

MASTER OF PUBLIC ADMINISTRATION PROGRAM

DEPARTMENT OF POLITICAL SCIENCE

EAST CAROLINA UNIVERSITY

A HANDBOOK

FOR

MPA STUDENTS

Revised July 2010

East Carolina University is an equal opportunity institution and, in keeping with this policy, the University makes no distinction in the admission of students, or in any other of its activities, on the basis of race, color, sex, creed, or national origin.

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I. MISSION STATEMENT

To prepare professional public managers to meet the needs and challenges of public service; to advance the study of Public Administration through scholarly and applied research and related activities; and to serve government, the profession, and the university through the extension of Public Administration expertise to relevant organizations that could benefit from such expertise.

II. FORWARD

The master of public administration (MPA) program is housed in the Department of Political Science. The MPA degree is designed to provide students with basic administrative concepts and skills that can be utilized in a variety of administrative careers in the public (including legislative, executive, and judicial agencies) and not-for-profit agencies. The MPA program is accredited by the National Association of Schools of Public Affairs and Administration (NASPAA) and has been nationally ranked in *US News and World Reports*. This handbook is designed specifically for students in the MPA program.

The MPA program is in part an interdisciplinary program. While the Department of Political Science is the home of the program, students can develop an elective emphasis either within the Department of Political Science or in cooperating academic departments.

This handbook presents the requirements and procedures established for candidates for the MPA degree. It is a supplement to policies, procedures and requirements found in the ECU Graduate School *Bulletin*. Each student must be familiar with both documents.

Upon admission to the program, each student assumes responsibility for monitoring his or her progress toward the degree. While every effort will be made to inform students of modifications in the provisions listed here (including but not exclusively limited to changes in graduation requirements) the MPA nucleus faculty reserves the right to add to, delete, or otherwise modify any provision in this handbook. Information regarding such changes will be available from the MPA director or from the MPA program’s graduate secretary (A-129 Brewster). If any program requirement imposes an unusual hardship, students may petition the MPA Committee for exemptions, substitutions, and/or modifications.

III. MPA ADMINISTRATIVE PERSONNEL

Director of MPA Program	Dr. Robert Thompson (BA-101)
.....	Tel: 328-5686
MPA Internship Coordinator (2008-09).....	Mr. John Bulow (BA-131)
.....	Tel: 328-5271
MPA Secretary	Mrs. Kiwana Washington (BA-129)
.....	Tel: 328-6030
Chair, Dept. of Political Science	Dr. Brad Lockerbie (BA-125)
.....	Tel: 328-6030
Political Science Departmental Secretary.....	Mrs. Shelia Ellis (BA-126)
.....	Tel: 328-6189

MPA Nucleus Faculty

These faculty members have primary responsibility for administration of the MPA Program:

Dr. Robert Thompson Director, MPA Program Associate Professor Brewster A-101 328-5686 thompsonro@ecu.edu	Mr. John Bulow Internship Coordinator Brewster A-131 328-5271 bulowj@ecu.edu	Dr. Younhee Kim Assistant Professor Brewster A-115 328-1064 kimy@ecu.edu
Dr. William Mangun Professor Brewster A-134 328-6156 mangunw@ecu.edu	Dr. Bonnie Mani Professor Brewster A-136 328-1060 manib@ecu.edu	Dr. Sharon Paynter Assistant Professor Brewster A-133 328-5580 paynters@ecu.edu
Dr. Carmine Scavo Associate Professor Brewster A-135 737-2335 scavoc@ecu.edu	Dr. Olga Smirnova Assistant Professor Brewster A-102B 328-2348 smirnovao@ecu.edu	

MPA Areas of Emphasis Advisers

- Community Health (COHE)..... Dr. Robert J. Thompson (BA-101)
- Environmental Policy Analysis and Administration..... Dr. William R. Mangun (BA134)
- Human Resources Management..... Dr. Bonnie G. Mani (BA136)
- Non-Profit Health Management.....Dr. Sloane Burke (Health Education and Promotion, Belk 3203) or Dr. Bob Thompson (BA101)
- Planning (PLAN).....Dr. Carmine Scavo (BA135) and Dr. Amy Blizzard (Planning - BA212)
- Public Budgeting and Finance.....Mr. John Bulow (BA-131)
- Public PolicyDr. Carmine Scavo (BA135)
- Security StudiesDr. Jalil Roshandel (BA 116)
- State/Local Government..... Dr. Carmine Scavo (BA-135)

IV. GENERAL COMMENTS

The program of study leading to the Master of Public Administration is designed to involve graduate students in academic work which differs from undergraduate work in both quantity and sophistication. The faculty will thus be more discriminating in its judgment of graduate students than of undergraduate students, and every course will involve a variety of assignments which will sharpen skills in research, problem solving, and writing as well as increasing the substantive knowledge of public administration. Faculty and staff will be available to assist students as such assistance is needed. However, the choice of particular programs, the elective courses taken, and the success or failure of each student's program of study are matters which must be left primarily to the initiative, intelligence, and persistence of the students, both individually and collectively since

the management process is a group effort. Accordingly, graduate students are expected to behave as professionals in the field of public administration would.

V. ADMISSION TO THE MPA PROGRAM

There are several categories of admission to ECU's graduate programs. These are discussed in the following order. The prerequisites for admission to the MPA Program are few. They are discussed in the last section.

- Regular Admission
- Admission by exception
- Provisional admission
- Professional admission
- Non-degree admission
- MPA Prerequisites

Regular Admission: For regular admission to the MPA Program applicants must have a satisfactory score on the Graduate Record Examination (GRE) and a grade point average (GPA) of at least 2.7 on all undergraduate work (a higher GRE score can offset a lower GPA), or a graduate degree from an accredited institution and a satisfactory score on the GRE. Applications may be obtained from the Graduate School. A completed application consists of:

- Completed graduate study application form
- Official copies of all college transcripts
- Three letters of recommendation
- A statement of purpose
- Official copy of GRE scores
- A personal data sheet from the Department of Political Science

Admission by exception: Students not meeting regular admission requirements may be considered for admission by exception with the support of the MPA Program, plus review and approval by the Graduate School.

- The program will assume the responsibility for assessing and documenting the admissibility of any applicant that does not meet the regular admission standards of the Graduate School.
- The program's admission recommendation with a brief justification will be forwarded to the Graduate School for review using the Graduate School's Accept / Reject form.
- If the Graduate School is not in agreement with the program's recommendation, the program may appeal the admission decision to the Graduate School Administrative Board.
- Applicants not meeting regular admission requirements will be required to earn a minimum overall GPA of 3.0 on the first 9 semester hours attempted. If the student fails to earn an overall GPA of 3.0 by the end of that period, he/she will not be permitted to continue in the program of study.
- Units may establish higher or additional academic standards for continuation for students that do not meet regular admission standards.

