course of action for graduation.

The primary advice is in the first phase take introductory courses (PADM 601, 604, 614, 616; in the second phase, take PADM 622, 62,8 and some elective courses, and leave PADM 688 - Program Evaluation, and the capstone (PADM 690) for the last semester in the program.

Students should remember that the average amount of time expected to be devoted to a single class per week is between 12 and 15 hours. Depending on the family, work, and other obligations, you will have to budget your time well.

The MPA program has articulated two tracks to help students plan their degrees.

- 2-Year Plan for MPA Degree Completion
- 4-Year Plan for MPA Degree Completion

See examples on the following pages.

## 2-Year Plan for MPA Degree Completion

### 2-Year Plan for MPA Degree Completion

YEAR 1		
Fall	Spring	Summer
PADM 601 Introduction to Public Administration (3 credits)	PADM 614 Public Policy and Accountability (3 credits)	Elective (3 credits)
PADM 616 Leadership (3 credits)	PADM 622 Human Resources and Organizational Development (3 credits)	Elective (3 credits)
YEAR 2		
Fall	Spring	Summer
PADM 604 Applied Research Methods (3 credits)	PADM 688 Program Evaluation (3 credits)	PADM 690 Public Administration Capstone (3 credits)
PADM 628 Public Financial Management (3 credits)	Elective (3 credits)	Elective (3 credits)

Notes:

- All core courses are offered every Spring and Fall terms. Plan accordingly.
- Introductory course (PADM 601) and the capstone course (PADM 690) are also offered every Summer term.
- The plan above is just an example. The primary advice is in the first phase take introductory courses (PADM 601, 604, 614, 616); in the second phase, take PADM 622, 628, and some elective courses, and leave PADM 688 and the capstone (PADM 690) for the last semester in the program.

## 4-Year Plan for MPA Degree Completion

### 4-Year Plan for MPA Degree Completion

<b>YEAR 1</b>		
<b>Fall</b>	<b>Spring</b>	<b>Summer</b>
PADM 601 Introduction to Public Administration (3 credits)	PADM 614 Public Policy and Accountability (3 credits)	Elective (3 credits)
<b>YEAR 2</b>		
<b>Fall</b>	<b>Spring</b>	<b>Summer</b>
PADM 616 Leadership (3 credits)	PADM 622 Human Resources and Organizational Development (3 credits)	Elective (3 credits)
<b>YEAR 3</b>		
<b>Fall</b>	<b>Spring</b>	<b>Summer</b>
PADM 628 Public Financial Management (3 credits)	PADM 604 Applied Research Methods (3 credits)	Elective (3 credits)
<b>YEAR 4</b>		
<b>Fall</b>	<b>Spring</b>	<b>Summer</b>
PADM 688 Program Evaluation (3 credits)	PADM 690 Public Administration Capstone (or Elective) (3 credits)	PADM 690 Public Administration Capstone (3 credits)

Notes:

- All core courses are offered every Spring and Fall term. Plan accordingly.
- Introductory course (PADM 601) and the capstone course (PADM 690) are also offered every Summer term.
- The plan above is just an example. The primary advice is in the first phase take introductory courses (PADM 601, 604, 614, 616; in the second phase take PADM 622, 62,8 and some elective courses, and leave PADM 688 and the capstone (PADM 690) for the last semester in the program.



## GETTING STARTED

- Accessing UAS Online & Blackboard
- Order Books

### Getting Started After Registering for your Classes

#### *Accessing UAS Online & Blackboard*

Your UAS computer account will be created within 24 hours after registering for classes (or applying for admission). At that time, find your UAS user ID, password, and student number at [ELMO](#). Your user ID and password are for UAS Online. Your student number is permanent and accesses your University records at [UAOnline](#). Click on [UAS Online Navigation](#) to listen to a UAS Online course management system tutorial. After you log in to [UAS Online](#), you will see links to the classes for which you are registered. First, click on the "edit options" button for your profile, upload a current picture of yourself and edit the email address to the account where you wish to receive University email. You automatically receive a UAS email account.

