GEORGIA COLLEGE

GEORGIA'S PUBLIC LIBERAL ARTS UNIVERSITY

MASTER OF PUBLIC ADMINISTRATION

PROGRAM HANDBOOK

Department of Government and Sociology
College of Arts and Sciences
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478-445-4562

Graduate Degrees for
Professional Public Service

MPA
Master of Public Administration

CONTENTS

PREFACE

The MPA Handbook is produced once each academic year to provide details on program requirements and expectations. The handbook addresses important information necessary for the successful pursuit of the MPA degree.

Please note that the curriculum requirements provided in the edition of this handbook apply to all students admitted as of the Fall semester 2014. This MPA Handbook should be used in conjunction with the GCSU Graduate Catalog, available at http://gcsu.smartcatalogiq.com/en/current/Graduate-Catalog, which describes policies and procedures for graduate study at Georgia College and State University. Applicable
GCSU policies are incorporated in this handbook by reference.

No handbook or website can answer all students' questions, and certainly cannot replace contact with the faculty advisors who are ready, able, and willing to provide assistance in dealing with the MPA program and its requirements. Your assigned faculty advisor is always your best source for information.

The College of Arts and Sciences reserves the right to make changes in its policies and procedures, and other information in the handbook as deemed appropriate and necessary. All changes will be communicated promptly to students, faculty, and staff. The handbook is prepared and revised annually for the use of administrators, faculty, students, and staff. Suggestions regarding clarification or addition of topics are welcome. For questions, please contact the MPA program at 478.445.0938 or via email at brandy.kennedy@gcsu.edu

NETWORK OF SCHOOLS OF PUBLIC POLICY, AFFAIRS, & ADMINISTRATION (NASPAA)

Georgia College and State University's Master of Public Administration program has received national acclaim for its design and content. The program is accredited with the Network of Schools of Public Policy, Affairs, and Administration (NASPAA). NASPAA is an institutional membership organization that exists to promote excellence in public service education. NASPAA is a specialized accrediting body recognized by the Commission on Recognition of Post-secondary Accreditation to accredit master's level degree programs in public policy, public affairs, and public administration. The membership includes more than 166 accredited programs. NASPAA serves as the national center for information about educational programs and developments in public affairs and administration. Further, NASPAA represents the concerns and interests of its member institutions in national policy on public administration education and research. NASPAA accomplishes these purposes through direct services and by:

- Representing to government and other institutions the objectives and needs of education for public affairs and administration;
- Encouraging curriculum development and innovation and providing a forum for discussion of educational issues;
- Developing appropriate standards for educational programs and reviewing the quality of programs against the standards;
- Undertaking surveys that provide members and the public with information on key educational issues;
- Providing a clearinghouse on graduate education for public affairs and administration in the U.S. and throughout the world; and
- Providing technical assistance on the design and content of graduate programs to its members and foreign universities and institutes.

Starting in 1991, the MPA program was placed on the National Roster of Programs found to be in substantial conformity with NASPAA standards. Our MPA program has been continuously accredited since initial accreditation was attained in the Spring of 1995. The program is currently accredited through 2016-2023.

www.naspaa.org

PROGRAM OVERVIEW

Mission
The MPA program prepares students to ethically and competently serve, manage, and lead in the diverse public sector through teaching, research, and service to the discipline and broader community.

MPA Program Goals
To accomplish our mission, we seek to:
- Prepare students for careers in the public sector
- Promote the diversity of the student body and faculty
- Cultivate faculty committed to teaching, scholarship, and service

Public Service Values
We seek to:
- Pursue the public interest with accountability and transparency
- Serve professionally with competence, efficiency, and objectivity
- Act ethically
- Demonstrate respect, equity, and fairness

MPA Student Learning Outcomes
Students will be able to:
- Demonstrate an understanding of challenges and constraints relevant to governance and external factors.
- Participate in the policy process, communicate policy alternatives, and work effectively with government, nonprofit institutions, corporations, and community stakeholders.
- Define, frame, think critically about and analyze important problems.
- To utilize analytical tools to analyze, present, and interpret data, including appropriate design, statistical, and evaluative techniques for both organization decision making and policy decisions.
- To identify public service values and to then systematically apply these values to identify appropriate course of action.
- To communicate effectively and professionally to diverse audiences.

