SPA Programs Handbook for

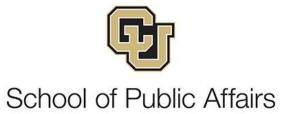# Graduate Students

2025-2026

Last revised July 2025

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Welcome to the School of Public Affairs. This handbook will acquaint you with the policies and procedures of the School of Public Affairs (SPA) and facilitate your progress toward completing your credential. Read this handbook carefully and consult your advisor whenever you have questions.

The Master of Public Administration and Master of Public Policy prepare students to become leaders in public service. The Master of Criminal Justice prepares students to become leaders in criminal justice areas, working in law enforcement, corrections, and courts. All SPA programs work with government and nonprofit agencies to promote the common good. As a SPA student, you will learn about management and policy from leading scholars and practitioners in the field. You will learn how to apply both theories and skills to solve the pressing problems of our day, and you will have opportunities to work with agencies and organizations to contribute what you have learned to real-world issues.

Sincerely,

Chris Weible, PhD
Interim Dean

Erin Orrick, PhD
MCJ Program Director

Shuyang Peng, PhD
MPA Program Director

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I. INTRODUCTION

Purpose of this Handbook

This handbook will acquaint you with the policies and procedures of the School of Public Affairs (SPA) and facilitate your progress toward completing your credential. Read this handbook carefully and consult your advisor whenever you have questions.

The School of Public Affairs

Established in 1973, the School of Public Affairs (SPA) is located on the University of Colorado's Auraria Campus. The School offers the following six-degree programs: Master of Public Administration (MPA), Master of Public Policy (MPP), Master of Criminal Justice (MCJ), Bachelor of Arts in Criminal Justice (BACJ), Bachelor of Arts in Public Administration (BAPA), and Doctor of Philosophy in Public Affairs (PhD).

Mission

Our motto is Lead. Solve. Change. These ideals reflect our pride in training future leaders.

II. SPA STUDENT SERVICES

Advising

Advising at SPA is the responsibility of Academic Advisors. Upon admission to any SPA program, students should set up a meeting with their Graduate Advisor. The Academic Advisors will assist with registration, understanding program requirements, and preliminary degree planning.

Academic Support

SPA students who believe they need academic support should first contact their instructors and/or academic advisor. Some classes have teaching assistants who are available to tutor students. Visit the SPA Student Resources Canvas course site for additional information on accessing these resources.

Career Resources

SPA is committed to helping students find meaningful work upon graduation. All career opportunities through the School are posted on Handshake, and bi-weekly newsletters to

SPA students provide helpful information and highlight available positions. SPA offers many events each year designed to provide networking opportunities with professionals in various fields, and students are encouraged to take advantage of these opportunities.

Students are encouraged to visit the University of Denver Career Services or email spa.jobs@ucdenver.edu for more information.

III. CAMPUS RESOURCES

Auraria Higher Education Campus

The University of Colorado Denver is located on the Auraria Higher Education Campus (AHEC). AHEC is shared with Metropolitan State University of Denver and the Community College of Denver. AHEC provides resources for students of all three institutions.

Auraria Library
The Auraria Library is your go-to location for books, journals, newspapers, and a plethora of other resources. Much of their catalog is available online, to include access to previous editions of many of the journals you will use for your masters program. It is highly suggested that you make the trek across Speer Boulevard to check out the Library at least once a semester to see what other services may be of interest to you.

Identification Card
A CU Denver ID card is required for access to the Lawrence Street Center (1380 Lawrence Street, Denver, CO 80204). ID Cards can be obtained at the Auraria Higher Education Center ID Station in the Tivoli Student Union. For more information visit ID Station | AHEC.

Medical Services
The Health Center at Auraria is AHEC's medical center. This is a full service health center offering in-person and telehealth services.

Safety Resources
AHEC's campus safety department handles all emergency management related concerns: public safety, weather conditions, sexual assault hotline, as well as crisis services/suicide prevention.

Transportation & Parking
There are several parking lots on the Auraria Campus for both long-term and daily use. Permits are required for the long-term parking lots. Pay-by-license plate machines are used for the daily lots. Parking fee information and lot locations can be found on the AHEC Parking & Transportation Services website.

University of Colorado Denver Resources

Lynx Central
The first place to start with any CU Denver related question is Lynx Central. This portal provides access to most of the information you will need as a student. You can also visit their office on the first floor of the Student Commons.

Bursar's Office
Pay your bill in-person at the Bursar's office or online via UCDAccess. You can learn about setting up payment plans and see the breakdown of your tuition and fees on this site.

Campus Assessment, Response, and Evaluation (CARE) Team
The CARE Team was created to address the health and safety needs of students and the campus community. They assess whether individuals pose a risk to themselves or others and intervene when necessary. More generally, they identify and provide assistance to those in need. The team takes a preventative approach to risk assessment by offering resources, referrals, and support to both the concerning individual and those impacted by their behavior.

Career Services
If/When you need help finding a job, the counselors at the Career Center are available to help. They can assist with resume, cover letter, and interview preparation, learning how to navigate networking sites (e.g., LinkedIn) and events, and navigating the job search itself. Students who prefer self-service can register with Handshake (student login required) to view available positions based upon their major, desired location, and experience level.

Disability Resources and Services (DRS)
The work of the DRS office is centered around accessibility, inclusion, innovation, transformation, and excellence. They envision a campus that represents, includes, and supports individuals with disabilities beyond accommodations and reasonable modifications, and a campus culture that facilitates meaningful and equitable access, opportunities, and benefits. The DRS office at the University of Colorado Denver emphasizes proactive campus and community collaboration to remove barriers and provide full inclusion. The DRS office is committed to providing a similar, if not identical, experience to disabled individuals as their non-disabled counterparts. The purpose and goals of the DRS office correlate with the University's mission.

Duo
Duo is a multi-factor authentication (MFA) tool required when connecting to campus resources. Using Duo means that an identity thief cannot use a stolen password to access our systems or your personal information without a second proof of your identity. Registration and installation of Duo needs to be completed prior to accessing the university network, Microsoft apps, and the employee and student portals. Instructions for installing and registering Duo on your smartphone are provided.

Financial Aid
The University's Office of Financial Aid website provides advising, links, and forms for many different types of financial resources. The University uses Scholarship Universe (student login required) to assist students in identifying and applying for scholarships.

Internships
The Experiential Learning Center (ELC) is designed to help students develop knowledge, skills, and career readiness competencies from direct experiences outside of the classroom. We are here to help students pursue their educational goals by providing internships and professional development opportunities. The ELC is eager to assist students, academic departments, and employers in reaching their experiential learning goals.

Lola & Rob Salazar Student Wellness Center
The Wellness Center is more than just a gym. It offers classes in financial wellness as well as group fitness. Students can rent outdoor adventure equipment and receive basic needs at the Lynx Food Pantry. There is a pool, climbing wall, intramural and club sports, and bike repair shop.

Registrar's Office
As stewards of university records and enrollment data, the Registrar provides judicious management of policies and practices regarding registration, academic progress, degrees, and courses with accuracy, integrity, and a commitment to quality service. Their team brings expertise in areas related to course and room scheduling, registration, academic calendars, catalogs, degree audit, grade collection, diplomas, transcripts, enrollment certification, veteran education benefits, and much more.

Student and Community Counseling Center (SCCC)
The SCCC provides mental health services to CU students enrolled in classes on the Denver campus. Students automatically receive 10 free counseling sessions annually. They offer culturally responsive strengths-based therapy focused on achieving personal growth and building supportive relationships. Their counselors will help you reach your academic and personal goals using Solution-Focused Brief Therapy.

Veteran and Military Student Services (VMSS)
The mission of VMSS is "to strengthen the lives of all military-connected students, by delivering top-notch programming, support, and services that foster a community of past, present, and future students, raises awareness of challenges faced by this population, and helps our students in achieving academic, personal, and professional goals as they transition to, through and beyond the university." Students using the Post-9/11 GI Bill (or any other Department of Veterans Affairs benefit) will need to certify their enrollment with VMSS each semester.

Writing Center
The Writing Center's mission is to support student writing and teach students to be more confident, capable writers. Students come to the Writing Center to feel less isolated/for connection, to ask questions about effective communication, for honest feedback and validation. They come to get started, when they're stuck, and when they feel basically finished.

UCDAccess
The University uses a one-stop portal for all administrative matters. UCDAccess (student login required) provides students, faculty, and staff with access to course registration, bill payment, student schedules, and student resources (e.g., LinkedIn Learning, Skillsoft, and Handshake). If you are a Research Assistant (RA) or Graduate Assistant (GA), you can input your hours and check your paychecks on here as well.

IV. SPA ACADEMIC POLICIES

Grading Policies

Grades offered in SPA courses (except internship and thesis) are based on an "A" to "F" scale, with each letter grade representing the following standard narrative description:

- "A" = Work beyond the level of a typical graduate student; exemplary work. ("A" equals 4.0 grade points, "A-" equals 3.7 points; there is no "A+" grade.)
- "B" = Work typical of a graduate student; indicates student has attained the knowledge and skills intended for the course. ("B+" equals 3.3, "B" equals 3.0, and "B-" equals 2.7 points.)
- "C" = Performance is below graduate-level expectations. ("C+" earns 2.3 grade points, "C" yields 2.0, there is no "C-" grade).
- "D" = Substandard performance in all aspects of the work of the course; inadequate comprehension of assigned reading material. ("D" equals 1.0 grade point).
- "F" = Level of performance demonstrably below that expected of a graduate student; little or no indication that the student can succeed in a graduate program.

Please note that students must receive at least a "B-" (2.7) in a core course to receive credit for the course.

The calculation of a student's overall GPA shall be based on all course work applied to the degree, including any courses taken as a "non-degree" student. (NOTE: CU Denver does not include courses taken in non-degree status in the overall calculation of GPA on the

official transcripts, but staff do include them in the overall calculation of GPA for graduation purposes.)

Probation and Suspension

A student who fails to maintain an overall "B" (3.0) grade-point average will be placed on probation.

Students may not extend probationary status beyond two semesters (including summer session) during which the student is enrolled. Failure on the part of the student to remove themselves from probation (i.e., by achieving an overall GPA of at least 3.0) during this time interval will result in automatic suspension from SPA.

A suspended student is eligible to apply for readmission after one year. Approval or rejection of this application rests jointly with the student's faculty advisor, their Program Director, and the Dean.

Incomplete Courses

SPA faculty may grant an Incomplete when the student has successfully completed 75 percent or more of the course and is prevented from completing the class by circumstances beyond their control. The course instructor has discretion as to whether to grant an Incomplete, and students should be aware that not all faculty will grant Incompletes. In addition, students in online courses should be aware that they will not have access to the course Canvas site after the ending date of the course, and so Incompletes are not available for work that must be completed using that site.

If the instructor agrees to grant an Incomplete, the student must make arrangements to complete the remaining coursework with the original instructor within one year by completing an "Incomplete Contract." The student may not "sit in" on the class in subsequent semesters.

Once the student completes the coursework, the instructor will change the grade to a letter grade. The Incomplete notation will appear along with the final grade on the student's transcript. If the student does not complete the coursework within a year, the Incomplete will automatically change to an F unless the student and the instructor have agreed in writing to an extension.

A student may be granted no more than two Incompletes during the course of the degree program, absent documented exceptional circumstances and approval by the director of the degree program. No Incompletes may be granted in capstone courses.

Drops & Withdrawals

The Office of the Registrar sets deadlines for dropping a course and posts these deadlines on the Academic Calendar each semester. Students are responsible for knowing these deadlines. Students can drop a course during the first week of the semester without being assessed full tuition and without having the course appear on their transcript. Students who drop a course after the first week but before census date may drop the course in the UCDAccess portal, but a drop charge will apply. Students in intensive format classes must drop prior to the third class meeting to be eligible for a tuition adjustment. After census date (typically two weeks after the start of classes), the student may withdraw from the course by submitting a Schedule Adjustment Form with the signature of the instructor. A "W" will appear on the student's transcript.

