Masters of Arts in Urban Leadership

Program Guide 2018
Benoy Jacob, Ph.D. Program Director
About UNLV

In its 50-year history, UNLV has undergone an amazing transformation from a small branch college into a thriving urban research institution of 28,000 students and 3,300 faculty and staff. Along the way, the urban land-grant university has become a dynamic resource for one of the country's fastest-growing and most enterprising cities. UNLV's 350-acre main campus, located on the Southern tip of Nevada in a desert valley surrounded by mountains, is home to more than 220 undergraduate, master's, and doctoral degree programs, all accredited by the Northwest Commission on Colleges and Universities.

About the School of Public Policy and Leadership


**History**

In September 2009, the UNLV Regents created the new School of Environmental and Public Affairs, combining the energies of two former units, the departments of Environmental Studies and Public Administration. The new School provides an umbrella for exciting, interdisciplinary research and teaching in public administration and governance, environmental science and studies, nonprofit management, urban studies, and natural resources management. Our faculty’s strong record and interest in these areas offer students and practitioners a variety of possibilities in cutting-edge and relevant knowledge, research, and projects. In 2016, the name of the school was changed to School of Public Policy and Leadership.

**Mission**

The School of Public Policy and Leadership employs an interdisciplinary approach to create knowledge and understanding to support effective policy and governance through collaborations of faculty, students, and the greater community.

**Vision**

At the School of Public Policy and Leadership, our vision is a community that continuously engages important decision-making processes in order to facilitate effective, long-term, problem-solving capacity for society in the areas of public administration, environmental science and management, and other policy arenas. This will require new levels of cooperation among citizens and experts across the public, non-profit, civic, and private sectors.

**Values**

At the School of Public Policy and Leadership, we cherish the following values:

- Using our expertise to serve others;
- Dedication to excellence in teaching and research;
- Scientific rigor and academic integrity;
- Collaborative teamwork;
- Inclusiveness and diversity; and,
- Compassion, respect, and dignified regard for people in society.
Goals
Our school has three main goals:

- Deliver value as teachers who educate and empower future leaders;
- Advance knowledge, using our expertise in meaningful ways that allow communities to better understand, manage, and resolve complex public and environmental issues; and,
- Serve those in society and government faced with challenging decisions and educational needs specific to our areas of expertise.

All of this is done with an emphasis on insight, excellence, and leadership for the present and future.

Join us as we address the urgent needs of our nation and community. Explore our several undergraduate and graduate degree and certificate options in Environmental Science, Public Administration, Public Affairs, Urban Leadership and Emergency Management.

About the Masters of Arts in Urban Leadership
The mission of the UNLV Master of Arts in Urban Leadership program is to provide high quality education to prepare mid-level professionals from Nevada and around the nation to:

1. **Shape** and communicate their vision for urban change
2. **Create** innovative solutions to pressing urban issues
3. **Collaborate** with stakeholders and,
4. **Implement** strategic plans, programs, and policies

Program Requirements
Although we do not have a required number of years of prior experience for admission, our expectation is that students will have a background in community engagement, broadly construed. All candidates must have, at a minimum, a bachelor’s degree to be considered.

This program is unique in its recognition that urban leaders come from a variety of professional backgrounds. Leaders can be elected officials, public administrators, non-profit leaders, and leaders in private organizations. Thus, a defining feature of our program is that students will have an opportunity to engage with leaders from a host of community settings. To further enhance this professional engagement, our student's experience will be highlighted by a series of panels and workshops that will allow participants to engage with some of the foremost urban leaders and policy analysts in the country.

Application Requirements

- Complete the graduate application online and submit application fee.
- Application form is available at https://unlv-gradcollege.force.com/Portal_Login.
- Non-refundable application processing fee, payable check, money order, or online by credit card of $60 to the Board of Regents, UNLV.
- Provide three letters of recommendation, at least one from your current employer.
- Provide your undergraduate transcripts and any graduate transcripts, if applicable. Unofficial transcripts should be uploaded with your application to expedite processing and your official transcripts of all postsecondary academic work must be sent directly...
from every institution attended to the UNLV Graduate College.

- Provide a resume and a personal statement (more information below).

