

# MASTER OF PUBLIC ADMINISTRATION

## STUDENT HANDBOOK

2019 - 2020

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**KENNESAW STATE  
UNIVERSITY**  
COLLEGE OF HUMANITIES  
AND SOCIAL SCIENCES  
*Master of Public Administration Program*



**NASPAA  
ACCREDITED**  
The Commission on Peer  
Review & Accreditation

# MPA PROGRAM HANDBOOK

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## A MESSAGE FROM THE DIRECTOR

August 2019

Dear MPA Students:

Welcome to the Master of Public Administration (MPA) Program. As part of the School of Government and International relations, we are committed working in partnership with our Kennesaw community, particularly local governments and nonprofit organizations, to improve the quality of public policy development and implementation. MPA program faculty, staff, alumni, and stakeholders strive to make relevant contributions to the communities in which they live and work, and to the broader profession of public service.

The MPA at Kennesaw State University is a professional degree program for those seeking careers in public service. This means that the faculty and staff of the MPA program see it as their mission to prepare students for opportunities and responsibilities as professionals working in the public sector. Students will find an emphasis on high ethical standards, socialization to the work environment of the public sector, a priority on respect for diverse and inclusive points of view, and the understanding that the profession of public service management is a noble, life-long career choice.

As public service professionals themselves, staff and faculty ensure that they act in accordance with the same high standards expected of students, including excellence in course delivery, staying current with the latest developments in the profession, pursuing rigorous research agendas to develop new knowledge, and modeling high standards of personal integrity. The faculty also strive to achieve consistency in applying standards, fidelity to university, college, school and program policies, and creating a welcoming, respectful, and collegial atmosphere.

By applying to and enrolling in the MPA program, you have taken the first step toward developing and expanding your own professional knowledge, skills and abilities as they relate to public service. Whether you recently graduated with a baccalaureate degree and have limited experience in public service or have been working for many years within the public or nonprofit sector, I am confident that you will find the next two or more years of study both challenging and rewarding.

As you progress through the program, faculty will constantly evaluate how you develop your analytic abilities, oral and written communication skills, commitment to ethical standards, and overall performance in fulfillment of course and program requirements. Successful completion of the MPA degree represents our statement to your employer, the profession and the community that you possess the aptitude, knowledge and abilities to lead and manage government and nonprofit organizations.

This degree is earned rather than bestowed. It is not conferred lightly and not everyone who starts the degree completes it. Previous graduates have found the following suggestions to be helpful in completing the program.

- Adjust your expectations. In the same way that you made an adjustment from high school to college, you will need to make an adjustment from undergraduate to graduate study. In undergraduate courses, students can usually make it by showing up to class, scanning the reading assignment and memorizing a few key terms. In graduate school, this will not even earn you passing grades. Students are expected to master the content of a class so well that they can not only synthesize various aspects of a topic to apply to a problem, but can develop new approaches, as well. This requires faculty to assess mastery of a large

volume of material, often requiring students to spend 4 to 6 hours of reading per week, sometimes more. In addition, faculty place the responsibility for acquiring essential knowledge on students. As they study, successful graduate students develop the ability to know whether or not they have grasped some key point and possess the determination to keep trying until they do. This level of self-awareness and push-through is crucial for those entrusted with safeguarding the welfare of others. In public administration, problems are usually ambiguous and there are no perfect “right answers.” Accordingly, many problems presented in class do not have a single right answer. Instead, faculty evaluate students’ depth of understanding, the ability to creatively synthesize knowledge and to see beyond traditional paradigms. These elements constitute what is often referred to as “critical thinking,” and because it is an essential skill for leading in the public sector, it is an essential component of the MPA curriculum. Simply following the requirements of the syllabus will earn you a “B” grade. In order to earn an “A,” students must display mastery, creativity, thoroughness, and do so with exceptional communication skills and obvious commitment to public service values.

- You cannot do it alone. You will find yourself at some point feeling overwhelmed by the volume of work and difficulty of your classes. Make it a point to reach out to your fellow students for support during such times as they are likely feeling overwhelmed, too. Mutual support can be a valuable tool for tackling particularly difficult challenges. In addition, KSU offers support services specifically designed for graduate students, many of which are referenced in this Handbook.

- Develop as a professional. The profession of public service consists of more than simply possessing an MPA degree. It also consists of an attitude of competence, neutrality, compassion, and awareness. Successful professionals comport themselves in a way that garners respect from others, and gives respect to others, in turn. Even simple things such as being prepared for class and being on time to class contributes to a professional demeanor. Addressing faculty and fellow students respectfully and appropriately, whether verbally or in writing, does as well. To enter the ranks of senior administration, professionals must develop a long-term commitment to continual personal improvement, including a habit of reading for work and for pleasure. Administrators’ jobs benefit from exposure to almost every aspect of intellectual life, including history, philosophy, culture, and the arts. Broad knowledge of trends in these areas makes a public service professional more capable and adaptable and gives them more to draw from when facing new and daunting challenges. Simply put, dedicated professionals are better problem solvers through team-building and creating inclusive work environments that help get the job done.

- Focus on the mission. Every public organization is animated by a mission statement that provides a clear, succinct statement of the organization’s purpose and drives managerial decision-making. Devotion to the organizational mission lies at the very heart of democratic government – the public expects that public service professionals will make it their first priority to carry out the mission the public expects of them. This mission is given to public organizations by a legislature or a board of directors and determines every aspect of organizational operations. Become thoroughly familiar with the MPA mission and purpose statements that you can find elsewhere in this Handbook. They will help guide you through the transition to professionalism in your career.

- Prepare to change. Professional graduate education serves a number of purposes, but one of the most important is that it inspires and equips people to improve themselves in fundamental ways. For this to happen students must come to their degree program with an attitude of being open but critical. Being

able to subject ideas and opinions to scrutiny also includes the uncomfortable necessity of subjecting one's own ideas, beliefs, and behaviors to scrutiny. Graduate school is an excellent opportunity to conduct an examination of one's own assumptions and to be prepared to change them as dictated by reason and reflection. Students who expect confirmation of their assumptions and resist personal change will miss the opportunity for personal growth and ultimately shortchange themselves and the communities they hope to serve.

- Become a better communicator. The number one shortcoming identified by MPA program stakeholders is the lack of solid communication skills of recent graduates, especially writing skills. Whether it is a brief email or an annual report, the ability to communicate effectively in writing is an essential skill every professional public service manager must possess. The MPA program is designated by KSU as a writing-intensive graduate program, meaning that students will be expected to write extensively in every class. Short assignments, term papers, research reports, and examinations will all be based on written communication, and faculty will evaluate not only students' grasp of concepts, but the ability to express them clearly in writing. Speaking skills are also important as public administrators will be called on throughout their careers to address audiences of all sizes and in a wide variety of circumstances. To communicate clearly to the public is the responsibility of public administrators and forms the bedrock of democratic self-government

- Be prepared to make sacrifices. No one can prepare for every possible life event, but everyone can determine their priorities and plan accordingly. Because of the high demands the MPA program places on students, it is important to understand that a commitment to enroll in this program requires a corresponding commitment to prioritize that work. Most of our students find that families, friends, and employers are quite understanding of the extra load graduate students take on and are eager to help. Faculty are also quite understanding, but still expect that students will give their studies the best effort possible.