Provisional admission (awaiting transcripts): An applicant may be granted provisional admission pending receipt of official transcripts from all schools attended provided the applicant has all other required admission documents on file and at least one official transcript from a

regionally accredited university showing a) an earned degree in a relevant field of study or b) the applicant is currently enrolled and has completed the equivalent of at least three years of undergraduate coursework. International students are not eligible for provisional admission.

- The credentials that have been received must be strong enough to warrant an early provisional admission decision pending receipt of all required transcripts.
- The provisional admission letter will list all pending transcripts and final transcripts required for regular admission.
- An administrative hold will be placed on provisionally admitted student's records preventing them from registering until all required transcripts are received. Their graduate student status may be revoked if they fail to submit all required transcripts or if the transcripts, when received, do not meet admission criteria.
- Provisionally admitted students awaiting transcripts are not eligible for financial aid.
- The student will acknowledge the conditions of his/her provisional admission by signing and returning a copy of the admission letter to the Graduate School.
- It will be the sole responsibility of the student to take actions necessary to submit all required transcripts.
- As soon as all official transcripts have been received, the graduate program will review the student's completed file. The faculty will then confirm the student's admission or request that the student withdraw from the program at the end of the first term.

Professional admission: Individuals whose baccalaureate degree is more than ten years old and who have extensive professional experience related to the intended program of study may be eligible to seek admission through the professional admissions policy upon recommendation of the MPA Director.

Non-degree admission: Non-degree admissions is an enrollment category in which the student is not accepted into a specific degree or certificate program but is approved to take courses that have no catalog restrictions. This is intended for applicants interested in taking one or more courses at ECU, but not necessarily interested in obtaining an ECU degree or certificate at the time of application. It may be used by students matriculated at another institution who wish to enroll as visiting students, individuals wanting to take courses for personal/professional enrichment, and individuals wanting to take prerequisite course work for later application to a degree program. See <http://www.ecu.edu/cs-acad/grcat/admission.cfm#nondegree> for further information. Non-degree students are not eligible for assistantships or federal financial aid.

MPA Prerequisites: A firm understanding of American political institutions and policy processes is required. Students in need of a review may be required to enroll in POLS 5000, an introductory survey course of readings in American government and politics that does not count toward the 45-semester-hour requirement. An understanding of statistics is strongly recommended.

VI. ADVISING, EARLY REGISTRATION AND REGISTRATION

- A. Students admitted to the MPA program are *required* to have a conference with the MPA Director to discuss their overall study plans prior to their first registration. Please call or email the program secretary or the MPA Director to set up an appointment. The MPA Director is available for conferences throughout the year.

Students should determine their preferred area of emphasis as soon as feasible. The MPA

Director or the advisers for the individual areas of emphasis are available throughout the year for advice on course selection and career guidance.

- B. All students should register during the early registration week, even if their plans are not definite. Because the MPA Program may be forced to cancel a class which has too low a pre-enrollment, early registration will help reduce the inconvenience of canceled courses. Changes to class schedules can be made during the drop and add period.
- C. Graduate students who have already chosen an area of elective emphasis should seek advice from the appropriate academic adviser before each registration if they are uncertain as to appropriate course alternatives. If a student is undecided on an elective emphasis, he or she should seek academic advice from the MPA Director.
- D. Students needing courses offered by the College of Business for their area of emphasis must first notify the MPA Director of the courses in which they wish to enroll. The College of Business requires that graduate directors of other programs grant permission to students before they will grant permission for a non-MBA to enroll in one of their courses. They also require that all communication regarding these courses go through the MPA Director. This means that students should anticipate course needs early in order to get in their preferred courses.
- E. Students can register by phone or via OneStop using their Banner ID number.
- F. During the registration period, students may obtain the following items from the MPA Program office: A list of suggested MPA courses for the semester along with course descriptions (please note that a prior approval by the instructor or the MPA Director is required for some courses).
- G. Students whose admission applications have not been fully processed may register as non-degree students. *They should make sure, however, that their applications are completely processed before the end of their first semester to ensure that the credits earned can be counted toward their degree program.* If admission has not been granted sometime during that semester, credit will not be given for courses taken in that semester toward the MPA degree without a petition to the Graduate School. *Only nine semester hours of credit taken as a non-degree student can routinely count towards the MPA degree.* Non-degree application forms can be obtained from the Graduate School and there is a \$60 processing fee. Non-degree students should also be aware that degree-seeking students will be given preference in registering for classes.
- H. Registration for more than 12 credit hours of graduate work taken in any one semester requires permission from the Dean of the Graduate School. No more than a total of 12 credit hours may be taken in the two sessions of summer school.
- I. Nine credit hours are considered to be full-time enrollment during a regular semester and three hours during a summer session.
- J. Graduate assistants may take a maximum of 12 hours per semester during the academic year, but a minimum of nine hours is required for classification as a full-time student.

VII. RESIDENCY AND TRANSFER CREDIT

- A. Up to 15 s.h. of appropriate credit earned at any regionally accrediting college or university or an accrediting body recognized by either the U.S. Department of Education (USDE) or the Council of Higher Education Accreditation (CHEA) may be transferred to the MPA program, with the approval of the MPA director. The Graduate School *Bulletin* outlines exact requirements/procedures and should be examined carefully by all students who wish to request a transfer of credits. All incoming graduate students should make such a request at the time of applying for admission. Hours completed as a non-degree student are treated as transfer hours by the Graduate School.
- B. No credit taken through correspondence courses or by examination will meet degree requirements.

VIII. FULFILLING COURSE AND HOUR REQUIREMENTS FOR THE MPA DEGREE

- A. Course requirements:
 - Core public administration courses24 s.h.
 - Individual emphasis electives.....15 s.h.
 - MPA professional paper.....3 s.h.
 - Internship3 s.h.

 - Total s.h.....45 s.h.

See Section XXI for a typical MPA student schedule and annual departmental schedule.

- B. *Public Administration Core Courses:* 24 s.h. This requirement is to be met by completing the following eight courses:

PADM 6100	Politics and Management in Public Agencies
PADM 6110	Human Resource Management in Public Agencies
PADM 6120	Public Budgeting and Finance
PADM 6140	Administrative Law and Ethics
PADM 6160	Public Policy Formulation and Implementation
PADM 6161	Applied Policy Analysis and Program Evaluation
PADM 6230	Quantitative Methods for Public Administration
PADM 6260	Management of Public Information Technology

- C. *Electives:* 15 s.h. This requirement can be met by completing courses from the following list of recommended courses and those in Section VIII. Prior approval by the academic adviser and/or the MPA Director is necessary in order to receive MPA credit for these electives.

