ACADEMIC PROGRAMS

PURPOSE STATEMENT
Graduate education in the School of Adult and Continuing Education (ACE) is grounded in the mission of Barry University. Students’ educational experiences contribute to their development as career professionals who have or will have leadership roles in their professions, communities, and society. Moreover, these experiences promote and support the intellectual life and emphasize life-long learning and growth and development. In this context, students are charged with carrying out the University’s mission through contributions to their professions, communities, and society at large, especially in the pursuit of knowledge and truth, the conduct of informed action, and through a commitment to social justice through collaborative service.

DEGREE PROGRAMS
*Master of Arts in Administration
*Master of Public Administration
*Programs also available fully online

TRANSFER COURSES
Transferability of credits from another institution to Barry is at the discretion of the dean (or his/her designee). The number of credits acceptable for transfer from another institution toward a Barry graduate degree is limited to six (6) credits. Previously earned credits, if accepted for transfer must be completed in less than the (5) year period immediately preceding initial enrollment at Barry.

- Only relevant courses will be transferred at the beginning
- Only courses for which a grade of A or B was earned will be considered
- Only credits will be transferred, not grades or grade point averages
- Credits used to earn a degree at another institution will not be accepted

The academic advisor will facilitate the process for the acceptance of graduate credit to be transferred into Barry University prior to the end of the student’s first year in the Barry graduate program.

AMERICAN COUNCIL ON EDUCATION
Credit for formal courses and educational programs sponsored by non-collegiate organizations and evaluated by the American Council on Education can be accepted in transfer with the permission of the dean (or his/her designee) if relevant to the graduate degree program. Refer to the Transfer Credit section.

Students can check the online National Guide to College Credit at www.acenet.edu/nationalguide/ to see if courses or educational programs are listed.
Students must submit official transcripts from the American Council on Education by the end of their first semester, if enrolled in the MAA or MPA program.

The American Council on Education, College Credit Recommendation Service provides a lifelong registry and transcript service to participants who successfully complete a course, examination, or certification with an American Council on Education recommendation as listed in the National Guide. Official transcripts may be obtained by registering online at: www.acenet.edu/transcripts/.

Official transcripts should be sent to: Barry University, Division of Enrollment Management, 11300 NE 2nd Avenue, Miami Shores, FL 33161.

For additional information on transcript services from the American Council on Education, call 1-866-205-6267 or 1-202-939-9470. Email CREDIT@ace.nche.edu.

**GRADING SYSTEM**

Graduate students are expected to maintain a (3.0) B average. Each school sets its own policy regarding a grade of F. Students should refer to the appropriate section of the catalog and/or contact his/her academic advisor.

**Superior Achievement**

- A 4.0 honor points per credit
- A– 3.7 honor points per credit
- B+ 3.4 honor points per credit

**Average**

- B 3.0 honor points per credit
- C 2.0 honor points per credit

**Below Average**

- D 1.0 honor points per credit

**Failure**

- F No credit

**Credit**

- CR Credit but no honor points
- AU No honor points per credit

**Not Reported**

- NR No Grade Reported is given when the professor fails to turn in his/her grades on the due date. Upon submission the NR is changed accordingly.

**In Progress**

- IP In Progress

**No Credit**

- NC No credit

**Incomplete**

- I An incomplete grade must be made up within the semester following its receipt. It is the student’s responsibility to arrange with the instructor for satisfactory completion of course requirements. Incomplete grades assigned in the semester of graduation will result in postponement of graduation. Upon completion of the course, the student must reapply for the next graduation.

Incomplete Grade redeemed with grade of A                   IA       4.00 honor points per credit
redeemed with grade of A–                               IA–      3.70 honor points per credit
redeemed with grade of B+                                IB+      3.40 honor points per credit
redeemed with grade of B                                  IB       3.00 honor points per credit
redeemed with grade of C                                  IC       2.00 honor points per credit
redeemed with grade of D                                  ID       1.00 honor point per credit
redeemed with grade of F                                  IF       No honor points per credit
redeemed with grade of CR                                 ICR      Credit but no honor points awarded
redeemed with grade of NC                                 INC      INC No credit

**Withdraw**

- W Granted to students who officially withdraw by the published withdrawal dates. Does not calculate into GPA; does count as attempt for repeat purposes.

**GRADUATE STUDENT STATUS**

A graduate student’s status is determined by the number of credit hours attempted in a given semester/term as follows:

- Full-time 9 credits or more
- Part-time 4 to 8 credits

**PROBATION AND DISMISSAL**

A graduate student is in Good Academic Standing if his/her cumulative grade point average (GPA) is 3.00 or above.

Students with a semester or cumulative GPA below 3.00 will be placed on academic probation. Also, students who earn more than two grades of “C” or a grade below a “C” during their academic program are placed on probation. Probation will be lifted the following semester if the student achieves a cumulative GPA of 3.00 or above with no more than two grades of “C.” If this condition is not met, the student will remain on probation. While on probation, a student is limited to registering for one course per session or two per semester. Any student failing to maintain a cumulative GPA of 3.00 for two consecutive semesters will be dismissed.