Faculty

Below is a list of faculty members, along with their specialization area(s).

- **Coate, Roger**, Ph.D., The Ohio State University, Non-Profit Management, International Administration
- **Harleman, Max,** University of Pittsburgh, Public Policy, Environmental Policy
- **Kennedy, Brandy**, Ph.D., University of Oklahoma, Public Finance & Budgeting, Personnel Management, MPA Program Coordinator
- **Kim, Min**, Ph.D., Arizona State University, Public Financial Management, Quantitative Research Methods
- **Wilkinson, Clifton**, Jr., MPA, Georgia College & State University, Public Policy, State and Local Government, MPA Internship Coordinator
- **Ditzel, Kelley**, Ph.D., Georgia State University, Public Policy, Non-profit management

MPA CURRCULUM

The 36-credit MPA program is offered in a convenient online format designed for the busy working professional. The program can be completed in four semesters of full-time study.

Degree Requirements

Students: Capstone Project	Credit Hours
Core Courses	24
Elective Courses	9
PUAD 6700 Capstone Project	3
Total Credit Hours	**36**

Students: Thesis	Credit Hours
Core Courses	24
Elective Courses	6
Thesis	6
Total Credit Hours	**36**

Core Courses

All Students	Credit Hours
PUAD 6538 **Public Administration and Public Service**	3
PUAD 6558 **Public Personnel Management**	3
PUAD 6578 **Public Finance and Budgeting**	3
PUAD 6601 **Public Policy Analysis**	3
PUAD 6603 **Leadership and Organizational Behavior**	3
PUAD 6605 **Quantitative Techniques in Public Administration**	3
PUAD 6606 **Research Methods**	3
PUAD 6615 Administrative Ethics	3
Total Credit Hours	**24**

Elective Courses
The purpose of elective courses is to allow students the option to specialize in a subject area of choice according to the student's interest and career goals. Students

may choose **any PUAD 5000-6000** level course. All electives listed below, which are preapproved. Other graduate courses can be considered for elective credit upon approval of the Coordinator. Course descriptions can be found in the online Graduate Catalog.

PUAD 5401   Public Policy Making
PUAD 5415   Environmental Policy
PUAD 5471   Urban and Regional Planning
PUAD 5581   Bureaucratic Behavior
PUAD 5615   Non-Governmental Organizations & Non-Profit Management
PUAD 5616   Grant Writing & Program Evaluation
PUAD 5617   Non-profit Financial Management
PUAD 5625   International Org & Admin
PUAD 5655   National Security Policy
PUAD 5660   Pub-Priv Partnerships-International Admin
PUAD 6568   Admin Law for the Public Manager
PUAD 6625   Intergovernmental Relations
PUAD 6635   Comparative Administration
PUAD 6940   Independent Research
PUAD 6950   Special Topics
PUAD 6960   Internship and /or Cooperative

Independent Research
An independent research course (PUAD 6940) provides the student the opportunity to explore in detail a subject that is not normally covered in regular course offerings. Usually, the subject to be studied is one that was touched on in a regular course, and the student wants to spend more time and effort investigating the subject.

Students who want to take an independent research course should first discuss their ideas with a full-time MPA faculty member (i.e., anyone who is a regular faculty member of the Department of Government). The student should be prepared to explain what he wants to study, why he wants to study it, and of what significance the subject is. As a general rule, only students who are well into the MPA program (i.e., having earned at least 11 graduate PUAD hours), who have performed satisfactorily in graduate PUAD courses, and who have reached agreement with a full-time MPA faculty member on the subject to be studied will be allowed to register for an independent study. Failure to follow the procedure may cause the registration to be invalidated and will cause the course not to be counted for credit in the MPA degree program. Although the MPA Coordinator's name will be in the schedule book as the instructor for independent studies, any regular MPA faculty member can supervise an independent study. Students should, however, secure the MPA Coordinator's approval before registering for the independent study to make sure the course will fit into the approved program.