If the student makes a request to withdraw after the 10th week of classes, the student must file a late drop petition, in addition to a completed Schedule Adjustment Form, in order to obtain special approval from the MPA Program Director and the Dean's office. SPA faculty will not allow students to drop after the 10th week of classes simply because they are failing the course; it is the student's responsibility to work with the instructor to determine if they should drop the course due to failing grades prior to the 10th week of classes. If SPA faculty permit the student to withdraw, a "W" will appear on the student's transcript.

No tuition reimbursements are available for withdrawals made after census date, and students may be required to repay financial aid received. Students who believe their circumstances justify an exception to financial obligations may appeal to the university's tuition appeals committee.

Students must initiate a drop or withdrawal and follow the appropriate procedures. Students who fail to do this and do not complete the coursework will be issued a letter grade of "F" for the course.

A student may withdraw from no more than two courses during the course of the degree program, absent documented exceptional circumstances and approval by the director of the degree program.

Retaking Courses

A student may retake no more than two courses during the course of the degree program, regardless of whether the need for a retake results from a low grade, an incomplete, or a course withdrawal. The Program Director exercises discretion for exceptional, documented circumstances (i.e., military deployment, major medical emergency).

A student who receives a letter grade for a course that is too low to qualify for credit may retake the course once. SPA staff will use both grades to calculate the student's overall

GPA. To retake a course, the student must re-enroll and pay tuition and fees for the course again.

Retroactive Grade Changes

Students may not request grade changes for courses in which they have received a final letter grade (other than an incomplete) except as a result of instructor error or as otherwise warranted through the academic grievance process. A student may not enter into an agreement with an instructor to retroactively change a final letter grade based on work completed by the student after the course has ended.

Course Revalidation

University policy required the revalidation process for any course that a student took more than seven years ago. The university will only consider course revalidation for core courses in which the student earned at least a "B-" and elective courses in which the student earned at least a "C."

To request revalidation of expired courses, students must submit for each course a one-page review of what they learned in the class, how the coursework will apply (or applies) to the student's profession, and what has changed in the field since the student took the course to their graduate academic advisor. Students should dedicate equal space to those three parts. The Program Director will review submitted documentation and determine whether to revalidate the course(s). SPA's objective is to ensure students' knowledge of the course material is current.

SPA Procedures for Resolving Academic Grievances

This section describes the procedures by which a student may seek to resolve a dispute about an academic issue, such as a grade in a SPA course or a decision about academic standing in a SPA program.

Please note that faculty members have wide discretion in assigning grades, and this discretion will not be disturbed absent evidence that the faculty member has made a clear mistake, has failed to adhere to stated standards, or has otherwise engaged in arbitrary behavior. It is the student's responsibility to provide evidence that the faculty member acted outside of their traditional discretion.

Disputes about grades in non-SPA courses or relating to non-SPA programs should be handled according to the grievance resolution process of the unit involved.

Informal Resolution of Academic Grievances

Absent unusual circumstances, students must first discuss the situation with the faculty member involved to see whether an informal resolution is possible.

Filing a Grievance
If the student and the faculty member are unable to reach resolution, the student may file a grievance with the Associate Dean for Student Affairs. All grievances should be filed as quickly as possible, preferably within the same or following semester but in no case to exceed six months after the decision that is the subject of the grievance.

The grievance may be filed via email or in paper format, and should contain all of the following information:
- The student's name, degree program, and student ID number;
- The name of the faculty member involved, if any;
- The course name and semester, if the dispute involves a course;
- A brief statement of the nature of the grievance (not to exceed two pages);
- Any evidence that the student wishes to be considered in support of the grievance, such as a course syllabus, assignments, and communications with the faculty member; and
- The remedy requested by the student.

The Grievance Investigation
The Associate Dean will acknowledge receipt of the grievance, forward a copy to the faculty member involved and to the faculty program director. The faculty program director may decide to seek informal resolution by mediating between the student and the faculty member. If the faculty program director does not seek or obtain informal resolution, the Associate Dean will begin investigating the grievance. Investigation of the grievance will include speaking to the student and to the faculty member involved, and the Associate Dean may request additional information from the student or the faculty member. The Associate Dean of Student Affairs may also seek input or support on the investigation from the Associate Dean of Faculty affairs as needed.

In the event that the Associate Dean for Student Affairs is involved in the circumstances leading to the grievance, the grievance will be investigated by the Associate Dean for Faculty Affairs. The Associate Dean will conclude the investigation and prepare a written report. The Associate Dean will strive to complete this report within 30 days of the filing of the grievance; however, please note that additional time may be required due to breaks between semesters or over the summer or efforts by the faculty program director to resolve the dispute informally.

Decision by the Dean
The Associate Dean's report shall be submitted to the Dean and shall include a recommendation about the disposition of the grievance. Within ten business days, the Dean will decide whether to follow the recommendation and will forward a copy of the

report together with the Dean's decision on the disposition of the grievance to the student, the faculty member, and the faculty program director.

Appealing the Dean's Decision
If the student is not satisfied with the Dean's decision, he or she may make a written request to the Dean that a faculty panel be appointed to review the grievance and consider the appeal. This request should be submitted within ten business days after receipt of the Dean's decision and may be submitted via email. The Dean shall appoint a panel consisting of three faculty members who were not involved in the original circumstances of the grievance. The faculty panel will consider the evidence and will make a written report with recommendations to the Dean within 30 days, unless additional time is required due to breaks between semesters or over the summer. The Dean will decide whether to uphold or deny the appeal and will notify the student and faculty member of that decision in writing within ten business days.

Resolution of Other Types of Disputes
This policy only relates to academic grievances at SPA. Other types of disputes are handled in different offices and/or with different procedures, as follows:

- Disputes relating to academic integrity are handled according to SPA's Academic Integrity Policy. Contact your advisor or the Associate Dean for Student Affairs for more information.
- Disputes related to protected category discrimination (such as race, sex, or disability discrimination) are handled by the Office of Equity.
- Disputes related to the conduct of other students are handled by the Office of Student Conduct.
- The Ombuds' Office is available to discuss or mediate other types of interpersonal disputes if needed.

Student Conduct Standards

As members of the university community, students at the School of Public Affairs are expected to maintain the highest standards of conduct with respect to intellectual honesty and ethical behavior. In addition, as students attending a school committed to public service values, our students are expected to treat others with respect, adhere to all applicable laws and policies, and conduct themselves with professionalism and in accordance with the ethical codes applicable to the professions in which they hope to serve.

This policy sets forth conduct expectations for students at the School of Public Affairs and procedures for alleged violations of this policy. Each student is expected to know and take full responsibility for complying with this policy.

I.   ACADEMIC CONDUCT STANDARDS

This section sets forth the definitions and procedures to be used in the School of Public Affairs for identifying and responding to instances of alleged academic misconduct by students. This section should be read in connection with Campus Administrative Policy 7050, Academic Integrity, the Student Code of Conduct, and in compliance with all University, Campus, Administrative, and School or College policies.

A. **Definition of academic misconduct**. According to Campus Administrative Policy 7050, academic misconduct is defined as (1) a student's use of unauthorized assistance in an attempt to deceive an instructor or other person who is assigned to evaluate the student's work in meeting course and degree requirements, or (2) actions that interfere with the ability of the instructor to fairly judge the work of the student or other students. Academic misconduct includes any of the following behaviors:

1. Plagiarism. Plagiarism is the use of another person's distinctive ideas or words without acknowledgment. The incorporation of another person's work into one's own requires appropriate identification, regardless of the means of appropriation. Plagiarism includes but is not limited to the following, when the source is not disclosed:
    a) Word-for-word copying of another person's ideas or words;
    b) The mosaic (the interspersing of one's own words here and there while, in essence, copying another's work);
    c) The paraphrase (the rewriting of another's work, yet still using their fundamental idea or theory);
    d) Fabrication of references (inventing or counterfeiting sources);
    e) Submission of another's work as one's own, including **assignments generated in whole or in part through generative artificial intelligence without the express permission of the instructor**; or
    f) Neglecting quotation marks on material that is otherwise acknowledged.

2. Cheating. Cheating involves the possession, communication, or use of information, materials, notes, study aids, or other devices not authorized by the instructor in an academic exercise, or communication with another person during such exercise for the purpose of obtaining or providing unauthorized information or materials. "Authorization" is legitimate only if given by the faculty member responsible for the evaluation of the student's work. Examples of cheating include but are not limited to:
    a) Copying from another's work or receiving unauthorized assistance from another person during an academic exercise or in the submission of academic assignments;
    b) Using an electronic device when not permitted;
    c) Collaborating with another student during an academic exercise without the prior consent of the instructor;

       d) Using generative artificial intelligence tools in the completion of class assignments unless as specifically authorized by the instructor. Each instructor shall notify students in writing when the student is authorized to utilize generative AI or artificial intelligence programs.

3. <u>Fabrication or falsification</u>:
   a) Fabrication: inventing or counterfeiting information, such as creating results not obtained in a study or laboratory experiment.
   b) Falsification: deliberately altering or changing results to suit one's needs in an experiment, creative work, or other academic or creative exercise.

4. <u>Multiple submissions</u>: The submission of academic work for which academic credit has already been earned, when such submission is made without instructor authorization.

5. <u>Misuse of academic materials</u>: The misuse of academic material includes, but is not limited to, the following:
   a) Stealing or destroying library or reference materials or computer programs;
   b) Stealing or destroying another student's notes or materials, or having such materials in one's possession without the owner's permission;
   c) Receiving assistance in locating or using sources of information in an assignment when such assistance has not been authorized by the instructor;
   d) Possessing or using prior examinations or answer keys, unless authorized by the instructor;
   e) Altering, forging, copying and pasting, or falsifying academic materials;
   f) Selling or purchasing prior examinations, digital media, quantitative formulae, papers, or assignments.

6. <u>Complicity in academic misconduct</u>: Complicity involves knowingly allowing, or contributing to, another's academic misconduct.

B.   **Applicability**. Expectations that students will refrain from academic misconduct are applicable to all courses taught by SPA instructors and all other activities necessary for meeting degree requirements, including internships, capstones and theses, and dissertations. In addition, students are expected to behave ethically and comply with academic integrity standards while representing SPA in professional activities related to their academic studies, including but not limited to, presenting at conferences, job application materials, and submitting articles for publication. This conduct resolution process only applies to the expectations listed in Article A.

C.   **Procedures**
1. <u>Table A: Resolving SPA Academic Misconduct or Integrity Policy Violation</u>. Table A, included below, details the process for investigating and resolving policy violations. When a faculty member suspects that a student may have engaged in academic misconduct in his or her course, the faculty member [1] shall notify the student in writing and give the student an opportunity to respond. In cases where the academic misconduct allegation is not observed in a course[2], the program director will resolve student misconduct. If the faculty member or program director[3] is satisfied that no academic misconduct has occurred, whether intentional or unintentional, the matter is ended.
2. <u>Reporting alleged misconduct to the university</u>. If the faculty member concludes that academic misconduct occurred, whether intentional or unintentional, the faculty member shall submit the allegation via an <u>online form</u> to the university Office of Student Conduct and Community Standards and notify the Associate Dean for Student Success via email. When submitting the online form, the faculty member should request that the Office of Student Conduct email a copy of the report to the faculty member and forward that copy to the Associate Dean.
3. <u>Determination of responsibility and assignment of sanctions</u>. The faculty member and the student may meet informally to discuss the misconduct and an appropriate sanction prior to the submission of the allegations to the Office of Student Conduct. If that meeting results in an agreement as to the sanction, the faculty member's report shall include the date of the informal meeting and a description of the sanctions. If the faculty member and the student have not met prior to the submission of allegations, the Office of Student Conduct will assist in setting up a meeting, and the faculty member will determine responsibility and appropriate sanctions after that meeting, and will notify the student in writing (and copy the Associate Dean for Student Success). Students who are also employees of the University may have sanctions related to employment status; while an alleged misconduct review occurs, the Director of Human Resources in SPA will determine the employment implications. Student Employees are employees at-will.
4. <u>Appropriate sanctions</u>. The faculty member is entitled to determine and impose appropriate academic sanctions for misconduct occurring in his or her course. In the case of theses/dissertations or misconduct occurring across a program or

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[1] If a faculty member believes they need support in order to fairly investigate potential academic misconduct, the faculty member may request that the program director or alternate faculty member be designated to assist or assume the duties outlined here.