If the student receives a third “C” or below, then s/he must repeat a course, in which s/he earned the deficient grade, when the course is next offered. Any student who fails to maintain a cumulative GPA of 3.00 for two consecutive semesters will not be eligible for VA benefits.
A student who has been dismissed for academic reasons may not petition the Dean for readmission until one year has elapsed from the date of the dismissal notification. Upon readmission, the student will be considered on academic probation and must remove one of the earned deficient grades by repeating a course in which a grade of “C” or below was earned.

A course may only be repeated once and a student may only repeat three courses. If the student fails to achieve a grade of “B” or better in that course, the student is considered to have failed to complete the conditions for reinstatement or removal of probationary status and will be permanently dismissed from the program.

**COURSE WITHDRAWAL**

Students withdrawing from a course(s) must do so officially in writing. Students should contact their advisor to sign the appropriate paperwork. No withdrawals will be accepted after the published deadlines. This policy is strictly enforced.

It is the responsibility of the student to initiate a withdrawal during the designated withdrawal period. Otherwise, an F grade will be issued at the end of the term.

**GRADUATION REQUIREMENTS**

Candidates for a Master’s degree must:
- Satisfactorily complete the program of study;
- Have attained a cumulative GPA of 3.00 on a 4.00 scale (with no more than two C’s). No more than three courses may be repeated and a course may only be repeated once;
- Complete degree requirements within seven years of the date the student is fully accepted as a degree-seeking student for study in the graduate program; and
- File an application for degree completion with the University Registrar on the appropriate form signed by the relevant (site) advisor in the School of Adult and Continuing Education. A $150 fee applies.

**FINANCIAL AID FOR GRADUATE STUDENTS**

www.barry.edu/gradfaace-finaid@mail.barry.edu
305-899-3355 or 1-800-695-2279

Refer to the Financial Aid section of this catalog for information pertaining to eligibility requirements, satisfactory academic progress, applying for financial aid, types of financial aid, Veteran’s and eligible dependents’ educational assistance and VA Yellow Ribbon Program.

**DISTANCE LEARNING**

The School of Adult and Continuing Education (ACE) at Barry University is committed to the principles and best practices of adult education. Therefore, we provide opportunities for students to engage in coursework in an online environment in which learning activities can be conveniently scheduled. ACE online courses follow the same course start and end dates as the face to face classes and use the same textbooks. Some instructors may require proctored exams, such as a midterm or a final. These proctored exams may be paper or computer based and can be taken at most of our ACE locations across the state or from a variety of test providers located close to you.

ACE’s online courses do include required synchronous sessions as well as asynchronous activities. Synchronous sessions (real-time) are conducted via web-conferencing and require students to participate in lectures and group discussions at scheduled times during the course, using their own computer’s webcam and microphone. Synchronous sessions simulate the experiences of the traditional classroom; they are used to conduct class meetings in real-time with instructor and students in different locations — at home, at the office, or anywhere in the world with fast access to the Internet. This promotes spontaneous class discussions and peer interaction and helps build an online Barry community. Students are expected to arrange their schedules in order to attend the synchronous sessions.

Asynchronous sessions allow students to interact with the learning materials through readings, videos, projects, discussion forums and interactive activities in accordance with the student’s schedule. In addition, students have the 24/7 ability to interact with their instructor and peers through chats, email and cyber cafés.

**ONLINE COURSES AND PROGRAMS**

ACE offers more than 40 online graduate and undergraduate courses. In addition, ACE offers two fully online graduate degree programs - Master of Arts in Administration (MAA) and a Master of Public Administration (MPA). ACE also offers an undergraduate degree in Emergency Management. Many undergraduate Distribution Courses can be taken online. To see a description of ACE’s fully online courses and programs, please visit: http://www.barry.edu/online/

**IS ONLINE LEARNING FOR ME?**

Distance learning can be a great alternative for students who cannot attend classes on campus. Distance learning is also a wonderful opportunity for those who enjoy working independently. However, online classes are not “easier” than traditional classes. Online courses
are reading- and writing- and technology-intensive. They require excellent organizational and time management skills.

To take online courses at Barry University, students should have a PC, Pentium or greater processor (2000, XP, Vista, Windows 7) or, Macintosh Power PC G3 Processor or greater. Students should also have a reliable high speed connection to the Internet (DSL, Cable Modem), reliable printer, and speakers and/or headphones. To accommodate the synchronous (real-time) meetings online, students may need a webcam and a microphone. Tablets and SmartPhones can be used to access online courses but students will still need a desktop or laptop computer to submit assignments. It is strongly suggested that students have access to their own computer.

Students should work with their advisors to determine if the special requirements of online learning suit their learning style and schedule.

WHAT DOES AN ONLINE COURSE LOOK LIKE?

ACCESSING YOUR ONLINE COURSES

Online learners at ACE use ‘Moodle’, an easy to use industry standard course management system, which contains all of the student’s course tools and resources. Students can access the Moodle Portal at http://barry.learninghouse.com/. Once students have registered for online classes they will be able to log in using their Barry University username and password (firstname.lastname@mymail.barry.edu (all lower case).

To see what an online course looks like at ACE, please visit the Student Demonstration Course at: http://barry.learninghouse.com/course/view.php?id=411. Students do not need to be a registered Barry student to explore the online course.