- Help shape the program. The MPA faculty place great weight on feedback from students about individual classes and the program as a whole. We will distribute surveys to students from time to time seeking their input on important policies, developing new opportunities, and helping us remaining in touch with student opinions. This feedback, along with input from faculty, administrators, and community stakeholders, shapes the future of the MPA program. Ultimately, you will benefit from these improvements, but only if you share your opinions and insights. Even after you graduate, your input as alumni will help us make the adjustments necessary to keep the MPA program strong and relevant for the public service professionals of tomorrow.

We wish you the best in your studies.

*Jerry Herbel*

Jerry Herbel, Ph.D., MPA  
Director, Master of Public Administration Program  
Associate Professor of Public Administration

## ABOUT THE KSU MPA PROGRAM

### NASPAA ACCREDITATION

The Master of Public Administration Program is formally accredited by the Network of Schools of Public Policy, Affairs, and Administration (NASPAA). NASPAA is the recognized global accreditor of master's degree programs in these fields. NASPAA's twofold mission is to ensure excellence in education and training for public service and to promote the ideal of public service.<sup>1</sup>

### MISSION STATEMENT

The Maser of Public Administration Program (MPA) is a professional degree program that prepares students for careers in public service.

### PROGRAM PURPOSES

1. Prepare graduates of the program to think critically and creatively about public issues, have the dedication and capacity to serve a diverse community, and possess the skills to enter a professional position in a public organization.
2. Provide a rigorous core curriculum that examines the theoretical underpinnings of public service and provides concentrated areas of study in governmental administration, nonprofit administration, and information management.
3. Inspire commitment to public service values.
4. Sustain a welcoming environment that promotes equity and diversity, empowering students and faculty.

### PUBLIC SERVICE VALUES

*Public Service Value 1:* Public service professionals emphasize integrity, accountability, honesty, fairness and ethical behavior in personal and professional relationships and activities.

*Public Service Value 2:* Public service professionals should reflect the highest ideals of citizenship and service to the community and develop professionalism by emphasizing competence, excellence, efficiency, objectivity, and impartiality to their community, the nation, and the world.

*Public Service Value 3:* Public service professionals exhibit democratic values, respect for the Constitution and the rule of law.

*Public Service Value 4:* Public service professionals commit themselves to equity and diversity by recognizing that their exercise of authority and responsibility must always be tempered by a respect for human dignity, fairness, and social equity.

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<sup>1</sup> For more information on NASPAA visit [www.naspa.org](http://www.naspa.org).

## ADMISSION TO THE MPA PROGRAM

### REQUIREMENTS FOR ADMISSION

- A baccalaureate degree from an accredited college or university with at least 2.75 grade point average;
- Submission of an application to the Office of Graduate Admissions and a non-refundable application fee; International students must also provide satisfactory TOEFL or IELTS scores;
- Scores from a standardized graduate admission test, such as GRE, MAT, GMAT, or LSAT. Request that your score be sent electronically to KSU. –OR- Obtain an admissions test waiver;
- Submit a statement of purpose essay of approximately 1,000 words addressing the following question: “In what way do you expect the Master of Public Administration degree to affect or enhance your career goals and aspirations?”
- A current résumé;
- Two letters of recommendation from faculty or work supervisors with direct knowledge of the applicant that address the applicant’s potential for graduate study and use of an MPA degree.

Students are admitted to the program based upon an overall review of all credentials including any work and community service experience that indicates potential success in graduate work and professional public service.

### APPLICATION DEADLINES

Applications are accepted on a rolling basis. Prospective students may apply for admission at the start of any semester.

Admission Term	Application Deadline
Fall	July 1
Spring	November 1
Summer	April 1

### GRADUATE ADMISSION TEST ALTERNATIVE REQUIREMENTS

The Master of Public Administration Program Admissions Committee will consider standardized graduate admission test alternative requests on a case-by-case basis. **Test alternatives are by no means automatic.**

#### *Minimum requirements for test alternative consideration:*

1. An advanced degree (e.g., masters, doctorate), or
2. An undergraduate grade point average of 3.25 or higher in the applicant’s major, or
3. Private sector management experience or work experience in the public sector (government or nonprofit organization).

Applicants’ primary job duty requires:

- a. Ongoing supervision of the equivalent of two or more full-time employees;
- b. Involvement at the policy-making level of an organization;
- c. Application of discretion in a management or leadership position

-Or-

- a. Applicant's employer indicates that employee is likely to be placed in a leadership or management position during or after completion of the program.

#### *Instructions for requesting a Graduate Admissions Test Alternative*

1. Complete the online Graduate Application
2. In the online Graduate Application, select the most appropriate GRE Alternative Option
3. Upload your supporting documents to the online Graduate Application (transcripts, resume, letters of recommendation, and statement of purpose).

#### *Additional Guidance*

Applications are complete when all the required documentation has been submitted, including *either* official test scores *or* a request for a test alternative, and your application fee is paid.

If you do not meet the requirements for a test alternative, your application will be considered incomplete. Test scores from a graduate admissions test will be required to review your application for admission.

Applications that are incomplete on the deadline may be updated for consideration in a future semester.

## ACADEMIC POLICIES

The following policies are from the Graduate Catalog. These are institutional policies set by KSU. The policies outlined below are the most frequently referenced by our MPA students. This is not an exhaustive list of all academic policies set by the Graduate College. Please refer to the Graduate Catalog for a complete list of academic policies for graduate students.

### WITHDRAWAL FROM COURSES

Students may withdraw from one or more courses up to one week prior to the last day of class. To completely or partially withdraw from classes at KSU, a student must withdraw online at [www.kennesaw.edu](http://www.kennesaw.edu), under Owl Express, Registration and Student Records. Students who officially withdraw from courses before mid-semester will receive a "W" in those courses and receive no credit. They will not, however, suffer any academic penalty. Students who officially withdraw after mid-semester one week prior to the last day of class will receive a "WF," which will be counted as an "F" in the calculation of their grade point average. Exact withdrawal dates will be published in the official academic calendar and are subject to approval by the Board of Regents.

The only exceptions to these withdrawal regulations will be for instances involving unusual circumstances that are fully documented.

Students will receive refunds only when they withdraw from all their classes and only by the schedule outlined in the University System refund policy.

### CONTINUOUS ENROLLMENT POLICY

Students enrolled in a Graduate degree program must register for at least one course in at least one semester per academic year in order for the original program requirements for their degree to remain unchanged unless a Leave of Absence has been approved.