When you edit your email profile, all messages to your UAS account will be forwarded to your preferred account. Click this link to find more information about your [UAS email account](#). Now go to your course home site to view the required textbook(s) and read any messages from the instructor.

#### *Order Books*

After logging on to the course home site at UAS Online, there will be a list of the books required for your class. You can find the required books in the course Syllabus too. You must order your books. MBS is our preferred provider, but you are not required to use them. For your protection, order by ISBN number (located on the MBS web site) to ensure you have the correct book and edition when ordering from another bookseller. MBS book orders can be placed by phone, mail, or online. Students should place their orders early (generally 7 to 10 days before class starts) to allow time for shipping.

To contact MBS directly:

Phone: 1-800-325-3252  
Online: <http://direct.mbsbooks.com/ualaska.htm>  
Mail: MBS Direct  
PO Box 597  
Columbia, MO 65205





## REGISTERING FOR COURSES

### Registering for Courses

Students must consult with the MPA Program Coordinator or a faculty member before registering for courses. After receiving approval, students will be cleared to register for courses online at UA Online - <http://uaonline.alaska.edu/>.

Online registration will require a UA Student ID # and department approval.

- To obtain a UA Student ID #, if you do not already have one, first apply as a "non-degree seeking" student through [UAOnline](#) (choose: Apply for Admission). Once you have finished your full online application, an instruction page will appear - explaining how to log incomplete to [UAOnline](#) immediately. After 48 hours, a student ID number will be generated, and you will then log in using that number. If you prefer, a course registration form is available in the Attachments. Complete this form, scan it, and email it to [mpa@uas.alaska.edu](mailto:mpa@uas.alaska.edu) or fax it to (877) 465-6549, Attn. MPA Program.
- You may register for classes several months before class begins. However, all students in the degree program must obtain department approval to be cleared to register for courses. Payment of tuition is not required until the semester starts. Late registration fees are assessed to those registering after the beginning of classes.



## DEGREE REQUIREMENTS

- MPA Requirements
- MPA Concentrations
- Student Learning Outcomes

### MPA Requirements

The UAS MPA requires 36 credits consisting of eight core classes, three electives, and a final Capstone class. Each of the listed classes has three (3) credits value. Core classes are offered every Fall and Spring term.

#### Core Classes (21 credits)

PADM S601 – Introduction to Public Administration

PADM S604 – Applied Research Methods

PADM S614 – Public Policy and Accountability

PADM S616 – Leadership

PADM S622 – Human Resource and Organizational Development

PADM S628 – Public Financial Management

PADM S688 – Program Evaluation

#### Capstone (3 credits)

PADM S690 – Public Administration Capstone

#### Electives (12 credits)

In addition to the required core classes, MPA students must take four electives. UAS offers many choices for students to fulfill the elective requirement. A list of courses and course descriptions, including electives offered can be found in this Handbook. Electives should be determined by the student and approved by their Advisor.

Students may transfer Electives from other graduate management/administration master programs upon approval from the MPA Program Coordinator. The UAS MPA program has established cooperation with some other master programs in the University of Alaska system. The MPA students can choose some of the advisor approved courses as electives from the following programs in the UA system:

- UAA – MPA/MPP (Master of Public Administration/ Master of Public Policy)
- UAF – MBA (Master of Business Administration)
- UAF – MSDM (Master of Security and Disaster Management).

## **MPA Concentrations**

Students have the option to use those four electives to earn an MPA general concentration (core curriculum) or to pursue a special concentration in Higher Education Administration, or Rural Development.

### **General Curriculum (12 credits)**

The MPA provides many opportunities for students to advance in their professional development. The general concentration is designed to give students freedom in choosing electives that best fit that development.

In this concentration, students can choose for their 12 elective credits any of the electives that are offered in the program. This allows students to define and develop their own plan that meets their current and future needs to be successful in their professions.