A typical week in an online course might look like this:

- Reading through the current week’s assignments and lecture materials
- Thoughtfully reading the textbooks for the class as assigned and identifying main points and supporting details
- Responding by a deadline to discussion questions as posted by the instructor
- “Discussing” through a discussion board (by a deadline) the responses of fellow classmates
- Participating in a synchronous (real-time) web conferencing session with your professor and classmates
- Completing and sending (by a deadline) an assignment to be graded by the instructor
- Completing an assignment by deadline in a work group comprised of four or five classmates

Moodle Training and Resources

Prior to the online course start date, students are encouraged to participate in a series of short training modules – video and text – that will help them with the understanding the tools used in their online course using the Moodle platform. These tutorials are found on the Moodle Portal under “Student Tutorials” at: http://barry.learninghouse.com/. Students can also access these training modules directly at: http://content.learninghouse.com/training/student-tutorials/tutorial.html

STUDENT RESOURCES FOR TECHNICAL SUPPORT

Login/Password Problems

If students have problems with logging in with their password and/or username, contact the Barry Help Desk at 305-899-3604 or email them at helpdesk@mail.barry.edu. The Barry Help Desk is open Monday – Friday from 7:30 AM to 9:00 PM. The Barry Help Desk can assist students only with password or log-in issues.

Moodle Problems

If students have problems with any of the Moodle tools such as quizzes, forum postings, assignment submissions, accessing any of the course links or anything related to Moodle, they can call the Learning House Help Desk at 800-985-9781 or email them at help@tlhsupport.com. The Learning House Help Desk is available around-the-clock. Live chat is also available weekdays 8:30 am – midnight EST, and weekends 10:00 am – midnight EST.

TUITION AND FEES FOR ONLINE COURSES

The tuition for an online course is the same as a face to face course. However, a distance learning fee of $125.00 is assessed for each online course enrollment. This distance learning fee offsets the costs of hosting and administering Moodle and providing the 24/7 Help Desk for student and faculty support. Students may be responsible for proctored exam fees if they choose to use a fee-based testing center.

As per federal regulations, students receiving financial aid must authorize, electronically through WebAdvisor, the use of financial aid funds to pay for anything other than tuition. This includes the online course fee, books, graduation application, etc. Students only need to do this once while pursuing their degree. Log in to WebAdvisor at https://webadvisor.barry.edu, click on Federal Student Aid Authorization and follow the prompts.
DROPPED COURSES/REFUND POLICY

Students who drop their courses prior to the beginning of the term. Students who drop individual courses during the drop/add period will be charged 20%. There is no refund given after the first week of classes. Students should always consult with the financial aid office to see how dropping a class could impact student aid.

CODE OF CONDUCT

Students are required to maintain a high standard of conduct at all times. Hazing, bullying, inappropriate language in communication and sexual harassment conflicts with the mission of Barry University and therefore, will not be tolerated.

STUDENT ETHICS/ACADEMIC DISHONESTY POLICY

Students are expected to submit their own work for credit. Please refer the comprehensive Academic Dishonesty Policy in the ACE Bulletin.

Cheating is defined as the attempt, successful or not, to give or obtain aid and/or information by illicit means in meeting any academic requirements, including examinations. Cheating includes falsifying reports and documents.

Plagiarism is defined as the use, without proper acknowledgements, of the ideas, phrases, sentences or larger units of discourse from another writer or speaker. Plagiarism includes unauthorized copying of software and the violation of copyright laws.

PHOTO ID CARDS FOR ONLINE STUDENTS

Online students can provide information to their advisor electronically so that a photo identification card (student ID card) can be issued. Students are expected to carry their ID at all times when visiting the main campus or off campus sites. The card is the property of Barry University and is intended solely for its use. The Follett Bookstore accepts the Barry ID card as a mode of payment. However, money must be added to the ID card prior to making any purchases with your card.

Students may send a standard passport picture or photo taken using the guidelines below. The photo should be approximately 500 x 600 pixels and in JPG format. In addition to the standard photo, students are required to send a copy of their driver’s license.

Standard guidelines:

- Taken within the last 6 months to reflect current appearance
- Taken in front of a plain white or off-white background
- Taken in full-face view directly facing the camera
- With a neutral facial expression and both eyes open
- Taken in clothing that is normally worn on a daily basis:
• Uniforms should not be worn in the photo, except religious clothing that is worn daily.
• Do not wear a hat or head covering that obscures the hair or hairline, unless worn daily for a religious purpose. The full face must be visible, and the head covering must not cast any shadows on the face.
• Headphones, wireless hands-free devices or similar items are not acceptable in the photo.
• If you normally wear prescription glasses, a hearing device or similar articles, they may be worn for the photo.
• Dark glasses or non-prescription glasses with tinted lenses are not acceptable unless needed for medical reasons (a medical certificate may be required)
• Glare on glasses is not acceptable in the photo. Glare can be avoided with a slight downward tilt of the glasses or by removing the glasses or by turning off the camera flash.

MASTER OF ARTS IN ADMINISTRATION (M.A.A.)

ADMISSION REQUIREMENTS
• A baccalaureate degree from a regionally accredited or internationally recognized college or university with a cumulative grade average of B or higher (an overall GPA of 3.00 or higher on a four-point scale). Official transcripts of all previous college or university studies must be submitted.
• Submission of a completed application form with a $30.00 non-refundable fee. The fee is waived for Barry University alumni.
• Submission of a resume or vitae and professional references indicating work history.
• Two original and verifiable letters of recommendation from professional and/or academic sources.
• An essay of at least 750 words, which explains why the applicant wishes to pursue their chosen degree and how it will help to fulfill their personal and professional goals. Applicants should also describe in detail their accomplishments, experiences, values, potential for professional excellence, and commitment to completing their chosen degree program. Moreover, applicants should include information about how they work, think and interact with people, as well as on any other potentially relevant topics.

