COLLEGE OF LETTERS AND SCIENCE FACULTY DOCUMENT NO. 863
December 9, 2010

RECOMMENDATION OF THE AD HOC COMMITTEE ON PUBLIC AND NONPROFIT ADMINISTRATION AND THE L&S ACADEMIC PLANNING AND GOVERNANCE COMMITTEE TO ESTABLISH A DEPARTMENT-LIKE BODY CALLED THE PUBLIC AND NONPROFIT ADMINISTRATION UNIT

I. Recommendations:

A. That the Public and Nonprofit Administration (PNA) unit be created in accordance with UWM Policies and Procedures, Chapter 4.02, and the attached statement of parameters (see Appendix A: Administrative Organization).

II. Goal:

The goal of this action is to establish Public and Nonprofit Administration as a tenure home in order to increase the number of faculty members in these disciplines to a viable number for a new department.

II. Rationale:

A. Historical Background – Public Administration

The College of Letters and Science and the Lubar School of Business jointly offer and award the Master of Public Administration (MPA). The MPA program is designed to provide theoretical and practical preparation for careers in public and nonprofit administration with three areas of concentration – municipal management, general public administration, and nonprofit management. The majority of MPA students choose to concentrate their studies in municipal management, with fewer students in the general public administration and nonprofit management concentrations.

The program, established in 1984, remained largely unchanged during the subsequent 15 years. However, in 2000, a number of significant changes were implemented. First, it was determined that the program should be jointly offered by the College of Letters and Science and the Lubar School of Business as both a cost-cutting measure as well as to make better use of faculty expertise. Second, the program was streamlined by reducing the number of concentrations, from seven to the current three, in response to data on student interest in each of the concentrations. The number of students who chose, for example, the Transportation and Public Works concentration by 1999 essentially had declined to zero. A new concentration in nonprofit management was added at this time because of market considerations that suggested a need for training in nonprofit management and leadership.

The Public Administration program offers the Master of Public Administration (MPA) degree and also is involved with a coordinated degree program with Urban Planning,
the MPA/Master of Urban Planning (MUP) degree. Recently, Public Administration began participating in the Certificate in Nonprofit Management through the Helen Bader Institute for Nonprofit Management. Public administration also is one of five sub-fields (formally known as public policy/public administration) within the PhD program in Political Science.

Currently 12 faculty members from the Department of Political Science, within the College of Letters and Science, and the Lubar School of Business constitute the program faculty. Urban Planning and Communication faculty members teach courses in the curriculum, although they do not participate in the governance of the program. The program also makes use of a number of adjunct faculty members, local public and nonprofit administrators, who enhance the overall instruction and informal advising in the program.

As recently as 1998, the program was ranked in the top 25 by U.S. News & World Report for MPA programs that teach urban policy and/or management. In 2003, the MPA program, through a competitive bidding process with other MPA programs throughout the country, was awarded the honor of hosting the 2005 National Conference of the American Society for Public Administration (ASPA), held in Milwaukee from April 2-5, 2005. Students are actively involved in the discipline through organizations such as the Public Administration Student Society (PASS) and the Milwaukee Chapter of ASPA.

With the many changes taking place with public administration education at UWM, prospects for the future look bright. Faculty members in the program are involved with the MPA, the MPA/MUP, the Certificate in Nonprofit Management, and a Master of Science (MS) in nonprofit management and leadership, along with doctoral training for political science students who specialize in public administration. Increasing numbers of students are indicating an interest in one or more of these programs.

A major challenge for the program in the coming years is to become reaccredited by the National Association of Schools of Public Affairs and Administration (NASPAA). The program suspended its accreditation after 2000 during a period of significant change to the curriculum, governance, and administration. Because of these major changes, and the fact that the newly hired MPA Director was an Assistant Professor, the MPA program decided to remove itself from the accreditation process until all the necessary adjustments were made to the new and improved program so as to ensure success with NASPAA. A new department-like body, ultimately a department, should go a long way in helping the program get ready for the NASPAA accreditation process.

B. Historical Background – Nonprofit Management and Leadership
The College of Letters and Science and the Sheldon B. Lubar School of Business at the University of Wisconsin-Milwaukee (UW-Milwaukee) jointly offer and award the Master of Science (M.S.) in Nonprofit Management and Leadership and the Graduate
Certificate in Nonprofit Management. A multi-disciplinary committee of faculty members appointed by the deans of the two participating units carries out faculty governance functions for these two programs. The Helen Bader Institute for Nonprofit Management, a comprehensive, nonprofit academic center at UWM, provides financial and academic staff support for the programs.

The origins of the M.S. in Nonprofit Management and Leadership and the Graduate Certificate in Nonprofit Management programs at the University of Wisconsin-Milwaukee are to be found in the Greater Milwaukee community and the growing fields of nonprofit management and leadership education and philanthropic studies. Beginning in the late 1990s, foundation officials and leaders of other Milwaukee-area nonprofit organizations proposed that the University of Wisconsin-Milwaukee develop an array of educational programs—including a multi-disciplinary master’s degree program in nonprofit management and leadership—designed specifically for managers and leaders of nonprofit organizations.

University officials welcomed this interest and, beginning in 1999, began to work with leaders of Milwaukee-area nonprofit organizations first to explore the feasibility of, and then to plan, a “center for nonprofit management education” at UW-Milwaukee modeled on the successful nonprofit academic centers and programs that increasingly over the 1980s and 1990s have been established at other colleges and universities outside the State of Wisconsin.

In July 2001, UW-Milwaukee established the Helen Bader Institute for Nonprofit Management to provide financial and academic staff support for these educational programs (and related research and service programs) at the University. Shortly thereafter, a multi-disciplinary group of faculty members began meeting to develop curricula, first for a Graduate Certificate in Nonprofit Management program that began operations in the fall of 2003, and then for the M.S. in Nonprofit Management and Leadership degree program that was approved by the Wisconsin Board of Regents in June, 2006 and began operations in the fall semester of 2006.

The rationale for establishing this new multi-disciplinary M.S. in Nonprofit Management and Leadership degree program at UW-Milwaukee is based on two major trends. First, the size and importance of the nonprofit sector in the Greater Milwaukee area, across America, and around the world have increased rapidly over the past 25 years. There now are more than 1.6 million nonprofit organizations in the United States employing 12.5 million people, or 9.5 percent of total employment in the United States, and accounting for approximately 10 percent of the gross domestic product. The growth rate of the nonprofit sector has exceeded the growth rates of both the for-profit and government sectors. Over the twenty-year period from 1977 to 1997, total inflation-adjusted revenues generated by nonprofit sector organizations in the United States increased 144 percent compared to an inflation-adjusted increase in the overall U.S. gross domestic product of just 81 percent.1

---

Similarly, in Wisconsin in recent years, the nonprofit sector has been growing faster than the overall state economy and now is generating annually $34 billion in economic activity and employing more than 240,000 people—9 percent of the totals statewide. In the four-county Greater Milwaukee area alone, nearly 76,000 people are employed by nonprofit organizations.  

Second, the number of graduate-level educational programs for nonprofit managers and leaders has grown rapidly since the early 1980s. More than 100 colleges and universities across the United States now offer such programs. Currently, approximately 50 of these universities and colleges—including the Helen Bader Institute for Nonprofit Management at the University of Wisconsin-Milwaukee—are members of the Nonprofit Academic Centers Council, an association formed in 1991 to serve as the principal forum for these nonprofit academic centers and programs. Moreover, there is a rapidly growing body of scholarly and applied research coming from a wide range of academic disciplines to support these educational programs. There are two multi-disciplinary scholarly associations in the field: the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) with more than 1000 members and the International Society for Third Sector Research (ISTR) with more than 600 members. Three major scholarly journals are being published: Nonprofit Management and Leadership, Nonprofit and Voluntary Sector Quarterly, and Voluntas.

The coursework for the M.S. in Nonprofit Management and Leadership degree program builds on courses previously offered as part of three graduate-level programs with a focus on nonprofit management that already existed at UW-Milwaukee prior to the beginning of the M.S. degree program in 2006:

- a 12 credit nonprofit “concentration” (established in 2000) as an option within the Master of Public Administration (M.P.A.) program;
- a 12 credit nonprofit “track” (established in 2000) as an option within the Master of Business Administration (M.B.A.) program;
- a 15 credit Graduate Certificate in Nonprofit Management program (established in 2003) that is offered as a “stand alone” program (for students not wishing to pursue another master’s degree) or in combination with another degree program at UW-Milwaukee.