### **Higher Education Administration (12 credits)**

The Higher Education emphasis in the MPA program prepares individuals to engage with critical issues in higher education through the acquisition of analytical and critical thinking skills and knowledge of the application of theory in organizational development, policy and law and historical and contemporary issues in higher education. Each of listed courses has three (3) credits value.

**PADM S651 – Introduction to Higher Education**

**PADM S653 – Organizational Development in Higher Education**

**PADM S655 – Higher Education and Public Policy**

**PADM S657 – Higher Education Law**

### **Rural Development (12 credits)**

The Rural Development concentration has a special focus on the needs of indigenous and other rural communities, including management of tribal governments, community organizations, and indigenous-controlled profit and non-profit corporations.

Coursework for this concentration is offered by e-Learning technologies through the Rural Development program at the University of Alaska Fairbanks. Students interested in this concentration should contact the UAS MPA Program Coordinator at 907-796-6303 or the UAF Alaska Native Studies and Rural Development Program Advisor at 907-474-5293.

Recommended Courses:

RD F601 Political Economy of the Circumpolar North

RD F651 Management Strategies for Rural Development

12 credits to be selected in consultation with the UAF Rural Development Advisor and MPA Program Coordinator.

## General Electives

Recommended general electives are:

- PADM S625 – Economics and Public Policy (focus on Behavioral Economics)**
- PADM S611 – Ethics in Public Administration**
- PADM S613 – Employment Law in the Public Sector**

Each of listed courses has three (3) credits value.

As mentioned earlier, the MPA students can also take advisor approved electives from some other master programs within the UA system. In addition, the student can earn credit through the internship program, such as a legislative internship.

## Electives focused on Nonprofit Organizations (3 credits for each course)

- PADM S661 – Social Entrepreneurship**
- PADM S662 – Governing Nonprofit Organizations and the Board of Directors**
- PADM S663 – Marketing for Nonprofit Organizations (focus on Social Marketing)**

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Electives are offered based on identified students' interests or other MPA plans. Check the MAP program course offering for each term and consult your Advisor.

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## Student Learning Outcomes

**Student learning outcomes (SLOs) for each PADM course and at the program level are posted on the Provost website:**

<http://www.uas.alaska.edu/Curriculum/docs/SLOs/graduate/PADM%20Graduate%20SLO.pdf>.



## STUDENT RESOURCES

- Advising
- Disability Support Services
- Facebook Group
- Financial Aid
- UAS Egan Library
- Technology & Help Desk

### Advising

We encourage all prospective students to meet with the MPA Program Coordinator or Faculty Advisor for academic advising prior to registration. It is highly recommended that admitted students communicate frequently concerning their degree plan.

### Disability Support Services

No otherwise qualified individual will be denied reasonable access to, participation in, or the benefits of, any program or activity operated by the University of Alaska because of disability. (See the University of Alaska Policy on Disabilities). Students with documented disabilities must make an appointment with the DSS coordinator at the start of each semester to determine if academic accommodations are necessary. Qualified students will receive a faculty notification letter outlining necessary academic accommodations. For more information, contact [Disability Support Services](#) at (907) 796-6400 or email [disability.support@uas.alaska.edu](mailto:disability.support@uas.alaska.edu).

### Facebook Group

New and current students are invited to join the UAS MPA Program Facebook Group, [www.facebook.com/groups/uasmpa/](http://www.facebook.com/groups/uasmpa/). The Group will provide information on courses and schedules, reminders of important dates and deadlines, sharing of students' news and accomplishments, and serve as a place to sell and buy textbooks from each other. We also hope the Facebook Group will provide an opportunity for further connection between our students across Alaska and the Yukon Territory.

### Financial Aid

The University of Alaska Southeast is committed to providing the best possible financial aid customer service to our students and their families. Graduate students are required to carry at least six credits a

semester to qualify for financial aid. For more information about financial aid options please contact a Financial Aid Advisor with the [UAS Financial Aid Department](#) at (907) 796-6255 or by emailing [finaid@uas.alaska.edu](mailto:finaid@uas.alaska.edu).