• International applicants whose previous college or university studies were not in English must earn a minimum score of 550 on the Test of English as a Foreign Language (TOEFL) or 79 on the internet-based versions of this test. Students may also submit the IELTS results. Barry University requires a band score of 6.5 or higher. For further information on these tests, refer to www.ielts.org or www.toefl.org. Applicants must also satisfy all of criteria which are outlined in the section of the University Graduate Catalog on International Applicants.

In order to receive full admission, all of the above items should be submitted before applicants register for their first courses. If any item is missing or incomplete, applicants may be granted provisional acceptance and may be allowed to register for a limited number of credit hours while stipulated admission or academic requirements are being satisfied. In this situation, full admissions to the program is neither implied nor guaranteed.

PROVISIONAL ADMISSIONS

Students with a GPA below 3.50 may be provisionally admitted if all of the other admissions criteria have been met. All applicants who have achieved less than a cumulative grade point average (GPA) of 3.5 in their Bachelor’s degree will be required to take the ADM 511W Graduate Writing & Research (Non credit/no cost workshop) in their first term of enrollment. Students who have a 3.5 cumulative GPA or better who have been out of school for more than 4 years are also required to take the ADM 511W in their first term of enrollment. Students must receive a “CR” (credit) in ADM 511W for full acceptance to be considered.

Provisionally admitted students may register for two (2) courses (six credits) and must receive at least a 3.0 (B) grade in each of the courses to register for any additional course(s). If they are successful in attaining at least a 3.0 (B) in each course and received a “CR” grade in ADM 511W, they are fully admitted. If they are unsuccessful in attaining a 3.0 (B) in both courses and/or a “CR” grade in ADM 511W, then the provisionally admitted student can no longer take courses in the MAA.

Admitted to Class (Class Enrollment for Students Not Yet Admitted)

Students must be admitted to the MAA program to enroll for courses. ACE no longer allows applicants to enroll for courses prior to being admitted to the program.
RE-ADMISSION REQUIREMENTS

Students who have been academically inactive for at least one calendar year and who wish to be readmitted must complete an application for readmission, available at www.barry.edu/graddocuments. Readmission is contingent upon approval by the Dean.

ACTIVE/INACTIVE STATUS

A degree seeking student remains active unless not enrolled in consecutive sessions. If a student is not enrolled in two consecutive sessions (e.g. Fall/Spring; Spring/Fall) he/she will become inactive. When readmitted, he/she will be required to meet admissions and program requirements in place at the time of readmission.

PROGRAM DESCRIPTION

The Master of Arts in Administration (MAA) degree program is designed for working professionals with increasing responsibility for leading and managing modern organizations. It is a thirty six (36) credit hour graduate degree program that addresses topics related to administration, leadership, applied research, values and ethics, strategy, human resources, diversity, finance, project management, and information technology. The administrative competencies acquired in this program can be applied in a broad range of private, public, or not-for-profit settings. The curriculum emphasizes the application of effective organizational practices along with the ethical responsibilities valued in today’s workplaces.

MAA PROGRAM LEARNING OUTCOMES

Integration of study, reflection and action are the underlying assumptions of the MAA program. Upon completion of the MAA degree program, students will be able to:

- Analyze the importance of collaborative service to both the local and global community through evaluation of social and organizational problems and the application of creative solutions.
- Evaluate ethical and social justice issues faced by the modern organization coupled with the administrative leadership and resources required to effectively deal with these challenges.
- Analyze the significance of an inclusive community in the workplace characterized by interdependence, dignity and equality, compassion and respect for self and others.
- Synthesize knowledge of administrative and leadership concepts, theories, models, and techniques within the broad social, economic, ethical, technical and political environments related to all types of organizations.
- Apply academic research methods to analyze, synthesize and effectively manage knowledge in the workplace.

THE CURRICULUM

REQUIRED COURSES: 36 CREDITS

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADM 505</td>
<td>Human Resource Administration</td>
<td>3</td>
</tr>
<tr>
<td>ADM 515</td>
<td>Information Technology Concepts</td>
<td>3</td>
</tr>
<tr>
<td>ADM 517</td>
<td>Financial Concepts for Administration</td>
<td>3</td>
</tr>
<tr>
<td>ADM 521</td>
<td>Applied Organizational Concepts</td>
<td>3</td>
</tr>
<tr>
<td>ADM 525</td>
<td>Administrative Strategies</td>
<td>3</td>
</tr>
<tr>
<td>ADM 535</td>
<td>Research Methodologies</td>
<td>3</td>
</tr>
<tr>
<td>ADM 545</td>
<td>Values and Ethics in Administration</td>
<td>3</td>
</tr>
<tr>
<td>ADM 553</td>
<td>Administrative Leadership Theory &amp; Practice</td>
<td>3</td>
</tr>
<tr>
<td>ADM 568</td>
<td>Changing Environment of Administration</td>
<td>3</td>
</tr>
<tr>
<td>ADM 652</td>
<td>Diversity in the Workplace</td>
<td>3</td>
</tr>
<tr>
<td>ADM 680</td>
<td>Project Management</td>
<td>3</td>
</tr>
<tr>
<td>ADM 699</td>
<td>Capstone: Applied Project</td>
<td>3</td>
</tr>
</tbody>
</table>

NOTE: This is not a Master of Business Administration (MBA) degree program. Students interested in an MBA should consult the section of the Barry University Graduate Catalog on the Andreas School of Business.