Application Deadlines
For deadlines, please contact the Program Director, Benoy Jacob.

Minimum GPA Requirements
A GPA of 2.7 or greater is preferred.

What should be included in the personal statement?
Provide a brief summary of:

1. Your definition of an urban leader and
2. How the degree will help you as an emerging urban leader.

Tuition Cost

- The program will be $22,886.92, excluding travel expenses and hard-copy texts. Check with UNLV financial aid relative to policies around tuition reimbursement paid by employers and payment schedule options.
- An estimate of the tuition and fees you can expect to pay for the upcoming semester can be calculated at: http://tuition.cashiering.unlv.edu/Home/Calculator. Flexible payment plans may be available for ULD students. Contact financial aid for further details at https://www.unlv.edu/finaid
- Currently enrolled students may receive an exact, up-to-date account balance from MyUNLV.

Advising
Initially, advising will be done by the Graduate Programs Director. ULD students are required to obtain advising by the end of their first semester in the program. Advising allows students to understand the course sequencing requirements and plan out their academic schedule in advance.

Student contact hours
The ULD Program uses several approaches to providing the student the curricula needed to complete their degree. These include our annual Kickoff Weekend, industry expert panels, group capstone dialogue, frequent faculty feedback, and leadership series courses that are weekend intensive and require in-person participation.

Writing Style Guide
Students should use APA or MLA style in their scientific writing throughout Urban Leadership program.

Student Expectations
This program has been developed to meet the growing need of city and community leaders to address many of the country’s most daunting social, economic and political issues. As the first program in the country, however, students have a unique opportunity to become “thought leaders” in the emerging field of urban leadership. Thus, students will be expected to be active and enthusiastic participants in the subject matter and their courses.
Program Duration
The program is 36-credit hours and is designed to be completed in 15 months. 27-credit hours will be completed through a series of online & hybrid courses. There will also be, at minimum, in-person panel/workshop events in Las Vegas. These events will be oriented around a series of short-lectures by instructors, panel discussions around urban issues, and various networking events. The remaining 9-credits will be completed through a cohort based “Community Legacy Project.” The Leadership Series courses are weekend intensive and require in person participation.

Requirements to complete the ULD Program
Requires completion of a minimum of 33 credit hours with minimum GPA of 3.00.
Required Courses - 27 credit hours. Capstone Course - 9 credit hours.

Graduation Requirements
1.) Students must submit all required forms to the Graduate College and then apply for Graduation from both degrees up to two semesters prior to completing his/her degree requirements.
2.) The student must successfully complete the capstone course.

Suggested Timeline for Key Actions Steps

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<th>Semester</th>
<th>Steps</th>
<th>Forms</th>
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<tr>
<td>First Semester</td>
<td>Attend Kickoff Weekend</td>
<td>Submit all Graduate Application forms &amp;</td>
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<tr>
<td></td>
<td>Meet with Program Director</td>
<td>Read program handbook</td>
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<tr>
<td>Last Semester</td>
<td>Apply for Graduation early in the semester</td>
<td>Submit all the required forms to the</td>
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<td>(check dates)</td>
<td>Graduate College</td>
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<td></td>
<td>Complete the Legacy course wrap-up</td>
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ULD Required Courses

Semester 1 (Spring): Understanding the 21st Century City
ULD 720: Urban Governance (3 credits)
ULD 722: Urban Issues (3 credits)
ULD 731: Urban Development (3 credits)

Semester 2 (Summer): Analytics and Organizations
ULD 735: Design Thinking for Urban Issues (3 credits)
ULD 737: From Analytics to Action: How to use Data (3 credits)
ULD 742: Social Media and Communication Technology (3 credits)
Semester 3: (Fall): Implementation and Impacts
ULD 750: Understanding Your Leadership Qualities (3 credits)
ULD 754: Collaborative Leadership (3 credits)
MUL 752: Developing and Nurturing Teams (3 credits)

Culminating Experience
ULD 780: Legacy Project (9 credits)

Legacy Project
The program requires 9 credits of a Legacy Project. This project will engage all the members of the cohort around a single community engagement effort. The project will require the cohort to help shape a vision, find creative solutions, and implement projects and programs as part of a broad community building effort in the Las Vegas region. The project will be identified at the outset of the program and students will work on parts of the project as they progress through the curriculum. Given the complexity of the project, it will most likely take several student cohorts to fully complete. Thus, in completing their part of the project, each cohort will leave behind a legacy for future cohorts to build upon and upon completion of the project, students will have become part of a lasting legacy for the program and the Las Vegas community.

