This handbook is intended to provide up-to-date information regarding the requirements for the Master of Public Administration at NC State University. In addition to reading this document, all graduate students should refer to the Graduate Handbook, which contains the official policy of the University, and the Graduate School website.
Dear MPA Students:

Welcome to the Master of Public Administration (MPA) program at NC State! The MPA program was established in 1968 and has grown to include more than 2,000 alumni who hold professional positions in public and nonprofit agencies throughout the state of North Carolina and beyond. When you begin the MPA program, you are embarking on a graduate education that is meant to be transformative – academically and professionally. The MPA Handbook is designed to be a guide to your academic career in the MPA program. The information you will find here outlines the requirements for earning your degree. Importantly, the handbook clarifies what courses you are expected to take as part of the programmatic core, but also your responsibility for pursuing an internship and ensuring that you have met the program's prerequisite courses.

Life in graduate school can be confusing and feel overwhelming. Remember that there are many people available here to help you work through these moments and think through your choices, both academic and otherwise. I encourage you to seek out faculty in the department and never be afraid to ask for some of their time. We hope that you will read this handbook carefully and use it find the support you need. If in doubt, ask your advisor or myself for help. Everyone in the department wants you to succeed.

If there is anything that we in the department can do to help you better navigate your graduate career, I hope you will let me know. We want you to feel a part of the rich and diverse community that is NC State. I look forward to meeting each of you in the classroom and at the events held by the department. You should also feel free to come by my office to discuss any issues of concern, or just to get acquainted. You can also email me at your convenience.

Sincerely,

Dr. Bruce McDonald, III
MPA Program Director
bmccona@ncsu.edu
919.515.5178
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Points of Contact

MPA Director
All aspects of the MPA program are overseen by its director. All questions that cannot be addressed by the graduate services coordinator or the advisor can be answered by the MPA director.

The current MPA director:

Bruce McDonald
209A Caldwell Hall
bmcdona@ncsu.edu
(919) 515-5178

Graduate Services Coordinator
The graduate services coordinator for the Department of Public Administration serves as the principal administrative liaison between the student, the graduate program, and the Graduate School. Our current graduate services coordinator is available year-round to assist students.

The current graduate services coordinator is:

Meggie Romick
222 Caldwell Hall
mromick@ncsu.edu
(919) 515-5159

Program Advisor
The program advisor is the student’s day-to-day contact for the MPA program. The advisor works with students to select their courses, find internships, and prepare for the job market.

The current program advisor is:

Tracy Appling
113 Winston Hall
tracy_appling@ncsu.edu
(919) 513-0232
Mission and Goals

The mission of NC State’s MPA program is

To develop principled and skilled public service professionals who fulfill leadership roles within governmental and nonprofit organizations. Our focus is on practical and problem-solving skills and emphasizes public service values including efficiency, effectiveness, equity, and accountability.

The mission of the program is achieved through six goals:

1. Provide a generalist management education that develops mission-relevant competencies enabling graduates
   a. to lead and manage in public governance;
   b. to participate in and contribute to the public policy process;
   c. to analyze, synthesize, think critically, solve problems, and make decisions;
   d. to articulate a public service perspective; and,
   e. to communicate and interact productively with a diverse and changing workforce and citizenry.

2. Recruit and serve a diverse set of talented students committed to public service careers, including
   a. pre-service and in-service students;
   b. students from historically underrepresented groups; and,
   c. students with interests in public (local, state, federal) and/or nonprofit sectors.

3. Provide opportunities for students to tailor public service specialties consistent with their interests and abilities, the university’s strengths, and labor market needs.

4. Provide internships for pre-service students that use and extend the skills they have developed in the MPA program and prepare them for the professional job market.

5. Prepare students to be successful in competition for post-graduate internships and public service jobs.

6. Prepare in-service students to advance in the public or nonprofit sector.
Program Description

Admission
Applicants to the Master of Public Administration (MPA) program and its graduate certificate programs come from a variety of educational backgrounds, including the social sciences, education, social work, medicine, nursing and the humanities. Students are admitted to the program by the MPA Graduate Admissions Committee, which meets on a regular basis during the academic year to review applications for admission. Students may begin the program in either the fall or spring semester. The following deadlines should be noted to be considered for admission to the program:

- May 15 for admission to the fall semester
- November 1 for admission to the spring semester

Applicants wishing to be considered for an assistantship, scholarship, or other funding opportunity by the program must have their completed applications submitted by February 1.

International applicants should have their applications submitted by March 1 for admission to the fall semester and July 15 for admission to the spring semester.