PADM 6111	Contemporary Problems in Public Personnel Administration (3)
PADM 6112	Productivity in the Public Sector (3)
PADM 6115	Readings in Public Personnel Administration (3)
PADM 6116	Women, Public Policy and Administration (3)

PADM 6122 Local Government Budgeting and Financing (3)
 PADM 6123 Economic Development
 PADM 6125 Readings in Public Budgeting and Finance (3)
 PADM 6130 Urban Policy and Administration (3)
 PADM 6150 Seminar in Public Administration (3)
 PADM 6162 Environmental Administration (3)
 PADM 6163 Environmental Policy Analysis (3)
 PADM 6164 State and Local Environmental Policy (3)
 PADM 6170 Intergovernmental/Interagency Relations (3)
 PADM 6210 Organization Theory in the Public Context (3)
 PADM 6220 Leadership in the Public Sector (3)
 PADM 6240 Management of Non-Profit Organizations (3)
 PADM 6300 Coastal, Maritime, and Environmental Law (3)
 PADM 6325 Transportation Policy (3)
 PADM 6400 Health Policy (3)
 PADM 6410 Health Policy Analysis (3)
 PADM 6887 Internship in Public Administration (3)
 PADM 6888 Internship in Public Administration (3)
 PADM 6889 Internship in Public Administration (3)
 PADM 6898 Independent Research (3)
 PADM 6899 Independent Research (3)
 PADM 7004 Coastal and Marine Policy (3)

POLS 6040 Problems in State Government (3)
 POLS 6345 Comparative Public Policy (3)
 POLS 6382 Global Terrorism (3)

SECS/POLS 6155 Changing Nature of National Security (3)

Electives from other departments: These courses may require permission from the instructor and pre-requisites prior to registration. ACCT, FINA, and MGMT

ACCT 6241 Financial and Managerial Accounting (3)
 ACCT 6521 Accounting for Decision Making (3)

ADED 6453 The Adult Learner (3)
 ADED 6461 Introduction to Training and Development (3)
 ADED 6462 Seminar in Training and Development (3)

COAD 6402 Career Development and Counseling (3)

COHE 6000 Health Care Systems and Problems (3)
 COHE 6100 Community Health Administration (3)
 COHE 6300 Health Law (3)
 COHE 6500 Independent Study (2)
 COHE 6502 Independent Study (3)
 COHE 6600 Management of Health Care Operations (3)
 COHE 6610 Financial Management of Health Care Organizations (3)

COHE 6620	Health Care Strategic Planning and Management (3)
COHE 6971	Health Policy (3) (co-listed as NURS 6971)
CSCI 5774	Programming for Research (3)
ECON 5150	Development (3)
FINA 6144	Financial Management I (3)
FINA 6604	Financial Management II (3)
GEOG 6350	Seminar in Rural Development (3)
HLTH 6901	Health-Based Nonprofit Management
HLTH 6903	Grant Writing
HLTH 6905	Social Marketing
INTL 6500	International Problem Solving and Decision Making (3)
INTL 6510	Global and Multicultural Discourse (3)
MATH 5031	Applied Statistical Analysis (3)
MGMT 6102	Comparative Management (3)
MGMT 6802	Organizational Behavior (3)
MGMT 6832	Human Resources (3)
MIS 6143	Management Information Systems I (3)
MIS 6843	Management Information Systems II (3)
MIS 6853	Seminar in Information Systems (3)
NURS 6971	Health Policy, Law, and Regulation (3) (same as PADM 6400)
NURS 6973	Management of Human Resources and Professional Relationships in Health Systems (3)
PLAN 5025	Coastal Area Planning and Management (3)
PLAN 5035	Community Planning for Health Facilities (3)
PLAN 5045	Environmental Resources Planning and Management (3)
PLAN 5065	Land Use Planning (3)
PLAN 5121/5131	Problems in Planning (1, 2, 3)
PLAN 5985	Historic Preservation Planning (3)
PLAN 6000	Seminar in Urban Planning (3)
PLAN 6009	Research in Urban Planning (3)
PLAN 6010	Seminar in Regional Planning (3)
PLAN 6015	Emergency/Disaster Planning (3)
PLAN 6019	Research in Regional Planning (3)
PLAN 6020	Seminar in Environmental Planning (3)
PLAN 6029	Research in Environmental Planning (3)
PLAN 6301	GIS and CAD Application for Planning (3)
PLAN 6305	Developmental Planning and the Environment (3)
PSYC 5325	Introduction to Psychological Testing (3)

PSYC 6343	Psychology of Organizational Behavior (3)
PSYC 6420	Issues in Personnel Selection (3)
PSYC 6421	Social Psychology (3)
PSYC 6422	Group Dynamics (3)
PSYC 6426	Motivation (3)
SOCI 6400	Social Issues in Regional Development (3)
SUTO 6000	Principles of Tourism and Sustainability (3)
SUTO 6100	Environmental Systems and Sustainability (3)
SUTO 6200	Development and Management of Sustainable Tourism (3)
SUTO 6300	Planning and Policy of Sustainable Tourism

- D. Other courses may be substituted for the elective courses with the approval of the MPA director.
- E. Pre-service students are required to complete a 3 s.h. internship prior to the semester before graduation (approximately 300 hours of work). At the time of admission, on the basis of information on the student's personal data sheet, each student will be evaluated for this requirement.
- F. Students can elect to complete PADM 6898 or 6899 for a maximum of 6 s.h. of credit for independent study. These courses must be completed under the direction of a public administration professor in the Department of Political Science and are open only to students who have completed a minimum of 18 s.h. *Both the faculty adviser and the MPA director's written approval are required prior to registration.* Forms for this purpose are available in the program office (Brewster A-129).
- G. Curriculum Planner: This form was designed to help students keep track of the courses they have taken, the professor who taught the course, the semester the course was taken, and the grade received. The form can be found at the end of this manual.

IX. ELECTIVES, AREAS OF EMPHASIS AND GRADUATE CERTIFICATES

- A. Students must develop an area of emphasis within the required 15 s.h. of electives. Students are urged to select the area of emphasis at the beginning of their graduate study so that they may graduate with a measure of special competency in an area in which they plan a professional career. A student cannot complete the MPA degree program without a specific area of emphasis. Therefore, early identification of the area of emphasis is desirable for the student to make appropriate progress toward completion of the MPA degree. Some areas of emphasis are recognized through the awarding of a university certificate.
- B. At the latest, students should make a decision on their areas of emphasis before they register for their third elective course and develop a list of electives they plan to take, with the approval of the academic adviser. This list should be made a part of the student's file and should not be altered without the knowledge of the adviser and the MPA director.