ADDITIONAL COURSES

All applicants who have achieved less than an undergraduate cumulative grade point average (GPA) of 3.5 or who have a GPA of 3.5 or better who been out of school for more than four years will be required to take the ADM 511W Graduate Writing & Research class in their first term of enrollment. Students must receive a “CR” (credit) in ADM 511W for full acceptance to be considered.

ADM 511W Graduate Writing & Research (offered online only) (non-credit)

COURSE SEQUENCING

Courses should be taken in sequence to the extent the schedule permits. Students required to take ADM 511W must take this workshop in the first term of enrollment. Students should take the ADM 535 and ADM 521 in their first six credits of enrollment, followed by other ADM 5xx level coursework. Following, students should complete the 6xx level courses. The capstone course ADM 699 should be completed in the student’s last term prior to graduation. ADM 699 is offered in “B” terms only.
MASTER OF PUBLIC ADMINISTRATION (MPA)

ADMISSION REQUIREMENTS

- A baccalaureate degree from a regionally accredited or internationally recognized college or university. Official transcripts of all previous college or university studies must be submitted.
- A minimum GPA of 2.50 is required for admissions. Candidates with less than a 2.50 cumulative GPA in their Bachelor’s degree may be considered based on past work experience, but provisional acceptance on a case by case basis may be granted by the Academic Coordinator.
- Submission of a completed application form with a $30.00 non-refundable fee. The fee is waived for Barry University alumni.
- A current professional resume, to include work history/experience.
- Two original and verifiable letters of recommendation from professional and/or academic sources.
- A “statement of purpose” essay of at least 750 words, which explains why the applicant wishes to pursue their chosen degree and how it will help to fulfill their personal and professional goals. Applicants should also describe in detail their accomplishments, experiences, values, potential for professional excellence, and commitment to completing their chosen degree program.
- International applicants whose previous college or university studies were not in English must earn a minimum score of 550 on the Test of English as a Foreign Language (TOEFL) or 79 on the internet-based versions of this test. Students may also submit the IELTS results. Barry University requires a band score of 6.5 or higher. For further information on these tests, refer to www.ielts.org or www.toefl.org. Applicants must also satisfy all of criteria which are outlined in the section of the University Graduate Catalog on International Applicants.

In order to receive full admission, all of the above items should be submitted before applicants register for their first courses. If any item is missing or incomplete, applicants may be granted provisional acceptance and may be allowed to register for a limited number of credit hours while stipulated admission or academic requirements are being satisfied. In this situation, full admissions to the program is neither implied nor guaranteed.

Applicants who have attained an undergraduate cumulative grade point average of BELOW a 3.5 GPA will be required to take the PUB 511W Graduate Research & Writing course (non-credit/no cost workshop). Students who have a 3.5 cumulative GPA or better who have been out of school for more than 4 years are also required to take the PUB 511W in the first term of enrollment.

The following tables depicts how the admissions criteria categories and sub-categories function:

<table>
<thead>
<tr>
<th>How Do I Get in? (Admissions Criteria)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>I have a BPA or similar Bachelor's degree</td>
<td>I have a Bachelor's Degree, but I do not have a BPA or similar degree</td>
</tr>
<tr>
<td>Begin the MPA program:</td>
<td>Provisionally accepted, begin MPA program:</td>
</tr>
<tr>
<td>- PUB 503/Theories, Principles &amp; Practice</td>
<td>- PUB 501/Introduction to Public Admin</td>
</tr>
<tr>
<td>- PUB 535/Applied Research Methods - OR</td>
<td>- Other PUB 5xx course</td>
</tr>
<tr>
<td>- PUB 545/Values &amp; Ethics</td>
<td></td>
</tr>
</tbody>
</table>

If you have an Undergraduate Cumulative GPA less than 3.50, you must take the PUB 511W Graduate Research & Writing Workshop to enhance your skills in the program in the first term of enrollment; anyone can take this class, but you should take it in your first term of enrollment! This is a non-credit, no cost workshop.

Continue MPA program with PUB 5xx & 6xx courses

The MPA program is a minimum 36 credits to complete (39 with PUB 501); up to 6 credits are transferable from other accredited programs. Refer to transfer credit section.