## **UAS Egan Library**

The Egan Library on the UAS campus provides several different avenues for distance students to access most of the resources provided at the on-campus site. Students in the MPA program have access to journals and books through both an online delivery and through an interlibrary loan program.

The online journal searches provide students access to almost all journals subscribed to by the main UAS campus library. In addition, students have access to over 20,000 books via the Electronic Books program. An interlibrary loan system is a free service provided that allows students to order books or journal articles and have them shipped to the student's home. This vast network of libraries helps to create an environment of open access to hard-to-find materials. It ensures that those students in distance communities have access to the resources necessary to complete the degree.

For more information, please visit the [UAS Egan Library](#) website at [www.uas.alaska.edu/library](http://www.uas.alaska.edu/library).

Students can contact the Egan Library Reference Desk with any questions they may have concerning available resources. Please call 907-796-6502 (Local) or 877-465-4827 (Toll-Free).

Students can also contact [Jennifer Ward](#), Outreach Services Librarian, if you have any questions concerning access to the electronic resources provided by the Egan Library. Please contact Jennifer at 907-796-6285 (Local) or 877-465-4827 (Toll-Free).

There is also a quick link provided on the Egan Library home site titled ["Ask a Librarian"](#). Here you will be able to ask questions that will be answered by one of the Egan Library librarians. The library staff is particularly good at responding back to students, so please access this resource for questions you may have.

## **Technology & Help Desk**

### ***Tips for Setting up Your "Live Classroom"***

Before MPA courses begin, take time to set up your "live classroom." You will want to dedicate space, free from distractions at your home or office that is conducive to learning. Your "live classroom" will require an internet-connected computer, preferably broadband. If the instructor has uploaded PowerPoint slides to the course home site, print them out to facilitate your note-taking. Archived classes can be accessed via the course home site.

## Zoom

Classes are delivered through Zoom, a web conferencing platform. To participate in the web conference, you will need to use a designated Zoom link for every course. Students watch and participate in the class in real time through the video, audio, and chat options of the Zoom platform. A headset with a microphone is recommended. If you plan to take numerous e-Learning courses, purchasing a quality headset would be a useful investment.

## IT Help Desk

The UAS IT Services Department provides technical support and information via the Help Desk. Please contact the staff at the Help Desk for all your technology and computer setup questions. The Help Desk staff can be contacted at 1-877-465-6400 and [uas.helpdesk@alaska.edu](mailto:uas.helpdesk@alaska.edu).



## WEBSITE LINKS

UAS Website: <https://www.uas.alaska.edu/>

UAS Admission: <https://uas.alaska.edu/apply/>

UA Online Services: <https://www.alaska.edu/uaonline/>

Academic Catalog: <http://catalog.uas.alaska.edu/>

Academic Calendar: <https://uas.alaska.edu/calendar/academic.html>

The MPA Program: [https://www.uas.alaska.edu/arts\\_sciences/bpa/mpa/index.html](https://www.uas.alaska.edu/arts_sciences/bpa/mpa/index.html)



## COURSES DESCRIPTIONS

- Core Courses
- General Electives
- Higher Education Concentrations
- Electives focused on Nonprofit Organizations,

### *Core Courses*

#### **PADM S601 Introduction to Public Administration (3 credits)**

Introduction to the field of public administration, dealing with the scope, nature, history, current context, and basic tools in the study of public administration. Topics include the social, economic, and political environments of public administration, bureaucratic politics, power and authority, law, ethics, basic models, and comparative administration. This gateway course for the MPA program provides an introduction to graduate studies, library research skills, and a focus on written and oral communication skills.

#### **PADM S604 – Applied Research Methods (3 credits)**

Introduces basic quantitative and qualitative methods of social science research as applied to policy and administrative problems. Addresses research design, data collection and analysis methods, interpretation, and evaluation of published research.

#### **PADM S614 – Public Policy and Accountability**

Addresses the theoretical analysis and practical application of public policy, including theories of policy formation, with particular emphasis on the political environment of the public and non-profit sectors. Mixed methodologies will be addressed in the analysis of the creation, implementation, and evaluation of public policy in the context of administrative law and the construct of ethical decision making.