If dissertation, thesis, capstone or project courses comprise 50% or more of a student's credit hours in any semester, they must be continuously enrolled every semester thereafter until satisfying the requirements of the student's program. Summer registration is not required unless the student intends to graduate in summer semester.

Students who have completed all coursework and are planning to submit a thesis or project in partial fulfillment of the requirements for a master's degree should register for thesis or project hours consistent with a realistic appraisal of the amount of remaining thesis work and required faculty involvement.

Students who have completed all coursework and are planning to submit a dissertation in partial fulfillment of the requirements for a doctoral degree should register for dissertation hours consistent with a realistic appraisal of the amount of remaining dissertation work and required faculty involvement.

Students are not eligible to receive thesis, dissertation or project guidance nor use campus resources during any term for which they are not registered.

If a student has completed all degree requirements and will no longer require any of the campus resources or faculty time, the student may request an enrollment waiver.

Graduate students must be registered for at least one semester hour in the semester, or proceeding semester, they plan to graduate.

#### Time Limit (Age of Credit)

All requirements for a master's degree must be completed within six years, beginning with the first registration in graduate-level classes following admission to the degree program. Unless otherwise stated in the specific program description in the graduate catalog, all requirements for a doctoral degree must be completed within ten years, beginning with the first registration in graduate-level classes following admission to the degree program.

The Graduate College may grant an extension of time for conditions beyond the student's control.

#### Transfer Credit

Graduate work taken at other regionally accredited institutions must be evaluated and approved by the program director and/or graduate committee of the respective program in order to satisfy degree requirements at KSU. Such transfer credit cannot exceed 25% of the total semester hours required for the degree, and cannot reduce residency requirements. No grade below B may be accepted. Transfer grades are not used in calculating semester, summer term, or cumulative grade-point averages. Individual degree programs may have additional specific requirements or limitations for transfer credit.

#### Expectations for Satisfactory Graduate Level Student Performance

Graduate students are expected to earn grades of at least "B" in most of their course work for their degree. For graduation, a graduate student must have earned a cumulative grade-point average of at least 3.0 in all graduate course work at Kennesaw State University and a grade of "C" or better in each course presented to meet degree requirements.

#### *1. Academic Probation*

Whenever a graduate student's institutional graduate grade point average drops below 3.0, that student will be placed on probation and be advised of the significance and potential consequences of this action. While on probation, the student will not be permitted to take comprehensive exams, or obtain a

graduate degree. Academic probation may also affect a student's financial aid status or eligibility to hold a graduate assistantship. Students on probation are only allowed to register for courses during final registration.

Graduate students can have their probationary status removed by raising their institutional grade-point average to at least 3.0.

Individual graduate programs may have additional expectations and/or grading policies. Please see specific graduate program sections of the catalog for additional information on graduate expectations.

### *II. Dismissal*

Graduate students will be dismissed from further graduate study under any of the following conditions:

While on probation, the term GPA is less than 3.0

Not achieving an institutional graduate GPA of 3.0 after two semesters

### *III. Reinstatement*

As a general practice, students who wish to request reinstatement after their dismissal must sit out at least one semester or summer term. The student must complete the "Request for Reinstatement" form and submit it to the Office of Graduate Admissions. The form will be routed to the appropriate graduate program personnel for review. The program will then forward their recommendation to the Dean of The Graduate College. The Dean of The Graduate College will then notify the appropriate graduate program director, the Office of the Registrar, and the student of his/her decision. Graduate students who are granted a reinstatement must agree to a remediation plan. Any deviation from the remediation plan will result in permanent dismissal.

Individual graduate programs may have additional expectations and/or grading policies. Please see specific graduate program sections of the catalog for additional information on graduate expectations.

## REGISTRATION

Students are expected to monitor the Academic Calendar published by the Office of the Registrar for important dates regarding registration, payment deadlines, add/drop, and withdraw dates. It is the responsibility of the student to register for classes each semester in a timely manner so as to avoid

[Waitlists \(registrar.kennesaw.edu/registration\)](http://registrar.kennesaw.edu/registration)

Course waitlisting is available for course sections at the time of registration. Students must meet all course registration requirements (including prerequisites and co-requisites) before waitlisting. Once waitlisted, students may view their waitlist status in Owl Express, Registration Tab, Display Class Schedule and Grades.

- Students will receive an email notification when a seat becomes available.
- Students have 18 hours from the date and time of seat notification to register for the course or the student will be deleted from the waitlist. Notifications of seat availability are emailed to student KSU email accounts.
- ALL waitlists will expire at the end of Registration. Students will be removed from the waitlist.
- Students may register for open seats during the remaining days of Drop/Add.
- Students MUST meet all prerequisites, co-requisites, and registration requirements to be eligible to waitlist.

- Time conflicts and repeat limits are not checked when waitlisting for a course, but will be enforced when registering for a course.

#### *How to Waitlist for a Closed Section Offering Waitlisting*

1. Login to Owl Express.
2. Select the Registration tab.
3. Select the Term.
4. Select Registration (Add/Drop Classes).
5. Perform a Class Search for a course section.
6. Course sections with a WL Cap of more than zero are using waitlisting.
7. Take note of the CRN.
8. Select Add to Worksheet.
9. Enter the CRN.
10. Select Submit Changes.
11. From the drop down Action box, choose Wait List' to add to the waitlist.
12. Click Submit Changes.

#### Graduation Requirements

Each candidate for a master's or doctoral degree must petition to graduate online. A student may request in absentia status by writing to the registrar prior to the graduation exercises. The student must pay all required fees, fines and other financial obligations to KSU prior to receiving his/her diploma and/or other services. Students with a balance may have a HOLD placed on their account until the balance is paid.

Subject to the limitations and qualifications stated elsewhere in this catalog, the requirements for an advanced degree are as follows:

A Petition to Graduate will be accepted and may be filed by the posted deadlines using the online petition to graduate form in OwlExpress. To receive a graduate degree from Kennesaw State University, students must complete at least 75% of the total semester hours required for the degree within their graduate program through instruction offered by Kennesaw State. Credit hours earned through instruction offered by KSU does not include coursework transferred from other institutions or credits earned through a consortium that did not originate from KSU (i.e., cross registration). All of these hours must be completed after the student has been admitted to the degree program. Candidates for a second master's degree at KSU must earn a minimum of 18 additional hours in excess of any hours used toward the first master's degree (the exact number of hours will depend on specific degree requirements).

Degree candidates must have earned an institutional grade-point average of 3.0 calculated on all graduate courses attempted at KSU and a grade of "C" or better in each course presented to meet degree requirements.

With the approval of the Graduate Policy and Curriculum Committee, individual degree programs may establish additional graduation requirements (e.g., comprehensive exams, thesis).

The graduation petition process initiates a petition fee assessment, and your academic record will be audited to determine eligibility toward the degree. Expect four to six weeks for results of an initial degree audit. Audit Results are viewable at the Display Petition Status link in Owl Express, and you will

be prompted by email to view status changes in addition to essential audit results and graduation policies.