[2] For example, the alleged misconduct occurs at a conference, at a university sanctioned or supported presentation or event, across multiple courses, or in the context of a dissertation, thesis, or other comprehensive exam.

[3] In the following sections of procedures, the faculty member involved may refer to the program director.

in professional settings, the program director is entitled to determine and impose sanctions. For misconduct that appears to have been unintentional or careless, faculty are encouraged to provide an opportunity to help the student learn and grow so as not to repeat the misconduct in the future. This educational sanction may be in addition to or as a substitute for academic sanctions such as a lowered or failing grade. Faculty members may consider whether a student has previously been found to have engaged in academic misconduct in imposing sanctions. Faculty members who would like support in determining appropriate sanctions are encouraged to contact the SPA Associate Dean for Student Success.

5. Opportunity for appeal. The student should be notified in writing of the sanction and his or her right to appeal the faculty member's determination to the campus Academic Integrity Committee, pursuant to Campus Administrative Policy 7050.

6. Program or school level sanctions. In cases of particularly egregious misconduct, or repeated misconduct, the faculty member, the Associate Dean for Student Success, and/or the Academic Integrity Committee may recommend to the Dean that the student be suspended or expelled from the program or the School of Public Affairs.

Table A: Resolving SPA Academic Integrity or Misconduct Violation

STEP 1: DISCOVER ALLEGED MISCONDUCT	
Faculty Responsibility	• A faculty member discovers a student misconduct concern has occurred, the take the steps outlined below. • First, immediately notify the student by email of the concern, describing the incident, the date of the incident, and the next steps the student should take.
Student Responsibility	• The student will respond to the faculty member's email within 3 business days. • The student meets with the faculty member to discuss the incident and follow the process outlined by the faculty member for the next steps.

STEP 2: RESOLVE ALLEGED MISCONDUCT:	
The faculty member and student attempt to resolve the concern.	
The faculty member investigates and determines if academic misconduct has occurred, whether intentional or unintentional.	
No academic misconduct has occurred.	Yes, academic misconduct has occurred.
The faculty notifies the student that no academic misconduct has occurred and/or provides feedback to the student regarding the concerns.	**The faculty** sends the student an email summarizing the steps to resolve the concern. If the student remedies the misconduct by following the faculty

The student continues engaging in course materials appropriately and completes assignments.	member's outline, faculty member submits incident to Academic Integrity Committee. The student actively and immediately works to resolve the concern and meets course deadlines on all other assignments.

If the student is found to have committed academic misconduct.

If a student is found to have committed academic misconduct or resolutions that include a sanction, notice may require notification to the campus-wide Academic Integrity Committee. Sanctions, among many other options, may include student removal from the academic program, grade changes, or other course-related disciplinary actions.

Examples of sanctions for academic misconduct may include, but are not limited to, a 0 on an assignment, asking the student to complete an additional, alternative assignment or exam, failing a course, program suspension, or program expulsion. The School of Public Affairs may not expel a student from the University as the scope of the SPA determination is within undergraduate and graduate programs.

The student will be notified in writing of the sanction and his or her right to appeal the SPA's determination to the campus Academic Integrity Committee, pursuant to Campus Administrative Policy 7050.

STEP 3: STUDENT DISAGREES WITH FINDINGS OR A NEW INCIDENT OCCURS
The faculty and student cannot resolve the concern 1:1 or the conduct issue occurs again.

The faculty member emails the student to say that the misconduct was not resolved or that the misconduct has reoccurred and cc's the SPA Associate Dean of Student Success to advance the investigation or process.
- If the incident is a reoccurrence, the faculty member will submit this misconduct as a new incident with CU Denver Academic Integrity Committee.

The student provides documentation and emails related to the alleged misconduct. The student continues to actively and immediately work to resolve the concern and meets course deadlines on all other assignments. The student may seek advice and support by sending an email and scheduling time to talk to the SPA Student Success and Retention Advocate during this process.

The Associate Dean of Student Success will conduct an investigation and review documents, emails, or course communications. They may additionally ask to discuss the situation with the involved parties. Upon completion of the investigation, the Associate Dean will make a determination. The Associate Dean will notify the faculty member, student, and the CU Denver Academic Integrity Committee within 14 business days of the findings.

SPA Appeal Process- Student or Faculty Disagrees Associate Dean Findings

The student or faculty member can submit an email appeal request to the SPA Dean describing the conduct, proposed resolution, and rationale for the appeal with supporting and additional evidence to dispute the

finding. The student must include the SPA Associate Dean of Student Success and the faculty member on this email provide notice of seeking an appeal.

The Dean will seek additional information and will provide all case materials to the student's program committee for review and a final determination. The student's program committee will determine the final SPA findings on the case.

2nd Level Appeal Process- Student or Faculty Disagrees with SPA Dean Findings
The student or faculty member submits an email appeal request to the CU Denver Academic Integrity Committee describing the conduct, proposed resolution, and rationale for the appeal. The Student Conduct Office will oversee the process.

II.   OTHER CONDUCT STANDARDS

As members of the university community and individuals committed to the values of public service, all students at the School of Public Affairs are expected to uphold standards that assist in promoting a safe, welcoming, and respectful learning environment and to aspire to behavior consistent with the various ethical codes applicable to the professions in which they hope to serve. This section should be read in connection with the University of Colorado Denver's [Student Code of Conduct](#) and Campus Administrative Policy 7004.

   A. **Prohibited conduct**. Students are expected to refrain from behavior prohibited under the university's Student Code of Conduct, which includes but is not limited to:
   1. Engaging in physically or verbally abusive behavior
   2. Engaging in bullying or cyberbullying
   3. Making threats or other coercive statements
   4. Failing to comply with the direction of university or campus employees who are performing their duties
   5. Providing false or misleading information
   6. Disrupting or otherwise substantially interfering with a normal university activity

   B. **Applicability**. This policy is intended to address behavior in SPA classrooms, programs, and sponsored events. Students at the School of Public Affairs should be free to express their views on controversial subjects relevant to their education, and nothing in this policy shall be construed to deny any student the right of free speech or free expression. However, because a safe and welcoming environment is essential to learning, and because public service professions require the ability to act productively in a diverse democratic society, all students are expected to express themselves in a professional and civil manner and with respect for others.

C. Procedures.

1. <u>Informal resolution</u>. When appropriate, faculty and staff may opt to informally address a student conduct violation through conversations with the student intended to provide education and the opportunity for the student to avoid violations in the future.

2. <u>Reporting alleged misconduct</u>. Any person who believes that a student has engaged in one or more of the types of conduct prohibited under this section may report the conduct to the Associate Dean for Student Success and may also report conduct violating the university's Student Code of Conduct to the Office of Student Conduct. Any violations reported to the university should also be reported to the Associate Dean for Student Success.

3. <u>Determination of responsibility and assignment of sanctions</u>. The Associate Dean will investigate the report and consult with affected parties, including the faculty director of the program in which the student is enrolled if applicable. The Associate Dean will make a report to the Dean determining responsibility and recommending sanctions. The Dean will make the final decision. Students who are also employees of the University may have sanctions related to employment status; while an alleged misconduct review occurs, the Director of Human Resources in SPA will determine the employment implications.

4. <u>Appropriate sanctions</u>. Recommended sanctions will vary depending on the nature of the violation, and may include a requirement that a student fulfill the terms of a behavior contract as a condition of being permitted to participate in a course or other educational activities. Conduct that is deemed particularly egregious may result in suspension or dismissal from the School.

5. <u>Reporting to the Office of Equity</u>. Any prohibited conduct that involves allegations of sexual misconduct, discrimination, and bias (including but not limited to sexual harassment, intimate partner violence, or stalking) must also be reported to the university's Office of Equity as well as any other appropriate office.

V. STUDENT SUCCESS

Checklist

Continuous
- Check your @ucdenver.edu email regularly

Each Academic Year
- Submit FAFSA or CASFA

First Semester
- Submit Official Transcripts
  Email: spa.admissions@ucdenver.edu

- Submit Immunization Records
  Health Center Immunization Requirements

- Obtain ID Badge
  ID Station Information
  Wear whenever on Auraria campus

- Submit Disability Resources and Services Paperwork (for accommodations, if applicable)
  Disability Resources and Services Documentation Guidelines

Each Semester
- Connect with Graduate Advisor
  Select courses for next term's registration
  - MPA – Dawn Savage
  - MPP or MCJ – Mekdelawit Desta
  - EXPA or AMPA – Nicole Stoodley

- Connect with Financial Aid
  Check eligibility and aid status

- Connect with Bursar
  For tuition and fee details, payment plans, and agreements on balance payments
  When registering, you agree to pay the balance of accrued CU Denver charges

- Explore Scholarship Opportunities in Scholarship Universe
  Apply for SPA Retention Scholarship - Graduate

- Identify Important Dates
  Add, drop, and withdraw deadlines

- Utilize Lynx Central Resources

- Update Professional Profiles
  Refresh your resume and LinkedIn

- Collaborate with Peers

- Review [Degree Audit](#)

- Check [UCDAccess](#)
  Review To-Do Items and Holds as applicable

Final Semester
- Connect with Graduate Advisor
  Verify you are on track to graduate

- Apply for [Graduation](#)

- Present Capstone Project

- Attend [Commencement](#) (held in December and May)

Financial Assistance

Financial assistance is available to support those students who would not be able to attend SPA without aid. The primary source of information about student financial assistance is the University's Financial Aid Office. Students interested in learning about available scholarships should contact the CU Denver Office of Financial Aid and register with [Scholarship Universe](#) (student login required).

To apply for a graduate scholarship, visit the Financial Aid and Scholarships page of the SPA website. Applications open on October 1 and close March 31. To apply for a graduate assistantship, visit Handshake. More information on financial assistance, scholarships, and assistantships can be found [online](#).

Time Requirements for Degree

Students must complete their degree no later than seven years after the starting date of their first SPA graduate class, even when that course is taken as a non-degree student. Although the graduate programs require intensive commitment, they do not require full-time study, and many SPA students take classes on a part-time basis. Students in SPA graduate programs should expect to complete the degree in no less than one and no more than seven years. (The average is about two and one-half years.)

Typical Course Load

The normal course load for a full-time SPA graduate student is 6 to 9 graduate credit hours per semester. For financial aid determination, full-time status for graduate students is 5 graduate credit hours per semester. A student who is employed full-time is strongly advised not to carry more than 6 graduate semester hours. Students who wish to carry a graduate course load above 9 hours per semester must consult their graduate academic advisor.

VI. GRADUATE DEGREES

MASTER OF PUBLIC ADMINISTRATION

Mission
The Master of Public Administration Program at the School of Public Affairs advances public service in Colorado and beyond through quality education, collaborative research, and strong relationships with the professional community.