- C. Some areas of emphasis can also lead to a Graduate Certificate. These are noted in the elective listing below. Application to these certificate programs must be made via the Graduate School.
- D. The following are typical areas of emphasis with suggested courses. These can be modified in consultation with the student's adviser. Other areas of emphasis can be developed upon the initiative of the student and the approval of the MPA director.

COMMUNITY HEALTH ADMINISTRATION

Students choosing the health emphasis should select from the following courses:

Students must complete the following three courses (12 s.h.):

COHE 6000	Health Care Systems and Problems
COHE 6100	Community Health Administration
COHE6971,PADM 6400	Health Policy

and then complete two of the following courses (3 s.h.):

- COHE 6300 Health Law
- COHE 6600 Management of Health Care Operations
- COHE 6610 Financial Management of Health Care Operations
- COHE 6620 Health Care Strategic Planning and Management
- MPH/EHST 6010 Fundamentals of Environmental Health
- MPH/HLTH 6013 Behavioral Sciences and Health Education
- MPH/NURS 6035 Interdisciplinary Rural Health
- MPH 6011 Introduction to Epidemiology
- MPH 6020 Research Methods
- PADM 6410 Health Policy Analysis

(A graduate certificate in Community Health Administration is available for students completing the 15 s.h. of courses in this concentration. See the MPA Director for further information.)

ECONOMIC DEVELOPMENT

Required: Choose 3 of the following 5 courses

ECON 5150	Development
GEOG 6350	Seminar in Rural Development
GEOG 6355	Rural Development Practicum
PADM 6123	Economic Development
SOCI 6400	Social Issues in Regional Development

Potentially Useful

- PADM 6325 Transportation Policy (3)
- GEOG 6355 Rural Development Practicum (3)
- SUTO 6000 Principles of Tourism and Sustainability (3)

One additional elective course must be chosen to complete the economic development area of emphasis and certificate. A list of appropriate courses can be obtained from the certificate coordinator in the Department of Geography.

ENVIRONMENTAL POLICY ANALYSIS AND ADMINISTRATION

Highly Relevant

PADM 6162	Environmental Administration
PADM 6163	Environmental Policy Analysis
PADM 6164	State and Local Environmental Policy
PADM 7004	Marine and Coastal Policy
PLAN 5025	Coastal Area Planning and Management
PLAN 5045	Environment Resources Planning and Management
PLAN 6020	Seminar in Environmental Planning
PLAN 6029	Research in Environmental Planning
EHST 5020	Environmental Toxicology
EHST 6201,6202,6230	Individual Studies
EHST 6600	Air Quality Control Methods and Devices
EHST 6800	Environmental Health Program Management

Potentially Useful

- BIOL 5220,5221 Limnology
- BIOL 6010 Estuarine Ecology
- BIOL 7020,7021 Marine Biology
- BIOL 6800 Population Ecology
- BIOL 6820,6821 Systems Ecology

HUMAN RESOURCES MANAGEMENT

Highly Relevant

PADM 6111	Contemporary Problems in Public Personnel Administration
PADM 6112	Productivity in the Public Sector
PADM 6115	Readings in Public Personnel Administration
PADM 6220	Leadership and Ethics in the Public Sector
PSYC 6420	Issues in Personnel Selections

Potentially Useful

- PADM 6116 Women Public Policy, and Administration
- PADM 6150 Seminar in Public Administration [dependent on topic]
- PSYC 6343 Psychology of Organizational Behavior
- PSYC 6421 Social Psychology
- PSYC 6422 Group Dynamics
- MGMT 6102 Comparative Management
- MGMT 6832 Human Resources
- ADED 6453 The Adult Learner
- ADED 6461 Introduction to Training and Development
- ADED 6462 Seminar in Training and Development
- COAD 6402 Career Development and Counseling (Prerequisite COAD 5370 – Introduction to Counseling and Human Services).

NON-PROFIT HEALTH MANAGEMENT

Required

HLTH 6901	Health-Based Nonprofit Management
HLTH 6903	Grant Writing
HLTH 6905	Social Marketing
PADM 6400	Health Policy
PADM 6410	Health Policy Analysis

(A graduate certificate in Health Non-Profit Management is available for students completing the 15 s.h. of courses in this concentration. See Dr. Sloane Burke in the Department of Health Education and Promotion or Dr. Robert Thompson for further information.)

Electives

- PADM 6240 Management of Non-Profit Organizations

PLANNING

Required

PLAN 6000	Seminar in Urban Planning
PLAN 6010	Seminar in Regional Planning
PLAN 6020	Seminar in Environmental Planning
PLAN 6301	GIS and CAD Application in Planning
PLAN 6305	Developmental Planning and the Environment

Potentially Useful

- PADM 6130 Urban Policy and Administration

PLAN 5025 Coastal Area Planning and Management
 PLAN 5045 Environmental Resources, Planning and Management
 PLAN 5121/5131 Problems in Planning
 PLAN 5985 Historic Preservation Planning
 PLAN 6009 Research in Urban Planning
 PLAN 6015 Emergency/Disaster Planning
 PLAN 6019 Research in Regional Planning
 PLAN 6029 Research in Environmental Planning
 POLS 6040 Problems in State Government
 SUTO 6000 Principles of Tourism and Sustainability

PUBLIC BUDGETING AND FINANCE

Highly Relevant

PADM 6122	Local Government Budgeting and Finance
PADM 6123	Economic Development
PADM 6124	State and Local Government Budgeting and Financing
PADM 6125	Readings in Public Budgeting and Finance
FINA 6144	Financial Management I
FINA 6604	Financial Management II
ACCT 6951	Auditing Seminar

Potentially Useful

ACCT 6241 Financial and Managerial Accounting
 PADM 6150 Seminar in Public Administration [dependent on topic]

PUBLIC POLICY

Highly Relevant

PADM 6116	Women, Public Policy, and Administration
PADM 6162	Environmental Administration
PADM 6163	Environmental Policy Analysis
PADM 6164	State and Local Environmental Policy
PADM 6123	Economic Development
PADM 7004	Marine and Coastal Policy
PADM 6400	Health Policy
PADM 6410	Health Policy Analysis
PADM 7009	Coastal, Maritime, and Environmental Law

Potentially Useful

PADM 6150 Seminar in Public Administration [dependent on topic]
 POLS 6040 Problems in State Government

POLS 6345 Comparative Public Policy
 MGMT 6102 Comparative Management
 MIS 6143 Management Information Systems I
 PADM 6130 Urban Policy and Administration

SECURITY STUDIES

Required (complete five of six courses listed below)

EHST 6010	Fundamentals of Environment Health
JUST 6502	Criminal Justice and Terrorism
PADM 6170	Intergovernmental/Interagency Relations
PLAN 6015	Emergency/Disaster Planning
SECS/POLS 6155	Changing Nature of National Security
POLS 6382	Global Terrorism

(A graduate certificate in security studies is available for students completing the 15 s.h. of courses in this concentration. See Dr. Jalil Roshandel for further information.

