January 4, 2021

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

Going strong together. In these challenging times of the COVID-19 pandemic, a continuing budget crisis, and economic, social, and other issues facing students, faculty, and staff, we are proud that the UAS MPA program is still going strong. Based on our admission numbers we are growing! We continue to be one of the University of Alaska’s success story.

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

Handbook. This handbook provides information and guidance needed to complete the MPA degree. Our mission, values, 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. During the Year 2020, to better meet specific needs related to non-traditional students and adult learning, the MPA program implemented changes based on the identified professional and economic environment and market trends (curriculum changes, new options for elective courses, Zoom platform). Please let us know how we can improve to meet your own needs; we remain committed to a student-oriented program and lifelong learning.

Another change is that 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).

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 Assistant Professor
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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 used by leaders and managers 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, a 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 Great Educational Investment

- The public sector plays a vital role in the economies of both 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 largest customer base around!
  - 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 key social and economic infrastructure that makes Alaska and Yukon such wonderful places to live:
  o There are fantastic career opportunities in a wide range of areas such as technology and telecommunications, transportation, energy, natural resources, education/training, and social services.
  o Having an MPA will help you develop your career in these and other areas.

• Networking is an important part of career development.
  o In the MPA program, you will have the opportunity to meet public sector leaders from across Alaska and Yukon.
  o You can learn about many different areas within the public sector with other graduate students from Alaska and the Yukon Territory.
  o Your contacts can help you be more effective in your job and help develop your career.

• You can make a difference
  o 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 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, competences, 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 MPA program creates a community of leaders who network across the State of Alaska and the Yukon Territory to address the organizational and managerial issues in the public and non-profit sectors through the practical application of innovative problem-solving strategies. The program helps to develop the skills and knowledge necessary for public administration leaders to address current local, state, and national issues and to help citizens shape the future of governance in Northern communities.

Our Service Values
The core public service values of the MPA 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
Program Goals: Developing Workplace Competencies

UAS MPA program 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). The MPA curriculum is developed to include required competencies in five domains, including the ability to:

1. Lead and manage in public governance.
2. Participate in and contribute to the policy process.
3. Analyze, synthesize, think critically, solve problems, and make decisions.
4. Articulate and apply a public service perspective.
5. Communicate and interact productively with a diverse and changing workforce and citizenry.

Program Level Student Learning Outcomes

Upon graduating from the UAS 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 topic through the integration of relevant theory and practice.
2. Integrate knowledge across public administration areas and select and apply appropriate frameworks to identify and address public administration problems and/or 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.

Student learning outcomes (SLOs) for specific courses are aligned with the PLOs.

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 for access to their resources, the ability to seek their guidance and to align evaluation of the UAS MPA program with national standards. Due to the size of the UAS MPA program, we are ineligible for national accreditation with NASPAA.
How We Teach: The Live Classroom

MPA classes are webcast through the Internet based online meetings application Zoom. Each week students participate in a live, dynamic classroom, interacting with faculty and students from across the regions. Each class meets once a week 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 required technology.

UAS Online & Blackboard

UAS Online - www.uas.alaska.edu/online serves as the main portal for current students, providing access to Blackboard and UAS courses home sites, in addition to 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 a variety of 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 the unique opportunity of students having access to 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 provides the student with the opportunity to access classes and review content as needed.

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

**Program’s Strengths and Outcomes**

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**Outcomes:** Career Advancement, Job-Placement, Workforce Development, Public and Community Impact

**Practitioners Orientation**

- The Public Service Perspective: How To Lead and Manage in Public Governance
- General Public Administration and Concentrations Curriculum, Cooperation with other Master Programs in the UA System
- Flexible and Convenient eLearning: Student Centered, Live Online Classes Tailored to Adult Learning and Nontraditional Students

**Collaborative Learning**

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

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).

The MPA program students can transfer up to 15 credits from other master programs in the UA system.
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 makes the program less appropriate for students in the contiguous United States.

Admission to the Master of Public Administration degree requires successful completion of 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 taken into consideration. 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 prior to registering for the third course in the degree program.

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 as well as 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). 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/or 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 content of a cohesive essay discussing your professional goals.