Program Competencies
1. To lead and manage in public governance
- The student understands the roles and realities of public administration in society
- The student understands the context of public and nonprofit management and how that context differs from private sector management
- The student is able to set mission-driven goals and use data, performance indicators, economic concepts and continuous improvement approaches to manage and lead
- The student understands and is able to apply theories of management, leadership, and emotional competency to motivate people, build teams, and manage change
- The student is able to effectively allocate and manage financial and programmatic resources

2. To participate in and contribute to the public policy process
- The student understands the process and context of policy making at all levels of democratic government
- The student understands and is able to apply tools for engaging citizens in the policy process
- The student understands and is able to apply techniques for generating and selecting among policy alternatives
- The student is able to identify common barriers to effective implementation and how to overcome them
- The student understands how policy, administrative processes, and management inter- connect

3. To analyze, synthesize, think critically, solve problems and make decisions
- The student is able to locate and critically assess, review, and understand relevant research
- The student is able to select and use appropriate research methods and analytical tools for collecting and analyzing data

- The student is able to use data and apply ethical lenses, different perspectives and assumptions to generate decisions among alternatives
- The student understands the factors affecting the decision-making process and is able to select and use appropriate criteria and processes for making decisions

4. To articulate and apply a public service perspective
- The student understands and adheres to the concept of the public good as the foundation for public service values and public integrity
- The student understands and adheres to policies and practices that advance government and nonprofit transparency and accountability
- The student has tools for identifying and addressing value conflicts within a pluralistic society
- The student understands and is able to apply professional codes of ethics and conduct in public and nonprofit organization

5. To communicate and interact productively with a diverse and changing workforce and citizenry
- The student understands, values, honors and engages with workforce and citizenry with diverse backgrounds and viewpoints
- The student understands how privilege and bias affect decision-making in public service and has developed skills and tools to counter those biases
- The student is able to partner effectively and work in teams to accomplish goals
- The student is able to communicate effectively in writing to a variety of audiences
- The student is able to communicate effectively in a spoken format to a variety of audiences
- The student understands the value of and can effectively foster and incorporate citizen participation

Administration
The MPA Program Director is the key administrative officer for the program. The Director serves as the central contact for questions regarding policies for the program and chairs the MPA Committee, which develops and approves overall MPA policies. SPA's Recruiting and Admissions Coordinator provides information to prospective students regarding the program and related policies and procedures. SPA's Student Services Team serves as advisors for students concerning basic degree planning and provides information about how to apply to the program, registration, financial aid, and a range of related issues.

Degree Requirements
To earn an MPA degree the student must:
- Complete a minimum of 36 semester hours of graduate coursework with a total grade-point average of "B" (3.0) or better;
- Complete an additional three semester hours of internship/field study (if required; see page 6 for more information);

• Receive a grade of "B-" (2.7) or better in all core courses, including the final capstone course, and receive a grade of "C" (2.0) or better in all elective courses.

Required Courses
All MPA students except those in the Executive MPA program must complete the following required courses:

PUAD 5001	Introduction to Public Administration and Public Service	3 credit hours
PUAD 5002	Organizational Management and Behavior	3 credit hours
PUAD 5003	Research and Analytic Methods	3 credit hours
PUAD 5004 OR PUAD 5503	Economics and Public Finance OR Public Budgeting and Finance	3 credit hours
PUAD 5005	The Policy Process and Democracy	3 credit hours
PUAD 5006	Public Service Leadership and Ethics	3 credit hours
PUAD 5008	Evidence-Based Decision-Making	3 credit hours
PUAD 5361	Capstone Seminar	3 credit hours
	Total	24 credit hours

Course descriptions can be found online in the course catalog. Students must receive a grade of "B-" (2.7) or better in all core courses and maintain an overall grade point average of 3.0 or better. Students who receive a lower grade may retake the class once; students who fail to receive a "B-" (2.7) or better the second time will be dropped from the program.

Electives
In addition to completing the required courses (and the internship, if required), students must complete four elective courses (12 credit hours). Students should select electives with the assistance of a faculty advisor or Graduate Advisor. SPA offers a wide variety of electives; some are offered on a routine basis while others may be a one-time offering. Students may choose to focus their electives in a certificate area and pursue a certificate simultaneously with a degree. Certificates usually require a combination of required and elective courses related to the field of the certificate.

Internship Requirement
Students who have not had the equivalent of at least one year of professional experience in a government or nonprofit setting are required to complete a three-credit internship course. The internships may be paid or unpaid, depending upon the agency. The objectives of the internship are:
  (1) to expose students to career opportunities that exist in public administration;
  (2)   to enable public and nonprofit agencies to attract highly-skilled MPA students to government, thereby improving the overall quality of public administration;
  (3) to provide pre-service MPA students with practical work experiences that allow them to link classroom training with praxis in the field; and

(4) to enhance MPA students' experiences in a way that will enable them to make informed career decisions.

Students should contact their Graduate Advisor or the Internship and Capstone Connections Team to obtain more detailed information on internships, including completing the requirements of the university's Experiential Learning Center (which administers all internships).

Independent Study
Students who are interested in pursuing a specific line of study or inquiry not covered through the regular course offerings may elect to take an independent study course (PUAD 6840) with a faculty member. Students should first consider what area of study they would like to pursue and discuss the topic with a willing faculty member who has expertise in the area. With faculty assistance, such students will then develop a course of study which meets the requirements of the University and SPA, as well as student needs. No more than six hours of independent student credit may apply toward MPA degree requirements.

Capstone Seminar
All MPA students, except those pursuing the thesis option, are required to complete PUAD 5361, Capstone Seminar. Students take the Capstone Seminar during the last semester of their degree programs. Students should complete all core courses before they take the Capstone Seminar. Students, except those enrolled in the AMPA program, cannot take the seminar during the summer semester. For their graduate capstone projects, students work with a client in a public, private, or nonprofit agency to identify a research area and, using knowledge and skills gained in the program, carry out a project resulting in a final paper and oral presentation. Capstone projects take many different forms, including, for example, statistical analysis, business plans, marketing plans, surveys and interviews, and salary studies. All Capstone Seminar students must pose a research question and propose an appropriate research methodology. The Capstone Seminar professor must approve capstone topics, research questions, and methods. The course allows students to integrate what they have learned and apply their knowledge and skills to real-world problems. Further, it allows the faculty to judge the student's ability to perform such work. The Capstone Guidelines are set forth later in this handbook. All students who will be taking the Capstone Seminar are required to attend a capstone orientation session in the semester before enrolling. Contact your Graduate Advisor for more information.

Thesis Option
The thesis option is available for MPA students who are interested in undertaking a research project, pursuing careers in research, or entering the PhD program. Students must select a thesis advisor from the faculty to oversee their work. Students may complete a thesis in one semester, but it often requires a two-semester, six-credit hour time frame. The student conducts a comprehensive review of the theoretical and research literature in the subject area of their thesis and collects original data or analyzes existing data in new ways.

Minimum eligibility requirements for pursuing a thesis include the following:
- • Successful completion of all core courses;
- • Overall GPA of 3.50 and permission of faculty advisor;
- • Preliminary identification of a thesis topic or area of interest; and
- • Agreement of two SPA faculty members to serve on the thesis committee (one as Thesis Advisor).

Thesis Process
A student wishing to undertake the thesis option applies formally through their faculty academic advisor, first, to establish eligibility with respect to the above criteria and to receive a copy of the "Master of Public Administration Thesis Option Guidelines," and second, to identify appropriate faculty members to serve on the student's thesis committee. The thesis committee consists of three people: a major advisor who is a full-time SPA faculty member, a second faculty member, and a third person who is an expert in the subject area of the thesis. This person may be either from the community or another school or department. Students conduct a thesis of six credits over two semesters and need to submit their research proposal to the Institutional Review Board (IRB) for approval. The Writing Center has updated the university's thesis and dissertation format guidelines and has also created a canvas shell to walk students through the format review and ProQuest submission processes. If you are interested in learning more, use the link to self-enroll in their canvas shell: https://ucdenver.instructure.com/enroll/EJT6FL .

The Accelerated Option
This is a full-time program designed for strong students who have the desire, energy, and aptitude to complete a master's program in twelve months. Students need to have sufficient time to meet the rigors of this one-year master's program. Note, this program is 39 credit hours, plus an additional 3 if the internship is required.

Students begin in the fall semester and, if they successfully complete all their course work, they complete the program at the end of the following summer. The program consists of eight core courses (one of which is a repeated integrating seminar), four popular electives selected by the MPA Program Director in advance, and the capstone course in the summer. During the nine-month academic year, the two semesters are divided into quarters. AMPA students can pursue electives from a pre-approved list that align with either the Graduate Certificate in Local Government or the Graduate Certificate in Nonprofit Managment.

Sample AMPA Schedule

	PUAD 5001	Tuesday mid-day
Quarter 1	PUAD 5004	Thursday mid-day
	PUAD 6600	Wednesday afternoon
	Elective 1	Wednesday evening
Quarter 2	PUAD 5002	Tuesday mid-day

	PUAD 5003	Thursday mid-day
	PUAD 6600	Wednesday afternoon
	Elective 2	Wednesday evening
Quarter 3	PUAD 5005	Tuesday mid-day
	PUAD 5008	Thursday mid-day
	PUAD 6600	Wednesday afternoon
	Elective 3	Wednesday evening
Quarter 4	PUAD 5006	Tuesday mid-day
	begin capstone	Thursday mid-day
	Elective 4	Wednesday evening
Summer	Capstone	

SPA faculty designed the program for the increasing number of pre-service applicants applying for the MPA. (Pre-service students are those who have little or no work experience in the public or nonprofit sectors and have often completed their undergraduate degree recently.) However, while the program includes many young students, it also includes a broad mix of people, including students from other countries and individuals making major career changes.

Students in the AMPA program pay a different tuition rate. The rate is more than the tuition traditional students would pay for one year because the AMPA students are taking many more courses; however, the tuition is less than students would pay if they completed the MPA in two years or more. Students may obtain more information on tuition for the AMPA program from the Recruiting and Admissions Coordinator.

The Executive Option
SPA faculty designed this option for senior officials and managers at public service organizations. Admission is highly competitive and is based upon the following criteria (1) evidence of ability to successfully complete graduate-level course work, and (2) executive-level experience in the public or nonprofit sector and the demonstrated potential to provide future executive leadership.

Submission of scores from such aptitude tests as the Graduate Record Examination (GRE) is not mandatory for students who qualify for the Executive MPA. Applicants whose undergraduate GPA is near the minimum for admission may be advised to present test scores as supporting evidence of academic aptitude.

The Executive MPA requires 30 credit hours of SPA coursework. Nine of these credits are taken as a cohort in intensive residential classes. Typically, the cohort class begins with Introduction to Public Administration and Public Service (PUAD 5001) in August, continues with leadership training in SPA's Rocky Mountain Leadership Program (PUAD 5010), a week-long residential leadership program, usually held in October, and concludes with Organizational Management and Behavior (PUAD 5002) during the Maymester. Thereafter,

each Executive MPA student takes courses individually, according to their own pace and preferences.

Students must complete three additional core courses (9 credit hours) and three electives (9 credit hours), which they should select after consulting with the Executive MPA Program Director. One of the electives may be an international experience. The Capstone Seminar (PUAD 5361, 3 credit hours) should be the last course in the program.

Although Executive MPA students are not required to take all five core courses, they will be expected to demonstrate competencies in the basic areas of the core upon graduation: administration/management, research/statistics, economics/finance, public policy, and ethics. Students may demonstrate skills by past course work, on-the-job experience, or by successfully completing SPA courses.

The Online Option
Students may complete the MPA degree entirely through online classes, an option which may be attractive for students living outside of the Denver metro area, or for those who require more flexibility in taking courses. SPA faculty and lecturers offer online courses, which are similar in rigor and content to courses offered in the traditional classroom format. Currently, all concentrations except Gender-Based Violence are offered online.