These three program options will continue at UW-Milwaukee because they satisfy the professional career interests of some students who, in the first two of these cases, wish to pursue careers in government or business (the principal objectives of M.P.A.

---


3 For a list of the current institutional members of the Nonprofit Academic Centers Council, see [http://www.naccouncil.org/members.asp](http://www.naccouncil.org/members.asp).
or M.B.A. programs, respectively) but still wish to have some limited exposure to “nonprofit focused” curricular topics. The third of these options enables students currently pursuing other master’s or doctoral studies at UW-Milwaukee, or students who may already have earned a degree in some other professional field at UW-Milwaukee or elsewhere, to gain significant (but still limited) exposure to “nonprofit focused” knowledge and skills.

However, the 39-credit M.S. in Nonprofit Management and Leadership degree program enables the many prospective students who already are pursuing—or wish to pursue—careers as managers and leaders in any of the wide variety of types of nonprofit organizations to gain a much broader array of “nonprofit-focused” knowledge and skill sets and a much deeper mastery of those topics than is possible within the constraints of a 12- or 15-credit concentration, “track” or certificate program.

The M.S. in Nonprofit Management and Leadership degree program is designed to provide students with the essential management and leadership knowledge and skills needed for successful careers in nonprofit sector organizations. The curriculum emphasizes:

- A broad understanding of the social, economic, and political roles and functions of nonprofit sector organizations and their interdependent relationships with government, business, and the public at large;
- The governance and executive leadership of nonprofit organizations and the legal, ethical, and public policy contexts within which nonprofit managers and leaders function;
- A set of core management and leadership functions related to generating and managing financial and human resources in nonprofit organizations and providing services in pursuit of the missions of these organizations;
- The ability to measure and assess performance to achieve the institutional mission and enhance operational efficiency.

C. Issues Addressed by this Action:

Recent discussions among faculty members in Public Administration and in Nonprofit Management have revealed an interest in developing a new Department of Public and Nonprofit Administration. As the number of faculty members has not yet reached a critical mass, these faculty members are taking the intermediate step of proposing a department-like body within which the critical mass of faculty members can be reached. There are a number of reasons why this action is appropriate:

- The proposed unit will have a substantial professional mission, particularly with regard to the professional master’s programs in Nonprofit Management and Leadership and in Public Administration. Both programs are “terminal” degree programs designed to prepare practitioners in the leadership and management of both nonprofit and public organizations.
Recent reviews done by the Graduate School on the Department of Political Science as well as the Master of Public Administration (MPA) program concluded that it was important for the MPA program to have its own departmental status.

By its design, the proposed unit will operate as a multidisciplinary program, with core and associated faculty members potentially drawn from multiple disciplines and academic units at UWM (e.g., economics, geography, political science, and sociology).

The two academic programs that will serve as the instructional and research core of the proposed unit – Nonprofit Management and Leadership (MS, graduate certificate), and Public Administration (MPA) – have amorphous structures organized with faculty members from multiple L&S departments and faculty members from L&S and the Lubar School of Business. Locating these programs within a single unit will create greater continuity and effectiveness in administrative leadership.

The creation of a separate department-like body has several major advantages over the current structural placement of the MPA and Nonprofit Management programs.

- The new department-like body will bring together two programs focused on the public’s interest. It will allow for the definition of a mission independent of larger administrative units that only tangentially share the mission of this new entity. Community outreach will become a core element of the new unit.
- The creation of the Public and Nonprofit Administration (PNA) program will allow for an independent identity to which graduates of the program will feel a stronger affiliation, one that they are likely to be more willing to support. The public administration and nonprofit management programs will gain visibility that they currently do not have. Alumni of the MPA program have expressed excitement about this new organizational unit.
- The merging of the Public Administration and Nonprofit Management programs will allow closer collaboration in developing programs and conducting research aimed at serving the well-being of society. The new unit is expected to be much more competitive in attracting funding for research directly serving the public interest.
- All faculty members in the Department of Political Science are members of the social sciences division. Satisfying tenure criteria for this division discourages public administration faculty members from engaging in applied research on matters important to the community in favor of more purely theoretical research. For some of these individuals, membership in the professions division is more appropriate. The new unit will allow membership in either division.
- With public administration subsumed in political science and nonprofit administration (until now) subsumed in business, faculty members in public and nonprofit administration have felt that their issues and concerns cannot receive appropriate consideration because they comprise only a small minority within these units. Their curricular and scholarly interests have little in common with their colleagues. Their priorities for faculty hiring, TA assignments, and staff
support seldom become the larger unit’s top priorities. In their new setting, the
interests of the PNA faculty will be at the forefront of the new unit’s activities.

- In matters of course scheduling, the current administrative structures sometimes
result in subordinating the needs of public administration and nonprofit
management in order to serve goals of the larger administrative unit. The new
PNA program will allow for long term planning of course scheduling that will
ensure its students can progress in their studies without delay.

III. Unit Functions

A. Instructional Programs

The Public and Nonprofit Administration unit will serve as an umbrella for two
master’s degrees (Nonprofit Management and Leadership; Public Administration), the
graduate Certificate in Nonprofit Management, and other undergraduate and graduate
programs that may be developed to focus on issues that impact society. (See
Appendices E and F for descriptions of current programs.) Each of the master’s
programs prepares students for professional careers in their respective areas. The
graduate Certificate in Nonprofit Management is designed to provide students with
the knowledge and skills needed to successfully pursue or advance careers within
nonprofit sector organizations.

While each of the instructional programs focuses upon a unique area of
academic/professional study, the programs together share areas of overlapping
learning objectives and knowledge application. For example, public administration
(including courses offered by the Department of Political Science and the Lubar
School of Business) and nonprofit management and leadership (including courses
offered by social science departments and the Lubar School of Business) both include
some focus on varied elements of public policy, including its formulation,
implementation, application, and impacts. The master’s programs in both areas also
explore professional practice and application of knowledge in leadership and
organizational management to achieve goals related to strengthening communities
and improving the life quality of residents who often, but not exclusively, reside in
urban and metropolitan areas.

The learning objectives of courses in the unit’s instructional programs will be
overlapping, and the enrollment of students across programs is anticipated. In fact,
such crossovers already are purposely designed into some program areas. For
example, the MPA program offers a concentration in nonprofit management in which
students enroll in courses offered through the M.S. in Nonprofit Management and
Leadership program. Also, students in several social science masters programs are
enrolling in the Graduate Certificate in Nonprofit Management.

B. Research Programs
Through formal affiliations with a variety of centers and institutes, the unit will bring together a formidable array of resources devoted to research in the areas of urban issues and challenges as well as social and public policy. These include the Center for Economic Development, the Center for Urban Initiatives and Research, and the Institute for Survey and Policy Research. Together, these units house faculty and academic staff members with expertise in social survey research, social policy analyses including feasibility studies and needs assessment, and advanced statistical analyses. Related assets include expertise in grant writing and grant management, information technology support, and the publication and dissemination of research findings.

The Public and Nonprofit Administration unit will facilitate substantial synergies in the scholarly activities of the members of its faculty, synergies that will support and expand research opportunities in common areas of interest. Examples of anticipated research synergies that are expected to occur within the unit include:

- Studies of the formulation, implementation, application, and evaluation of public policies. Such work might be organized with research groups that study policy issues focused on such areas as health, economic development, and community revitalization.
- Studies of strategies that can improve the effective management of and leadership within organizations designed to advance public interests including public and nonprofit organizations.
- Studies of ethical practices and policies to enhance ethical behavior in public and nonprofit organizations.

C. Outreach and Community Engagement

The unit will bring together a large academically- and professionally-diverse group of experts whose work involves continuous engagement with nonprofit, philanthropic, business, and governmental agencies throughout the metropolitan community. The unit will encourage genuine partnerships with non-university agencies, building on the successful initiatives developed over the past eight years under The Milwaukee Idea.

D. Affiliation with Other University Programs

The instructional and research programs of the Public and Nonprofit Administration Unit will be enhanced by project-related affiliations with other units on the UWM campus. The considerable resources of the unit in the areas of public administration and nonprofit management and leadership will be magnified when joined with the recognized expertise in areas like urban education, public health, arts and the community, social gerontology, and urban studies. Moreover, the unit will serve as a platform for the development of new areas of policy research and analysis, and public and nonprofit management that are identified both within the university and the larger metropolitan community.
The research and instructional programs of the unit also will be strengthened through affiliations with multiple campus centers and institutes that share common intellectual interests, including:

- The Center for Urban Initiatives and Research
- The Center for Economic Development
- The Helen Bader Institute for Nonprofit Management
- The Institute for Social and Political Research
- Other UWM centers and institutes with common intellectual and/or instructional interests.