STATE AND LOCAL ADMINISTRATION

Highly Relevant

PADM 6123	Economic Development
PADM 6130	Urban Policy and Administration
PADM 6170	Intergovernmental/Interagency Relations
PADM 6164	State and Local Environmental Policy
PADM 6220	Leadership and Ethics in the Public Sector
POLS 6040	Problems in State Government

Potentially Useful

PADM 6150 Seminar in Public Administration [dependent on topic]
 PLAN 6000 Seminar in Urban Planning
 PLAN 6010 Seminar in Regional Planning
 PLAN 6015 Emergency/Disaster Planning
 PLAN 6020 Seminar in Environmental Planning
 PLAN 6301 GIS and CAD Application Planning
 PLAN 6305 Developmental Planning and the Environment
 SUTO 6000 Principles of Tourism and Sustainability

SUSTAINABLE TOURISM

PADM 6123	Economic Development
SUTO 6000	Principles of Tourism and Sustainability
SUTO 6100	Environmental Systems and Sustainability

SUTO 6200	Development and Management of Sustainable Tourism
SUTO 6300	Planning and Policy of Sustainable Tourism

X. INTERNSHIP REQUIREMENTS

- A. The internship is an integral part of the student's program. Participation in an internship helps develop a student's awareness of the internal dynamics of a public organization (government agency, non-profit professional organizations, or private firms doing public sector work) and the values and attitudes of public administrators toward their clientele, their substantive responsibilities, and their administrative and political superiors, co-workers and subordinates.
- B. All MPA students are required to serve an internship with the exception of students with substantial prior or current administrative experience. Those who are exempted from this requirement will have to complete 42 s.h. instead of 45 hours. No academic credit will be awarded for work experience.
- C. Students have the primary responsibility for securing an internship position in a timely manner, albeit with the assistance and advice of the MPA director or the MPA internship coordinator. Internship positions may be secured at every level of government, in non-profit professional organizations, or in private firms doing public sector work. In order to receive academic credit, an internship must have the prior approval of the director.
- D. Students *must* meet with the MPA internship coordinator no later than the third week of the semester preceding the one in which the internship is to be performed. Students should formulate their internship plans with the internship coordinator prior to registering for PADM 6887-6889 to receive academic credit. Written guidelines and more detailed information will be available from the MPA internship coordinator. At a minimum, each student will be expected to prepare a major paper related to their internship experience.
- E. For Guidelines for the Internship Program, See XXI.
- F. The student must submit a "Request for Permission to Take an Individual Study Course" form to the internship coordinator *prior* to initiation of the internship.

XI. MPA PROFESSIONAL PAPER

- A. An MPA Professional Paper is the successful completion of the MPA degree program. Although similar in nature to a thesis, this is *not* a thesis requirement. Preferably during the last semester of a student's degree program, each student *must* enrolled in the Professional Paper Seminar, PADM 6900, successfully complete the paper, and defend it before the MPA Nucleus Faculty.
- B. The MPA Professional Paper provides a unique opportunity for each student to bring together all of the course-work for the MPA degree into a practical application of problem solving. This research requirement is designed to encourage each student to incorporate

broader theoretical propositions and defend practical implications in their work efforts. Therefore, in the oral defense of the paper students may be asked to demonstrate how public administration principles aided them in the development of their paper.

For this requirement, students must identify a real management problem or policy issue that concerns some level of government or quasi-government agency and then develop problem-resolution strategies to resolve the problem or substantially ameliorate the situation. In this sense the students will be expected to develop a set of alternative strategies and evaluation criteria, and then analyze them in order to determine a preferred alternative based on selected criteria. In the MPA Professional Paper the student will be expected to demonstrate that he or she has acquired the skills necessary to solve problems in a practical sense and so is ready to begin work in the public sector or to improve work conducted by those already in the public work force.

- C. The MPA Professional Paper Committee will include the two co-instructors of PADM 6900 in the semester that the student is enrolled. The third committee member will be determined on a case by case basis, but must be someone holding faculty rank. Factors that will be considered are the student's area of concentration and the area of expertise of each co-instructor for the course. In some cases the third committee will be randomly assigned by the MPA director.

Each student may designate a chairperson for his/her MPA Professional Paper Committee. In some cases the chairperson will be one of the co-instructors for the Professional Paper Seminar. If not, then the student is responsible for consulting with the committee chair outside of the class on a regular basis.

- D. MPA Professional Papers will be defended in one of the last two to three meetings of PADM 6900 before the entire MPA nucleus faculty. Defenses will be announced publicly so that other students, faculty, and individuals who might find the topic interesting and valuable can attend the paper defense.

During the oral defense students may be asked questions regarding connections of theoretical, technical, and strategic public administration issues to the paper in addition to questions directly related to the paper.

- E. Each student *must* obtain an MPA Professional Paper Approval Sheet signed by the Professional Paper Course primary co-instructors and the third committee member when the student submits a final paper after the oral defense. The Approval Sheet should be bounded in one original final paper. For the completion of the Professional Paper course, students have to submit one original final paper copy and electronic copy.
- F. Students should not wait until the last semester to determine the topic of the MPA Professional Paper. Throughout the degree program students should talk with the MPA professors about possible topics and collect information that might be helpful for analysis of the topic selected. If students wait until the semester in which they enroll in PADM 6900 to think about the paper, it is doubtful whether the paper will be defended by the time the semester grades are to be submitted. Students will be expected to submit a research topic, a defined problem, and outlines prior to the first day of the MPA

Professional Paper course.

Problem definition is highly critical for the MPA Professional Paper. The definition should narrow the problem down to a specific geographic location. The body of institution or agency that has been targeted for action should have sufficient legal jurisdiction and authority to initiate and undertake corrective action. The problem should be substantially significant such that the student could honestly encourage a decision-maker to reallocate scarce resources to the analysis and potential resolution of the problem. Furthermore, the student should select a problem that is manageable given available resources and a timeframe.