MASTER OF PUBLIC POLICY

Mission
Graduates of the MPP program will be able to:
1. Make substantive contributions to improved public policy through the application of critical thinking, objective analysis, ethical frameworks, diverse perspectives, and democratic values;
2. Serve as an effective change agent for public policy through strategic leadership and collaboration skills and a sophisticated understanding of the policy process;
3. Apply the fundamental methodological tools used in public policy development and analysis;
4. Communicate verbally and in writing about public policy to a diverse range of audiences for a variety of purposes

Program Competencies
1. To lead and manage in public governance:
   - The student understands the roles and realities of public administration in society
   - The student understands the context of public and nonprofit management and how that context differs from private sector management
   - The student is able to set mission-driven goals and use data, performance indicators, economic concepts and continuous improvement approaches to manage and lead

- The student understands and is able to apply theories of management, leadership, and emotional competency to motivate people, build teams, and manage change
- The student is able to effectively allocate and manage financial and programmatic resources

2. To participate in and contribute to the public policy process:
   - The student understands the process and context of policy making at all levels of democratic government
   - The student understands and is able to apply tools for engaging citizens in the policy process
   - The student understands and is able to apply techniques for generating and selecting among policy alternatives
   - The student is able to identify common barriers to effective implementation and how to overcome them
   - The student understands how policy, administrative processes, and management inter- connect

3. To analyze, synthesize, think critically, solve problems and make decisions:
   - The student is able to locate and critically assess, review, and understand relevant research
   - The student is able to select and use appropriate research methods and analytical tools for collecting and analyzing data
   - The student is able to use data and apply ethical lenses, different perspectives and assumptions to generate decisions among alternatives
   - The student understands the factors affecting the decision-making process and is able to select and use appropriate criteria and processes for making decisions

4. To articulate and apply a public service perspective:
   - The student understands and adheres to the concept of the public good as the foundation for public service values and public integrity
   - The student understands and adheres to policies and practices that advance government and nonprofit transparency and accountability
   - The student has tools for identifying and addressing value conflicts within a pluralistic society
   - The student understands and is able to apply professional codes of ethics and conduct in public and nonprofit organization

5. To communicate and interact productively with a diverse and changing workforce and citizenry:
   - The student understands, values, honors and engages with workforce and citizenry with diverse backgrounds and viewpoints
   - The student understands how privilege and bias affect decision-making in public service and has developed skills and tools to counter those biases

- The student is able to partner effectively and work in teams to accomplish goals
- The student is able to communicate effectively in writing to a variety of audiences
- The student is able to communicate effectively in a spoken format to a variety of audiences
- The student understands the value of and can effectively foster and incorporate citizen participation

Administration

The MPP Program Director is the key administrative officer for the program. The Director serves as the central contact for questions regarding policies for the program and chairs the MPP Committee, which develops and approves overall MPP policies. SPA's Recruiting and Admissions Coordinator provides information to prospective students regarding the program and related policies and procedures. SPA's Student Services Team serves as advisors for students concerning basic degree planning and provides information about how to apply to the program, registration, financial aid, and a range of related issues.

Degree Requirements

To earn an MPP degree, the student must:

- Students must successfully complete at least 36 credit hours of approved coursework (or 39 credit hours if the internship is required);
- Students must maintain at least a 3.00 cumulative GPA in this program;
- Students must earn at least a "B-" (2.7) in all core coursework and at least a "C" (2.0) in all elective coursework to be accepted for graduate credit toward the degree;
- Six credit hours of Independent Study may be applied toward the degree;
- Students who have yet to have at least one year of professional work experience in the public or nonprofit sectors must complete an internship through an additional 3 credit-hour course, bringing their total credit-hour requirements to 39;
- This program must be completed within six years.

Required Courses
All MPP students must complete the following required courses:

PUAD 5003	Research and Analytic Methods	3 credit hours
PUAD 5004	Economics and Public Finance	3 credit hours
PUAD 5005	Policy Process and Democracy	3 credit hours
PUAD 5310	Principles of Policy Design	3 credit hours
PUAD 5320	Public Policy Analysis	3 credit hours
PUAD 5380	Public Participation, Political Equity and Government	3 credit hours
PUAD 5750	Policy Workshop Seminar	1 credit hour
PUAD 5750	Policy Workshop Seminar	1 credit hour
PUAD 5750	Policy Workshop Seminar	1 credit hour
	4 Electives	12 credit hours
PUAD 6910	Internship[1]	3 credit hours

PUAD 5361 OR PUAD 6950	Capstone Seminar OR Masters Thesis[2]	3 credit hours OR 3-6 credit hours
	Total	36-42 credit hours

[1]Internship: Students with limited experience (generally defined as less than one year of experience) in public, nonprofit, or relevant private-sector service must enroll in PUAD 6910 Internship. The decision to require PUAD 6910 Internship for a particular student is made by the faculty admissions committee or the student's faculty advisor upon the student's acceptance to the MPP program. A minimum of 300 hours of supervised work and study is required to earn the 3 credit hours for this course. The internship requirement, for students who fulfill the requirement with a for-credit course, raises the total credit hours needed to earn the MPP degree from 36 to 39.

[2]Students completing a thesis must enroll in the 3 credit PUAD 6950 course twice, for a total of 6 credits, with approval by and in consultation with the program director prior to enrolling in the course. The thesis option increases the total number of credits to complete the program from 36 up to 42.

Course descriptions can be found online in the course catalog. Students must receive a grade of "B-" (2.7) or better in all core courses and maintain an overall grade point average of 3.0 or better. Students who receive a lower grade may retake the class once; students who fail to receive a "B-" (2.7) or better the second time will be dropped from the program.

Electives
In addition to completing the required courses (and the internship, if required), students must complete four elective courses (12 credit hours). Students should select electives with the assistance of a faculty advisor or Graduate Advisor. SPA offers a wide variety of electives; some are offered on a routine basis while others may be a one-time offering. Students may choose to focus their electives in a certificate area and pursue a certificate simultaneously with a degree. Certificates usually require a combination of required and elective courses related to the field of the certificate.

Internship Requirement
Students who have not had the equivalent of at least one year of professional experience in a government or nonprofit setting are required to complete a three-credit internship course. The internships may be paid or unpaid, depending upon the agency. The objectives of the internship are:
 (1) to expose students to career opportunities that exist in public policy;
 (2) to enable public and nonprofit agencies to attract highly-skilled MPP students to government, thereby improving the overall quality of public policy;
 (3) to provide pre-service MPP students with practical work experiences that allow them to link classroom training with praxis in the field; and

(4) to enhance MPP students' experiences in a way that will enable them to make informed career decisions.

Students should contact their Graduate Advisor or the Internship and Capstone Connections Team to obtain more detailed information on internships, including completing the requirements of the university's Experiential Learning Center (which administers all internships).

Independent Study
Students interested in pursuing a specific line of study or inquiry not covered through the regular course offerings may elect to take an independent study course (PUAD 6840) with a faculty member. Students should first consider what area of study they would like to pursue and discuss the topic with a willing faculty member with expertise. With faculty assistance, such students will develop a course of study that meets the requirements of the University and SPA and student needs. At most, six hours of independent student credit may apply toward MPP degree requirements.

Capstone Seminar
All MPP students, except those pursuing the thesis option, are required to complete PUAD 5361, Capstone Seminar. Students take the Capstone Seminar during the last semester of their degree programs. Students should complete all core courses before they take the Capstone Seminar. Students cannot take the seminar during the summer semester.
For their graduate capstone projects, students work with a client in a public, private, or nonprofit agency to identify a research area and, using knowledge and skills gained in the program, carry out a project resulting in a final paper and oral presentation. Capstone projects take many different forms, including, for example, statistical analysis, business plans, marketing plans, surveys and interviews, and salary studies. All Capstone Seminar students must pose a research question and propose an appropriate research methodology. The Capstone Seminar professor must approve capstone topics, research questions, and methods. The course allows students to integrate what they have learned and apply their knowledge and skills to real-world problems. Further, it allows the faculty to judge the student's ability to perform such work. The Capstone Guidelines are set forth later in this handbook. All students who will be taking the Capstone Seminar are required to attend a capstone orientation session in the semester before enrolling. Contact your Graduate Advisor for more information.

Thesis Option
The thesis option is available for MPP students interested in undertaking a research project, pursuing careers in research, or entering the PhD. program. Students must select a thesis advisor from the faculty to oversee their work. Students may complete a thesis in one semester, but it often requires a two-semester, six-credit hour time frame. The student conducts a comprehensive review of the theoretical and research literature in the subject area of their thesis and collects original data or analyzes existing data in new ways. Minimum eligibility requirements for pursuing a thesis include the following:

• Successful completion of all core courses;
• Overall GPA of 3.50 and permission of faculty advisor;
• Preliminary identification of a thesis topic or area of interest; and
• Agreement of two SPA faculty members to serve on the thesis committee (one as Thesis Advisor).

Thesis Process
A student wishing to undertake the thesis option applies formally through their faculty academic advisor, first, to establish eligibility with respect to the above criteria and to receive a copy of the "Master of Public Policy Thesis Option Guidelines," and second, to identify appropriate faculty members to serve on the student's thesis committee. The thesis committee consists of three people: a major advisor who is a full-time SPA faculty member, a second faculty member, and a third person who is an expert in the subject area of the thesis. This person may be either from the community or another school or department. Students conduct a thesis of six credits over two semesters and need to submit their research proposal to the Institutional Review Board (IRB) for approval. The Writing Center has updated the university's thesis and dissertation format guidelines and has also created a canvas shell to walk students through the format review and ProQuest submission processes. If you are interested in learning more, use the link to self-enroll in their canvas shell: https://ucdenver.instructure.com/enroll/EJT6FL.

The Online Option
Students may complete the MPP degree entirely through online classes. This option may attract students outside the Denver metro area or those requiring more course flexibility. SPA faculty and lecturers offer online courses, which are similar in rigor and content to courses offered in the traditional classroom format.

<u>MASTER OF CRIMINAL JUSTICE</u>

Curriculum Objectives
Objectives for the MCJ program are:
(1) to provide students with a broad-based knowledge of theory and practice concerning criminal justice administration, management, and policy;
(2) to provide students with decision-making and problem-solving skills required in criminal justice administration, management, and policy;
(3) to provide students with substantive expertise required for positions in law enforcement, judicial, or correctional and in private sector organizations concerned with criminal justice administration;
(4) to provide theoretical, analytical, and research skills necessary for successful careers, or as preparation for doctoral-level graduate study; and

(5) to provide students with a comprehensive, integrated model of criminal justice administration theory and practice, stressing conceptual, methodological, and contextual knowledge development and application.

Administration

The MCJ Program Director is the key administrative officer for the program. The Director serves as the central contact for questions regarding policies for the program and chairs the MCJ Committee, which develops and approves overall MCJ policies. SPA's Recruiting and Admissions Coordinator provides information to prospective students regarding the program and related policies and procedures. SPA's Student Services Team serves as advisors for students concerning basic degree planning and provides information about how to apply to the program, registration, financial aid, and a range of related issues.

Degree Requirements

The minimum requirements for the MCJ degree are as follows:

• Completion of a minimum of 36 semester hours of graduate work with a grade point average of "B" (3.0) or better. The 36 graduate credit hours include 6 required MCJ graduate courses and 6 elective graduate courses.

• Students must receive a grade of "B-" (2.7) or better in all graduate courses. Grades below "B-" (2.7) are not accepted for credit toward MCJ degree requirements. However, all earned grades are applied to the student's grade point average.

• Pre-service students (those who have not had the equivalent of at least one year of professional practical experience in the field of criminal justice) must take three semester graduate credit hours of field study by enrolling in CRJU 6910: Field Study in Criminal Justice.

Required Courses

All MCJ students must complete the following six required MCJ core graduate courses, representing 18 credit hours:

CRJU 5001	Crime and Public Policy	3 credit hours
CRJU 5002	Criminological Theory	3 credit hours
CRJU 5003	Research Methods	3 credit hours
CRJU 5004	Statistics for Criminal Justice	3 credit hours
CRJU 5005	Law & Society	3 credit hours
CRJU 5361 OR CRJU 6950	Capstone Seminar OR Master's Thesis	3 credit hours OR 3-6 credit hours
	Total	18-21 credit hours

Course descriptions can be found in the graduate course catalog. Students must earn a grade of "B-" (2.7) or better in all graduate courses. Students who receive a lower grade

may retake the graduate class once; students who fail to receive a "B-" (2.7) or better the second time will be dismissed from the MCJ program.

Electives
Students must complete a minimum of six elective graduate courses (18 credit hours). Students should select electives with the assistance of a faculty advisor or Graduate Advisor. SPA offers a wide variety of electives; some are offered on a routine basis while others may be a one-time offering. Students may choose to focus their electives in a certificate area and pursue a certificate simultaneously with a degree. Certificates usually require a combination of required and elective courses related to the field of the certificate.

Other Elective Graduate Courses
With pre-approval of the MCJ Director, a student may apply up to nine semester graduate credit hours of non-criminal justice (CRJU) course work at the 5000 or greater level toward the MCJ degree. Students may take these 5000 or greater level elective courses in SPA or other schools and colleges within the University of Colorado system. MCJ students pursuing a SPA graduate certificate may be required to take additional coursework, depending on the course make-up of the certificate.