By the end of the second week of the term, the student should submit a prospectus, generally at least one full page, which summarizes the subject to be researched, the

significance of the subject, the methodology to be used in the research, and a brief list of works consulted. The supervising faculty member must approve the prospectus before the student proceeds with the research. If there are problems with the prospectus, it is the student's obligation to correct those problems to the instructor's satisfaction. Otherwise, the student will be forced to drop the course. Depending on the timing of the drop, the student may receive only a portion (perhaps none) of his fees back for the course.

The supervising faculty member may require the student to report on the progress of the research at regular intervals. Usually, a detailed bibliography will be required at or around mid-term. The final paper is due the last week of the term, typically on the first day of final exams. The paper should be typed in accordance with standard typing rules (i.e., double-spaced, one inch margins, fully annotated, exhibits such as tables and diagrams on separate pages, title page, sub-headings, separate bibliography, etc.). Consult a standard Public Administration or Political Science journal for annotation details (e.g., the style used in the Public Administration Review would be acceptable). The final paper submitted for a grade should be a finished product. There is no set length for the paper, but most good independent study papers will range from 25 to 40 pages of text. Students should understand that requirements for the independent study course are stringent and grading is rigorous. Students should spend at least as much time on independent research courses as on regular courses.

Internship
Students needing the internship should begin planning for it one or two semesters before actually registering for it. The Coordinator and the Internship Coordinator must be consulted as the first step. The Internship Coordinator in the Government Department will be very helpful in exploring placement possibilities. Customarily, students in good standing have had great success in securing appropriate internship experiences with a variety of state and local and some national public agencies, as well as non-profit agencies. The internship is a full-time work experience. The intern typically will be assigned duties by the employer that are equivalent to those of entry-level professional personnel. There will be a written agreement between the University and the employer as to what those duties and expected learning objectives are. The intern's primary task is to perform his job duties well and fully, but there also will be some reports to be turned in to the Coordinator in order to earn the academic credit. Students will be required to keep a journal with regular entries and will be assigned a paper topic drawn from the internship experience. After submission of the journal and paper, there will be a conference between the student and the Internship Coordinator to discuss the internship experience. Grading is done on a pass-fail basis. Ordinarily, the student will not be taking any other courses while doing the internship.

Completion Options
In addition to degree requirements listed elsewhere, student enrolled in the MPA program must complete either a Career Assessment project, Internship or the

Capstone Project Course prior to being awarded their degree.

Capstone Project
All students are required to complete a Capstone Project or Thesis to graduate.

The Capstone Project, PUAD 6700 offers each student the opportunity to demonstrate mastery of the theory and practice of public administration by applying the knowledge and skills gained in the MPA program to a project of the student's choice. This involves completing a project report reflecting the cumulative knowledge gained from these experiences. The course is intended only for students who are completing their Masters of Public Administration (MPA). The course prerequisite is PUAD 6606 (Research Methods) or its equivalent, the completion of 27 hours in the MPA program, and Program permission.

The project can focus on any of a variety of applied public and nonprofit management issues, but it must address a significant public or nonprofit management concern and incorporate significant file work, observation, or data collection. It may be developed in conjunction with one or more of the capstone core courses and must represent an integration of the concerns of public management with those of the concentration area. The student will work under the supervision of the Capstone Project course instructor and will be expected to work with other faculty teaching in their area of focus. Upon completion, the Capstone Project course will be read by faculty and presented as a part of a day-long public service colloquium.

Students should work with their advisor or another faculty member in developing a proposal for the Capstone Project course, well in advance of the semester in which they would like to enroll for the course. Additional information regarding this course is available on the School web site.

Thesis Option
Students contemplating further graduate work or wanting an in-depth research experience should consider the thesis option. The thesis option entails 6 credit hours, leaving 30 credit hours of regular courses. The thesis option consists of two separate courses followed by a thesis defense. These must be taken in the following sequence:
- PUAD 6971 Thesis Research Design -- The student will prepare a detailed prospectus of the research topic. The prospectus will include a bibliography, a description of methodology to be used, substantive goals to be achieved, a realistic schedule to be followed, and other details deemed necessary by the Thesis Supervisor. Student must receive a "satisfactory" (S) grade before being permitted to register for PUAD 6972.
- PUAD 6972 Thesis Writing and Development --The student will submit chapters of the thesis to the Thesis Supervisor and Second Reader. Chapters will be read, evaluated, and revised until final approval as to form and content is given. An "S" grade must be earned before the student can move on

to PUAD 6973.