### Petition Dates and Deadlines

<b>Graduation Term</b>	<b>Petition Opens</b>	<b>Petition Closes</b>
Summer Semester	January 1	June 1
Fall Semester	April 1	September 1
Spring Semester	November 1 of previous year	February 1

### ADVISING

The MPA Program Director is the advisor for all MPA students. Students may set advising appointments by contacting the Program Director via email. Students should come to advising appointments prepared with specific questions and a preliminary program of study to review. MPA students are also encouraged to connect with other MPA faculty that have expertise in their field of interest for professional advice.

### PROGRAM COMMUNICATION

#### KSUmail

KSUmail is the primary method of communication between the MPA program and students. Students are required to check their KSUmail accounts regularly and respond to requests in a timely manner. All official University communications will be sent to your KSUmail account as well. This includes information from the Registrar's Office, Financial Aid, and Campus Safety Notifications.

#### D2L Brightspace – PAD 6000

All MPA students are added to a "course" in D2L that is used to store and disseminate important program related information. You can think of this as your MPA filing cabinet. In PAD 6000 you can find a calendar of MPA events and resources related to the MPA program. Please note that this is not an actual course.

### GRADUATE ASSISTANTS

The MPA program has a number of graduate assistant positions to assist faculty or the program. Students selected for these positions receive course tuition waivers and stipends with amounts varying depending on the level of the position. Students are selected based on a number of criteria, including resume, performance in the program or as undergraduates, and the needs of the program. Preference will be given to students who are not working full-time, and students who are selected for a graduate assistant position who are working full-time will be limited to Tier I status. Graduate assistants are selected by a competitive process that renews each semester. No preference is given to students who have received a graduate assistantship in the past. Students will receive announcements each semester about application deadlines.

### DUAL DEGREES

The MPA currently offers two dual degree programs that allow students to pursue two graduate degrees concurrently. New applicants may apply directly to the dual degree program of their choice. Current students interested in applying to a dual degree program must consult with the respective program directors and make their application within their first two semesters of graduate study. Current students

may be required to submit a new application through the Office of Graduate Admissions. Admission to the dual degree program is not guaranteed.

- Dual Master of Business Administration/Master of Public Administration
- Dual Master of Public Administration/Master of Arts in Integrated Global Communication

## PROFESSIONAL EXERCISE

Each MPA student is required to complete a professional exercise at the end of the program. There are two tracks for the Professional Exercise, the public service internship and the public service practicum. The pre-requisite for each course is the completion of 21 credit hours in the MPA Program and the approval of the MPA Program Director.

### PAD 7985 – Public Service Internship

This course is recommended for all pre-service students or for students who are changing careers. Students are required to work for 300 hours at an approved site during the term. The student and supervising faculty member will jointly determine objectives for the internship, field placement, readings, and research topics. Requires preparation of a final written paper that summarizes how internship objectives were met and culminates in an oral presentation that demonstrates how the candidate's internship has developed him/her as a public service professional. Prior to registration students must submit a request for registration with a signed letter of agreement from the site supervisor.

### PAD 7995 – Public Service Practicum

This option is appropriate for in-service students. This research/fieldwork project is an in-depth study of a significant issue or problem of public policy or organizational affairs that MPA candidates will identify and select in consultation with the program director and pertinent faculty.

### General Requirements for the Professional Exercise

All students are required to attend a mandatory orientation to the professional exercise in the semester before they register for the course. Students are also required to submit a proposal of their internship or practicum to the MPA Program Director for Approval. Proposals should be brief (1000-1500 words) and should be grounded in a preliminary review of the literature on the topic and include an initial working bibliography (which will not be part of the word count), as appropriate to the project. Proposals shall include, as appropriate, responses to these questions:

1. What is the issue or problem?
2. How did it arise and how is it important?
3. What is the purpose of the project?
4. How does it relate to the professional and academic literature on the topic?
5. What resources are necessary to carry out the project?
6. What information will be used to examine the problem?
7. How will the information be analyzed?
8. What methods will be used?

### *Professional Exercise Presentation*

This is a presentation of candidates' summary of the internship experience, research, findings, and recommendations to program faculty, other MPA students, and practitioners in the pertinent field.

These presentations are held each semester prior to final exams. You will be assigned a specific day/time. Also, you are encouraged to invite at least one practicing professional to your presentation. You are expected to present for approximately 15 minutes, leaving the remainder of your time for comments and questions by the faculty and guests.

## HONORS, SCHOLARSHIPS, & AWARDS

### Pi Alpha Alpha

Pi Alpha Alpha (PAA) is the National Honor Society for Public Affairs and Administration. The KSU Chapter of PAA invites and initiates new members each December. Eligible students are invited to apply and successful applicants are invited to participate in an induction ceremony. According to the PAA website, "Membership in PAA is limited to persons who demonstrate academic achievement in public affairs and administration programs in NASPAA member schools and/or outstanding public service."

#### *Qualifications for membership include:*

1. A GPA of 3.7 or higher in graduate coursework
2. The completion of at least fifty percent (50%) of the required course work (a minimum of 18 semester hours)

### Juanelle Edwards Master of Public Administration Endowed Scholarship.

The Edwards Scholarship is a merit-based scholarship in the amount of \$1,500 awarded to one KSU MPA student annually. The call for applications is announced each spring and is open to all current MPA students.

#### *The qualifications for the scholarship are:*

- Minimum GPA of 3.0
- Enrollment in 6 credit hour per semester (fall and spring) during the scholarship award year

The scholarship is in honor of the late Juanelle Edwards. "Miss Juanelle," as she was known, was a speaker and writer for the Democratic Party, born in Eastman, GA in 1923. A resident of Marietta, Edwards was very active in her community and in Democratic Party politics. In 1990, she was named one of Cobb County, Georgia's "Pioneer Women," by the Women's Political Caucus of Georgia. In 1995, Edwards was president emeritus of Cobb County Democratic Women, and a member of the Governor's Club of the Democratic Party of Georgia, as well as a board member of several educational and charitable organizations.

#### *Recent recipients include:*

Alexander Moyher 2015-2016

Alex Almodovar 2016-2017

Brittany McCord 2017-2018

Hayley McCloud 2018-2019

Wendy Kalman 2019-2020

## Outstanding Scholar

Each year the College of Humanities and Social Sciences solicits nominations from each department or school to recognize one outstanding student from each degree program. The MPA Outstanding Scholar is recognized at a College wide award ceremony held each spring semester. The recipient is asked to acknowledge one faculty honoree from their degree program. There is no monetary prize associated with this award.