- G. If a student intends to conduct a survey for the paper, the student must obtain the University and Medical Center Institutional Review Board (UMCIRB) approval. The co-instructors will assist this IRB approval process. Further details on UMCIRB policies and procedures are stated in the UMCIRB website.
- H. The suggested style guideline for the Professional Paper will be provided. In addition, students can use one of several standard style manuals, preferably, the American Psychological Association (APA) or MLA Style Manual (Modern Language Association).
- I. The student is also expected to assess any ethical issues associated with the proposed recommendations and implementation strategy.

XII. ACADEMIC REGULATIONS: INCOMPLETES, ACADEMIC PROBATION, ACADEMIC INTEGRITY, AND TIME LIMITATION

- A. Graduate students who receive an Incomplete have one calendar year in which to complete the missing work, have it graded, and the appropriate forms submitted to the Registrar's Office. Incompletes that are not removed in time will turn into "Fs." The Academic Calendar sets the dates by which Incompletes must be removed for each semester.
- B. Students must maintain a "B" or better average throughout the program and to graduate. Individuals whose GPA falls below 3.0 will be placed on academic probation. Students who receive two "F's" will have their program terminated; students who receive two "C's" and an additional "C" or "F" will have their program terminated. Student academic progress is monitored by the MPA director and those who are not making adequate progress (as evidenced by several Incomplete grades or low numerical averages in classes—even if those averages qualify the individual student for a grade of "B", etc.) risk having their academic programs terminated.
- C. Absolute academic integrity is expected of all MPA students. Plagiarism of any type, academic dishonesty, etc. will not be tolerated in the MPA Program. The ECU policy on academic integrity is discussed in the Graduate Catalog. Violations of this policy—and any other unethical, dishonest, or otherwise dishonorable behavior will be penalized according to the severity of the violation. This can include failure on assignments, failure in courses,

termination of a student's academic program, or expulsion from the university.

- D. The time limit for completing all credit toward the MPA degree is six years, but the Graduate School Administrative Board will review and act upon requests for an extension of the time limit, pursuant to favorable written recommendations of the MPA Program faculty. Students who need a time extension should make a petition to the MPA Director in writing at least one semester before the time limitation expires. No graduate credit will be granted for courses taken 10 or more years previous to the semester in which the student plans to graduate.

XIII. APPLICATION FOR GRADUATION

- A. Application for graduation must be made at least one semester before the students register for the final semester of their graduate program. Application is made in the Registrar's Office on a form furnished for that purpose. The Registrar's Office does not automatically move a student's name to the succeeding graduation list if he or she fails to complete requirements before the end of the designated semester. To be placed on a succeeding list, students must advise the Registrar's Office of their planned completion date. Students *should not apply for graduation* until they are reasonably certain that they will complete all requirements for graduation in the semester in which they seek to graduate. See your adviser before you apply for graduation and refer to your MPA Curriculum Planner.
- B. Graduation ceremonies are held twice a year, at the end of the Fall and Spring semesters.
- C. A student not completing the requirements for graduation (i.e., not making up incomplete grades, not successfully defending the MPA Professional Paper by the time noted above) will have his or her name removed from the graduation program by the University Registrar. In such a case, the student must inform the Registrar to place his or her name on the list for the succeeding graduation date. *Students must be registered for a university course(s) the semester in which they plan to graduate (excepting summer sessions).*

XIV. PI ALPHA ALPHA

- A. Pi Alpha Alpha is the national honor society for the field of public affairs and public administration. As a member of the National Association of Schools of Public Affairs and Administration (NASPAA), East Carolina University Department of Political Science has established a Pi Alpha Alpha Chapter.
- B. The purpose of this society is to encourage and recognize outstanding scholarship and accomplishment in public affairs and administration.
- C. Membership is open to undergraduate and graduate students in schools of public affairs and administration, faculty members, alumni and public officials and scholars who have made significant contributions to the field.
- D. There is a \$35 national initiation fee for lifetime individual membership in the society.
- E. Activities include sponsoring orientation activities for incoming public administration

students, provision of tutoring services, scheduling seminars, and leadership conferences or lecture series.

XV. NATIONAL ASSOCIATION OF SCHOOLS OF PUBLIC AFFAIRS AND ADMINISTRATION (NASPAA)

Our program is fully accredited by the National Association of Schools of Public Affairs and Administration. We received confirmation of our last re-accreditation in August 2007. Our next self-study and site visit will occur in 2013-14. We endeavor to ensure that our program meets all of NASPAA's academic standards. Please visit their website at www.naspaa.org for information on this organization.

XVI. AMERICAN SOCIETY FOR PUBLIC ADMINISTRATION (ASPA)

The American Society for Public Administration (ASPA) is the professional association for public administration practitioners and professors. Full-time students are eligible for student membership at a substantially reduced fee and encouraged to join ASPA. Members receive the *Public Administration Review* and *PA Times*. The local chapter has several meetings each year, typically these are luncheons. These meetings represent an outstanding opportunity for students to meet local officials and become familiar with local management issues.

XVII. INTER-UNIVERSITY CONSORTIUM FOR POLITICAL AND SOCIAL RESEARCH (ICPSR)

East Carolina University is a member institution of the Inter-University Consortium for Political and Social Research (ICPSR). ICPSR hosts a summer methodology program in Ann Arbor, Michigan. Graduate students are invited to apply to this program which will sharpen their research and methodology skills. For further information, please see the ICPSR Representative at ECU.

XVIII. GRADUATE BULLETIN BOARD

- A. The Department maintains a bulletin board labeled, "MPA Program" in the A-wing of the Brewster Building, next to BA-132. Each graduate student is responsible for familiarity with materials which appear upon the bulletin board. Each student should, therefore, develop the habit of consulting this bulletin board at least once every week.
- B. Materials will not be placed upon the Graduate Bulletin Board by students without permission from the Political Science Department.

XIX. LIBRARY CARRELS FOR GRADUATE STUDENTS

A limited number of carrels in Joyner Library are available for graduate students on a first-come-first-served basis. Students interested in reserving a carrel should inquire at the circulation desk in the library at the beginning of each semester. Students may also utilize the Political Science Library BC-105 during the day (8:00 a.m. - 5:00 p.m., Monday through Friday).

XX. COURSE SYLLABI

Syllabi of MPA courses are on file for student reference in the Political Science Departmental office. Some syllabi are posted electronically on individual professor's www pages.