Requirements for admission in full standing to the MPA program include:

1. a complete application to North Carolina State University with a paid application fee;
2. possession of a bachelor’s degree, or its equivalent, from a regionally accredited college or university;
3. applicant’s resume;
4. statement explaining the applicant’s interests and goals in pursuing an MPA degree;
5. three letters of recommendation from references that are familiar with the applicant’s academic and work abilities;
6. submission of transcripts from all postsecondary education institutes in which the applicant has been enrolled; and,
7. official scores from the Graduate Record Exam (GRE).

The MPA program requires the following prerequisite courses, of which an applicant must have earned a “C” or better.

1. An introductory course in statistics
2. A course in microeconomics

Admitted applicants that have not met the prerequisite requirements must arrange with their advisor to take the courses during their first year in the MPA program. If these courses are taken at the graduate level while enrolled in the MPA program, they may be counted towards the MPA degree.

Applicants who satisfy the admissions criteria may be considered to be fully admitted to the MPA program. After a review of applications, the Department of Public Administration issues a
letter with the admission recommendation. A provisional admission into the program may be offered to applicants at the discretion of the MPA director in consultation with the MPA admissions committee. This provisional status is removed upon fulfillment of stipulated conditions. Generally, applicants admitted on a provisional basis must enroll in certain courses and must maintain a 3.5 GPA in all preliminary course work before they are granted full admittance to the degree program.

**General Requirements**
The program requires the completion of forty-two (42) credit hours of graduate coursework. Students complete program coursework in two areas: core coursework and elective coursework.

Of the forty-two (42) credit hours of graduate work required for the degree, up to twelve (12) credit hours of appropriate graduate work may be transferred from other universities and graduate programs and applied toward the program requirements. Approval of credit transfer is at the discretion of the MPA director and the MPA Admissions Committee.

**Core Courses**
The core curriculum of twenty-four (24) credit hours of courses is required of all students. Students should take the core courses at the beginning of their matriculation in order to prepare themselves for the materials in their elective coursework and research projects. All MPA core courses are offered at least twice during an academic year. Students earning a grade of “C-” or less in a core course must retake it the next semester in which the course is offered. Core courses include the following:

- PA 510: Public Administration Values and Institutions
- PA 511: Public Policy Analysis
- PA 512: The Budgetary Process
- PA 513: Public Organization Behavior
- PA 514: Management Systems
- PA 515: Research Methods and Analysis
- PA 516: Effective Communications for Public Administrators
- PA 517: MPA Capstone

The MPA Capstone course should be taken in the last semester of a student’s MPA career, after they have taken all of the other required core courses.

**Electives**
Each student is required to take an additional eighteen (18) credit hours from the other graduate course offerings within the MPA program to complete the forty-two (42) credit hour requirement. In order to maximize the flexibility of the program to meet the career needs of students, the MPA program may accept courses from other departments at NC State and through other members of the Inter-Institutional Registration program. Students should investigate courses that interest them and fit their schedules and then consult their advisor or the MPA
director if they have questions about such courses. Students must seek approval prior to taking outside courses for the course to be counted towards completion of the MPA degree.

**Specializations**

In addition to the generalist management education, which is the core of the MPA program, the curriculum is designed to enable students to pursue more specialized courses in areas of interest to their professional public service careers. Students are encouraged to work with their advisor to develop a specialty around their career goals by taking electives in public administration, in other departments at NC State, and/or through the interinstitutional registration program.

Students may also develop a specialization by pursuing the MPA degree simultaneously with another degree as a dual-degree student. Students under this designation work with their advisor to build a program of study across multiple programs that meets their career needs and professional interests. Examples of the dual master’s approach include MPA/JD program with Campbell University, the MPA/Master of International Studies (MIS), and the MPA/Master of Social Work (MSW). Additionally, the Department of Public Administration also offers Graduate Certificates in Policy Analysis and Nonprofit Management, which can be earned alongside the MPA degree.

Students interested in pursuing another graduate degree or the policy analysis and nonprofit management certificates alongside the MPA degree are encouraged to speak with both their advisor and the MPA director. See the “**Dual Degree Opportunities**” and “**Graduate Certificate Options**” sections of the MPA Handbook for more information.
Program Administration

Advisor
Upon admission into the MPA program, students will meet with their advisor to discuss their goals for the program and plan courses for the upcoming semester. The program advisor’s primary responsibility is to assist students in developing their Plan of Work for their path through the program. Students work with their advisor to select courses in key areas of interest to fulfill their concentration requirements. After a student’s initial communication with their advisor, they are strongly encouraged to meet with their advisor at least twice per year, in October and March, when course enrollment for the upcoming semester takes place. The advisor must clear students for course enrollment before they can register for classes. The advisor is also available at other times when course questions or academic difficulties arise.

Students are also free to contact any MPA faculty member or the MPA director with substantive questions about their studies.