*Recent MPA Outstanding Scholars include:*

Lydia Weathers 2014

Paula Bechtler 2015

Fion Lau 2016

David Snively 2017

Melanie Schultz 2018

Edward Guzman 2019

## LIBRARY RESOURCES

Students and faculty have access to and borrowing privileges from the collections in all of Georgia's public college, university libraries, and from a number of private university libraries through GALILEO and GIL, Georgia's virtual library system. GALILEO and GIL provide access to the collections of the finest doctoral research university libraries in the state. The comprehensive holdings of Georgia's virtual library system include over 13 million records and thousands of full-text periodicals, data sets, and other resources accessible through 338 electronic databases. Efforts from the University have been made in the last years to substitute printed resources with digital media. The current collection is classified as follows:

Call Number Range	Subject Area	Number of Volumes
G70-71	Geographic Information Systems	170
JF1-JF9999	Political Institutions & Public Administration	837
JK1-JK9999	Political Institutions & Public Administration (US)	3,001
JL1-JL4000	Political Institutions & Public Administration (Europe)	210
JS1-JS99999	Local Government/Municipal Government	366
HA1-HA4750	Research Methods; Statistics	565
HD62-HD63	Nonprofit Organizations	714
HJ1-HJ63	Public Finance	784
HT51-HT1595	Communities/Urban Policy	1,802
HV1-HV9999	Criminology, Criminal Justice	6,488
KF5401-KF6800	Administrative Law	319
RA-971-RA999	Public Aspects of Medicine	535

Government Documents	Print/Microform	78,952
Web-Based Documents		35,603
<b>TOTALS</b>		<b>130,346</b>

The library also provides access to the following journals related to Public Administration:

- American City and County
- American Review of Public Administration
- Evaluation Review
- Forum for Applied Research and Public Policy
- Fund Raising Management
- Grassroots Development: The Journal of the Inter-American Foundation
- Grassroots Fundraising Journal
- Growth and Change
- Intergovernmental Perspective
- Journal of Housing and Community Development
- Journal of Long-term Care Administration
- Journal of Nonprofit and Public Sector Marketing
- Journal of Policy Analysis and Management
- Journal of Policy History
- Journal of Policy Modeling
- Journal of Progressive Human Services
- Journal of Public Administration Research and Theory
- Journal of Public Policy
- Journal of Public Policy and Marketing
- Nation's Cities Weekly
- Nonprofit and Voluntary Sector Quarterly
- Peace Research
- Philosophy and Public Affairs
- Planning
- Policy and Practice of Public Human Services
- Policy Review
- Policy Science
- Policy Studies Journal (PSJ)
- Policy Studies Review
- Politics and the Life Sciences
- Public Administration
- Public Administration Quarterly
- Public Administration Review (PAR)
- Public Budgeting and Finance
- Public Choice
- Public Finance Quarterly
- Public Finance Review
- Public Integrity
- Public Voices
- Public Welfare
- Sage Public Administration Abstracts

- Social Justice
- Social Politics
- Social Programs
- Voluntas

## Code of Academic Integrity Core Values and Honor Code Pledge

Kennesaw State University students accept the pledge below by virtue of their acceptance into the institution and enrollment in courses. The declaration of principles and obligations within this pledge form the core mission statement of the Code of Academic Integrity. All subsequent prohibitions and rules of the Kennesaw State University Code of Academic Integrity concretely apply the precepts of this pledge by delineating behaviors that constitute academic misconduct. Should the investigation and/or resolution of alleged academic misconduct reveal that the actual misconduct which occurred is different than the initial allegations (e.g. alleged plagiarism which turns out to have been cheating), the final charge(s) will be modified accordingly. Ultimately, all possible forms of academic misconduct are simply variations upon the common problem of breaching university academic integrity standards. Assignments submitted toward completion of a course are subject to academic misconduct policies, even if the assignments in question do not receive individual grades (like early drafts of papers) or are not required (such as work submitted for extra credit).

Because academic misconduct directly opposes the central academic mission of Kennesaw State University, all such offenses are considered extremely serious. Sanctions for being found responsible for academic misconduct can include up to suspension, expulsion, and revocation of degree. If it is likely that a student will be suspended, expelled, or have a degree revoked from KSU if found responsible for academic misconduct, the student will be afforded the opportunity to choose to have the case adjudicated before a SCAI hearing panel or a SCAI hearing officer. SCAI staff will determine the likeliness of these sanctions. Potential sanctioning factors include, but are not limited to, prior findings of academic misconduct, the egregiousness of the alleged offense, and the intent to deceive. If the incident constitutes the student's first academic misconduct offense and the student takes responsibility for the misconduct, the professor and student may agree to an informal resolution and academic sanction(s) in lieu of a formal hearing. However, even in such cases, the professor may still forgo an informal resolution and pursue a formal adjudication instead, in consultation and with agreement from SCAI, if he or she deems the alleged violation particularly egregious in nature.

*As a member of the Kennesaw State University community of scholars, I understand that my actions are not only a reflection on myself, but also a reflection on the University and the larger body of scholars of which it is a part. Acting unethically, no matter how minor the offense, will be detrimental to my academic progress and self-image. It will also adversely affect all students, faculty, staff, the reputation of this University, and the value of the degrees it awards. Whether on campus or online, I understand that it is not only my personal responsibility, but also a duty to the entire KSU community that I act in a manner consistent with the highest level of academic integrity. Therefore, I promise that as a member of the Kennesaw State University community, I will not participate in any form of academic misconduct.*

### Types of Academic Misconduct:

1) *Cheating*. Receiving, attempting to receive, knowingly giving or attempting to give unauthorized assistance in the preparation of any course work (including, but not limited to, examinations, laboratory

reports, essays, themes, term papers) is considered cheating, as is engaging in any behavior that a professor prohibits as academic misconduct in the syllabus or class discussion. Unless specifically authorized, using and/or having access to electronic devices during an examination, quiz, test or other assessment is automatically considered cheating, regardless of the student's reason for using/accessing the device. Additionally, unauthorized collaboration and sharing of materials in an electronic group chat is cheating, and said participation shall be determined by an evaluation of all facts available regarding participation.

*2) Plagiarism.* Including direct quotations from other sources into work required to be submitted for credit without indicating them as such by quotation marks, block quotes or other appropriate formatting. Incorporating the work of someone (e.g. ideas, theories, data, figures, graphs, programs, electronic based information, illustrations, etc.) into a paper or project without due acknowledgment;

*3) Self-Plagiarism.* Submitting any work for credit which was not authored specifically and originally for the assignment in question without the prior permission of the professor receiving that assignment. Most commonly, this means submitting the same, or substantially the same, paper or other assignment for credit in more than one class;

*4) Misrepresentation and/or Falsification.* Knowingly providing false information in completing University forms or applications (including admissions forms, scholarship applications, time sheets, false or counterfeit transcripts, etc.) or in any work related to a course at KSU. This includes providing fabricated/altered documents to substantiate an excused absence (such as to meet attendance requirements or have the chance to make up a missed exam). Signing in for another student or having another individual sign in on a student's behalf on an attendance sheet also constitutes a violation of this code section.