#### **PADM S616 – Leadership**

Provides an orientation to personal and organizational leadership in public, not-for-profit, and higher education organizations; provides for a deeper understanding of personal leadership philosophy and the development of leadership ability and skills applicable to individual practice as a public administrator.

#### **PADM S622 – Human Resource and Organizational Development**

Provides a comprehensive analysis of individual and group behavior in organizations. Its purpose is to provide an understanding of how organizations can be managed more effectively and, at the same time, enhance the quality of employees' work life. Topics include human resources and strategic planning, leadership, motivation, rewarding behavior, managing stress, individual and group behavior, conflict management, power and politics, job design, organizational structure, decision-making, communication, and organizational change and development.



**PADM S628 – Public Financial Management (3 credits)**

Survey the foundational principles, theory, and analytics of financial management in the government, health, and not-for-profit sectors. Exploring budgeting practices, financial policies, and financial statements, the course introduces the financial decision-making and management skills required of students and practitioners in the field. Addresses federal, state, and local perspectives.

**PADM S688 – Program Evaluation and Performance Measurement (3 credits)**

Introduces students to the theories, concepts, and analytical tools used in the evaluation of public programs and policies. Examines conceptualization and practicality of measures that accurately evaluate performance. Explores the dynamics of evaluating program process and structure in a political environment.

**PADM S690 – Public Administration Capstone (3 credits)**

The final course in the MPA curriculum. Students review, synthesize, and apply concepts and methods learned during the degree program to the evaluation of a public or nonprofit organization. Intended as a program review and assessment tool. Prerequisite: Completion of all other MPA core requirements.

## *General Electives*

**PADM S611 – Ethics in Public Administration (3 credits)**

Explore ethical issues in public administration through an examination of the philosophical foundations of Western ethics, and professional codes of ethics. Through the exploration of contemporary case studies in ethical issues such as outside employment or economic interests, gift-giving, and nepotism students will gain an understanding of the application and impact of practical ethics in administrative decision-making. Students will be able to identify primary sources of ethical theory, apply appropriate theory to specific ethical problems, and to differentiate between facts, influences, and assumptions in reaching their conclusions.

**PADM S613 – Employment Law in the Public Sector (3 credits)**

Explores the history and background of the employment and labor laws that impact government employees, as well as those of non-profit agencies. Collective bargaining will also be examined in the context of unionized public sector workplaces. The focus is on Alaska statutes, regulations, and case law as an example of state and local government law in relation to federal law. Students will be able to identify primary sources of federal and state law and apply appropriate theory to specific public employment or non-profit situations.

**PADM S625 – Economics and Public Policy (3 credits)**

Examines economics both as a determinant of public policy and as a tool of public administration. Topics include how markets allocate resources, the role of government in a market economy, market failures and responses, problems of efficiency vs. equity, and the application of microeconomic tools to analysis of Alaska and national policy issues. (Focus on public finance through the lens of behavioral economics).

## *Electives Focused on Higher Education Concentration*

### **PADM S651 – Introduction to Higher Education (3 credits)**

Provides an introduction to the field of higher education through an in-depth overview of the philosophic, political, social, and economic forces that have influenced higher education throughout history while simultaneously exploring how these forces relate to issues and challenges in contemporary higher education. Students will investigate how internal and external environmental pressures are influencing how institutions of higher education function today and contemplate how issues, trends, and concerns that are emerging within the field will impact higher education institutions and systems into the future.

### **PADM S653 – Organizational Development in Higher Education (3 credits)**

Designed for graduate students interested in the application of organizational theory in higher education to analyze institutions and to study models, methods, and processes related to organizational development, all within a framework of change management and leadership.

### **PADM S655 – Higher Education and Public Policy (3 credits)**

An orientation to higher education administration policy analysis and translating a higher education public agenda into mission aligned strategy and policy.