Affiliations with these campus units will:

- create synergies for collaborative research;
- provide access to infrastructure to support proposal development to obtain extramural funding as well as grant management;
- expand opportunities for graduate students in the unit’s instructional areas to obtain financial support and learn, first hand, the craft of applied research;
- expand opportunities to garner extramural support for research that is interdisciplinary and attuned to areas of public policy and community needs;
- expand opportunities for relevant outreach and community engagement to support student learning, internships, and community-based research.

In addition to collaborations with other units on the UWM campus, faculty members who will be part of the new unit have been involved in collaborative work with the UW-Madison School of Human Ecology and their proposed Civil Society and Community Leadership (CSCL) graduate program, which will offer masters and PhD degrees. We have been working with the faculty from UW-Madison since Spring 2009 to offer joint coursework on civil society and nonprofit management across the two campuses in Milwaukee and Madison. As part of that process, we have already identified a potential funder – The Burke Foundation – to support up to 8 graduate students as interns and/or project assistants who would work for non-profit organizations in the Milwaukee community.

IV. Personnel Resources (see also Appendix D)

A. Faculty:

1. Minimum Number of Faculty Members Needed: Some faculty resources already exist at the university. The unit initially will have four faculty members whose tenure home is in PNA. (See Appendix B.) A request for a formal department will be made when the unit has seven tenured/tenure-track faculty members. Individuals who wish to move their tenure homes must request the approval of their current departments and dean(s). This past year, a new faculty member was hired into the Department of Political Science with the understanding that her position would be transferred to the Public and Nonprofit Administration unit when it becomes effective. The budget for the new unit includes a request to recruit two new faculty members, one in each in years two and three of the unit’s existence. Their likely areas of specialization will be in one or more of the
following: government/nonprofit collaboration and networking, contract management, disaster management and humanitarian relief, nonprofit finance, local government management along with the tools and techniques and the substantive evaluation of public policy, particularly as it concerns public health. Funding for the recruitment for these two new faculty members will come from the $1 million Helen Bader Foundation (HBF) “Challenge Grant.”

2. Augmentation of Executive Committee: It may be necessary to augment the executive committee of the new unit until an appropriate executive committee size is reached. The Committee has approached several faculty members in other departments about their willingness to serve on an augmented executive committee, and all have indicated that, if appointed, they would consent to do so.

3. Faculty Members from Other Programs and Tenure Homes: A number of faculty members currently associated with the Public Administration and Nonprofit Management programs are expected to affiliate with the new unit, providing a sizeable pool of faculty members to carry out the administration and activities of the unit (see Appendix A, Administrative Organization, section III.A.1. for details; see also Appendix C).

B. Academic Staff Available/Needs:
At the present time, the programs (i.e., public administration and nonprofit management and leadership) are supported by the following academic staff members:

Public Administration
- The Director of the Master of Public Administration (MPA) program provides leadership for the MPA program by chairing faculty committees, recruiting and advising students, and on-going alumni relations.
- Program Administrator and Internship Coordinator. The Program Administrator and Internship Coordinator currently provides administrative and outreach support to the Director of the MPA program through his contacts with alumni and involvement in professional organizations (e.g., Wisconsin City Manager Association) that are related to the MPA program’s mission. The person in this position also teaches two courses in public administration each semester for the Department of Political Science, which are crucial feeder courses for applicants to the MPA program each year and coordinates internships (paid and unpaid), monitoring internship sites to ensure a quality learning experience for MPA students.

Nonprofit Management and Leadership:
- The Executive Director of the Helen Bader Institute for Nonprofit Management serves as the program director for the M.S. in Nonprofit Management and Leadership and the Graduate Certificate in Nonprofit Management programs.
- The Administrative Program Specialist of the Helen Bader Institute for Nonprofit Management provides academic staff support services for the M.S. in Nonprofit Management and Leadership and the Graduate Certificate in Nonprofit Management programs including program marketing and student recruitment, student advising, and other student support services.
An additional 0.5 FTE academic staff position is requested to strengthen the advising support services available to students in the unit’s graduate programs.

C. **Classified Staff Available/Needs:**
At the present time, the programs are supported by a half-time administrative assistant in Public Administration. This individual is responsible for organizing and maintaining student files. Unless the size of the program increases significantly, it is not anticipated that additional classified staff assistance will be needed.

D. **Teaching/Project Assistant Available/Needs:**
Neither of the two programs has dedicated funding for teaching or research assistants. The public administration program has placed numerous students in project assistantship positions at the Center for Urban Initiatives and Research (CUIR), but this funding is based primarily on CUIR needs, which change from year to year. Both programs would be able to attract high quality students if project assistantships were made available to the unit. The unit expects to establish 7 project assistantships (3.5 FTE). The Center for Urban Research has committed the funds to support 1.0 FTE project assistantships. New funds are requested for the remaining 2.5 FTE.

Since Spring 2009, faculty members who will be in the new unit have been in discussions with faculty members from the School of Human Ecology at the University of Wisconsin-Madison about offering joint doctoral training on civil society and nonprofit management and leadership. One of the benefits of this possible collaboration is a commitment from the Burke Foundation to fund 6-8 graduate students (Master’s or Doctoral) to work as interns/project assistants for local non-profits in the Milwaukee metropolitan region. Note that the Burke Foundation is stipulating that the internship/project assistantship placements need to be in the Milwaukee region, which means that up to 8 graduate students may be funded through this relationship.

V. **Non-Personnel Resources** (see also Appendix D)

A. **Space Available/Needs:**
The two programs currently are housed in different buildings. At present, the MPA program is housed on the 6th floor of Bolton Hall with 3 offices and a common area. These three offices house the Internships Coordinator and the Director of the MPA program, along with the Administrative Assistant. The MS program in Nonprofit Management and Leadership currently is housed on the 3rd floor of the Alumni House with 3 offices. These offices house the Director and Associate Director of the Helen Bader Institute for Nonprofit Management and the Outreach Program Manager for the Institute. Two of the three rooms have small conference tables that allow for meeting with students, faculty and staff members, alumni, and outside constituents. One of the three core faculty members has an office in Engelman Hall, another member has an office on the 6th floor of Bolton Hall, and the final member has an administrative office as part of the MPA office space on the 6th floor of Bolton Hall.
The proposed unit has a number of needs with regard to space, including:

- an office/reception area, shared by the unit’s program assistant and new academic advisor
- 1 administrative office for the Internships Coordinator for the MPA program
- 5 faculty offices

Ideally, the unit’s administrative and faculty offices should be proximate to the Helen Bader Institute for Nonprofit Management.

B. **Capital Equipment Available/Needs:**
Each core member of the proposed unit currently has capital equipment including a computer, an office desk and chair, file cabinets and book shelves. These same pieces of capital equipment would be needed for each new member of the proposed unit.

C. **Supplies and Expenses Available/Needs:**
Each core faculty member of the proposed unit currently receives supplies and has expenses paid through the Department of Political Science or the Center for Urban Initiatives and Research. Supplies include paper, file folders, pens, pencils, and other office supply equipment. Four core faculty members also have a travel budget of approximately $1500 for travel to conferences or other related expenses. These travel funds and an appropriate share of department/center S&E will be transferred to the new unit.

See Appendix D for a summary of resource reallocations.

VI. **Other Implementation Matters:**

A. **Curricular Areas:**
The unit will house two new curricular areas: 1) Public Administration and 2) Nonprofit Management and Leadership, both of which are in the process of being established. It is expected that some courses will be developed that are jointly offered in these two areas and/or with other campus curricular units.

B. **Courses Currently Taught by Individuals who Move to the PNA:**
The Department of Political Science has approved transferring to PNA a number of courses that are specifically for public and/or nonprofit administration. Other courses that are of interest to PNA and political science students are being set up as jointly-offered courses. For courses in Pol Sci that have been taught by instructors who move their tenure home to the new unit, PNA will make specific commitments for its faculty members to continue to teach those courses on a regular basis, to be defined in each individual case, until such time that Political Science has other instructional staff to provide the instruction. New methods of crediting course enrollments to the unit providing the instructor make it more attractive for individuals to teach outside their departments/schools. PNA also will discuss with other participating units the possibility of jointly-offering courses to increase their visibility to a larger audience.
All credits generated in such courses will be credited to the original home unit, assuming that unit will continue to offer those courses.