*5) Unauthorized Access to University Materials.* Taking, attempting to take, stealing or in any unauthorized manner otherwise procuring, gaining access to, altering or destroying any material pertaining to the conduct of a class (including tests, examinations, grade change forms, grade rolls, roll books, laboratory equipment, University grade records in written or computerized form, etc.).

*6) Malicious/Intentional Misuse of Computer Facilities/Services.* Maliciously or intentionally misusing university-controlled computer facilities and services. This includes violations of state and federal laws (e.g. copyright violations, unauthorized access to systems, alteration/damage/destruction, or attempted alteration/damage/destruction, use for profit, etc.) or a department's rules for computer usage (e.g. account violations, damage, or destruction of the system and/or its performance, unauthorized copying of electronic information, use of threatening or obscene language, etc.).

*7) Malicious Removal, Retention or Destruction of University Resource Materials.* Misplacing, taking, destroying any item or part of an item belonging to or in the protection of the University (or the attempt thereof) with the intention of bringing about an undue disadvantage in the academic pursuits of other Kennesaw State University students.

#### Rights and Expectations of Accused Students

Students of Kennesaw State University are guaranteed all of the due process rights and privileges associated with their matriculation in a higher education institution in the university system of Georgia. Additionally, students accused of a Code of Academic Integrity violation will have an opportunity to be

heard before a decision is made about their responsibility for a violation. Nevertheless, when a student fails to appear for a hearing/disciplinary meeting after notice of the hearing has been sent to that student's KSU email address, the hearing officer or panel may make a decision without that student's input or explanation. The hearing officer or panel will base its decision on all other information and evidence presented, and may find the student responsible if a preponderance of the evidence indicates responsibility for the violation(s). Students found responsible for violating academic integrity regulations will be subject to sanctions that can include academic penalties, suspension or permanent dismissal from the institution, or revocation of course credits/degrees.

## STUDENT RESOURCES

There is a variety of resources at your disposal to help support you during your studies. The College of Humanities and Social Sciences maintains a Graduate Student Resources webpage to help direct you to the appropriate unit on campus.

<https://chss.kennesaw.edu/gradstudents/index.php>

## MPA Program Faculty & Staff

<b>Name</b>	<b>Email</b>	<b>Phone</b>	<b>Office</b>
<b>Jonathan Boyd</b> Assistant Professor of Public Administration	jboyd74@kennesaw.edu	470-578-6712	Social Sciences 5069
<b>Misty Grayer</b> Assistant Professor of Public Administration	mgrayer@kennesaw.edu	470-578-4972	Social Sciences 5051
<b>Jerry Herbel</b> Director of Master of Public Administration Program and Associate Professor of Public Administration	jherbel@kennesaw.edu	470-578-7746	Social Sciences 5042
<b>Barbara Neuby</b> Professor of Political Science	bneuby@kennesaw.edu	470-578-6466	Social Sciences 5055
<b>David Shock</b> Professor of Political Science	dshock@kennesaw.edu	470-578-6037	Social Sciences 5038
<b>Chenaz Seelarbokus</b> Associate Professor of Public Administration	cseelarb@kennesaw.edu	470-578-2273	Social Sciences 5067
<b>Maureen Wilson</b> MPA Program Coordinator	mwils152@kennesaw.edu	470-578-7869	Social Sciences 5032
<b>Ulf Zimmermann</b> Professor of Public Administration	uzimmerm@kennesaw.edu	470-578-6632	Social Sciences 5036
<b>School of Government and International Affairs</b>		470-578-6227	Social Sciences 5047

## COURSE LIST

### **PAD 6200: Fundamentals of Public Administration and Public Service**

3 Class Hours 0 Laboratory Hours 3 Credit Hours

Prerequisite: Admission to graduate study.

Covers the public policymaking process, civil service and administrative agencies, and policy implementation, with brief introductory foray into motivation, leadership, decision making, finance and budgeting, and personnel. Contrasts between public and business administration will be included.

### **PAD 6250: Research Methods and Computer Applications**

3 Class Hours 0 Laboratory Hours 3 Credit Hours

Prerequisite: Admission to graduate study

This course develops familiarity with methods of research and analysis useful to public service practitioners. It details practical tools for future administrators. Such tools can include, but are not limited to, the use of surveys, qualitative analysis, quantitative analysis, descriptive statistics and inferential statistics. The course explores the uses of research and application of those uses.

### **PAD 6300: Public Organization Theory**

3 Class Hours 0 Laboratory Hours 3 Credit Hours

Prerequisite: Admission to graduate study.

Offers conceptual and practical perspectives for understanding and managing organizations. A spectrum of theories of organization will be examined. The concepts and issues to be discussed include mechanical and organismic aspects of organizations, organizational culture and politics, organizational psychodynamics, and recent theories of organizing. The implications of the theories for a reflective practice will be the focus of class discussions.

Note Offered as an online course.

### **PAD 6350: Public Service Budgeting**

3 Class Hours 0 Laboratory Hours 3 Credit Hours

Prerequisite: Admission to graduate study.

Techniques of financial management, chiefly in local agencies, covering the origins and types of modern budgeting, from line-item, program and performance, to zero-based budgeting. Attention will be paid to both the politics of the budgetary process and the financial and accounting principles involved, with a strong emphasis on hands-on exercises.

**PAD 6450: Governmental Relations**

3 Class Hours 0 Laboratory Hours 3 Credit Hours

Prerequisite: Admission to graduate study.

Examines the interaction between the federal, state, and local levels of government in the United States and their interaction with nonprofit and other private sector organizations. Special attention is given to the constitutional and fiscal relationships between these levels of government.

**PAD 6500: Policy Analysis**

3 Class Hours 0 Laboratory Hours 3 Credit Hours

Prerequisite: PAD 6250

Deals with the theoretical issues and practical techniques of policy analysis. Focus will be on problem definition, alternative and criteria formulation, and decision making phases of prospective policy analysis. Students will learn to conduct simple analyses for policy decisions. Policy-analytic report writing and other forms of policy communication will also be emphasized.

**PAD 6600: Program Evaluation**

3 Class Hours 0 Laboratory Hours 3 Credit Hours

Prerequisite: PAD 6250

This course is designed to introduce the basic methods of policy and program evaluation. These evaluation methods are used in needs assessments, monitoring social programs, and assessing the effectiveness and efficiency of their impacts. Quantitative approaches, such as experimental, quasi-experimental, and reflexive designs and the social, political, and ethical context of evaluation studies will be discussed.

**PAD 6700: Human Resource Management in Public Service**

3 Class Hours 0 Laboratory Hours 3 Credit Hours

Prerequisite: Admission to the graduate college.

This course addresses theories and principles of managing people in public and nonprofit organizations. Issues that will be addressed are the application of human resources concepts and processes, the legal and political influences impacting human resource management, and the distinctive role of human resource management in public and nonprofit organizations.

**PAD 7100: Philanthropy and the Nonprofit Sector**

3 Class Hours 0 Laboratory Hours 3 Credit Hours

Prerequisite: Admission to graduate study.