### **PADM S657 – Higher Education Law (3 credits)**

Examines legal issues relevant to American colleges and universities. The course will utilize a case study approach to provide students with the fundamental knowledge of higher education law. Topics will include the legal governance of higher education, academic freedom, affirmative action, and legal issues pertinent to administration, staff, faculty, and students.

## *Electives Focused on Nonprofit Organizations*

### **PADM S661 – Social Entrepreneurship (3 credits)**

Explore nonprofit organization as a mission-based and market-driven business, as a social enterprise, with entrepreneurial orientation and management. To foster new growth and effectiveness, leaders and managers in nonprofit organizations need to combine business management knowledge and skills with social sector acumen to yield a sustainable enterprise that produces both financial and social returns.

### **PADM S662 – Governing Nonprofit Organizations and the Board of Director (3 credits)**

Explore the development of corporate governance and legal and organizational perspectives of having a governing board for nonprofits. Survey of principles, policies, and practices of corporate governance, and the distinction between governance and management. An overview of distinguishing features in the governance of nonprofits. Examine the roles and responsibilities in nonprofit governance, and the nature, function, and realities of a nonprofit board of directors. Illustrate best practices in building and running the board effectively, with special attention to issues relevant to Alaska.

### **PADM S663 – Marketing for Nonprofits (3 credits)**

The purpose of nonprofit marketing is to have a way to develop marketing strategies and activities to spread the message of the organization, to assist with growth, funding, and prosperity, to satisfy consumer and donor needs. Focuses on social marketing and how nonprofits adopt the best practices in identifying their target market, developing marketing materials, and determining the objectives that marketing campaigns should meet to influence people's behavior in a changing economic, social, and technological environment.



## PROGRAM POLICIES

- Attendance Policy
- Academic Probation
- Grades & Grade Guidelines
- Incomplete Policy
- Plagiarism Policy
- Title IX Policy

### ***Attendance Policy***

It is understood that UAS MPA students operate in a unique environment. Whether students reside in Alaska or the Yukon Territory they are frequently called upon to travel for their jobs. Given these circumstances, it is beneficial for the student to be able to access certain classes they may have to miss. Recordings of classes are archived on the course home site in Blackboard. Students who may have to miss a class are responsible for viewing the entire missed class and submitting the required course content. While we understand that this is a convenient way for students to access classes they miss, it is the policy of the MPA program that students attend most of their 'live' classes. If you are going to miss a class for whatever reason you will be responsible for all material covered.

### ***Academic Probation***

If a student's cumulative graduate program grade point average drops below 3.00, the student will automatically be placed on academic probation. Once the student has been placed on academic probation, they have 2 semesters to raise the GPA to 3.00. If the student fails to raise their GPA in 2 semesters the student will be removed from the program and will have to reapply for admission. Terms and conditions of the probation are determined by the advisor in conformance with UAS graduate study requirements. These may include specific conditions and/or credit limitations that the student must meet during his/her next enrollment at UAS. When the student is removed from academic probation, the student should contact his/her advisor to reapply for advancement to candidacy.

### ***Grades & Grade Guidelines***

Grades are accessed through [UA Online](#) at <http://uaonline.alaska.edu>. View the University's Official Grading Policies in the [UAS Academic Catalog](#) under Academic Regulations.

## ***Incomplete Policy***

Incompletes (I) are discouraged. They may be offered, at the discretion of the instructor, to students who have completed most of their coursework with a passing grade, but due to unforeseen circumstances need more time to complete their final assignments. Students desiring an incomplete must file a [course completion contract](#) with their instructor specifying when they will complete their work and what grade will be recorded if the prescribed work is not completed by the contract deadline. Additional information regarding incomplete grades can be found in the [UAS Academic Catalog](#).