Relevant courses for the new unit include:

- Pol Sci 243 Public Administration (3 cr, U)
- Pol Sci 331 Comparative Public Administration (3 cr, U/G)
- Pol Sci 452 Administrative Law (3 cr, U/G)
- Pol Sci 461 Organizational Theory and Practice (3 cr, U/G)
- Pol Sci 462 Public Policy Planning (3 cr, U/G)
- Pol Sci 470 Public Personnel Administration (3 cr, U/G)
- Pol Sci/UrbPlan 630 Budgeting and Finance in the Public Sector (3 cr, U/G)
- Pol Sci/Sociol/Urb Std 704 Seminar in Nonprofit Organizations (3 cr, G)
- Pol Sci 705 Professionals and Volunteers in Nonprofit Organizations (3 cr, G)
- Pol Sci 763 Scope and Dynamics of Public Administration (3 cr, G)
- Pol Sci 769 Analyzing and Evaluating Public Policies and Programs (3 cr, G)
- Pol Sci 789 Theory and Role of Nonprofit Organizations (3 cr, G)
- Pol Sci 791 Nonprofit Advocacy and Public Policy (3 cr, G)
- Pol Sci 792 Decision-Making Methods for Nonprofit and Public Organizations (3 cr, G)
- Pol Sci 793 Law of Nonprofit Organizations (3 cr, G)
- Pol Sci 914 Intergovernmental Relations (3 cr, G)
- Pol Sci 921 Government/Non-profit Administrative Internship (3 cr, G)
- Pol Sci 958 Seminar in Public Administration - Topics course (3 cr, G)
- Pol Sci 959 Capstone Seminar in Public Administration (3 cr, G)
- Pol Sci/Urb Std 965 Municipal Management (3 cr, G)
- Bus Adm 766 Marketing for Nonprofit Organizations (3 cr, G)
- Bus Mgmt 718 Concepts and Practice of Nonprofit Organizations
- Bus Mgmt 721 Fundraising and Development for Nonprofit Organizations (3 cr, G)
- Bus Mgmt 724 Accounting for Nonprofit Organizations (3 cr, G)
- Bus Mgmt 725 Governance and Executive Leadership of Nonprofit Organizations (3 cr, G)

**VII. Timetable:**

- **November, 2010** Proposal will be complete and approved by L&S Dean; submission to L&S Academic Planning and Governance Committee (AP&GC); faculty members interested in moving prepare paperwork
- **December, 2010** Approval by L&S AP&GC; submission to L&S Faculty
- **January, 2011** Approval by L&S Faculty; Dean’s office finalizes a plan for movement of resources to support PNA; submission to Provost who requests advice of campus APBC
- **February, 2011** APBC reports to Provost; Provost submits proposal to Faculty Senate
March, 2011    Faculty Senate approval

April, 2011    Transfer of faculty and staff positions approved

July 1, 2011   PNA begins functioning
APPENDICES

A. Administrative Structure

B. Initial Public and Nonprofit Administration Faculty and Academic Staff Members
   C. Affiliated Faculty and Academic Staff Members
   D. Budget and Resource Reallocation Summary
   E. Public Administration Programs
   F. Nonprofit Management and Leadership Programs
The Public and Nonprofit Administration unit is an interdisciplinary unit within the College of Letters and Science at the University of Wisconsin-Milwaukee with programs of instruction, research, and outreach and community engagement that focus on a wide variety of urban and management issues and their implications for social and public policy.

I. Mission and Goals

A. Mission Statement

It is the mission of the Public and Nonprofit Administration unit to meet the diverse needs of the community, state and region for outstanding researchers and practitioners in public and nonprofit management. The unit will offer an array of programs that educate individuals to be effective researchers, scholars, educators, and practitioners, including on-going professional development.

B. Goals

To carry out its mission, PNA has established the following goals:

- Assembling and supporting a faculty composed of individuals from varied disciplines with common interests related to public and nonprofit management, and social sciences;

- Organizing teams of researchers/scholars with shared interest who will engage in multidisciplinary research focused on issues of public and nonprofit sector management and leadership;

- Delivering high quality academic programs in nonprofit management and leadership, public administration and other appropriate areas;

- Equipping graduate students with the methodological skills, including applied quantitative analysis and research design, appropriate to their professional fields of interest;

- Providing opportunities for graduate students to engage in experiential learning and the application of scholarly knowledge through such vehicles as internships and applied research projects;

- Engaging in outreach with the appropriate communities and stakeholders to share knowledge and learning for community benefit;
Meeting the growing demand for professionally trained graduate level leaders in the workforce.

C. Program Reviews and Assessment

The Executive Committee of the unit, on a biennial basis, will conduct a review of its mission and goals and an assessment of its success in meeting its goals. Faculty, equipment, supply, expense, and other needs will be identified. Assessment of individual academic programs will be undertaken. A detailed assessment plan will be developed by the unit faculty as one of its first orders of business. The following assessment tools may be utilized:

1. Data on faculty and student involvement in the unit and its programs: The size of the unit’s faculty, the number of associate faculty, and the enrollment of students in the unit’s programs will be tracked. This information will be used to identify areas of need in terms of faculty strengths and in disseminating information about the unit’s programs to potential students.

2. Exit survey: Graduating students will be required to answer questions in an exit questionnaire. These questions will be aimed at determining the strengths and weaknesses of the students’ programs. Specifically students will be asked to comment on how well prepared they feel at this point in their development to enter the workplace or to pursue further study at the professional/graduate school level. Some of those completing the exit questionnaire will be interviewed informally to determine if the questionnaire needs improvements.

3. Preparation for professional and graduate work: The success of recently graduated majors will be tracked by determining acceptances rates for students entering professional/graduate schools.

4. Alumni surveys: Surveys of graduates will be conducted at regular intervals to determine views of alumni over time concerning how well their programs prepared them for employment or for post-baccalaureate education. In these surveys, alumni will be asked to evaluate the strengths and weaknesses of their program and to recommend improvements.

5. Assessment reports of individual program: Each academic program will conduct its own assessment each year. Information from those assessment reports, particularly related to the learning goals common to all programs in the unit will be collected and evaluated.

II. Academic Programs

A. General
Instructional programs administered through the unit may be offered jointly by the College of Letters and Science and another UWM school or college or they may be offered by L&S alone. Each of the unit’s instructional programs is headed by a coordinator and governed by a faculty advisory committee. The advisory committee is comprised of faculty members from the schools/colleges that offer the program, and it has primary responsibility for the academic content of the program, for advising students the programs students, and for recommending candidates for degree or certificate. In consultation with the appropriate dean(s), the advisory committee selects the program coordinator annually. The coordinator is responsible for the day-to-day administration of the program.

B. Nonprofit Management and Leadership

This program, which is jointly offered by the College of Letters and Science and the Lubar School of Business, administers a Masters in Nonprofit Management and Leadership and a graduate Certificate in Nonprofit Management.

C. Public Administration

The public administration program, which is a joint offering of the College of Letters and Science and the Lubar School of Business, offers a Master of Public Administration.

III. Administrative Structure

A. Faculty

1. Faculty Membership: The unit’s faculty is composed of all individuals with tenure homes in the unit and other faculty members with appointments in the unit. Unit members may have tenure homes that are in other university units but maintain intellectual, research, instructional, and/or outreach interests that are consistent with the mission of the Public and Nonprofit Administration unit. These individuals, who hold joint appointments of 50% or less in PNA, are approved for faculty status by the members of the core faculty, and they are granted faculty voting rights in the unit. The level of appointment of faculty members to the unit must be approved by the individual, the core faculty, the individual’s home department, and the dean. Faculty members whose tenure homes are not in PNA are expected to be involved with and contribute to the research, instructional, and outreach objectives of the unit through such activities as:

   a. teaching core or elective courses with PNA’s instructional programs (i.e., Public Administration, Nonprofit Management and Leadership, or other programs that may be developed);
   b. participating in research projects conducted by faculty members and/or centers/institutes associated with PNA;
c. participating in and supporting forums, conferences, colloquia, and other events organized by PNA;
d. advising students enrolled in the instructional programs offered by PNA;
e. serving on master’s committees of students enrolled in the instructional programs of PNA;
f. supporting efforts to generate extramural funding to support the research, instructional, and outreach efforts of PNA;
g. supporting graduate students enrolled in PNA’s instructional programs through graduate project and research assistantships;
h. supporting the outreach and community engagement efforts of PNA.

The Executive Committee reviews the appointment of faculty every three years for the purpose of removing those individuals who are not engaged with the unit in the manner described above.