Provides students with a comprehensive overview of the historical development of community service and nonprofit organizations. Particular emphasis will be given to distinguishing the nature of nonprofit organizations from business and traditional government organizations. Also, the course will emphasize the unique philosophy of nonprofits, especially the notions of charity, philanthropy, community caring, and volunteerism.

**PAD 7120: Health Policy**

3 Class Hours 0 Laboratory Hours 3 Credit Hours

Prerequisite: PAD 6200

Provides an overview of current health policy in the U.S. and government's role in it and how these have evolved in historical perspective. The organization, financing, and delivery of health care will be examined as well as issues such as access and the roles of various health care providers.

**PAD 7130: Regional Politics and Policy**

3 Class Hours 0 Laboratory Hours 3 Credit Hours

Prerequisite: Admission to graduate study.

This course is designed to introduce students to the basic concepts in politics of local and regional governance. The history of the city and county administration in the U.S., power relations in urban areas, and the legal/structural bases of urban policymaking will be discussed in the class. The history and structure of American cities will be compared with those of European cities and the global implications of urban problems will be discussed.

**PAD 7140: International Environmental Policy**

3 Class Hours 0 Laboratory Hours 3 Credit Hours

Prerequisite: Admission to Graduate Public Administration Program

This course examines and evaluates the core parameters of international environmental policy, the elements of international environmental governance, and the associated institutions and instruments. The course explores global environmental change, examining the causes and impacts of global environmental problems. Current international environmental policies are examined through an examination of (i) the main actors of international environmental policy-making; (ii) the main instruments of international environmental policies; and (iii) the core principles of international environmental policy-making.

**PAD 7150: Contemporary Public Issues**

3 Class Hours 0 Laboratory Hours 3 Credit Hours

Prerequisite: Admission to graduate study.

Covers a spectrum of issues which may range from local matters such as education, housing, and urban planning to broader concerns such as health care and economic policy as well as environmental conditions. For each issue cross-national comparisons will be explored and alternative policy solutions will be developed and discussed.

**PAD 7180: Nonprofit Governance and Administration**

3 Class Hours 0 Laboratory Hours 3 Credit Hours

Prerequisite: Admission to graduate study.

This course will cover how to build successful boards for responsible governance, community impact, and mission advancement; how to recruit, train, and manage staff and volunteers; how to develop resources and raise funds from institutional as well as individual contributors. It will also emphasize special ethical dimensions of nonprofit governance and administration

**PAD 7230: Local Governance and City Management**

3 Class Hours 0 Laboratory Hours 3 Credit Hours

Prerequisite: Admission to graduate study.

This course will cover the common practices and problems of local government administrators and city managers, with special attention to the complex environment of and interrelations in the metropolitan and regional setting. It will explore the relationship between politics and administration and between city and county managers and their multiple constituencies.

**PAD 7250: Leadership and Ethics in Public Service**

3 Class Hours 0 Laboratory Hours 3 Credit Hours

Prerequisite: PAD 6200

To increase the ability of individuals to deal with public and social problems in all areas of public service, this course concentrates on understanding and developing leadership roles and ethical practices. Emphasis will be on ethical leadership in the context of teamwork, participatory decision making and employee empowerment, and on the development of organizational cultures that promote individual initiative and leadership.

### **PAD 7390: Public Financial Management**

3 Class Hours 0 Laboratory Hours 3 Credit Hours

Prerequisite: PAD 6350

Public Financial Management is a sequel to the public budgeting course. Public finance is the study of where and how governments acquire resources. Taxes, fees, charges, debt concepts, and public finance theories are explored with an emphasis on actual government problem solving.

### **PAD 7430: Regional and Local Planning**

3 Class Hours 0 Laboratory Hours 3 Credit Hours

Prerequisite: PAD 6200

This course covers the theory, history and the technical and legal bases of regional/metropolitan and local planning. The topics to be discussed are the history of planning in the U.S. and European countries, the legal bases and politics of planning, the tools of land-use planning, community development, transportation planning, economic development and growth management, and environmental and energy planning. Particular emphasis will be on the legal and technical aspects of planning in cities, counties, and metropolitan regions. The implications of citizen participation in planning for democracy and political processes will also be discussed.

### **PAD 7455: Administrative Law**

3 Class Hours 0 Laboratory Hours 3 Credit Hours

Prerequisite: PAD 6200

Administrative law provides students with a broad ranging analysis of how public administrators must handle constitutional and legal restraints placed on them by legislators, executives and the judiciary. The course provides an overview of those constraints and discusses the United States Supreme Court cases in which the law and constitution are applied to administrative actions.

**PAD 7470: Issues in Criminal Justice Administration**

3 Class Hours 0 Laboratory Hours 3 Credit Hours

Prerequisite: PAD 6200

This course explores societal issues and trends which influence the administration of justice. These include liability issues; labor law applicability to a 24 hour/7 day a week operation; privatization; and diversity. It will address particular attention to the creation and impact of public policy.

**PAD 7900: Special Topics**

3 Class Hours 0 Laboratory Hours 3 Credit Hours

Prerequisite: Consent of the program director. (Repeatable).

Addresses topical issues in public or community services administration that are of special concern to students, faculty, and to the community.

**PAD 7950: Directed Study**

3 Class Hours 0 Laboratory Hours 3 Credit Hours

Prerequisite: Consent of the program director. (Repeatable).

Concentrated independent readings and investigations of special topics of interest to individual students.

Note Readings, research, papers, and other projects will be determined jointly by the student and the instructor.

**PAD 7985: Internship in Public Service**

3 Class Hours 0 Laboratory Hours 3 Credit Hours

Prerequisite: Completion of 21 credit hours in the MPA program and approval of program director.

Culminating exercise required of all pre-service students; students must have permission of the graduate director prior to registering for this course or alternatively for PAD 7995. Students shall work for a minimum of 300 hours on site during the term (approximately 20 contact hours per week). Objectives for the internship, field placements, readings, and research topics will be determined jointly by the student and supervising faculty. Requires preparation of a final written paper that summarizes how internship objectives were met and culminates in an oral presentation that demonstrates how the candidate's internship has developed him/her as a public service professional.

Note Emphasis will be placed on actual issues and problems faced by practicing administrators.

**PAD 7995: Public Service Practicum**

3 Class Hours 0 Laboratory Hours 3 Credit Hours

Prerequisite: Completion of 21 credit hours in the MPA program and approval of program director.

Culminating exercise required of all in-service practitioners; students must have permission of the program director prior to registering for this course or alternatively for PAD 7985. With the guidance of the program director, the student will select a suitable topic and develop a proposal to guide completion of a fieldwork/research project during the semester. Requires preparation of a written paper that summarizes the results of project and culminates in oral presentations that demonstrate how the candidate's work as a professional in public service will serve him/her and the community.

Note Emphasis will be on actual issues and problems faced by practicing administrators.