## ***Plagiarism Policy***

Plagiarism is the use of others' written or oral material without attribution or citation. Verbatim material should be enclosed by quotes and cited with the page number. Paraphrased or support material should be correctly cited. The University of Alaska Board of Regents Policy P09.02.02 on Student Rights and Responsibilities states: "Disciplinary action may be initiated by the university and disciplinary sanctions imposed against any student or student organization found responsible for committing, attempting to commit, or intentionally assisting in the commission of . . . cheating, plagiarism, or other forms of academic dishonesty;"

View Indiana University's helpful plagiarism guide - [www.indiana.edu/~wts/pamphlets/plagiarism.shtml](http://www.indiana.edu/~wts/pamphlets/plagiarism.shtml)

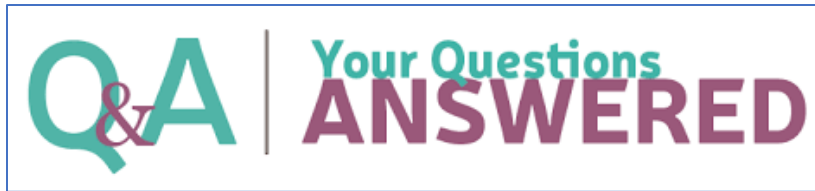
## ***Title IX Policy***

Title IX is a federal law prohibiting sex discrimination in educational institutions receiving federal funding. While the two most common applications of the law are towards athletics and sexual harassment, Title IX also applies to: admissions, financial aid, academic matters, career services, counseling, and medical services, and hiring and employment. All members of the university community, guests and visitors have a right to be free from sexual misconduct. Sexual misconduct includes but is not limited to sexual harassment, sexual assault, and other forms of sexual violence. If you have concerns or need to report an incident, please contact a Title IX Coordinator or Investigator.

For more information about Title IX at UAS or to make a report, please select the Reporting Tab on the UAS Title IX webpage (<http://www.uas.alaska.edu/policies/titleix.html>) or contact the Title IX Coordinator at 907-796-6036 or [laklein@alaska.edu](mailto:laklein@alaska.edu).

Current Title IX Policies (see UAS Title IX webpage):

- [UA Board of Regents Policy and Regulation 01.02.02: Nondiscrimination and Title IX Compliance](#)
- [UAS Notice of Nondiscrimination](#)
- [UAS Anti-Harassment Statement](#)



## Q: I am admitted to the MPA program. What now? What is the next step?

### REGISTRATION

After consultation with Advisor and when you have selected courses for the coming term, you need to register to those courses. You need to send by email your courses selection course to Advising Coordinator (Shayla Sulser [smsulser@alaska.edu](mailto:smsulser@alaska.edu)), or the MPA Program Coordinator (Ljubomir LJ Medenica [lmedenica@alaska.edu](mailto:lmedenica@alaska.edu)). Include your student ID number. They need to approve your enrollment to those courses. This is a standard procedure for each student and every course in the MPA program. When you received the approvals (by email), you can register online to approved courses. Note: Student from Yukon need to work with Love Kaur ([lkaur@yukonu.ca](mailto:lkaur@yukonu.ca)) or Tara Beaudoin ([tobeaudoin@yukonu.ca](mailto:tobeaudoin@yukonu.ca)), from Yukon University, to complete the PADM courses registration process.

### TEXTBOOKS

[MBS Direct](#) is our online bookstore. You can choose to order your books through our online bookstore or from another vendor of your choice.

### ACADEMIC CALENDAR

Check out the academic calendar for important dates and deadlines at <http://uas.alaska.edu/calendar/academic.html>

### GET CONNECTED

You will have access to several resources at UAS. Since you already have an account, you can retrieve your Username and setup your Password through [ELMO](#).

Get to know your Online Student Resources:

- [UAOnline](#) is your one-stop-shop for course registration, student records, academic resources, degree works, and financial aid.
- [UASOnline](#) is where to go to review all your course information including the course syllabus, class list, assignments and grades if posted by instructors.
- [UAS Google Mail](#) is the mailing system for UAS. **All official university correspondence will be sent to your UAS Google Account.** If you would like to use another email address, please make sure to set your preferred email address in **UAOnline** (under your *Personal Information* tab).