- PUAD 6973 Thesis Defense --The student will defend the thesis before a committee composed of the Supervisor, Second Reader, and a third faculty member (either from Government/Sociology or another appropriate department). A successful defense completes the degree. Part of this course is the submission of the final, approved thesis to the GC Library binding office.

A student interested in the thesis option should apply to the MPA Coordinator, who will decide in consultation with other MPA faculty if the option is appropriate for the student. The Coordinator will work with the student in choosing a Thesis Supervisor and Second Reader (the Thesis Committee) and in selecting a third faculty member to participate in the thesis defense.

A student approved for the thesis option will register for the first course (PUAD 6971) in the thesis sequence at least two semesters before the expected date of completion. After earning a satisfactory grade ("S") in the first course, the student will then register for the second course, and so on. Students should not attempt more than 6 hours of additional non-thesis courses each quarter while working on the thesis. A student may withdraw from the thesis option prior to taking PUAD 6972, the second thesis course.

The Graduate School office has a style manual for master's theses that must be followed in the typing of the thesis. Students are encouraged to consult other style manuals, such as Kate Turabian's A Manual for Writers of Term Papers, Theses, and Dissertations. The final defended version of the thesis will be hardbound and placed in the GC Library.

Students should understand that a thesis is a finished piece of work that reports on a study of some significance to the overall discipline and practice of public administration. It is not just a long term paper. Students who are not prepared to spend a large portion of their lives for at least one academic year working on a specific project should not seriously contemplate the thesis option. On the other hand, the thesis is a worthwhile experience for those who are contemplating doctoral level work.

ADMISSION, PROGRESSION, AND GRADUATION

Admission

Admission requirements are described in the GC Graduate Catalog. Students seeking admission to the MPA may apply online. Please refer to http://www.gcsu.edu/artsandsciences/gov/public-administration-mpa for more details.

Graduate Admissions Office
Georgia College
Campus Box 107
Milledgeville, GA 31061

There are three basic steps to the admissions process:
First, submit a completed graduate school application to the GC Graduate Admissions Office (CBX 107). The graduate application is found on-line at http://graduate.gcsu.edu/. There is no application fee charged to those who have previously attended GC.

Second, submit official transcripts from every higher education institution you ever attended, both undergraduate and graduate, to the Graduate Admissions Office. Your official undergraduate and/or graduate transcript(s) from each institution must indicate whether you earned a degree. More of our students have social science undergraduate degrees than any other, but we have good students from a wide range of fields.

Third, submit official scores from the general section of the Graduate Record Examination or the Miller Analogies Test. The test date must be within the past five years. You do not need to submit scores from a subject achievement test. The GRE is now only given electronically at Sylvan Learning Centers, located throughout the U.S., including a site in Macon. The MAT is administered at both our Milledgeville (478) 445-5016 and Warner Robins (478) 327-7376 campuses. For more test information, try these websites:
GRE: www.gre.org
MAT: www.milleranalogies.com

For general information regarding Graduate Admissions, please see Graduate Admissions.

Deadlines for Application

Fall: July 1
Spring: November 1
Summer: April 1

All Applicants
- Must have completed requirements for a Bachelor's degree from a college accredited by the proper regional accrediting association.
- Submit a current resume detailing relevant work experience.

Regular Admission

A minimum cumulative grade point average of 2.75 on a 4.0 scale in undergraduate work. Applicants with an undergraduate GPA of at least 3.0 are not required to submit exam scores. Applicants with an undergraduate GPA 2.75 - 2.99 must submit official scores on either the Graduate Record Exam (GRE), Miller Analogies Test (MAT) or Graduate Management Aptitude Test (GMAT) scores. Scores must be within the last five years.

The applicant must have:

GRE: A combined score of 290 (verbal and quantitative) or

GMAT: 450 or

MAT: 395

Applicants may make a formal request to waive these requirements only when the applicant has completed another graduate degree program and an appropriate transcript is submitted in support of the request.