Complete MPA program with PUB 699 Capstone Project.
### How Do I Get in? (Admissions Criteria)

<table>
<thead>
<tr>
<th>A BPA or similar Bachelor’s Degree</th>
<th>May be similar degree to BPA, depends on curriculum</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Public Affairs</td>
<td>• Urban &amp; Regional Planning</td>
</tr>
<tr>
<td>• Political Science</td>
<td>• Social Work</td>
</tr>
<tr>
<td>• Public Policy</td>
<td>• Human Resources Management</td>
</tr>
<tr>
<td>• Public Safety Administration</td>
<td>• Supervision &amp; Management</td>
</tr>
<tr>
<td>• Criminal Justice</td>
<td>• Public Health</td>
</tr>
<tr>
<td>• Fire and Emergency Service</td>
<td>• Health Services Administration</td>
</tr>
<tr>
<td>• Emergency Management</td>
<td>• Military Science (ROTC)</td>
</tr>
<tr>
<td>• Public Budgeting</td>
<td>• Government &amp; International Affairs</td>
</tr>
</tbody>
</table>

All other bachelor’s degrees presented (i.e. History, English, Liberal Arts, etc.) will require the PUB 501/Introduction to Public Administration course and provisional acceptance. Students must complete this course in the first term of enrollment and make a grade “B” or better in this class.

Any questions or clarifications may be referred to your Academic Advisor.

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Students requiring either or both the “Graduate (non-credit/no cost) workshop” (PUB 511 W) or “Introduction” course (PUB 501) will be admitted provisionally, must take them in their first term, and successfully complete them to be fully admitted to the program. Additionally, students are permitted to register for a three (3) credit, 500 level Public Administration course (PUB 503, PUB 535, or PUB 545) in their first semester while seeking full admission to the program. A failure to pass the “Graduate workshop” or obtain a “B” or better in each class in the first six (6) graduate level credits will result in dismissal from the program.

Students provisionally admitted to the MPA program are permitted to register for a maximum of six (6) credits in their first semester along with PUB 511 W as prescribed above. Students will not be permitted to take any other graduate courses, provisionally or otherwise (i.e., upon application), before full acceptance.

### RE-ADMISSION REQUIREMENTS

Students who have been academically inactive for at least one calendar year and who wish to be readmitted must complete an application for readmission, available at www.barry.edu/graddocuments. Readmission is contingent upon approval by the Dean.

### ACTIVE/INACTIVE STATUS

A degree seeking student remains active unless not enrolled in consecutive sessions. If a student is not enrolled in two consecutive sessions (e.g. Fall/Spring; Spring/Fall) he/she will become inactive. When readmitted, he/she will be required to meet admissions and program requirements in place at the time of readmission.

### Program Description & Learning Outcomes

The Frank J. Rooney School of Adult and Continuing Education (ACE) of Barry University offers a Master of Public Administration (MPA) degree program. As a builder of our tradition’s cumulative wisdom, Woodrow Wilson was quoted as saying, “My own ideals for the University are those of a genuine democracy and serious scholarship.” Woodrow Wilson promoted social justice as the President of the United States, President of Princeton University, a leading advocate for the League of Nations and world peace, as well as one of the primary architects of modern American Public Administration.

Wilson’s words ring true, because the MPA Program is the Barry University gateway of democracy and scholarship to the Public Administration graduate experience. Scholarship is the pursuit of knowledge and truth, which resonates with the authentic Dominican
heritage. The pursuit of truth necessitates comprehensive steadfast commitment to serve a particular society and culture. Truth is inseparable from its quest, which is knowledge, and knowledge is the way of situating us in the world so that we can serve the world for its greater good. This relationship can be no more clearly demonstrated than in public service.

The MPA Program begins the journey of Wilson’s “genuine democracy and serious scholarship” in graduate Public Administration toward a deeper knowledge and truth. The Barry University MPA Program provides students with:

- Knowledge of the theory, principles and practice of service to the public;
- Instilling in students a commitment to ethical public service for the protection of the public interest and public trust; and
- Graduating students who promote service and social justice plus solutions to human, social, economic, and environment problems.

Consistent with the mission of Barry University, the faculty in the MPA degree program is committed to the highest academic standards in graduate and professional education. The MPA degree program is designed as a degree program for career professionals with a focus on the administration of public, non-profit, and other organizations which serve a public purpose. The MPA is considered to be the terminal professional degree for practitioners in public service. Its philosophical background and explicit content are grounded in an assessment of how the modern public sector workplace has evolved and the factors responsible for this evolution. The curriculum is designed to address the critical administrative competencies in the public and nonprofit sectors through skills development and enhancement in the context of a theoretical foundation. Upon completion of the program, students will be able to:

- Apply graduate research methods and techniques and to evaluate the effectiveness of public programs and the outcomes of policy alternatives.
- Synthesize the concepts associated with ethical behavior and social responsibility that will engage students in a meaningful effort to affect social change and promote social justice.
- Evaluate leadership qualities and analyze the rule of law in administrative procedures, as well as diverse roles in effective administrative decision making.
- Evaluate the process for planning for change and the various means of production in the public sector, leading to ways to maximize efficiency and effectiveness.
- Synthesize, analyze, and apply theories and principles of public administration.

THE CURRICULUM (36 CREDITS)

REQUIRED COURSES (30 Credits)

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>PUB 503</td>
<td>Theories, Principles and Practice of Public Administration</td>
<td>3</td>
</tr>
<tr>
<td>PUB 535</td>
<td>Research Methodologies</td>
<td>3</td>
</tr>
<tr>
<td>PUB 545</td>
<td>Values and Ethics in Public Administration</td>
<td>3</td>
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<tr>
<td>PUB 609</td>
<td>Seminar in Public Financial Administration</td>
<td>3</td>
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<tr>
<td>PUB 611</td>
<td>Seminar in Public Human Resources Administration</td>
<td>3</td>
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<tr>
<td>PUB 635</td>
<td>Leadership in Public Purpose Organizations</td>
<td>3</td>
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<tr>
<td>PUB 647</td>
<td>Public Law and Administration</td>
<td>3</td>
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<tr>
<td>PUB 670</td>
<td>Public Planning and Growth Management</td>
<td>3</td>
</tr>
<tr>
<td>PUB 699</td>
<td>Capstone: Applied Project</td>
<td>3</td>
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</tbody>
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Note: PUB 503 & PUB 535 must be taken in the first term after full acceptance in program, to the extent the schedule permits; PUB 699 must be taken in the last term of the program.