Transfer Credits
Students who have taken graduate-level criminal justice coursework at institutions other than the University of Colorado Denver may be able to transfer some portion of that graduate work into the CU Denver SPA MCJ program. A maximum of nine graduate level semester hours may be transferred from other institutions. Transfer of credits is not guaranteed.

Students should request a transfer of graduate credits immediately after successfully completing one semester of MCJ graduate coursework as a regularly admitted MCJ degree-seeking student. To request a graduate credit transfer, students must complete the Transfer of Credit Form with their graduate academic advisor.

Internship Requirement
Students who have not had the equivalent of at least one year of professional experience in the field of criminal justice are required to complete a three-credit internship course. The internships may be paid or unpaid, depending upon the agency. The objectives of the internship are:
   (1) to expose students to career opportunities that exist in the criminal justice system;
   (2) to enable criminal justice agencies and organizations to attract highly-skilled MCJ students to government, thereby improving the overall quality of the criminal justice system;
   (3) to provide pre-service MCJ students with practical work experiences that allow them to link classroom training with praxis in the criminal justice system; and
   (4) to enhance MCJ students' experiences in a way that will enable them to make informed career decisions.

Students should contact their Graduate Advisor or the Internship and Capstone Connections Team to obtain more detailed information on internships, including completing the requirements of the university's Experiential Learning Center (which administers all internships).

Independent Study
Students interested in pursuing a specific line of study or inquiry that is not covered in regular course offerings may elect to establish a program of graduate independent study with one of the faculty. The student needs to consider the area of study they would like to pursue and discuss the topic with a willing faculty supervisor. The student and faculty member will then develop a course of graduate-level study that meets the requirements of the University of Colorado Denver, SPA, and the student's needs. The student must then complete a CU Denver Special Processing Form (available from the SPA office) and request approval by the supervising faculty member. The form must be submitted and approved by the posted add/drop period. The student will be registered for CRJU 6840 Independent Study upon completing this process.

Independent study graduate courses are subject to the following conditions. Participating students must be fully admitted to the MCJ program. Students must have completed a minimum of 12 semester graduate-level credit hours in criminal justice coursework with a cumulative GPA of at least 3.0. The graduate credit hours for any one independent study course may vary from one to three for a semester; the faculty supervisor determines the exact graduate credit hours which will be commensurate with the degree of complexity and difficulty of the project. No more than six graduate credit hours of Independent Study may be applied toward the MCJ degree.

Capstone Seminar
All MCJ students, except those pursuing the thesis option, are required to complete CRJU 5361, Capstone Seminar. Students take the Capstone Seminar during the last semester of their degree programs. Students should complete all core courses before they take the Capstone Seminar. Students cannot take the seminar during the summer semester.
For their graduate capstone projects, students work with a client in a public, private, or nonprofit agency to identify a research area and, using knowledge and skills gained in the program, carry out a project resulting in a final paper and oral presentation. Capstone projects take many different forms, including, for example, statistical analysis, business plans, marketing plans, surveys and interviews, and salary studies. All Capstone Seminar students must pose a research question and propose an appropriate research methodology. The Capstone Seminar professor must approve capstone topics, research questions, and methods. The course allows students to integrate what they have learned and apply their knowledge and skills to real-world problems. Further, it allows the faculty to judge the student's ability to perform such work. The Capstone Guidelines are set forth later in this handbook. All students who will be taking the Capstone Seminar are required

to attend a capstone orientation session in the semester before enrolling. Contact your Graduate Advisor for more information.

Thesis Option
The thesis option is available to MCJ students interested in undertaking a research project, pursuing research careers, or entering a PhD. program. Students must select a thesis advisor from the faculty to oversee their work. A thesis may be completed in one semester but often requires a two-semester, six-credit hour time frame. The student conducts a comprehensive review of the theoretical and research literature in the subject area of their thesis and collects original data or analyzes existing data in new ways.

Minimum eligibility requirements for pursuing a thesis include:
> • Successful completion of all core graduate courses;
> • Overall GPA of 3.50 in the MCJ program and permission of faculty advisor;
> • Preliminary identification of a thesis topic or area of interest; and
> • Agreement of two SPA faculty members to serve on the thesis committee (one as Thesis Advisor).

A student wishing to undertake the thesis option applies formally through her/his faculty academic advisor to establish eligibility with respect to the above criteria and identify appropriate faculty members to serve on the thesis committee. The thesis committee consists of a major advisor who is a full-time SPA faculty member and two other full-time SPA faculty members. The student may seek program permission to substitute an external expert in the subject area of the thesis for the third full-time SPA faculty member. This person may be from the community or another school or department. Adjunct SPA faculty members and full- or part-time faculty members in other academic units are eligible.

Thesis Process
A student wishing to undertake the thesis option applies formally through their faculty academic advisor, first, to establish eligibility with respect to the above criteria and second, to identify appropriate faculty members to serve on the student's thesis committee. The thesis committee consists of three people: a major advisor who is a full-time SPA faculty member, a second faculty member, and a third person who is an expert in the subject area of the thesis. This person may be either from the community or another school or department. Students conduct a thesis of six credits over two semesters and need to submit their research proposal to the Institutional Review Board (IRB) for approval. The Writing Center has updated the university's thesis and dissertation format guidelines and has also created a canvas shell to walk students through the format review and ProQuest submission processes. If you are interested in learning more, use the link to self-enroll in their canvas shell: https://ucdenver.instructure.com/enroll/EJT6FL.

The Online Option

Graduate students may complete the MCJ degree entirely through online classes, an option which may be attractive for those living outside of the Denver metro area or who require more flexibility in scheduling. Online graduate courses are offered by SPA faculty and lecturers and are identical in rigor and content to graduate courses offered in the traditional classroom format.

VII. DUAL-DEGREES

Students are responsible for policies and procedures for both programs. Contact a Graduate Advisor for more information on admission and requirements (i.e., Mekdelawit Desta for MPP and MCJ dual degrees; Dawn Savage for MPA dual degrees).

Master of Public Administration/Master of Criminal Justice
By completing both a generalist MPA and a specialist MCJ, you will be equipped with skills applicable to public service settings in administration and policy analysis, as well as deep knowledge of work that pertains to criminal justice settings.

Master of Public Administration/Master of Public Policy
By completing both a generalist MPA and a specialist MPP, you will be equipped with skills applicable to public service settings in administration and policy development, evaluation and analysis, and advocacy.

Master of Criminal Justice/Master of Public Policy
By completing both the MPP and MCJ degree, students will have exposure to the history, theory, content, and skills in criminal justice alongside knowledge and tools kits to be productive agent of policy development and change as applied to the areas of criminal justice.

Master of Public Administration/Juris Doctorate
The School of Public Affairs and CU Boulder School of Law jointly sponsor this dual-degree, which is for students who wish to practice law within the public sector, obtain a senior administrative post, represent public-sector clients, or develop scholarly expertise in law and public administration.

Master of Public Administration/Master of Arts in Applied Geography & Geospatial Services
The dual-degree offers students interested in working in the government or nonprofit sectors an opportunity to combine management and leadership training with skills in geospatial sciences, including geographic information systems, remote sensing, computer cartography, and spatial statistics.

Master of Public Administration/Master of Arts in Economics

The dual-degree provides you with the opportunity to take the core of both programs, while choosing electives that simultaneously count toward both programs and that suit your career and personal goals. The net result is a more comprehensive and effective education in less time.

Master of Public Administration/Master of Public Health

The School of Public Affairs and the Colorado School of Public Health jointly sponsor this dual-degree program, which enables you to take the core of both programs, and choose electives that simultaneously count toward both programs and that suit your career and personal goals.

Master of Public Administration/Master of Urban and Regional Planning

The School of Public Affairs and the College of Architecture and Planning jointly sponsor this dual-degree program, which enables you to take the core of both programs and to choose electives that simultaneously count toward both programs and that suit your career and personal goals.

Master of Public Administration/Master of Entrepreneurship

The Dual Master of Science in Entrepreneurship/Master of Public Administration (MS ENTP/MPA) program offers an interdisciplinary approach to business innovation and public service leadership. Designed for students seeking to drive social impact through entrepreneurship and governance, this program integrates key coursework from both the School of Business and the School of Public Affairs. Students will develop expertise in social entrepreneurship, data analytics, organizational management, and policy-making while gaining practical experience through hands-on learning and culminating capstone projects. Upon completion, graduates will be equipped with the skills to lead innovative ventures, manage public resources effectively, and navigate complex economic and regulatory landscapes. This dual-degree pathway prepares professionals to bridge the gap between entrepreneurial initiatives and public administration, fostering sustainable and impactful change.

VIII. CERTIFICATES

General Certificate Policies

Double-Dipping:

Students pursuing graduate degrees and/or certificates may apply certain courses toward multiple programs' requirements. Graduate students may count a single course only twice across graduate programs (e.g., 1 degree and 1 certificate; 2 degrees; 2 certificates). For example, a student may opt to take PUAD 5655: Principles of Emergency Management and

count it toward their MPA elective requirement and the Disasters, Hazards, and Emergency Certificate, but could not also count that course toward the Emergency and Homeland Security Certificate.

Transfer Credits:

Non-degree-seeking students: students may not transfer credits from other institutions toward SPA graduate certificates for non-degree-seeking students.

Degree-seeking graduate students: students may transfer up to nine credit hours of coursework toward their graduate degree program with approval from the Program Director. These transfer hours may be applied toward SPA certificate coursework, so long as the coursework from the previous institution(s) did not apply to a previously earned credential.

Please contact your graduate advisor regarding transfer of credit; they will work with the program director for review and approval of transfer credits.

Residency (credits taken in SPA):

MPA students: all SPA certificate coursework (PUAD and CRJU) may be counted towards degree requirements

MPP students: all SPA certificate coursework (PUAD and CRJU) may be counted towards MPP degree requirements

MCJ students: up to nine credit hours of non-CRJU coursework may be counted towards MCJ degree requirements

Graduate Certificate in Affordable Housing

Affordable housing is a significant problem across the US and driving communities to reconsider design, zoning, social services, policy, and the implications to society as a result of increasing housing costs. Housing demand exceeds housing supply, housing types and prices do not match household sizes and incomes, and construction costs are high due to labor shortages, material costs, interest rates, lending constraints, regulatory barriers, and land costs, among other reasons. The College of Architecture and Planning and the School of Public Affairs anticipate ongoing significant demand for affordable housing across the country; as specialists in the field, the program will support students to grow their expertise to address housing challenges. The Graduate Certificate in Affordable Housing is designed to meet the needs of professionals currently in the field of housing development, finance, and management and to find individuals who may be interested in working in this field in order to address the needs of our communities. Courses in the

certificate can be completed online or in-person and organizations or governments can request that the courses for the certificate be offered as employee professional development.

Program Requirements

The Graduate Certificate in Affordable Housing requires 13 credit hours of coursework. Students must maintain a minimum GPA of 3.0, with a minimum grade of "B-" (2.7) in each course. This program must be completed within 7 years.

Required Courses

Students must complete the two courses below, for a total of 4 credit hours.

PUAD 6401/URPL 6401	Affordable Housing Fundamentals	3 credit hours
URPL 6402	Affordable Housing Development Process	1 credit hour

Students must also complete one of the courses below, for a total of 3 credit hours.

URPL 6405/ARCH 6205	Affordable Housing Workshop	3 credit hours
PUAD 6495	Affordable Housing Independent Study	3 credit hour

In addition to the required courses, students must complete two elective courses from the list below, for a total of 6 credit hours.

URPL 6410	Advanced Affordable Housing Finance	3 credit hours
ARCH 6490	Affordable Housing Design Studies	3 credit hours
URPL 6455	Real Estate Development & Finance	3 credit hours
PUAD 6410	Methods for Building and Assessing Multi-Sector Housing Partnerships	3 credit hours
PUAD 6415	Governance for Affordable Housing	3 credit hours

PUAD 6420	Innovations in Housing Finance and Policy	3 credit hours

Graduate Certificate in Crime Analysis

Today's students are increasingly passionate about topics such as prison reform, counterterrorism, crime trends and crime prevention, and there is no better way to combat the problems faced by society than by starting with the seemingly discernible task of analyzing data and other intelligence.