NOTE: Applicants with an undergraduate GPA of at least 3.0 - If using a paper application, please indicate in the test score area that you are requesting a test waiver based on undergraduate GPA. If applying online, please send an email to grad-admit@gcsu.edu notifying Graduate Admissions that you are requesting a test waiver based on undergraduate GPA

Provisional Admission

Provisional admission may be granted to applicants with at least a 2.75 GPA who have scored:

GRE: 280-289 or

GMAT: 400-449 or

MAT: 380-394

Provisional admission will be considered for applicants who do not meet the academic requirements if strong evidence of ability to perform well in graduate work is provided through reference to work experience or other means.

Provisional status may be granted for a maximum of one academic year. All students admitted under provisional status must maintain a 3.00 or higher GPA during the probationary period. At the completion of the provisional period of time, a decision will be made as to accepting the student as a regular admission.

To gain regular admission, a provisionally admitted student must take in that status the equivalent of a semester's full load (9 to 12 hours) of MPA courses and maintain a 3.00 GPA in all graduate coursework).

Transfer Credit
Up to 9 hours of graduate work from other accredited institutions may be transferred. To be transferred course work from other institutions must correspond to Georgia College's MPA curriculum. Students will need to provide course descriptions and syllabi wherever possible, and the amount of credit granted will be determined by the program director. Such course work may be no more than five years old.

The test date must be within the past five years. You do not need to submit scores from a subject achievement test. The GRE is now only given electronically at Sylvan Learning Centers, located throughout the U.S., including a site in Macon. The MAT is administered at both our Milledgeville 478-445-5016 and Warner Robins 478-327-7376 campuses.

Orientation
Orientation for new & returning MPA students will be held via WebEx. Exact time and location will be announced at a later date by the coordinator.
Highlights of the orientation the following:
- Meeting fellow students face to face
- Meeting faculty face to face
- Orientation to all technology that is required to be a successful online student
- Setting up online library account and overview of the available library resources.
- Orientation to each of the MPA courses
- An overview of progression and graduation requirements

Advisement
Students are advised according to the procedure described in the GC Graduate Catalog. Advising at GC is a shared responsibility between students, faculty and staff. Through a network of resources and support, students communicate with advisors to obtain information and guidance aimed at the student's successful completion of degree requirements. An inherent goal of the advising process is for student to gain self- understanding that will inform their decisions regarding academic, career and life goals.

After students are accepted, they receive a copy of the program of study for their records. The program of study outlines the courses required to earn a Master of Public Administration degree. Once the program of study is received, students should register for courses as early as possible. Registration is available in PAWS. See the Academic Calendar for registration dates. Please go to this link http://www.gcsu.edu/registrar/registration.htm for detailed information about how to register and common problems that student encounter. For additional questions regarding the registration process, please contact the Office of the Registrar at 478-445-6286.

Student will receive contact information for their academic advisor upon admission. Regular appointments with academic advisors are encouraged to discuss coursework and student progression.

Progression

In order to stay in good academic standing with the University and the MPA program, students must demonstrate high academic performance. Policies regarding academic performance are found in the Graduate Catalog.

It is very important for graduate students to be aware of the need and requirements for good academic standing. Grades of "C" are not satisfactory graduate level grades. A grade of "C" earned in a course when the student has conditional or provisional status will cause that student to be dismissed from the MPA program. Students with regular status must have a grade point average of 3.00 to graduate. Earning a "C" drops one below the 3.00 GPA, unless there is an "A" to compensate for the unsatisfactory grade. Two uncompensated "C's" (or a "D" without two compensating "A's") will cause one to be dismissed. Failing a course will also cause one to be dismissed. A MPA student whose cumulative grade point average (GPA) falls below 3.0 at the end of a semester will receive a warning from the University. The Graduate Catalog should be consulted for more detailed information about the academic grade point average and the academic renewal policy.