- Please describe your academic background. Make sure that 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 or sent to:*

Department of Business and Public Administration  (907) 796-6459 (Fax)
ATTN: MPA Admission  1 (800) 465-6549
University of Alaska Southeast
11120 Glacier Highway
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 a schedule of tuition and fees, please refer to the [UAS Academic 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](www.uas.alaska.edu/financial_aid).

Tuition prices vary, based upon a student’s Resident or Non-resident status. The Resident tuition rate applies to State of Alaska, Yukon, and Northwest Territory 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 at the UAS website.

Use the following link: [http://www.uas.alaska.edu/registrar/forms.html](http://www.uas.alaska.edu/registrar/forms.html)
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 terms, so plan accordingly. 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 to create a tentative degree plan. This plan is structured to enable students to create an individualized roadmap to keep track of what classes they will need to take that will account for course sequencing. An individual degree plan will help to ensure the most productive course of action for persistence to graduation.

The main 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 - Program Evaluation, and the capstone (PADM 690) for the last semester in the program.

Students should keep in mind 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 obligation, you will have to budget your time well.

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

- 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

#### YEAR 1

<table>
<thead>
<tr>
<th>Fall</th>
<th>Spring</th>
<th>Summer</th>
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<tbody>
<tr>
<td>PADM 601 Introduction to Public Administration (3 credits)</td>
<td>PADM 614 Public Policy and Accountability (3 credits)</td>
<td>Elective (3 credits)</td>
</tr>
<tr>
<td>PADM 616 Leadership (3 credits)</td>
<td>PADM 622 Human Resources and Organizational Development (3 credits)</td>
<td>Elective (3 credits)</td>
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#### YEAR 2

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<tr>
<th>Fall</th>
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<th>Summer</th>
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<tr>
<td>PADM 604 Applied Research Methods (3 credits)</td>
<td>PADM 688 Program Evaluation (3 credits)</td>
<td>PADM 690 Public Administration Capstone</td>
</tr>
<tr>
<td>PADM 628 Public Financial Management (3 credits)</td>
<td>Elective (3 credits)</td>
<td>Elective (3 credits)</td>
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#### 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 main 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

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

### 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 main 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.
Getting Started After Registering for your Classes

**Accessing UAS Online & Blackboard**

Your UAS computer account will be created within 24 hours after you register for classes (or apply 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 tutorial of the UAS Online course management system. After you log in to UAS Online, you will see links to the classes for which you are registered. First click on "edit options" button for your personal 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 own books. MBS is our preferred provider, but you are not required to use them. For your protection, order by ISBN number (located on 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](http://direct.mbsbooks.com/ualaska.htm)
- **Mail:**
  - MBS Direct
  - PO Box 597
  - Columbia, MO 65205
Registering for Courses

Students are required to consult with the MPA Program Coordinator or a faculty member prior to 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 login to UAOnline immediately. After 48 hours, a student ID number will be generated, and you will then login using that number. If you prefer, a course registration form is available in the Attachments. Complete this form, scan, and email to mpa@uas.alaska.edu or fax 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 in order 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 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 S676 – Political Leadership and Civility
- PADM S693 JD1 – ST: Ethics in Public Administration
- PADM S693 JD2 – ST: Employment Law in the Public Sector
- PADM S693 JD3 – ST: Environmental Economics

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 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)

Electives focused on Natural Resource Policy (3 credits each course)

- PADM S635 – Natural Resource Policy
- PADM S637 – Local and Global Sustainability
- PADM S638 – Sustainable Energy and Environment
- PADM S639 – Adaptive Management
- PADM S640 – Food Security and Sustainability
- PADM S642 – Climate Governance in the North

Electives focused on Municipal Governance (3 credits each course)

- PADM S641 – Land Use Planning and Resilient Communities
- PADM S642 – Climate Governance in the North
- PADM S643 – Role of the City Manager
- PADM S645 – Municipal Governance

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

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 by emailing 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/. 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.

**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 and ensures that those students in the 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.

Students can contact the Egan Library Reference Desk with any questions they may have concerning resources that are available. 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 to 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 notetaking. 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.