Program Staff

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Annual Mandatory Individual Development Plan and Procedures

Each winter break and early spring term, graduate students are required to complete the Graduate Student Individual Development Plan (IDP) form. The review covers the prior calendar year and assesses student progress, and it establishes reasonable goals for the year ahead. Reported student data is shared with students’ graduate coordinators and advisors to foster opportunities for discussion about students’ strengths and weaknesses, accomplishments and next requirements, and mentoring plans so that students know what they need to do in order to progress successfully through their programs in a timely manner. Students who are graduating are also required to complete the form in order to record their achievements since the data is also used to track metrics related to the annual productivity of all students.

University Resources

Leadership and Professional Development Academy
The goal of the Professional Development Academy is to serve as a virtual resource providing support and many professional opportunities to UNLV graduate students. The Academy offers information about events and services such as graduate certificate programs, workshops, training sessions and career services. You can follow Academy activities via social media or look for regular updates on the website.

Academic Success Center
The goal of the Academic Success Center is to help students do well academically and complete their studies on time. They offer or will refer you to such programs and resources as tutoring, advising, skills testing, career exploration and more. They guide students every step of the way to the many established resources created to ensure they complete their educational goals. Learn more about the programs and services the center currently offers.

Alumni Association
With an alumni base 120,000 strong, the UNLV Alumni Association offers a variety of services and opportunities in support of alumni and their families. UNLV alumni are encouraged to support the values of higher learning through advocacy, involvement, and giving.

Commencement Office
Located in the UNLV Office of the Registrar, the commencement office is the last step in the graduation process. Please check with the commencement office for information on the commencement ceremony and your diploma; for all other information about graduate student degree completion and graduation, including thesis/dissertation requirements and doctoral hooing, please contact the Graduate College. It is the students' responsibility to ensure they apply for graduation on time and submit all required forms to the Graduate College. Questions regarding thesis/dissertation should be directed to the Graduate College Student Services Team and questions regarding required forms should be directed to the Graduate College RPC Team.

Office of Diversity Initiatives
The vision of the Office of Diversity Initiatives is to advocate, promote, and support the advancement of equity, inclusiveness, and empowerment of a continuously changing collegiate and global community. The mission of the Office of Diversity Initiatives is to provide leadership and support for UNLV’s diversity mission: to nurture equity, diversity, and inclusiveness that promotes respect, support, and empowerment. This Office also handles UNLV Title IX questions, inquiries, and reporting.

Disability Resource Center (DRC)
The DRC is committed to supporting students with disabilities at UNLV through the appropriate use of advocacy, accommodations, and supportive services to ensure access to campus courses, services, and activities. The DRC is the university-designated office that determines and facilitates reasonable accommodations in compliance with the Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act of 1973. Graduate students with disabilities must disclose to the DRC in order to receive appropriate accommodations.
Office of International Student and Scholars
International Students and Scholars (ISS) ensures compliance with both SEVIS (Student and Exchange Visitor Information System) and federal law, so that the university can continue to be authorized by the U.S. federal government to enroll international students; host and hire international scholars; assist and advise employment eligibility and authorization relating to international students and scholars, and visa, travel, and immigration issues; provide critical and specialized services to the international students and scholars of the UNLV community; and facilitate their transition to the campus and the U.S.

Jean Nidetch Women's Center
The Jean Nidetch Women’s Center is committed to creating a supportive and inclusive environment for all genders through programming, services, and advocacy for the UNLV community. The Women's Center has informational resources, brochures, and flyers for a variety of on and off campus organizations to help empower and protect yourself, and learn about your options. They also provide free tampons, pads, and condoms.