Graduation

With the MPA Program of Study sheet or DegreeWorks, students should be able to track their progress toward degree completion. For more information, go to: https://dw2.gcsu.edu:5000/dashboard. The Graduate Catalog states that one should apply for graduation two semesters before completing all course work. For example, to graduate by the end of Spring term, one should apply by the end of the previous summer term. You must register for the CAP, Capstone project or internship in your last term in order to be eligible for graduation.

The University provides policies about graduation in the Graduate Catalog and online at https://www.gcsu.edu/registrar/graduation-and-commencement. Questions about graduation may be directed to the student's academic advisor or the Office of the Registrar.

RESOURCES

Location of Classes
Classes are held online. Online classes are held using WebEx.. During orientation at the beginning of the program students receive training in the interactive classroom management system (D2L). Students are expected to have the appropriate computer, Internet connection, and headset with microphone to be able to participate in each. Sessions are recorded in case of emergency for students who must miss class. This does not, however, negate the need for the student to be present in class on a regular basis.

D2L Learning Management System
The MPA courses are taught on-line. All courses use Desire-2-Learn learning management system as a support tool and faculty expect that graduate students are computer-literate. Training for using this system will be provided during orientation. Additional assistance can be accessed by calling the IDEAS @ (478) 445-2520.

Writing Center Resource
The Writing Center is a free service available to all members of the university community. Consultants assist writers in the writing process, from conception and organization of compositions to revision to documentation of research. The mission of the GC Writing Center is to help members of the GC community achieve success in their writing. Writing center consultants are trained to analyze writing in terms of six fundamental conditions adapted from Donald Murray's book Write to Learn: purpose, focus, the use of specifics as evidence, and/or the use of sense impressions as evidence, personal involvement, and organization. The goal of GC consultants is to help visitors acquire approaches, strategies, and attitudes toward writing that mean success, that result in clear, meaningful, powerful writing based on these fundamental things. Accordingly, consultants ask visitors to engage in activities (e.g., writing lists of specifics related to their topics that they can insert into their writing) that promote successful writing. More information about the Writing Center can be found at https://www.gcsu.edu/writingcenter.

Graduate Library Services
GC Library Services has a dedicated graduate librarian (Dr. Jeff Dowdy) ready to assist our students. Services provided by Dr. Dowdy are:
- An overview of library sources
- One-on-one research assistance
- Literature review instruction
- Citation assistance

Dr. Dowdy is available by phone (478-445-0978), by email (Jeffrey.dowdy@gcsu.edu), or by Skype (ID: dowdylibrarian).

GALILEO Digital Library

Students should also demonstrate skill finding peer reviewed resources in the GALILEO (http://galileo.usg.edu) database. An online tutorial on this topic, Finding Peer-Reviewed Articles in Galileo, is available at
http://www.galileo.usg.edu/scholar/gcsu/subjects/
The password access to GALILEO changes every semester. Students can retrieve the password from PAWS. From the Main Menu in PAWS, click on the GALILEO link.

EndNote /Personal Bibliographic Software

Students are expected to use the most current personal bibliographic manager supplied by the university to retrieve citation information from digital libraries and to cite references in scholarly papers. GC provides free access to EndNote personal bibliographic software. The software license allows students to download the EndNote to a flash drive or laptop and to install the software on student personal computers. The software is compatible with Windows and Mac operating systems. Students are ▯encouraged to download the software during orientation. The EndNote website provides a variety of tutorials on how to use the software at http://endnote.com.

Turnitin

Turnitin is an antiplagariarism tool in the course learning management system. Faculty reserves the right to require submission of students' paper to Turnitin,. Faculty will provide this information in their syllabi and it is indicated in PAWS course listing.

Technology Resources

Technology resources such as iPods, iPads, laptop computers, digital cameras, and other resources are available through GC Library and Information Technology Center (LITC). Poster printing services are also available through the LITC services. Printing costs per square inch printed payable through the pay-for-print system with a Bobcat card. It is available to students and faculty. For additional information about equipment that can be checked out from the LITC, go to http://libguides.gcsu.edu/techresources/equipment. Computer software can be purchased with significant discounts at Software Resource & Services because of a University System of Georgia contract. Software can be purchased online and postal mailed to the student's home. For questions, please contact the Serve Help Desk at 478.445.7378 or via email at serve@gcsu.edu.