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
COURSES DESCRIPTIONS

- Core Courses
- General Electives
- Higher Education Concentrations
- Electives focused on Nonprofit Organizations,
  Natural Resources Policy, and Municipal Governance

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 S625 – Economics and Public Policy (3 credits)
Examines economics both as a determinant of public policy and as a tool of the 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 application of microeconomic tools to analysis of Alaska and national policy issues. (Focus on public finance through the lens of behavioral economics).

PADM S676 – Political Leadership and Civility (3 credits)
Focuses on the nexus between political leadership and civility. A brief review of the leadership types including examples of state and national leadership will be followed by a self-assessment exercise. Each student will be asked to develop his or her own leadership style. Will discuss political leadership and civility concepts and theory. Guest speakers may be utilized.

PADM S693 JD1 – ST: 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 S693 JD2 – ST: 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. 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 S693 JD3 – ST: Environmental Economics and Polices (3 credits)
Introduction to economic perspectives on modern environmental issues, covering the most critical topics in environmental economics today. Explores the ways in which markets fail to efficiently allocate resources in the presence of pollution along with the policies that are used to correct those failures. Examine empirical techniques used by economists to put values on environmental commodities to properly applying the policies. Focus on topics in natural resource economics and sustainability, including renewable and nonrenewable resources, pollution, global climate change, international trade, and environmental politics.

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 adapt the best practices in identifying its target market, developing marketing materials, and determining the objectives that marketing campaign should meet to influence people behavior in a changing economic, social, and technological environment.

** Electives Focused on Natural Resources and Policy**

**PADM S640 – Food Security and Sustainability (3 credits)**
Provides an introduction to the complexity of food production using a systems approach and sustainability concepts. Northern food systems and sustainability and subsistence lifestyles will discuss as well as impacts of climate change, and determinants of food security. Alaskan case studies and from the Circumpolar North will be used to highlight and focus specific emerging techniques of local food productions including the history of agriculture and fisheries.

**PADM S641 – Land Use Planning and Resilient Communities (3 credits)**
Overview of land use planning focused on the municipal level. State and national land use and resource planning will also be discussed in the context of local communities. Private lands and their own planning jurisdictions will also be examined. Common pool resource concepts and public trust will be discussed as well as the history, philosophy, legal framework, principles, and procedures used for land use planning.

**PADM S642 – Climate Governance of the North (3 credits)**
Climate policy in the Circumpolar North and institutional response to managing predicted and observed climate change will be examined. In the context of long-term environmental policy regional and national climate, governance plans will be discussed including the eight Arctic nations with an emphasis on Sweden, Russia, Greenland, Alaska, and the Arctic Policy Council.

**Electives Focused on Municipal Governance**

**PADM S643 – Role of the City Manager (3 credits)**
Major issues associated with local governance and the role and challenges of the city manager, administrator, or chief of staff will be analyzed. Provide students with the skills necessary to critically analyze policy alternatives related to community leadership and management issues, specifically in northern climates and the Arctic.

**PADM S645 – Municipal Governance (3 credits)**
Examines the management and administration of local and regional government with an emphasis on rural and non-rural governance in Alaska and other selected circumpolar cities. A practical perspective including the responsibilities of delivering local services such as planning, public safety, financial management, project management, will be explored, integrating more recent innovative approaches such as resilient and sustainability concepts will also be discussed.
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](http://uaonline.alaska.edu) at [http://uaonline.alaska.edu](http://uaonline.alaska.edu). View the University's Official Grading Policies in the [UAS Academic Catalog](http://uaonline.alaska.edu) 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](http://www.uas.alaska.edu/policies/titleix.html)) or contact the Title IX Coordinator at 907-796-6036 or 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](http://www.uas.alaska.edu/policies/titleix.html)
- [UAS Notice of Nondiscrimination](http://www.uas.alaska.edu/policies/titleix.html)

[UAS Anti-Harassment Statement](http://www.uas.alaska.edu/policies/titleix.html)
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), or he MPA Program Coordinator (Ljubomir LJ Medenica 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 Tara Beaudoin (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.

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<th>Rate the applicants:</th>
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<td>Ability to demonstrate a high level of ethical and professional behavior</td>
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<td>Ability to demonstrate problem-solving skills in a variety of situations</td>
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<td>Ability to work effectively in various roles with diverse individuals and groups to achieve common goals</td>
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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 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](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: 1/6/2021