Program Requirements

The Graduate Certificate in Crime Analysis requires 15 credit hours of coursework. Students must maintain a minimum GPA of 3.0, with a minimum grade of "B-" (2.7) in each course. This program must be completed within 7 years.

MPA and MPP students interested in pursuing this certificate should first contact their graduate academic advisor.

Required Courses

Students must complete the following five courses, for a total of 15 credit hours:

CRJU 5003	Research Methods	3 credit hours
CRJU 5004	Statistics for Criminal Justice	3 credit hours
CRJU 5015 OR ENGL 5175	Intelligence Writing and Briefing OR Writing in the Sciences	3 credit hours OR 3 credit hours
CRJU 5325 OR PUAD 5007	Qualitative Methods for Criminal Justice OR Qualitative Research Methods	3 credit hours OR 3 credit hours
CRJU 5331	Crime Analysis and GIS	3 credit hours

Graduate Certificate in Disasters, Hazards, & Emergency Management

The Graduate Certificate in Disasters, Hazards, and Emergency Management provides advanced education in the management of emergencies, hazards, disasters, and

community resilience. Students completing the DHEM graduate certificate program will have the knowledge and skills necessary to assess and manage a broad range of hazards and disasters, and to understand the policy and managerial environment in which emergency management occurs. Professionals who would like to supplement their work experience with classes in this area may also find the certificate helpful for their professional goals.

Program Requirements

The Graduate Certificate in Disasters, Hazards and Emergency Management requires 12 credit hours of coursework. Students must maintain a minimum GPA of 3.0, with a minimum grade of "B-" (2.7) in each course. This program must be completed within 7 years.

Required Courses

Students must complete the following course, for a total of 3 credit hours:

CRJU 5720 / PUAD 5720	Public Policies for Hazards and Disasters	3 credit hours

Students must select at least one of the three courses below, for a total of 3 credit hours:

CRJU 5650 / PUAD 5650	Security Policies, Strategies, and Operations	3 credit hours
CRJU 5655 / PUAD 5655	Principles of Emergency Management	3 credit hours
URPL 6645	Disasters and Climate Change Planning	3 credit hours

Additionally, students must complete two elective courses from the list below to reach a total of 12 credits to complete the certificate:

PUAD 5130	Collaboration Across Sectors	3 credit hours
PUAD 5271	Managing Change	3 credit hours
PUAD 5320	Public Policy Analysis	3 credit hours
PUAD 5350	Program Evaluation	3 credit hours

PUAD 5440	Negotiation and Conflict Resolution	3 credit hours
PUAD 5631	Seminar in Environmental Politics and Policy	3 credit hours
PUAD 5632	Seminar in Environmental Management	3 credit hours
PUAD 6620	Crisis and Emergency Communication	3 credit hours
GEOG 5080	Introduction to GIS	3 credit hours
GEOG 5710	Disasters, Climate Change, and Health	3 credit hours

Graduate Certificate in Education Policy

The Graduate Certificate in Education Policy provides you with an understanding of how K-12 education is governed, financed and regulated in the United States. You will become familiar with the interaction between federal, state and local policies and with the context in which education policy is formulated and implemented.

Program Requirements

The Graduate Certificate in Education Policy requires 12 credit hours of coursework. Students must maintain a minimum GPA of 3.0, with a minimum grade of "B-" (2.7) in each course. This program must be completed within 7 years.

Required Courses

Students must complete the following two courses for a total of 6 credit hours:

PUAD 5200	Education Policy	3 credit hours
PUAD 5210	Education Finance	3 credit hours

In addition to the required courses, students must complete two elective courses from the list below, for a total of 6 credit hours.

PUAD 5110	Seminar in Nonprofit Management	3 credit hours
PUAD 5120	Nonprofits and Public Policy	3 credit hours
PUAD 5140	Nonprofit Financial Management	3 credit hours

PUAD 5170	Strategic Management for Nonprofit and Public Managers	3 credit hours
PUAD 5180	Social Entrepreneurship	3 credit hours
PUAD 5230	Education Systems Leadership	3 credit hours
PUAD 5310	Principles of Policy Design	3 credit hours
PUAD 5320	Public Policy Analysis	3 credit hours
PUAD 5350	Program Evaluation	3 credit hours
PUAD 5460	Political Advocacy	3 credit hours
PUAD 5625	Local Government Management	3 credit hours
PUAD 5626	Local Government Politics and Policy	3 credit hours
PUAD 5628	Social Problems and Policies	3 credit hours

Graduate Certificate in Emergency Management & Homeland Security

Students completing the Graduate Certificate in Emergency Management and Homeland Security will have the knowledge and skills necessary to assess and manage a broad range of hazards and disasters and to understand the policy environment in which emergency management occurs.

Program Requirements

The Graduate Certificate in Emergency Management and Homeland Security requires 12 credit hours of coursework. Students must maintain a minimum GPA of 3.0, with a minimum grade of "B-" (2.7) in each course. This program must be completed within 7 years.

Required Courses

Students must complete the following course, for a total of 3 credit hours:

CRJU 5650 / PUAD 5650	Security Policies, Strategies, and Operations	3 credit hours

In addition, students must complete at least one course from the list below, for a total of 3 credit hours:

CRJU 5655 / PUAD 5655	Principles of Emergency Management	3 credit hours
CRJU 5720 / PUAD 5720	Public Policies for Hazards and Disasters	3 credit hours

Additionally, students must complete two elective courses from the list below, for a total of 6 credit hours:

CRJU 5510	Contemporary Issues in Law Enforcement	3 credit hours
PUAD 5130	Collaboration Across Sectors	3 credit hours
PUAD 5271	Managing Change	3 credit hours
PUAD 5320	Public Policy Analysis	3 credit hours
PUAD 5350	Program Evaluation	3 credit hours
PUAD 5440	Negotiation and Conflict Resolution	3 credit hours
PUAD 5631	Seminar in Environmental Politics and Policy	3 credit hours
PUAD 5632	Seminar in Environmental Management	3 credit hours
PUAD 6620	Crisis and Emergency Communication	3 credit hours
URPL 6645	Disaster/Climate Change Planning	3 credit hours

Graduate Certificate in Environmental Policy & Management

The Graduate Certificate in Environmental Policy and Management provides an understanding of how our natural environment is governed and affected by relationships between various public organizations at all levels of government; courts; nonprofit and private sectors; community groups and the public, and the range of policy tools and management approaches targeting environmental issues.

Program Requirements

The Graduate Certificate in Environmental Policy and Management requires 12 credit hours of coursework. Students must maintain a minimum GPA of 3.0, with a minimum grade of "B-" (2.7) in each course. This program must be completed within 7 years.

Required Courses

Students must complete the two required courses below, for a total of 6 credit hours.

PUAD 5631	Seminar in Environmental Politics and Policy	3 credit hours
PUAD 5632	Seminar in Environmental Management	3 credit hours

In addition to the two required courses, students must complete two elective courses from the list below, for a total of 6 credit hours.

CRJU 5710	Environmental Crime and Justice	3 credit hours
CVEN 5403	Environmental Regulations and Management Systems	3 credit hours
CVEN 5460/URPL 6399	Introduction to Sustainable Urban Infrastructure	3 credit hours
CVEN 5464	Sustainability and Climate Change	3 credit hours
ECON 5540	Environmental Economics	3 credit hours
GEOG 5265	Sustainability in Resources Management	3 credit hours
GEOG 5335	Climate Change & Society	3 credit hours
GEOG 5420	The Politics of Nature	3 credit hours
GEOG 5440	Science, Policy and the Environment	3 credit hours
PUAD 5130	Collaboration Across Sectors	3 credit hours
PUAD 5410	Administrative Law	3 credit hours
PUAD 5420	Law and Public Policy	3 credit hours
PUAD 5440	Negotiation and Conflict Resolution	3 credit hours
PUAD 5628	Social Problems and Policies	3 credit hours

PUAD 5650	Security Policies, Strategies, and Operations	3 credit hours
URPL 5040	Urban Sustainability	3 credit hours
URPL 6200	Land Development Regulations	3 credit hours
URPL 6235	Environmental Justice	3 credit hours
URPL 6250	GIS for Urban Planning	3 credit hours
URPL 6510	Energy and Natural Resource Planning	3 credit hours
URPL 6549/GEOG5220	Environmental Impact Assessment	3 credit hours
URPL 6555	Transportation, Land Use, and the Environment	3 credit hours
URPL 6599/CVEN 5633	Sustainable Transportation Systems	3 credit hours

Graduate Certificate in Global Policy and Public Administration

The Graduate Certificate in Global Policy and Public Administration (GPPA) provides an understanding of the global context of policy issues and public administration, equipping students with knowledge of foundational and current policy issues, administrative practices, and the institutions of public administration and policy. Students will develop skills to lead public and nonprofit actors in policy and administrative activities when they operate in global contexts.

Program Requirements

The Graduate Certificate in Global Policy and Public Administration requires 12 credit hours of coursework. Students must maintain a minimum GPA of 3.0, with a minimum grade of "B-" (2.7) in each course. This program must be completed within 7 years.

Required Courses

Students must complete the two courses below, for a total of 6 credit hours.

PUAD 5290	Comparative Public Administration	3 credit hours
PUAD 5600	International and Global Organizations	3 credit hours

Students must select a specialization and take two elective courses, for a total of 6 credit hours, within the specialization from the list below.

Development and Nongovernmental Organizations		
PUAD 5610	International Development Management for Public and Nonprofit Organizations	3 credit hours
PUAD 5125	Civil Society and NGOs	3 credit hours
PUAD 5995	Global Studies	3 credit hours
Public Policy		
CRJU 5560/PUAD 5560	Corruption, Democracy, and Public Policy	3 credit hours
PUAD 5740	Sustainable Energy Policy	3 credit hours
PUAD 5995	Global Studies	3 credit hours

Graduate Certificate in International Justice and Human Security

The Graduate Certificate in International Justice and Human Security (IJHS) provides an understanding of the global context of issues of crime, justice, and human security. The certificate equips students with knowledge of foundational issues of justice and inequality, sources of crime, and impacts on human security. Students will develop skills to work in the international institutional and policy space related to justice and human security.

Program Requirements

The Graduate Certificate in International Justice and Human Security requires 12 credit hours of coursework. Students must maintain a minimum GPA of 3.0, with a minimum grade of "B-" (2.7) in each course. This program must be completed within 7 years.

Required Courses

Students must complete the two courses below, for a total of 6 credit hours.

CRJU 5135	Inequality and Justice in Global Contexts	3 credit hours

PUAD 5650	Security Policies, Strategies, and Operations	3 credit hours

In addition to the required courses, students must complete two elective courses from the list below, for a total of 6 credit hours.

CRJU 5435/PUAD 5435	Politics, Policies, and Black Markets	3 credit hours
CRJU 5545	Human Trafficking	3 credit hours
CRJU 5560/PUAD 5560	Corruption, Democracy, and Public Policy	3 credit hours
CRJU 5710/PUAD 5710	Environmental Crime and Justice	3 credit hours
PUAD 5995	Global Studies	3 credit hours

Graduate Certificate in Interpersonal Violence

The Graduate Certificate in Interpersonal Violence provides an interdisciplinary perspective on crime, the formulation of laws and codes, and the criminal legal system and its intersection with gender and violence.

Program Requirements

The Graduate Certificate in Interpersonal Violence requires 12 credit hours of coursework. Students must maintain a minimum GPA of 3.0, with a minimum grade of "B-" (2.7) in each course. This program must be completed within 7 years.

Required Courses

Students must complete the two required courses below, for a total of 6 credit hours.

CRJU 5150 / PUAD 5155	Interpersonal Violence	3 credit hours

CRJU 5930 / PUAD 5930	Interpersonal Violence Law and Policy	3 credit hours

Students must also choose two classes from the list of electives below, for a total of 6 credit hours.