2. **Duties**: The Faculty has primary responsibility for the immediate governance of the unit, including development and oversight of the unit’s academic, research, and outreach programs. The Faculty shall carry out the academic planning process on a regular basis, including, but not limited to, the preparation of the unit’s academic program plans and program assessment. Admissions, program reviews, and appeals will be the responsibility of the unit’s faculty, and any related committees, assigned to these responsibilities for the two programs. Each program will have unit members assigned to handle these responsibilities.

3. **Meetings**: The Faculty will meet at least once a semester to conduct its business, and minutes reflecting all formal actions taken shall be recorded.

**B. Unit Committees**

1. **General**: PNA may utilize committees to conduct its business.

2. **Standing Committees**
   a. **Executive**
      i. **Membership**: The executive committee shall consist of tenured individuals holding professor or associate professor rank in the unit’s core faculty and faculty members at the professor or associate professor rank with tenure homes in other departments who are appointed to the executive committee to achieve balanced representation for the unit’s programs. Program directors, regardless of whether they have faculty status recognized by the University, serve as *ex officio* members of the executive committee, with voting privileges restricted to tenured members of the faculty. The committee shall have at least two voting members representing each program. If among the core faculty and program directors there are not at least two representatives of each program faculty, the committee membership will be supplemented by additional faculty members selected from the associate faculty and appointed by the dean upon recommendation of the appropriate program faculty.
advisory committee(s). The executive committee, by a two-thirds vote, may grant membership on the executive committee to a tenured assistant professor or instructor. Such membership, once granted, may not be revoked. Individuals may serve simultaneously as members of the executive committees of PNA and of another UWM academic unit.

ii. Duties – The executive committee makes recommendations concerning appointment, dismissals, promotions, salaries, merit allocations, and other personnel and budget matters, which are transmitted through the director to the dean. The executive committee, by annual vote, may delegate to a smaller committee or to the director the authority to make recommendations with respect to any or all of the following: salaries, non-tenure appointments, appointment or promotion of classified personnel, appointment of assistants, equipment and supplies.

b. Other Committees – Additional standing and/or ad hoc committees may be appointed by the unit’s faculty as necessary to carry out the responsibilities of the faculty.

3. Program Committees
   a. Governance Committees - Each program governance committee, identified below, shall have responsibility for oversight of all aspects of the academic programs under its purview, including, but not limited to, making recommendations to the unit’s faculty concerning the following: program changes; new courses and programs; student admissions; student progress reviews; student complaints; personnel recommendations, etc. These committees review reports of the programs’ standing committees. They assists the program directors in coordinating the activities of participating departments and programs, recommend faculty appointments, and consult with the Dean on the appointment of the program directors. The advisory committees may designate subcommittees to oversee particular areas of responsibility. Actions of the advisory committees are subject to the review and approval of the unit’s faculty.
      i. Nonprofit Management Program Faculty Committee - The committee is composed of members of the Graduate Faculty as follows: three from the College of Letters and Science, three from the Lubar School of Business, and three from other schools/colleges at UWM. The Executive Director of the Helen Bader Institute for Nonprofit Management is an ex officio, non-voting member of the Committee.
      ii. Public Administration Coordinating Committee – The coordinating committee is composed of three faculty members from the Lubar School of Business and three from the College of Letters and Science appointed annually and jointly by the deans of the two academic units.

b. Admissions, Progress, and Appeals
   i. Membership – This committee will consist of two faculty members and one student from the program appointed by the program advisory committees. The members of the Admissions, Progress, and Appeals Committee shall elect the committee chair.
   ii. Duties – The Admissions, Progress, and Appeals Committee shall recommend to the program advisory committee admission of students to
the masters and/or Ph.D. programs. It will recommend to the advisory committees appropriate actions concerning student progress and will hear appeals from students concerning complaints related to the program.

c. Other Program Committees – Each program shall appoint, as needed, other committees to conduct business specific to the program. Examples may include a preliminary examination committee, a lectures committee, a budget committee, and various ad hoc committees.

C. Chair

1. **Eligibility** – Any member of PNA's Executive Committee may serve as the chair.

2. **Appointment Process** – All members of the core faculty shall be given an opportunity to register an individual preference for the director. These preferences shall be communicated to the dean at the time of the dean’s request for this information.

3. **Duties** – The director is responsible for the day-to-day administration of PNA, which includes, but is not limited to, the following:
   a. serves as the official channel of communication for all matters affecting the unit as a whole between the unit and the President, Chancellor, dean, and other University officials or departments;
   b. calls meetings of the unit’s faculty and executive committee, presides over those meetings, and transmits minutes of the meetings to appropriate individuals and offices;
   c. has charge of all official correspondence of the unit and of all announcements in the Undergraduate Catalog, Graduate Bulletin, or other University publications;
   d. has responsibility for all unit supplies and records;
   e. submits course and academic program requests for action by appropriate committees and the dean;
   f. reports to the dean regarding the activities and needs of the unit;
   g. acts for the unit in emergencies, pending a meeting of the executive committee;
   h. serves as liaison to the directors and advisory committees of member academic programs.

D. Program Directors

1. **General** – Program directors are responsible for the day-to-day administration of each unit’s academic programs, including, but not limited to, the following:
   a. serve as the official channel of communication for all matters affecting the program between the program and the unit director and executive committee;
   b. call meetings of the program’s advisory committee, preside over those meetings, and transmit minutes of the meetings to appropriate individuals and offices;
   c. have charge of all official correspondence of the program;
   d. subject to approval by the unit’s faculty, prepare all announcements concerning the program for the Undergraduate Catalog, Graduate Bulletin, or other University publications;
   e. have responsibility for all program supplies and records;
f. submit course and academic program requests for action by the unit’s faculty and/or its committee(s);
g. report to the unit’s director regarding the activities and needs of the program;
h. serves as liaison to the unit’s director and faculty committees.

2. Nonprofit Management Program – The Executive Director of the Helen Bader Institute for Nonprofit Management serves as director of the Nonprofit Management Program. S/he is appointed annually and jointly by the deans of the College of Letters and Science and the Lubar School of Business upon recommendation of the Program faculty.

3. Public Administration – The director of the Public Administration Program is appointed annually and jointly by the deans of the Lubar School of Business and the College of Letters and Science upon recommendation of the Program faculty.

IV. Amendment of Administrative Organization

Any provision of this administrative organization document may be amended by a two-thirds vote of all faculty members holding voting rights in PNA, as long as the proposed changes are in accord with UWM Policies and Procedures Chapters 2 and 4.
APPENDIX B
INITIAL PNA FACULTY AND ACADEMIC STAFF MEMBERS

Professors
   Ihrke, Douglas, Ph.D., Northern Illinois University (Political Science) – 1.0 FTE
   Percy, Stephen, Ph.D., Indiana University (Political Science) – 1.0 FTE
Associate Professors
   Bohte, John, Ph.D., Texas A&M University (Political Science) – 1.0 FTE
Assistant Professor
   Chikoto, Grace, Ph.D., Georgia State University (Public Administration/Public and Nonprofit Management) – 1.0 FTE
Academic Staff
   Hatch, Dennis, MPA, University of Southern California (Public Administration) – 1.0 FTE
   Schnupp, Shelly, MPA, University of Illinois-Springfield (Public Administration) – 1.0 FTE
Administrative Assistant
   Joseph, Berthina – 0.50 FTE
APPENDIX C
ASSOCIATED FACULTY AND ACADEMIC STAFF MEMBERS

Professors
  Anderson, Margo, Ph.D. Rutgers University (History)
  Lee, Mordecai, Ph.D., Syracuse University (Political Science) – 0.25 FTE
  Peracchio, Laura, Ph.D., Northwestern University (Business Administration)
  Ragins, Belle, Ph.D., University of Tennessee (Industrial/Organizational Psychology)

Associate Professors
  Alwan, Layth C., Ph.D. University of Chicago (Business Administration)
  Padgett, Deborah, Ph.D., Washington University (Social Work)
  Rast, Joel, Ph.D., University of Oregon (Political Science)
  Rodriguez, Joseph, Ph.D., University of California-Berkeley (History)
  Singh, Romila, Ph.D., Drexel University (Business)
  New Hire in Lubar School of Business (Associate or Full Professor)

Assistant Professors
  Neely, Daniel, Ph.D., University of Houston (Accounting)

Adjunct Faculty
  Boynton, Jackie, J.D., Marquette University (Law)
  Holman, Andrew, B.S., University of Wisconsin-Milwaukee (Accounting)
  Johnson, Theresa, Ph.D., University of Wisconsin-Milwaukee (Political Science)
  Maclem, Carolyn, MA., University of Wisconsin-Milwaukee (Communication)
  Palmer-Smith, John, PhD., Columbia University (Political Science)
  Poppe, Jerry, Ph.D., University of Wisconsin-Milwaukee (Political Science)
  Schulz, Jerome, MPA, Roosevelt University (Public Administration)
  Swartz, Chris, MPA, University of Wisconsin-Milwaukee (Public Administration)
APPENDIX D
Budget and Summary of Resource Reallocation