XXI. GRADUATE ASSISTANTSHIPS

- A. Graduate assistantships are awarded to students whose undergraduate records are outstanding or to those who prove themselves outstanding students after they enter the graduate program. Graduate assistants are required to provide assistance for members of the Department faculty in fulfilling their teaching and research responsibilities. Normally, a student will be awarded an assistantship for a maximum of two academic years.
- B. Students who wish to apply for an assistantship should write the MPA Director who will make the appointments in consultation with the MPA nucleus faculty. Some assistantships are open for a spring semester and students would be well-advised to keep an application on file with the MPA Program Secretary.
- C. Graduate assistants are expected to be examples for other graduate students and undergraduate students in scholarship, diligence, and behavior. A graduate student may be relieved of an assistantship by the MPA Director if the student fails to maintain a "B" average with at least a nine-hour load, if the student accumulates an excessive number of Incomplete grades in courses, or if, in the view of the MPA Committee, the student's behavior reflects adversely upon the Department and the University.
- D. The MPA Director exercises general supervision over graduate assistants. He or she will assign assistants, equalize work loads, and so forth. Individual professor to whom graduate assistants are assigned exercise specific supervision over graduate assistants. This extends to such things as specific assignments, weekly schedules, etc. Each professor to whom a graduate assistant is assigned will make an evaluation of the assistant's effectiveness at the end of each semester or summer session and submit his or her evaluation to the MPA Director.
- E. The University will pay graduate assistants at regular intervals during the year. The payment schedule is announced by the Business Office at the beginning of the fall semester.
- F. Graduate Assistants must agree not to accept any other employment without the approval of the MPA Director and of the Graduate School. Assistants are expected to enroll in three graduate courses (nine semester hours) during a regular academic semester.
- G. Graduate Assistants employed during summer sessions must have been enrolled as regular graduate students in *either* the semester preceding or following the summer in which they are awarded an assistantship. Summer graduate assistants need not be enrolled in summer session classes unless the student is an incoming graduate student.
- H. The document, "Guidelines for Graduate Assistants and Faculty" was developed in 2002 to govern the working relationship between graduate assistants and professors in the department. The document is included at the end of this manual.

XXII. MASTER OF PUBLIC ADMINISTRATION INTERNSHIP PROGRAM

All students without significant work experience are required to complete a public service internship. The MPA Committee will review each student's work history at the time of admission to determine if an internship will be required. The requirements of the internship are: 300 hours of work (for 3 semester hours of credit) in a position approved by the Internship Coordinator, a written report and an oral presentation (described below). Students who successfully complete the requirements of the internship will be awarded three semester hours of academic credit. A student who accepts a full-time position involving significant administrative or policy making responsibilities after admission to the MPA program may petition for a review of the internship requirement.

Placement

Entering students who are required to complete the internship requirement should arrange to meet with the Internship Coordinator as soon as possible after entering the MPA program. While it is ultimately the student's responsibility to secure an internship position with an acceptable employer, the Internship Coordinator will assist students whenever possible, and maintains a file on potential employers. Internships should be either with government agencies or not-for-profit organizations. Internships in the private sector may be granted academic credit only after prior approval by the MPA core faculty.

Below are some important web sites listing various internship opportunities.

- <http://www.makingthedifference.org/index.shtml> This site is a partnership between the US Office of Personnel Management and the Partnership for Public Service.
- <http://www.studentjobs.gov/e-scholar.asp> This site is maintained by the US Office of Personnel Management.
- NC Carolina State Government Internship Program:
<http://www.doa.nc.gov/yaio/interns.htm>
- Our accrediting body, NASPAA (National Association of Schools of Public Affairs and Administration), www.naspaa.org, maintains a site on which various internships are posted. <http://www.publicservicecareers.org/>

Compensation

Although compensation is not a required element of the internship program, students are strongly encouraged to pursue paid internship positions. Compensated internships more closely replicate the true workplace relationship. Where possible, the intern should be paid directly by the employer, without the involvement of East Carolina University or the MPA program.

Confidentiality and Privacy

Some internship experiences (military, health or medical, etc.) can involve issues of access to confidential materials and clients' rights to privacy. Students should take every precaution not to invade clients' rights in the internship presentation, the internship report, and in their daily conversations with friends, fellow students, and professors. Students who have access to health and medical records are covered under provisions of the Federal Health Insurance Portability and

Accountability Act of 1996. This act requires those who have access to certain patient health and medical information to undergo training before they can access these records. The web site: <http://www.ecu.edu/hiss/> has further information for ECU students and staff on this requirement.

Internship Report

Each student must prepare an internship report which will describe how his or her internship experience has enhanced his or her understanding of the knowledge and skills required in public sector management. The internship report should be regarded as a major paper of an applied nature with quality and length appropriate for graduate-level academic credit. In addition to the written report, each student intern is required to make an oral presentation to MPA faculty, students and invited practitioners based on the internship report.

The internship report is designed to make the student intern synthesize his or her practical experience with theoretical learning. The outline of a typical report should take the following form:

- A. Agency Setting:
 - 1) A description of the organization's goals and objectives
 - 2) Major programs and activities of the organization
 - 3) Organizational chart of the agency showing the intern's place in the organization
 - 4) List of names, titles, and addresses of administrative officials who are significantly related to the student intern's work

- B. The Internship Projects, Duties, and Responsibilities:
 - 1) List all projects assigned and completed by the student intern
 - 2) Description of duties and responsibilities
 - 3) A journal kept by the intern during the internship period
 - 4) Description of skills, knowledge and methods used in resolution of problems assigned

- C. Annotated Bibliography
 - 1) List of books, government documents, articles, and other literature the student intern has read relating to his or her internship projects, duties, and responsibilities with a brief summary of each

- D. Evaluation Summary:
 - 1) Assessment of the degree of personal growth experienced by the student as well as difficulties encountered
 - 2) Discussion of the intern's personal views, career goals, and perceptions of the public sector management
 - 3) Suggestions on any aspect of the internship

- E. Appendix:
 - 1) Any additional information that will help the evaluation process such as a sample of work produced during the internship

XXIII. TYPICAL MPA STUDENT SCHEDULE

YEAR ONE:

Fall

PADM 6100 Politics and Management in Public Agencies
PADM 6140 Administrative Law and Ethics
PADM 6230 Quantitative Methods for Public Administration
PADM Elective(s)

Spring

PADM 6110 Human Resource Management in Public Agencies
PADM 6160 Public Policy Formulation and Implementation
PADM 6120 Public Budgeting and Finance
Elective(s)

Summer Session I

PADM Core Course, Elective or Internship**

Summer Session II

PADM Core Course, Elective or Internship**

YEAR TWO:

Fall

PADM 6161 Applied Policy Analysis and Program Evaluation
Elective
Elective

Spring

PADM 6260 Management of Public Information Technology
PADM 6900 MPA Professional Paper
Elective

Summer Session I

Elective or Internship**

** Course offered will depend on faculty available to teach summer session

XXIV. TYPICAL SCHEDULE OF PROGRAM OFFERINGS

Fall

PADM 6100 Politics and Management in Public Agencies
PADM 6230 Quantitative Methods for Public Administration
PADM 6161 Applied Policy Analysis and Program Evaluation
PADM 6140 Administrative Law and Ethics
PADM Elective(s)