ELECTIVE COURSES (6 Credits)

(Select any 2)

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>PUB 605</td>
<td>Public Policy Analysis and Evaluation</td>
<td>3</td>
</tr>
<tr>
<td>PUB 622</td>
<td>Non-Profit Administration</td>
<td>3</td>
</tr>
<tr>
<td>PUB 623</td>
<td>Productivity Improvement in the Public Sector</td>
<td>3</td>
</tr>
<tr>
<td>PUB 650</td>
<td>Public/Private Enterprise</td>
<td>3</td>
</tr>
<tr>
<td>PUB 660</td>
<td>Public Policy and Administrative Process</td>
<td>3</td>
</tr>
</tbody>
</table>

MINIMUM 36 CREDITS TO COMPLETE DEGREE

ADDITIONAL COURSES (Does not apply to 36 credit minimum)

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>PUB 501</td>
<td>Introduction to Public Administration (3 credit)</td>
<td>(Offered online only)</td>
</tr>
<tr>
<td>PUB 511W</td>
<td>Graduate Writing &amp; Research (non-credit)</td>
<td>(Offered online only)</td>
</tr>
</tbody>
</table>
Course Descriptions—Administration
Prefix: ADM

Note: ADM 511W will be a required workshop for all provisionally accepted MAA program students whose undergraduate degree cumulative grade point average (GPA) is below 3.5. Students who have a 3.5 cumulative GPA or better who have been out of school for more than 4 years are also required to take the ADM 511W in the first term of enrollment. This workshop must be taken in the student’s first term and must be successfully completed with a passing grade of “CR” to proceed as fully accepted in the MAA program.

505 Human Resources Administration (3)
This course is an overview of Human Resource administrative functions in contemporary organizations including human resource planning, human resource strategy, performance evaluation, employee benefits, compensation, career planning, labor relations, discipline, and safety and health. This course will examine how organizations meet their objectives through human resource administration, and how human resources align with the organization’s mission, vision, and strategy.

511W Graduate Writing & Research (non-credit)
This 32 hour workshop is intended to bring prospective students in line with the academic rigor of graduate school and post-graduate careers. Workshop topics include summaries, annotated bibliographies, critiques, proposals, and literature reviews. Strategies for adult learners include reading critically, organizing and developing ideas, choosing the appropriate vocabulary, style, and tone for academic writing, and revising one’s own work. The workshop also includes a review of basic statistics. (Offered online only)

515 Information Technology Concepts (3)
This course examines information systems in today’s organizations. Managing computer resources will be discussed with emphasis on the way information technology is used to meet organizational needs.

517 Financial Concepts for Administration (3)
The purpose of this course is to provide students in administration and non-financial administrators an opportunity to develop a comprehensive understanding of the use and interpretation of basic financial concepts and how they relate to administrative decisions.

521 Applied Organizational Concepts (3)
The course will address the administration and organizational behavior competencies required to be successful in the 21st century workplace. Emphasis is placed on managing and leading for high performance in today’s dynamic, constantly changing work environment.

525 Administrative Strategies (3)
This course focuses on the goal oriented methods and techniques of developing administrative strategies necessary to lead departments and organizations. Strategy formulation and implementation are complex interactive processes which involve politics, organizational culture, values, vision, mission and administrative styles which influence administrative decisions and outcomes.

535 Applied Research Methodologies (3)
In this course, students undertake an in-depth review and critical analysis of research topics using qualitative and quantitative methodologies. Upon this course completion, students will be exposed to various analytical and statistical paradigms, tools, and techniques for decision-making and research evaluation.

545 Values and Ethics in Administration (3)
This course is designed to create an awareness and sensitivity to the values and ethical issues inherent in private and public administration decisions. The Judeo-Christian moral basis for the values and ethical practices in government and business today will be presented along with the legal requirements for complying with legislated ethical standards.

553 Administrative Leadership Theory & Practice (3)
This course is designed to develop the understanding and application of administrative leadership theory. The course uses research and analysis of great leaders (however defined) from a variety of domains, social, religious, political, business and athletic, or entertainment...to develop a more sophisticated comprehension of administrative leadership.

568 Changing Environment of Administration (3)
This course addresses the impacts on administrative decision-making from external environments including the political, natural, international, technical and societal environments.

652 Diversity in the Workplace (3)
Explores the training and development of a culturally sensitive work force. Examines and explores innovative techniques for dealing with institutional “isms” (e.g., sexism, ageism, etc.) as they relate to management, training, conflict resolution, career development, mentoring, performance appraisals, team-building, and peer rating methods.