PUBLIC AND NONPROFIT ADMINISTRATION UNIT BUDGET
Estimated Total Costs and Income

<table>
<thead>
<tr>
<th></th>
<th>FIRST YEAR 2011</th>
<th>SECOND YEAR 2012</th>
<th>THIRD YEAR 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>CURRENT COSTS</td>
<td>#FTE</td>
<td>Dollars</td>
<td>#FTE</td>
</tr>
<tr>
<td>Personnel</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Faculty/Instructional Staff</td>
<td>5.75</td>
<td>657,387</td>
<td>5.75</td>
</tr>
<tr>
<td>Graduate Assistants</td>
<td>1.0</td>
<td>31,235</td>
<td>1.0</td>
</tr>
<tr>
<td>Non-instructional Academic/ Classified Staff</td>
<td>1.5</td>
<td>135,323</td>
<td>1.5</td>
</tr>
<tr>
<td>Non-personnel</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supplies &amp; Equipment</td>
<td>8,000</td>
<td></td>
<td>8,000</td>
</tr>
<tr>
<td>Capital Equipment</td>
<td>Existing furniture</td>
<td>Existing furniture</td>
<td>Existing furniture</td>
</tr>
<tr>
<td>Library</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Computing</td>
<td>Existing computers</td>
<td>Existing computers</td>
<td>Existing computers</td>
</tr>
<tr>
<td>Other (Define)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subtotal</td>
<td>800,710</td>
<td></td>
<td>839,872</td>
</tr>
<tr>
<td>ADDITIONAL COSTS</td>
<td>#FTE</td>
<td>Dollars</td>
<td>#FTE</td>
</tr>
<tr>
<td>Personnel</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Faculty/Instructional Staff</td>
<td>0.00</td>
<td>1.00</td>
<td>2.00</td>
</tr>
<tr>
<td>Graduate Assistants</td>
<td>0.00</td>
<td>2.5</td>
<td>2.5</td>
</tr>
<tr>
<td>Non-instructional Academic/ Classified Staff</td>
<td>0.50</td>
<td>33,240</td>
<td>0.50</td>
</tr>
<tr>
<td>Non-personnel</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supplies &amp; Equipment</td>
<td></td>
<td>2,000</td>
<td></td>
</tr>
<tr>
<td>Capital Equipment</td>
<td></td>
<td>4,000</td>
<td></td>
</tr>
<tr>
<td>Library</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Computing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subtotal</td>
<td>33,240</td>
<td></td>
<td>207,575</td>
</tr>
<tr>
<td>TOTAL COSTS</td>
<td>833,950</td>
<td></td>
<td>1,047,447</td>
</tr>
<tr>
<td>CURRENT RESOURCES</td>
<td>Subtotal</td>
<td>Subtotal</td>
<td>Subtotal</td>
</tr>
<tr>
<td>----------------------------</td>
<td>----------</td>
<td>----------</td>
<td>----------</td>
</tr>
<tr>
<td>GPR</td>
<td>800,710</td>
<td>839,872</td>
<td>864,829</td>
</tr>
<tr>
<td>Gifts and Grants</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fees</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other (Define)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subtotal</td>
<td>800,710</td>
<td>839,872</td>
<td>864,829</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ADDITIONAL RESOURCES</th>
<th>Subtotal</th>
<th>Subtotal</th>
<th>Subtotal</th>
</tr>
</thead>
<tbody>
<tr>
<td>GPR Reallocation (list sources)-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vacant faculty/staff lines; *some will be shifted to Gifts and Grants</td>
<td>33,240</td>
<td>207,575*</td>
<td>311,186*</td>
</tr>
<tr>
<td>Gifts and Grants - *Burke (grad assts) and Helen Bader (faculty) Foundations – amount TBD</td>
<td></td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>Fees</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other: reallocation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subtotal</td>
<td>33,240</td>
<td>207,575</td>
<td>311,186</td>
</tr>
</tbody>
</table>

| TOTAL RESOURCES            | 833,950  | 1,047,447| 1,176,015|

1 FTE includes 3 full- and 2 part-time faculty members, and 2 full-time instructional academic staff members. Does NOT include 1 FTE faculty member in administration.
2 Salary cost calculated on 2009-2010 salaries, including fringe benefits (faculty/staff: 38.5%), w/1% increase in year 2 and 3% increase in year 3.
3 FTE includes 2 half-time doctoral project assistants supported by Center for Urban Research.
4 Salary cost calculated on 2009-2010 salary rate, including fringe benefits (grad assts: 27.5%), w/1% increase for year 2 and 3% increase in year 3.
5 FTE includes 1 full-time academic staff member and 1 half-time classified staff member.
6 Salary cost calculated on 2009-2010 salaries, including fringe benefits (academic staff: 38.5%; classified staff: 50.5%), w/1% increase in year 2 and 3% increase in year 3.
7 Transfer of proportional amount of existing S&E from current departments for faculty/staff who transfer to the new unit. Assumes no increase each year.
8 Based on starting salary of $68,000.
9 Based on 3% increase for year 2 faculty member and starting salary of $69,000 for new faculty member.
10 FTE includes 3 half-time doctoral and 2 half-time master’s level project assistants.
11 FTE is one half-time academic advisor.
12 Salary cost based on starting salary rate of $48,000 plus fringe benefits, w/1% increase in year 2 and 3% increase in year 3.
13 S&E increases to cover additional faculty members, including travel fund.
14 One-time expenditure each year for furniture and computer equipment for new faculty members.
Resources Reallocation

I. Faculty/instructional staff salaries: Funds for the salaries and benefits of those members of the faculty and instructional academic staff who move their positions into the Public and Nonprofit Administration unit will be reallocated to the new unit. Funds for two new faculty members will come from vacant faculty lines (replacement for Marcus Ethridge, who has just retired) and from the Helen Bader Foundation “Challenge Grant” of $1 million. The faculty of the proposed unit also put forward a Decision Item Narrative (D.I.N.) proposal to hire 3-5 new faculty members with specializations in public/non-profit management and public policy as they relate to public health.

II. Non-instructional staff: Funds for a half-time unit project assistant will be reallocated from the current MPA program to the new unit. Funds for a new half-time academic staff advisor will come from vacant faculty/staff lines.

III. Project Assistantships: Funds for two half-time doctoral level project assistants have been pledged by the Center for Urban Research. Funds for five additional half-time project assistants (3 doctoral level, 2 MA level) will come from vacant lines and transfer of graduate student support from current home department(s) of faculty members as well as likely funding from the Burke Foundation to support interns in nonprofit agencies in the Milwaukee area.

III. S&E funds: We anticipate that the unit will need $7000 in S&E by the third year, part of which will be reallocated from the current department homes of faculty and staff members who move to the new unit, with the remainder coming from other L&S funds, such as online fees and grant overhead.

IV. Space: The administrative functions of the two primary programs currently occupy six offices, and the faculty and staff members who will be moving to PNA also currently have office space. Ideally, we eventually will identify contiguous space for the two programs that will allow them to share staff support. We may be able to trade current office space for contiguous space so that no unit needs to relinquish space to accommodate PNA. Depending upon the configuration of the space that the new unit eventually may occupy, there may be need for additional contiguous space for faculty members. A one-to-one exchange of offices may provide space for those individuals.

V. One-time start-up: At the present time, we do not anticipate the need for any one-time funds to enable the unit to begin functioning.
Master of Public Administration

Admission

An applicant must meet Graduate School requirements and hold a bachelor's degree from an accredited college or university to be considered for admission.

There are no fixed prerequisites in terms of prior academic training; but background in public administration, American governmental institutions, economics, statistics, and computer applications in social science is beneficial. Each student's academic preparation is evaluated at the time of application. A personal interview may be required.

Applicants may be admitted with specific program-defined course deficiencies provided that the deficiencies amount to no more than two courses.

The student is expected to satisfy deficiency requirements within three enrolled semesters. The deficiencies are monitored by the Graduate School and the individual graduate program unit. No course credits earned in making up deficiencies may be counted as program credits required for the degree.

The MPA program requirements to be considered for admission are:

1. An undergraduate grade point average of at least 3.0 (4.0 scale).
2. Three letters of recommendation from persons familiar with applicant's academic ability and achievement.
3. Submission of scores on the Graduate Record Examination (GRE) or the Graduate Management Admission Test (GMAT).