### YOUR ONLINE DEGREE AUDIT

On UAOnline, you can find **Degree Works**. DegreeWorks allows you to see the courses you have taken or that have transferred in upon the transfer evaluation, and where they fit into your degree program. This is a smart way of monitoring your progress towards graduation. Once logged into UAOnline select **Student Services & Account Information**, then **DegreeWorks/Electronic Degree Audit**, then **UAS DegreeWorks**, then **click to Redirect to DegreeWorks**, your information will populate the audit.

**Q: Where to find the Recommendation Form? To whom to send some admission question?**

**Form for the Recommendations**

**University of Alaska Southeast, Master of Public Administration  
11066 Auke Bay Way, Juneau, Alaska 99801**

**Candidate's Name:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Submitted by:** \_\_\_\_\_ **How long have you known the applicant?** \_\_\_\_\_

**Occupation:** \_\_\_\_\_ **Relationship to the Candidate:** \_\_\_\_\_

I have applied for entrance to the Master of Public Administration Program at the School of Management, University of Alaska Southeast. I would appreciate your responses to the following statements.

<b>(Rate 1 – 5, with 1 representing the lowest achievement and 5 representing the highest achievement)</b>					
Rate the applicants:	1	2	3	4	5
<b>Ability to demonstrate a high level of ethical and professional behavior</b>					
<i>Comments:</i>					
<b>Ability to become a successful leader and contribute in the field of Public Administration</b>					
<i>Comments:</i>					
<b>Ability to effectively communicate in both written and oral forms</b>					
<i>Comments:</i>					
<b>Ability to demonstrate problem-solving skills in a variety of situations</b>					
<i>Comments:</i>					
<b>Ability to work effectively in various roles with diverse individuals and groups to achieve common goals</b>					
<i>Comments:</i>					

Please provide a short comment for each of the 5 questions above in the appropriate comment section below the question. Please e-mail completed form to [uas.admissions@alaska.edu](mailto:uas.admissions@alaska.edu) Thank you for your time in helping us to assess the candidate in this important process.

- All admission question should be sent to the UAS Admission Office

**Q. Do I need a letter of recommendation, or it will be enough to have UAS reference form completed?**

A: The recommendation form is required by the admission process. Recommendation letters are not necessary. The completed forms should be sent to the admission team.

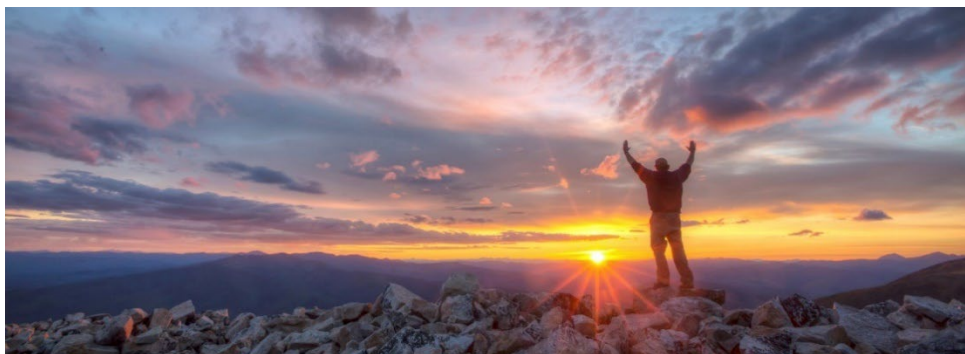
**Q. I am trying to figure out how he would apply to UAS as a foreign student?**

A: Information about an international admission can be found using the following link to UAS Academic Catalog: <https://www.uas.alaska.edu/apply/steps/international.html>

The MPA program is fully online, so it will be necessary to check with our admission team eligibility and student visa issues.

**Q. I finished the master of \_\_\_\_\_ at the University of \_\_\_\_\_. I am interested to start the UAS MPA online program. Is it possible to transfer some credits to the MPOA program form my previous master study?**

A: The UAS policy allow up to nine credits to be transferred from other university's graduate program (outside the University of Alaska system). There is a process to do it: a form, fees, faculty analyzing the course syllabus and other information related to the transfer request, and a decision.



Edited: 10/27/2022