CRJU 5920 / PUAD 5920	The Psychology of Interpersonal Violence	3 credit hours
CRJU 5940 / PUAD 5940	Interpersonal Violence Leadership, Advocacy, and Social Change	3 credit hours
CRJU 5391	Sex Offenders and Offenses	3 credit hours
CRJU 5410	Victimology	3 credit hours
CRJU 5420	Violence in Society	3 credit hours
CRJU 5553	Gender and Crime	3 credit hours
PUAD 5271	Managing Change	3 credit hours
PUAD 5320	Public Policy Analysis	3 credit hours
PUAD 5420	Law and Public Policy	3 credit hours
PUAD 5440	Negotiation and Conflict Resolution	3 credit hours

Graduate Certificate in Local Government

The Graduate Certificate in Local Government prepares students to become well-versed in the forces that shape the agendas of local governments and the organizations they interact with in order to gain a richer understanding of governance and policy making.

Program Requirements

The Graduate Certificate in Local Government requires 12 credit hours of coursework. Students must maintain a minimum GPA of 3.0, with a minimum grade of "B-" (2.7) in each course. This program must be completed within 7 years.

Required Courses

Students must complete the course below, for a total of 3 credit hours.

PUAD 5503	Public Budgeting and Finance	3 credit hours

In addition, students must complete at least one of the three courses below, for a total of 3 credit hours.

PUAD 5625	Local Government Management	3 credit hours
PUAD 5626	Local Government Politics and Policy	3 credit hours
PUAD 5628	Social Problems and Policies	3 credit hours

In addition to the required courses, students must complete two graduate elective courses from the list below, for a total of 6 credit hours.

PUAD 5130	Collaboration Across Sectors	3 credit hours
PUAD 5170	Strategic Management for Nonprofit and Public Managers	3 credit hours
PUAD 5220	Human Resource and Talent Management	3 credit hours
PUAD 5250	Intergovernmental Management	3 credit hours

PUAD 5260	Managing for Social Equity	3 credit hours
PUAD 5271	Managing Change	3 credit hours
PUAD 5380	Public Participation, Political Equity, and Government	3 credit hours
PUAD 5410	Administrative Law	3 credit hours
PUAD 5440	Negotiation and Conflict Resolution	3 credit hours
PUAD 5460	Political Advocacy	3 credit hours
PUAD 5632	Seminar in Environmental Management	3 credit hours
PUAD 5650	Security Policies, Strategies, and Operations	3 credit hours
PUAD 6410	Methods for Building and Assessing Multi-Sector Housing Partnerships	3 credit hours
PUAD 6415	Governance for Affordable Housing	3 credit hours
PUAD 6420	Innovations in Housing Finance and Policy	3 credit hours

Graduate Certificate in Managing for Social Equity

The Graduate Certificate in Managing for Social Equity provides knowledge and skills for government and nonprofit organizational managers and leaders interested in strengthening principles and practices that support equity, diversity, and inclusion within their organizations and as their organizations interact with the larger society.

Program Requirements

The Graduate Certificate in Managing for Social Equity requires 12 credit hours of coursework. Students must maintain a minimum GPA of 3.0, with a minimum grade of "B-" (2.7) in each course. This program must be completed within 7 years.

Required Courses

Students must complete the two required courses below, for a total of 6 credit hours.

PUAD 5260	Managing for Social Equity	3 credit hours
PUAD 5271	Managing Change	3 credit hours

In addition to the required courses, students must complete two graduate elective courses from the list below, for a total of 6 hours. Of these two courses, students may take a maximum of 1 elective outside the School of Public Affairs (i.e., non-PUAD course).

PUAD 5170	Strategic Management for Nonprofit & Public Managers	3 credit hours
PUAD 5220	Human Resource and Talent Management	3 credit hours
PUAD 5380	Public Participation, Political Equity & Government	3 credit hours
PUAD 5440	Negotiation & Conflict Resolution	3 credit hours
PUAD 5628	Social Problems & Policies	3 credit hours
PUAD 5010	Rocky Mountain Leadership Program	3 credit hours
PUAD 5030	Denver Community Leadership Forum	3 credit hours
COMM 5270	Intercultural Communities	3 credit hours
SOCY 5020	Race, Culture and Immigration	3 credit hours
SOCY 5270	Socl Meanings of Reproduction	3 credit hours
SOCY 5440	Poverty and Social Inequality	3 credit hours
ETST 5165	Cultural Diversity Awareness in the Workplace	3 credit hours
PSCI 5075	Gentrification & Social Equity	3 credit hours
CBHS 6621	Introductions to Maternal & Child Health	3 credit hours

Graduate Certificate in Nonprofit Management

The Graduate Certificate in Nonprofit Management empowers students with the knowledge and skills to effectively lead and manage nonprofit organizations. Students can tailor their learning experience by selecting courses on essential topics such as fundraising and resource development, financial management, strategic management, nonprofit leadership, collaboration across sectors, public policy, social entrepreneurship and more. This certificate equips students to address the unique challenges of the nonprofit sector while fostering innovation and impactful leadership.

Program Requirements

The Graduate Certificate in Nonprofit Management requires 12 credit hours of coursework. Students must maintain a minimum GPA of 3.0, with a minimum grade of "B-" (2.7) in each course. This program must be completed within 7 years.

Required Courses

Students must complete the course below, for a total of 3 credit hours.

PUAD 5110	Seminar in Nonprofit Management	3 credit hours

Additionally, students must complete three elective courses from the list below, for a total of 9 credits.

PUAD 5115	Effective Grant Writing for Nonprofit and Public Sector Managers	3 credit hours
PUAD 5120	Nonprofits and Public Policy	3 credit hours
PUAD 5130	Collaboration Across Sectors	3 credit hours
PUAD 5140	Nonprofit Financial Management	3 credit hours
PUAD 5150	Fundraising and Financial Resource Development	3 credit hours
PUAD 5160	Nonprofit Boards and Executive Leadership	3 credit hours
PUAD 5170	Strategic Management for Nonprofit and Public Managers	3 credit hours
PUAD 5180	Social Entrepreneurship	3 credit hours
PUAD 5220	Human Resource and Talent Management	3 credit hours
PUAD 5600	International and Global Organizations	3 credit hours
PUAD 6410	Methods for Building and Assessing Multi-Sector Housing Partnerships	3 credit hours

Graduate Certificate in Policy Entrepreneurship & Advocacy

The Graduate Certificate in Policy Entrepreneurship and Advocacy is designed for students who are primarily interested in careers that involve developing and advocating for policy solutions in their particular areas of interest.

Program Requirements

The Graduate Certificate in Policy Entrepreneurship and Advocacy requires 12 credit hours of coursework. Students must maintain a minimum GPA of 3.0, with a minimum grade of "B-" (2.7) in each course. This program must be completed within 7 years.

Required Courses

Students must complete the three courses below, for a total of 9 credit hours.

PUAD 5180	Social Entrepreneurship	3 credit hours
PUAD 5370	Public Discourse and the Policy Process	3 credit hours
PUAD 5460	Political Advocacy	3 credit hours

In addition to the required courses, students must complete one elective course from the list below, for a total of 3 credit hours.

PUAD 5120	Nonprofits and Public Policy	3 credit hours
PUAD 5420	Law and Public Policy	3 credit hours
COMM 5282	Environmental Communication	3 credit hours
COMM 5682	Political Communication	3 credit hours
PSCI 5206	Social Movements, Democracy, and Global Politics	3 credit hours
PSCI 5914	Community Organizing and Community Development	3 credit hours

Graduate Certificate in Public Management

The Graduate Certificate in Public Management is designed to allow students to demonstrate to potential employers that they have the foundational knowledge and skills necessary to manage and lead in the public workplace. Students will understand the historical, political, and legal context of government organizations in the United States. They will learn and apply concepts relevant to managing government organizations, such as organization theory and design, managing human capital, group development and performance, organizational communications, information management, and ethical and evidence-based decision-making. They will also learn and apply concepts, theories, and skills relevant to the effective leadership of government organizations in complex social

environments. Nondegree-seeking students from the School of Public Affairs and students outside the School of Public Affairs are eligible for this certificate.

Program Requirements

The Graduate Certificate in Public Management requires 12 credit hours of coursework. Students must maintain a minimum GPA of 3.0, with a minimum grade of "B-" (2.7) in each course. This program must be completed within 7 years.

Required Courses

Students must complete the following three courses, for a total of 9 credit hours.

PUAD 5001	Introduction to Public Administration and Public Service	3 credit hours
PUAD 5002	Organizational Management and Behavior	3 credit hours
PUAD 5006	Public Service Leadership and Ethics	3 credit hours

In addition, students select one elective course from the list below, for a total of 3 credit hours.

PUAD 5170	Strategic Management for Nonprofit and Public Managers	3 credit hours
PUAD 5220	Human Resource and Talent Management	3 credit hours
PUAD 5250	Intergovernmental Management	3 credit hours
PUAD 5260	Managing for Social Equity	3 credit hours
PUAD 5271	Managing Change	3 credit hours
PUAD 5503	Public Budgeting and Finance	3 credit hours
PUAD 6410	Methods for Building and Assessing Multi-Sector Housing Partnerships	3 credit hours
PUAD 6415	Governance for Affordable Housing	3 credit hours
PUAD 6420	Innovations in Housing Finance and Policy	3 credit hours

Graduate Certificate in Policy Analysis and Methods

The Graduate Certificate in Policy Analysis and Methods provides an understanding of the tools and methods of policy analysis.

Program Requirements

The Graduate Certificate in Policy Analysis and Methods requires 12 credit hours of coursework. Students must maintain a minimum GPA of 3.0, with a minimum grade of "B-" (2.7) in each course. This program must be completed within 7 years.

Required Courses

Students must complete the two courses below, for a total of 6 credit hours.

PUAD 5320	Public Policy Analysis	3 credit hours
PUAD 5330	Intermediate Statistical Analysis*	3 credit hours; pre-req 5003 or equivalent

*PUAD 5003 is a prerequisite to PUAD 5330. MCJ students and non-degree students interested in this certificate should contact their graduate academic advisor. Additional coursework may be required.

In addition to the two required courses, students must complete two elective courses from the list below, for a total of 6 credit hours.

PUAD 5007	Qualitative Methods	3 credit hours
PUAD 5008	Evidence-Based Decision-Making	3 credit hours
PUAD 5350	Program Evaluation	3 credit hours; pre-req 5003 or equivalent
CRJU 5004	Statistics for Criminal Justice	3 credit hours
CRJU 5331	Crime Analysis and GIS	3 credit hours
ECON 5150	Economic Forecasting	3 credit hours
GEOG 5085	GIS Applications for the Urban Environment	3 credit hours
MATH 5388	Machine Learning Methods	3 credit hours
PSCI 5011	GIS in Political Science	3 credit hours

IX. INTERNSHIP WAIVERS

Request to Waive Internship Requirement
Program Directors examine each student's application to the program and determine whether an internship is appropriate or will be waived; students receive notification of this decision at their first academic advising appointment. Students who believe vital experiences have been overlooked may ask their Program Director to reconsider the decision by submitting a Request to Waive the Internship Requirement form, available from the SPA office or on the SPA website.

Some students who are initially required to take an internship later obtain employment that would merit a waiver while still a student in their program. In such circumstances, the student can apply for a waiver of the internship requirement. Their Program Director considers waivers only when the student's public or nonprofit experience reaches or exceeds 1,000 hours.

X. GRADUATION PROCEDURES

Students who have completed all the requirements for their degree can apply for graduation in the fall, spring, or summer semesters. (Students who graduate in the summer may participate in graduation ceremonies in the fall. SPA holds no ceremonies in the summer.) There are, however, deadlines for the submission of graduation materials. Contact a Graduate Advisor for more information on materials and deadlines. Should students not be able to meet the deadlines, or if they are unable to complete all the degree requirements by the end of the term in which they seek to graduate, they can reapply for graduation in a subsequent semester.

In order to graduate, students must apply for graduation in the UCDAccess portal no later than the add/drop deadline of the semester in which they plan to graduate.
Students who have applied for graduation but find they will not be able to complete the program requirements before graduation, should notify the SPA office as soon as possible. Visit the Commencement website for details: https://ucdenver.edu/commencement