Candidates seeking admission to the MPA/MUP program must apply to and be admitted to both programs. The requirements for admission to the MUP program are detailed in the Urban Planning section of this Bulletin.

Major Professor as Advisor

The student must have a major professor to advise and supervise the student's studies as specified in Graduate School regulations. A student who is not assigned to an advisor at the time of admission should immediately contact the Program Director.
Credits and Courses

The Master of Public Administration degree requires satisfactory completion of 39-42 credits of prescribed graduate study and appropriate coursework.

Minimum Grade Requirements in the Core Courses

In order to demonstrate mastery of the critical Core Course material, MPA students must achieve a grade point average of 3.0 in the six Core Courses, and, regardless of average, students must earn a grade of B- or better in each Core Course. If a grade of C+ or lower is earned in any Core Course, that course must be repeated in an effort to earn the minimum grade of B-. If the student's grade point average in the six Core Courses is below 3.0, the student must repeat one or more Core Courses in which a grade of lower than B was earned in an effort to establish a grade point average of 3.0 in the Core. (For purposes of this requirement, the grade point average for the Core Courses will be calculated on the basis of only the highest grade earned; that is, the grade earned in the first attempt at a Core Course will not be averaged with the grade earned in the repeat.)

Credits and Courses: Core

Students entering the MPA program will be placed, at the discretion of the MPA Director, in one of two tracks (A or B) within the core. The minimum degree requirement is 39 credits for Track A students and 42 credits for Track B students.

Required Core Courses (18*-21 credits)

Bus Mgmt 709 Data Analysis for Management Applications (3 cr)
Bus Adm 738 Human Resource Management (3 cr)
Pol Sci/Urb Plan 630 Budgeting and Finance in the Public Sector (3 cr)
Pol Sci 763 Scope and Dynamics of Public Administration (3 cr)
Pol Sci 769 Analyzing and Evaluating Public Policies and Programs (3 cr)
*Pol Sci 921 Public Service Administrative Internship (3 cr) – waived for students with significant experience in the public or nonprofit sector; see Track A

One seminar in organizational management and leadership (3 cr) selected from the following list:
Bus Adm 443 Special Topics in Human Resources Management
Bus Adm 737 Managerial Decisions and Negotiations
Bus Mgmt 706 Managing in a Dynamic Environment

Credits and Courses: Track A*

Students with significant public or nonprofit sector work experience may, at the discretion of the MPA Director, have the Government/Nonprofit Administrative Internship course (Pol Sci 921) waived. Students seeking placement in this track will need to meet with the MPA Director to discuss this possibility and will be required to provide documentation of current public or nonprofit sector work experience.
Credits and Courses: Track B

Students with no significant public or nonprofit sector work experience are required to enroll in and successfully complete the Government/Nonprofit Administrative Internship course (Pol Sci 921). As part of the requirements for this course, Track B students are required to obtain, with the assistance of the MPA Director, one or more internships in either the public or nonprofit sector while enrolled in the MPA program.

*Every student must select and complete the requirements for one of the following three concentrations:*

Municipal Management (18 Cr)
- Bus Adm 428 Governmental and Nonprofit Accounting (3 cr)
- Pol Sci 965 Municipal Management (3 cr)

*Select two of the following five courses**:  
- Pol Sci 914 Seminar in Intergovernmental Relations (3 cr)  
- Urb Plan 651 Land Use Planning Practice (3 cr)  
- Urb Plan 683 Planning for Small Towns (3 cr)  
- BOTH UrbPlan 701 Introduction to Land Use Planning (1 cr)  
- AND UrbPlan 703 Introduction to Planning Law (2 cr)  
- Urb Plan 750 Special Topics in Land Use Law (3 cr)

**Other courses may be substituted with the approval of the MPA Director.

Also required: At least six additional elective credits selected by the student with the approval of the MPA Director that relate to the student's substantive interests within the discipline of public administration.

General Public Administration (18 Credits)
- BusMgmt 730 Strategic Management and Leadership for Nonprofit Organizations (3 cr)  
- Comm 705 Communication for Professionals (3 cr)  
- Pol Sci 452 Administrative Law (3 cr)  
- Pol Sci 914 Seminar in Intergovernmental Relations (3 cr)

Also required: At least six additional elective credits selected by the student with the approval of the MPA Director that relate to the student's substantive interests within the discipline of public administration.

Nonprofit Organization and Management (18 credits)
- Bus Adm 766 Marketing for Nonprofit Organizations (3 cr) OR Bus Adm 767 Services and Relationship Marketing (3 cr)  
- BusMgmt 730 Strategic Management and Leadership for Nonprofit Organizations (3 cr)  
- Pol Sci 789 Theory and Role of Nonprofit Organizations (3 cr)

Also required: At least six additional elective credits selected by the student with the approval of the MPA Director that relate to the student's substantive interests within the discipline of public administration. These credits may include courses in the MBA Health Care Management career-focused concentration, e.g., Bus Adm 755, Health Care Administration and Delivery Systems, and Bus Adm 757, Managed Care and Integrated Health Networks.

Credits and Courses: Capstone Seminar (3 Credits)
Every student will be required to take the capstone seminar, Political Science 959 - Capstone Seminar in Public Administration. The course requirements will include the completion and written and oral presentation of a project on a topic selected with the assistance of the instructor. This course will also be devoted to coverage of special issues and problems of the public administration profession, including administrative ethics.

**Total Degree Credits Required:** 39*-42 cr

**Thesis**

Not required.

**Time Limit**

The student must complete all degree requirements within seven years of initial enrollment. Students in the MPA/MUP program (see below) are allowed up to seven years to complete all requirements for both degrees.

**MPA/MUP Coordinated Degree Program**

This program allows students to complete master's degrees in Public Administration and in Urban Planning concurrently. The coordinated degree requires 42-45 credits of required courses and completion of a concentration in Public Administration (18 credits). However, because some courses completed for the core requirements of the MUP also may count toward the MPA concentration, students may complete the dual degree with a minimum of 54-57 credits. The total number of credits will depend on the student's track and choice of concentration in public administration.

**Required Courses in Urban Planning (27 credits)**
- UrbPlan 701 Introduction to Land Use Planning, 1 cr
- UrbPlan 702 Introduction to Planning Law, 2 cr
- UrbPlan 711 Planning Theories and Practice, 3 cr
- UrbPlan 720 Urban Development Theory and Planning, 3 cr
- UrbPlan 721 Applied Planning Methods, 3 cr
- UrbPlan 740 Data Analysis Methods I, 3 cr
- UrbPlan 810 Planning Policy Analysis, 6 cr
- UrbPlan 811 Applied Planning Workshop, 3 cr

and any one of the following courses (3 credits):
- UrbPlan 751 Introduction to Urban Design and Physical Planning, 3 cr
- UrbPlan 791 Introduction to Urban Geographic Information Systems for Planning, 3 cr
- UrbPlan 857 Urban Design as Public Policy, 3 cr

**Required Courses in Public Administration (18 credits)**
- Bus Adm 738 Human Resource Management, 3 cr
- Pol Sci/UrbPlan 630 Budgeting and Finance in the Public Sector, 3 cr
- Pol Sci 763 Scope and Dynamics of Public Administration, 3 cr
Pol Sci 921 Public Service Administrative Internship,* 3 cr OR UrbPlan 991 Legislative/Administrative Agency Internship, 3 cr
Pol Sci 959 Capstone Seminar in Public Administration, 3 cr

One seminar (3 cr) in organizational management and leadership selected from the following list:
Bus Adm 443 Special Topics in Human Resources Management, 3 cr
Bus Adm 737 Managerial Decisions and Negotiations, 3 cr

* The internship requirement will be waived for students with significant public sector work experience.

**Concentration Requirement (18 credits)**

Completion of all the requirements for one of the concentrations in Public Administration. A maximum of six credits of MUP core courses may be used as electives in the MPA concentrations.

**Comprehensive Exam**

Completion of the comprehensive exam in Urban Planning is required. (See Urban Planning)
Overview

The College of Letters and Science and the Sheldon B. Lubar School of Business offer and present jointly the Master of Science (M.S.) in Nonprofit Management and Leadership. The program is designed to provide students with the essential theoretical and practical knowledge and skills needed to be successful in managing and leading nonprofit sector organizations.

Master of Science in Nonprofit Management and Leadership

Admission

To be admitted to the M.S. in Nonprofit Management and Leadership degree program, an applicant must meet Graduate School requirements.