# Master of Public Administration Program

## Degree Planner

### Catalog Year 2019-2020

#### Core Curriculum – 21 Hours

All required

Course No.	Title	Term	Grade
PAD 6200	Fund. of Public Admin. & Public Service		
PAD 6250	Research Methods & Computer Appl.		
PAD 6300	Public Organization Theory		
PAD 6350	Public Service Budgeting		
PAD 6450	Governmental Relations		
PAD 6700	Human Res. Management in Pub. Service		
PAD 6500	Policy Analysis (6500) or Program Evaluation (6600)		
PAD 6600			

#### CONCENTRATIONS – Select One

##### Governmental Administration – 12 Hours

1 required course + 3 electives

Course No.	Title	Term	Grade
PAD 7455	Administrative Law (Required)		

##### Nonprofit Administration – 12 Hours

2 required courses + 2 electives

Course No.	Title	Term	Grade
PAD 7100	Philanthropy & the Nonprofit Sector (Required)		
PAD7180	Nonprofit Governance & Admin. (Required)		

#### Notes

- There are no substitutions for core courses.
- All elective courses must be taken at the graduate level.
- MPA Director must approve any non-PAD elective.
- See Graduate Catalog for full list of graduate courses.

#### Information Systems Administration – 12 Hours

2 required courses + 2 IS elective courses

Course No.	Title	Term	Grade
IS 8100	Advanced IT Project Mgt. Methods		
IS 8700	Information Systems Policy & Strategy		

#### No Concentration – 12 Hours

Select any 4 non-core courses from PAD

Course No.	Title	Term	Grade

#### Professional Exercise – 3 Hours

Course determined by pre-service or in-service status

Course No.	Title	Term	Grade
PAD 7985	Internship in Public Service		
PAD 7995	Public Service Practicum		

#### Elective Options

Course No.	Title	Term	Grade
PAD 7120	Health Policy		
PAD 7130	Regional Politics and Policy		
PAD 7140	International Environmental Policy		
PAD 7150	Contemporary Public Issues		
PAD 7230	Local Governance and City Management		
PAD 7250	Leadership and Ethics		
PAD 7390	Public Financial Management		
PAD 7430	Regional and Local Planning		
PAD 7900	Special Topics		

## PROGRAM CURRICULUM REQUIREMENTS

The Master of Public Administration degree is a 36 semester-hour course of study that consists of three components: A core curriculum required of all students (21 hours), 12 hours of a concentration or elective courses, and a professional exercise (3 hours).

### Core Curriculum – 21 Credit Hours

The core curriculum ensures that every MPA graduate is versed in both the theory and practice of this professional field.

Course	Title	Credits	Rotation
PAD 6200	Fundamentals of Public Administration & Public Service	3	Fall & Spring
PAD 6250	Research Methods & Computer Applications	3	Fall & Spring
PAD 6300	Public Organization Theory	3	Fall & Spring
PAD 6350	Public Service Budgeting	3	Fall & Spring
PAD 6450	Governmental Relations	3	Fall & Spring
PAD 6500 <i>or</i> PAD 6600	Policy Analysis Program Evaluation	3	Fall & Spring
PAD 6700	Human Resource Management	3	Fall & Spring

### Concentrations – 12 Credit Hours

Students may select from one of three concentrations *or* take 12 hours of elective courses (no concentration).

#### *Governmental Administration Concentration*

One required course plus 9 hours of elective courses.

Course	Title	Credits	Rotation
PAD 7455	Administrative Law	3	Fall only

#### *Nonprofit Administration Concentration*

Two required courses plus 6 hours of elective courses.

Course	Title	Credits	Rotation
PAD 7100	Philanthropy & the Nonprofit Sector	3	Fall only
PAD 7180	Nonprofit Governance & Administration	3	Spring only

### *Information Systems Administration Concentration*

Two required courses plus 6 hours of elective courses.

Course	Title	Credits	Rotation
IS 8100	Advanced IT Project Management	3	See IS schedule
IS 8700	Information Systems Policy & Strategy	3	See IS schedule

### *Elective Courses*

Course	Title	Credits	Rotation
PAD 7120	Health Policy	3	
PAD 7130	Regional Politics & Policy	3	
PAD 7140	International Environmental Policy	3	
PAD 7150	Contemporary Public Issues	3	
PAD 7230	Local Governance & City Management	3	
PAD 7250	Leadership & Ethics in Public Service	3	
PAD 7430	Regional & Local Planning	3	
PAD 7900	Special Topics	3	

### **Professional Exercise – 3 Credit Hours**

Students are required to complete a professional exercise in public service. The course and project will be determined in conjunction with the Program Director.

Course	Title	Credits	Rotation
PAD 7985	Internship in Public Service	3	Fall & Spring
PAD 7995	Public Service Practicum	3	Fall & Spring

SAMPLE COURSE SEQUENCES

Two years, No summer classes, 9 Credits per semester

Fall 2019		Spring 2020		Summer 2020	
Course	Credits	Course	Credits	Course	Credits
PAD 6200 – Fundamentals of Public Administration & Public Service	3	PAD 6450 – Governmental Relations	3		
PAD 6250 – Research Methods & Computer Applications	3	PAD 6700 – Human Resource Management	3		
PAD 6300 – Public Organization Theory	3	PAD XXXX elective	3		
	<b>Total Credits: 9</b>		<b>Total Credits: 9</b>		<b>Total Credits:</b>

Fall 2020		Spring 2021		Summer 2021	
Course	Credits	Course	Credits	Course	Credits
PAD 6600 – Program Evaluation	3	PAD XXXX Elective	3		
PAD 6350 – Public Service Budgeting	3	PAD XXXX Elective	3		
PAD XXXX elective	3	PAD 7985/7995 – Professional Exercise	3		
	<b>Total Credits: 9</b>		<b>Total Credits: 9</b>		<b>Total Credits:</b>

**Two years, 6 credits per semester**

Fall 2019		Spring 2020		Summer 2020	
Course	Credits	Course	Credits	Course	Credits
PAD 6200 – Fundamentals of Public Administration & Public Service	3	PAD 6300 – Public Organization Theory	3	PAD XXXX Elective	3
PAD 6250 – Research Methods & Computer Applications	3	PAD 6460 – Governmental Relations	3	PAD XXXX elective	3
	<b>Total Credits: 6</b>		<b>Total Credits: 6</b>		<b>Total Credits: 6</b>

Fall 2020		Spring 2021		Summer 2021	
Course	Credits	Course	Credits	Course	Credits
PAD 6600 – Program Evaluation	3	PAD 6700 – Human Resource Management	3	PAD XXXX Elective	3
PAD 6350 – Public Service Budgeting	3	PAD 7985/7995 – Professional Exercise	3	PAD XXXX elective	3
	<b>Total Credits: 6</b>		<b>Total Credits: 6</b>		<b>Total Credits: 6</b>

\*Please note these are sample course schedules and could vary based on course offerings in a given semester.