Spring

PADM 6110 Human Resource Management in Public Agencies
PADM 6120 Public Budgeting and Finance
PADM 6160 Public Policy Formulation and Implementation
PADM 6260 Management of Public Information Technology

PADM Electives

Summer Session I

PADM Core Course**

PADM Elective

Summer Session II

PADM Core Course**

PADM Elective

** Specific core and elective courses offered in summer will vary depending on faculty available to teach in summer sessions

Department of Political Science
 Master of Public Administration Program
 Guidelines for Graduate Assistants and Faculty
 August 2009

This document provides departmental policies for the relationship between professors and graduate assistants. The Master of Public Administration Program recognizes that MPA students need to develop critical thinking, computer, and writing skills and also a proper work ethic in order to succeed as administrators in careers they follow after graduation. The graduate assistant experience is designed to assist students in the development of these skills while also providing valuable research, teaching, and service assistance to professors in the Department of Political Science.

Graduate assistant awards are by semesters. Typically, GA's appointed in the fall semester will be renewed for spring assignments; however, less-than-satisfactory performance on GA assignments in the fall semester is grounds for non-renewal for spring. While it has been the practice of the MPA Program to renew GA's for a second year, there is absolutely no guarantee of a second year assignment implicit in an initial first year assignment.

Below are listed the expected responsibilities of both graduate assistants and professors who supervise them.

Any violations of these expected responsibilities or problems arising out of the GA-professor relationship need to be brought to the attention of the Director of the MPA Program who is the overall supervisor of the GA program in the Department of Political Science.

These responsibilities have been developed based on the idea of mutual respect—professor for student and student for professor.

<p>Graduate Assistants' Responsibilities General Responsibilities:</p> <p>GA's need to recognize that they are students first and employees second. Neither the amount nor the schedule of work should interfere with a student's ability to move successfully and expeditiously through the MPA Program. If work interferes with a GA's academic studies, the number of hours (and pay) for the GA will be reduced.</p> <p>GA's need to recognize that their work for professors should be of the highest quality. Much of a professor's academic reputation is dependant on the quality of his or her research. Research is also part of a professor's normal work load and so is valued as highly as teaching or service. Research conducted by GA's of less than the highest quality will not be tolerated and is grounds for dismissal.</p>	<p>Professors' Responsibilities General Responsibilities:</p> <p>Professors need to recognize that GA's are students first and employees second. Neither the amount nor the schedule of work should interfere with a student's ability to move successfully and expeditiously through the MPA Program. If work interferes with a GA's academic studies, the number of hours (and pay) for the GA will be reduced.</p> <p>Personal work for a professor is beyond the scope of the GA contract and professors should not ask GA's to perform personal tasks. Professors should take care not to assign tasks to GA's that are not within the capabilities of the individual GA.</p> <p>Length of Contract/Hours:</p> <p>Professors should not make assignments to GA's that will extend their work past the last</p>
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<p>GA's should provide the professors who supervise them with class schedules, hours they are available to work, and contact information in case the professors might need to call them.</p> <p>GA's should keep specific hours as agreed upon with supervising professors. If assigned projects that are to be completed out of the office, the GA may be required to keep records of hours spent working on the project.</p> <p>Assignments:</p> <p>GA's must bring the highest integrity to the work they do for professors. Some work will be confidential and needs to be treated as such.</p> <p>If an assignment is beyond the capabilities of the GA, the GA should discuss this with the supervising Professor. In this case, the GA may be required to attend training sessions on the area in question.</p> <p>GA's should recognize that specific assignments have dates and times when they are due and should make all efforts to deliver assignments at the time they are due. If this cannot be accomplished, it is the responsibility of the GA to communicate with the individual supervising professor to allow for additional time to complete the project.</p> <p>GA's should recognize that the computer in A-123 is for official departmental business only. Work supporting the research, teaching, and service roles of individual professors is considered official departmental business but of lower priority than projects for the department as a whole (newsletters, mass mailings, etc.). <i>Personal work and printing are not to be done on the computer in A-123.</i></p>	<p>day of the GA's contract. Professors should not make assignments to GA's that would require the GA to work longer than the number of hours per week the GA is assigned, without specific GA approval.</p> <p>Professors may require GA's to keep a log of the hours they work for the individual professor.</p> <p>Professors need to be respectful of the time commitments of GA's when setting meetings and should inform GA's early if there is a problem with a scheduled meeting.</p> <p>Assignments:</p> <p>Professors are encouraged to make regularly timed assignments to GA's with specific deadlines for completion of the assignment. Professors should not ask GA's to 'bank' hours and so to 'owe' the professor hours that will be worked later in the semester.</p> <p>GA's are not required to work weekends and/or evenings.</p> <p>Professors can make arrangements for GA's to have keys to the professor's office. Departmental secretaries need to be kept informed of these arrangements. Professors can also make arrangements with the library for GA's to be able to check books out on the professor's library card. These arrangements need to be renewed each semester.</p>
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MPA CURRICULUM PLANNER

Name: _____
Banner ID: _____

Beginning Date: _____
Expiration: _____

COURSES

COURSE AND TITLE	INSTRUCTOR	SEMESTER YEAR	GRADE	CREDIT	REMOVE INCOMPLETE BY THIS DATE
<i>CORE COURSES (24)</i>					
PADM 6100, Pol. & Mgmt.					
PADM 6110, Hum. Res. Mgmt.					
PADM 6120, Pub. Bud. & Fin.					
PADM 6140, Adm. Law & Eth.					
PADM 6160, Public Policy					
PADM 6161, Appl. Pol. Anal.					
PADM 6230, Quant. Methods					
PADM 6260, Mgmt of Public Info Tech					
<i>Internship (3)</i>					
PADM 6887 Internship (1)					
PADM 6888, Internship (2)					
PADM 6889 Internship (3)					
<i>MPA Professional Paper (3)</i>					
PADM 6900, Professional Paper					
<i>Electives (15)</i>					
1)					
2)					
3)					
4)					
5)					

NOTE: If you receive an “Incomplete,” it is your responsibility to complete the required work before the extension deadline date or contact your professor to discuss the possibility of an extension before the “Incomplete” converts to and “F”

Students must maintain a “B” or better average throughout the program. Students who receive 2 “F’s” will have their program terminated.

Credit Requirements:

Core Public Administration Courses	24 hours
Individual Emphasis Electives	15 hours
MPA Professional Paper	3 hours
Internship	3 hours

Total 45 hours