During the admissions process, students will be asked to show evidence of having satisfactorily completed undergraduate or higher level foundation coursework in the principles of accounting and economics. Those students who are unable to show such evidence may be admitted with these academic deficiencies but will then meet with their respective academic advisors to identify and obtain approval for what they must do to remove these deficiencies.

The student is expected to satisfy deficiency requirements within three enrolled semesters. The deficiencies are monitored by the Graduate School and the individual graduate program unit. No course credits earned in making up deficiencies may be counted as program credits required for the degree.

Applicants must submit the following for review by the Graduate School and the Nonprofit Management Program Faculty Committee:

1. Official transcripts from all colleges or universities previously attended.
2. Three letters of recommendation from persons familiar with the applicant's academic ability and/or professional achievements.
3. Scores from either the Graduate Record Examination (GRE) or the Graduate Management Admissions Test (GMAT).
4. For those students whose native language is not English, minimum TOEFL score (Test of English as a Foreign Language) of 213 (CBT) or IELTS score (International English Language Testing System) of 6.5.
5. Each student's academic preparation is evaluated at the time of application. A personal interview may be required.
Major Professor as Advisor

The student must have a major professor to advise and supervise the student's studies as specified in Graduate School regulations. A student who is not assigned to an advisor at the time of admission should immediately contact the Program Director.

Credits and Courses

The M. S. in Nonprofit Management and Leadership degree requires satisfactory completion of 39 credits of graduate-level course work including 27 credit-hours of required or "constrained choice" courses and 12 credit-hours of elective courses as follows:

Required Courses (27 Credits)

Introductory Course (3 cr)
One of the following three courses (students may not receive credit toward the degree for more than one of these courses)
BusMgmt 718 Concepts and Practice of Nonprofit Management
Pol Sci 789 Theory and Role of Nonprofit Organizations
Sociol/Pol Sci/Urb Std 704 Seminar in Nonprofit Organizations

Core Courses (21 cr)
BusMgmt 721 Fundraising and Development for Nonprofit Organizations
BusMgmt 724 Accounting for Nonprofit Organizations
BusMgmt 725 Governance and Executive Leadership of Nonprofit Organizations
Pol Sci 792 Decision-Making Methods for Nonprofit and Public Organizations
Pol Sci 793 Law of Nonprofit Organizations
One of the following three courses:
Bus Adm 766 Marketing for Nonprofit Organizations
Pol Sci 705 Professionals and Volunteers in Nonprofit Organizations
Pol Sci 791 Nonprofit Advocacy and Public Policy
One of the following eight courses:
AdmLdsp 777 Leadership in Multicultural Organizations
Bus Adm 441 Diversity in Organizations
Bus Adm 733 Organizational Development
BusMgmt 706 Managing in a Dynamic Environment
BusMgmt 707 Information Technology for Competitive Advantage
Pol Sci 958 Seminar in Public Administration: Managing Change in Public and Nonprofit Organizations
Sociol 780 Race and Ethnic Relations

Capstone Course (3 cr)
BusMgmt 730 Strategic Management and Leadership for Nonprofit Organizations
This course will serve as the integrative "capstone" requirement for the program and must be taken after completing all other required courses (or concurrently with the final required courses).
Elective Courses (12 Credits)

Additional courses may be approved as electives; see program office for complete list.

- AdmLdsp 777 Leadership in Multicultural Organizations (if not selected above)
- Bus Adm 441 Diversity in Organizations (if not selected above)
- Bus Adm 733 Organizational Development (if not selected above)
- Bus Adm 737 Managerial Decisions and Negotiations
- Bus Adm 738 Human Resources Management
- Bus Adm 766 Marketing for Nonprofit Organizations (if not selected above)
- BusMgmt 706 Managing in a Dynamic Environment (if not selected above)
- BusMgmt 707 Information Technology for Competitive Advantage (if not selected above)
- BusMgmt 709 Data Analysis for Management Applications
- BusMgmt 710 Economic Analysis for Managers
- BusMgmt 715 Leadership, Teambuilding, and Effective Management
- Pol Sci 705 Professionals and Volunteers in Nonprofit Organizations (if not selected above)
- Pol Sci 769 Analyzing and Evaluating Public Policies and Programs
- Pol Sci 791 Nonprofit Advocacy and Public Policy (if not selected above)
- Pol Sci 958 Seminar in Public Administration: Managing Change in Public and Nonprofit Organizations (if not selected above)
- Sociol 443 Organizations, Occupations, and Professions
- Sociol 705 Theory and Method in Social Organizations
- Sociol 780 Race and Ethnic Relations (if not selected above)
- Soc Wrk 794 Advanced Research Methods: Evaluating Social Welfare Programs (2 crs)
- Urb Std 720 Theory and Method in Local Economic Development
- Urb Std 725 Methods of Urban Community Development
- Urb Std 733 Public Program Evaluation

Total Degree Credits Required: 39 Credit Hours

Thesis

Not Required

Comprehensive Examination

Not Required

Time Limit

The student must complete all degree requirements within seven years of initial enrollment.
Graduate Certificate in Nonprofit Management

The Graduate Certificate in Nonprofit Management is designed to provide students with the knowledge and skills needed to successfully pursue or advance careers within nonprofit sector organizations.

Students wishing to earn a Graduate Certificate in Nonprofit Management must complete the required 15 graduate credit hours with an overall GPA of 3.00 or better. No student may complete all 15 credits within a single school or college. The curriculum consists of the following five courses:

Required Courses (12 credits)

One of the following three courses:
- BusMgmt 718 - Concepts and Practice of Nonprofit Management (3 credits)
- Poli Sci 789 - Theory and Role of Nonprofit Organizations (3 credits)
- Sociol/Pol Sci/Urb Std 704 - Seminar in Nonprofit Organizations (3 credits)

Both of the following two courses:
- BusMgmt 724 - Accounting for Nonprofit Organizations (3 credits)
- BusMgmt 725 - Governance and Executive Leadership of Nonprofit Organizations (3 credits)

One of the following three courses:
- Bus Adm 766 - Marketing for Nonprofit Organizations (3 credits)
- BusMgmt 721 - Fundraising and Development for Nonprofit Organizations (3 credits)
- Pol Sci 705 - Professionals and Volunteers in Nonprofit Organizations (3 credits)

Elective Courses (3 credits)

- Ad Ldsp 777 Leadership in Multicultural Organizations
- Bus Adm 441 Diversity in Organizations
- Bus Adm 733 Organizational Development
- Bus Adm 737 Managerial Decisions and Negotiations
- Bus Adm 738 Human Resources Management
- Bus Adm 766 Marketing for Nonprofit Organizations (if not selected above)
- BusMgmt 706 Managing in a Dynamic Environment
- BusMgmt 707 Information Technology for Competitive Advantage
- BusMgmt 709 Data Analysis for Management Applications
- BusMgmt 710 Economic Analysis for Managers
- BusMgmt 715 Leadership, Teambuilding and Effective Management
- BusMgmt 721 Fundraising and Development for Nonprofit Organizations (if not selected above)
- Pol Sci 705 Professionals and Volunteers in Nonprofit Organizations (if not selected above)
- Pol Sci 769 Analyzing and Evaluating Public Policies and Programs
- Pol Sci 791 Nonprofit Advocacy and Public Policy
- Pol Sci 792 Decision Making Methods for Nonprofit and Public Organizations
- Pol Sci 793 Law of Nonprofit Organizations
Pol Sci 958 Seminar in Public Administration: Managing Change in Public and Nonprofit Organizations
Sociol 443 Organizations, Occupations, and Professions
Sociol 705 Theory and Method in Social Organizations
Sociol 732 Complex Organizations
Sociol 780 Race and Ethnic Relations
Soc Wrk 794 Advanced Research Methods: Evaluating Social Welfare Programs (2cr)
Urb Std 720 Theory and Method in Local Economic Development
Urb Std 725 Methods of Urban Community
Urb Std 733 Public Program Evaluation
Other courses with the approval of the Program Director

Students wishing to pursue the Certificate in Nonprofit Management must submit an application to the Program before completion of six credits in the certificate sequence. There is a time limit of three years from initial enrollment for completion of the certificate program.

Those students who wish to earn the Graduate Certificate in Nonprofit Management can be admitted for the certificate program as non-degree graduate students provided they possess a bachelor's or higher degree with a minimum overall undergraduate grade point average of 2.75. Admission as a non-degree graduate student does not constitute admission to a master's degree program. Students may also pursue the certificate while enrolled in another graduate program or as a post-graduate student.