680 Project Management (3)
This course examines the technical and administrative aspects of complex projects. Students will learn the project life cycle and software tools to create functional, managerial, and organizational requirements to manage groups and plan & control projects.
699  Capstone: Applied Project (3)
The Applied Project is a supervised capstone for the master’s program. It is an independent, web-supported study with a graduate faculty mentor/instructor. The project is designed to build from knowledge gained during the program and to make connections between academic and professional work. Prerequisite: Successful completion of other coursework in program.

Course Descriptions—
Public Administration
Prefix: PUB

Note: PUB 511W will be a required workshop for all provisionally accepted MPA program students whose undergraduate degree cumulative grade point average (GPA) is below 3.50. Students who have a 3.5 cumulative GPA or better who have been out of school for more than 4 years are also required to take the PUB 511W in the first term of enrollment. This workshop must be taken in the student’s first term and must be successfully completed with a passing grade (“Pass/Fail” grading) to proceed as fully accepted in the MPA program.

501  Introduction to Public Administration (3)
This course introduces the history and practice of public administration in the United States at the national, state, and local levels. Topics include public policy, organizational theory, budgeting procedures, intergovernmental administration, human resources, the ethics of public service, and the impact of the information age.

Note: This will be a required course for all provisionally accepted students who begin the MPA program with undergraduate degrees outside Public Administration. This course must be taken in the student’s first term and must be successfully completed with a final grade of “B” or better to proceed as fully accepted in the MPA program.

503  Theories, Principles, and Practice of Public Administration (3)
The course will focus on the classic writings that have framed the foundation of public administration over the past 120 years. The subject matter will be taught with application to current public administration practice as its principle objective.

511W  Graduate Writing & Research (non-credit)
This 32 hour workshop is intended to bring prospective students in line with the academic rigor of graduate school and post-graduate careers. Workshop topics include summaries, annotated bibliographies, critiques, proposals, and literature reviews. Strategies for adult learners include reading critically, organizing and developing ideas, choosing the appropriate vocabulary, style, and tone for academic writing, and revising one’s own work. The workshop also includes a review of basic statistics. (Offered online only)

535  Research Methodologies (3)
This course provides an opportunity for students to explore research that relate to administrative and technical processes using various research techniques. Students undertake an in-depth review and critical investigation using qualitative and quantitative analysis. Students will be exposed to various tools and techniques appropriate to applied research and will develop a research design based on an instructor-approved topic. The research design may be used as a foundation for the capstone project.

545  Values and Ethics in Public Administration (3)
This course is designed to create an awareness and sensitivity to the values and ethical issues inherent in public administration decisions. The importance of ethics in maintaining public trust in the context of representative democracies will be emphasized. Classic moral philosophies will be studied as the basis for the values and ethical practices in government today. In addition the legal requirements for complying with legislated ethical standards will be studied.

605  Public Policy Analysis and Evaluation (3)
Program analysis and evaluation is a seminar designed to examine the theory and practice of public program analysis as it is conducted in complex political environments.

609  Seminar in Public Financial Administration (3)
This course presents the principles of financial management in the public sector. Topics include public sector operating and capital budgets, expenditures and revenues, and financial reporting and analysis at the federal, state, and local level as well as the role of financial administration in promoting the common good.

611  Seminar in Public Human Resources Administration (3)
This course presents the principles of public personnel management and human resource administration and examines the balance between organizational and individual needs. Topics include the functional and technical aspects of human resources, strategic and operational concerns, the history of the civil service, constitutional/legal issues, employee benefits, recruiting/hiring/developing/retaining high quality employees, and labor union/management relations.

622  Non-Profit Administration (3)
This course provides the student with an understanding of the role of non-profit organizations in the scope of public-private purposes. It examines the role of boards
and staff, vision and mission, funding and accountability, excellence in operations and sustainability.

623 Productivity Improvement in the Public Sector (3)
This course examines techniques for measuring and improving productivity in public organizations. Current and historical public management theories will be taught and analyzed.

635 Leadership in Public Purpose Organizations (3)
Leadership is essential in any organization for it to be effective. This course will review the very special characteristics of leadership in public purpose organizations. Issues such as the impact of the political process on leadership, navigating media storms, leading and empowering employees, and maintaining a focus on public purpose will be addressed.

647 Public Law and Administration (3)
The role of public administrative law and procedure will be taught as it applies to both public and private decision-making. The effects of public administrative law and rule making will be presented along with the oversight provided by legislatures and public policy processes inherent in making and sustaining public policy.

650 Public/Private Enterprise (3)
This course will review the scope of public/private enterprise structures in the United States. Further, it will review the scope of public purchasing, public/private partnerships, privatization of public services and contracting for public services from the private sector.

660 Public Policy and the Administrative Process (3)
The classic confrontation between “politics” and “administration” will be examined in this course. The historical context of the “Good Government Movement” of the Nineteenth Century; the rise of the professions in public management; the issues of responsiveness and patronage will be taught and application made to current state and local government administrative practice. The political process and public policy making will be examined.

670 Public Planning and Growth Management (3)
The classic management function of planning will be reviewed in its state and local government contexts. Emphasis will be placed on planning for change management applications to social equity and on strategic planning in public decision making.

699 Capstone: Applied Project (3)
The Applied Project is a supervised capstone for the master’s program. It is an independent, web-supported study with a graduate faculty mentor/instructor and a professional in the field to guide relevance to current public administration practice. The project is designed to build from knowledge gained during the program and to make connections between academic and professional work.