The Intersection
The Intersection is a one-stop resource for UNLV’s highly diverse student body — a comprehensive multicultural center grounded in the academic life of our students. As an intersecting campus resource, the Intersection helps ensure students, particularly first-generation and students of color, successfully navigate their academic careers. Here, all members of campus can discuss their differences, discover their similarities, and build a shared sense of belonging.

UNLV Libraries
UNLV Libraries has always been more than books; they are about encouraging students and creating quality programs that elevate growth and learning. Please visit their website for important information about the services they offer to graduate students.

Graduate & Professional Student Association (GPSA)
The Graduate & Professional Student Association serves all currently enrolled University of Nevada, Las Vegas graduate and professional students. The GPSA maintains the Graduate Student Commons located in the Lied Library room 2141 and Gateway Building PDAC Room. The facility a working office equipped with a copier, fax, flatbed scanners, color laser printer, office supplies, and computers with printers and a small kitchen area. The GPSA is the graduate student governance body at UNLV; the GPSA Council consists of one graduate student representative from each graduate department, and they meet monthly. The GPSA also provides volunteer opportunities, sponsors social events, and supports graduate student research through the graduate research and travel grants program.

Office of Student Conduct
The Office of Student Conduct is a student-centered, service-oriented office located within the Division of Student Affairs. The Office of Student Conduct collaborates with the UNLV community to provide an inclusive system through enforcement of the UNLV Student Code of Conduct by:

- Promoting awareness of student rights and responsibilities;
- Establishing accountability for student choices;
- Creating opportunities for involvement in the process; and
- Striving to uphold the values and ethics that advance the common good.

Military and Veteran Services Center
The Military and Veteran Service Center is staffed with veterans and GI Bill-experienced staff to assist more than 1,000 veterans, dependents, active duty service members, National Guard members, and reservists. Their mission is to develop a welcoming, veteran-friendly campus environment that fosters academic and personal success.

The Financial Aid & Scholarships Office
The Financial Aid & Scholarships Office supports higher-education access and persistence by providing financial aid to eligible students. The office partners with student organizations, the UNLV Foundation, the Graduate College, and other external constituents to provide financial aid learning opportunities and scholarship support for graduate students.
Writing Center
This is a free service to UNLV students to help you with any writing project, from papers to creative writing, to resumes, and we can work with you at any stage of the writing process. The center can help you brainstorm, make an outline, work on your drafts, or just be a soundboard for your ideas. The center staff can assist you in person, or via the Online Writing Lab (OWL) page.

University Policies and Procedures
Graduate students are responsible for knowing and acting in accordance with UNLV Policies and Procedures. To view the most commonly referenced campus policies and procedures, you can refer to the Graduate Student Handbook, and following websites:

- Academic Integrity
- Activation for Military Service
- Change of Address
- FERPA/Privacy Rights
- Health Insurance - Mandatory
- Jean Clery Campus Safety and Security Report
- Proof of Immunization
- Policies and Procedures on the Protection of Research Subjects
- Rebelmail Policy
- Student Conduct Code
- Student Computer Use Policy
- Title IX

UNLV does not discriminate in its employment practices or in its educational programs or activities, including admissions, on the basis of sex/gender pursuant to Title IX, or on the basis of any other legally protected category as is set forth in NSHE Handbook Title 4, Chapter 8, Section 13. Reports of discriminatory misconduct, questions regarding Title IX, and/or concerns about noncompliance with Title IX or any other anti-discrimination laws or policies should be directed to UNLV’s Title IX Coordinator Michelle Sposito.

The Title IX Coordinator can be reached through the online reporting form at Title IX Reporting Form, by email at titleixcoordinator@unlv.edu, by phone at (702) 895-4055, by mail at 4505 S. Maryland Parkway, Box 451062, Las Vegas, NV, 89154-1062, or in person at Frank and Estella Beam Hall (BEH), Room 555.

To ensure compliance with Graduate College policies and procedures, please review the relevant sections of the Graduate Student Handbook:

- Academic Calendar
- Academic Policies
- Admission and Registration Information
- Progression and Completion Policies (listed alphabetically)

In addition, the Graduate College website contains additional information regarding policies and procedures.

Nothing in this handbook supersedes any NSHE, UNLV, or Graduate College policy.

Last Revised: Benoy Jacob, Urban Leadership Program Director 12/15