Course Loads
At the graduate level, a full course load is considered to be nine (9) credit hours per semester. During the summer sessions, a full course load is considered to be one (1) credit hour as students are not required to be enrolled during the summer 1 or summer 2 terms. The program is designed to be completed in a two-year period of full-time enrollment. The two-year plan requires full-time enrollment during fall and spring semesters and enrollment in six (6) credit hours during the summer between the first and second year. However, students that maintain employment during the program should consult with their advisor before attempting a full course load. It is common for students to enroll as a part-time student, attempting only one or two courses during a semester.

Students should use the following as a guide in planning their course schedule and when registering: if working full time, one or two courses is appropriate; if working 20 to 30 hours per week, two or three courses; and, if working less than one-half time, three courses. Students should consult with their advisor concerning the number of courses to take each semester.

It should also be noted that a student must take at least four and a half (4.5) credit hours to be eligible for financial aid.

Time Limit for Degree Completion
All requirements for the MPA degree must be completed within six (6) years from the date a student takes their first graduate course applicable to the MPA degree, including any Post-Baccalaureate Studies (PBS) coursework (i.e. the clock starts with the first course approved for inclusion in the Plan of Work is taken or the date of admission to the program, whichever comes first).

Students who are transferring courses from another graduate degree may complete all requirements within the same six (6) year period. Courses transferred from another master’s
degree must meet the criteria outlined in the transfer credit section of this handbook. See the [Time Limit](#) section in the Graduate Handbook for information on exceptions to this rule.

**Continuous Registration**
After a student is admitted to the Graduate School and enrolls for the first time, they are required to maintain continuous registration (i.e. be enrolled each semester, excluding summer sessions) until they have either graduated or their graduate program at NC State has been terminated. All students who graduate during the second summer session must be registered for either the first or second summer session.

**Grades**
In order to receive graduate degree credit, a grade of “C” or higher is required. Courses in which a student receives an unacceptable grade (i.e., C-, D, F, or U) must not be entered into the Plan of Work and must be formally deleted prior to taking the PA 517 Capstone course. Graduate School automatically terminates the admission of all students who do not have a 3.0 average after completing 18 hours of graduate course work. PBS courses are not included in the calculation of the grade point average until the courses are approved as part of the Plan of Work.

500 and 700-level courses cannot be taken for a satisfactory/unsatisfactory grade. Any 500 or 700 level course taken credit (S/U) only will not count toward the 42 credit hours required for the MPA degree.

See the [Grades](#) section in the Graduate Handbook for more information.

**Electives in Other Departments or Universities**
Students may include up to 15 credit hours of graduate-level electives from programs outside of the Department of Public Administration. These electives can come from other departments at NC State or from universities that are part of either the Inter-Institutional Registration program or the Cooperating Raleigh Colleges organization.

To count towards the MPA degree, any course taken outside of the Department of Public Administration must directly relate to some aspect of public administration and must have been approved by the student’s advisor prior to registering for the course. On receiving approval from the advisor, a comment will be placed into the student’s plan on work indicating such.

NC State graduate students are also permitted to register for classes at other universities upon recommendation of their advisor. The Inter-Institutional Registration program includes UNC Chapel Hill, UNC Greensboro, UNC Charlotte, NC Central University, and Duke University. The Cooperating Raleigh Colleges organization includes, at the graduate level, Meredith College. Grades via the Inter-Institutional Registration program will be calculated in the student’s overall GPA, but grades from Meredith College will not.
Directed Studies
The program offers two Directed Study courses, which allow students to design a course around extensive readings, research, and writing in a subject of particular interest to them under direct, individual faculty supervision. These are:

- PA 580: Independent Study
- PA 635: Readings and Research

The distinction between the two courses is based on how the student is graded in the course. Students enrolled in PA 580 will receive a course letter grade that will count towards both the student’s total credit hours and their GPA. Alternatively, students enrolled in PA 635 will receive a pass/fail grade that will count towards the student’s total credit hours but not their GPA.

Students must get approval from the faculty member they wish to study under prior to enrollment. A course contract must be submitted to the MPA director before the start of the semester for approval. Once the course contract is approved, the department will enroll the student in the appropriate course. Contract forms may be obtained from the department’s MPA Moodle page.

MPA students may include up to six (6) credit hours of PA 580 or PA 635 or a combination of the two on their Plan of Work, but students can only take up to three (3) credit hours of directed studies credit per semester.

Course Audits
Graduate students wishing to audit a course must have the approval of their advisor and of the department and instructor offering the course. While auditors receive no course credit, they are expected to attend class regularly. The degree to which an auditor must participate in class beyond regular attendance is determined by the instructor. Any auditing requirements should be clearly explained in writing to the student at the beginning of the semester. Should an instructor conclude that an auditor has failed to fulfill the stipulated requirements, the instructor is justified in marking NR (no recognition given for an audit) on the final grade report.

Audits (AU) in subjects in which the graduate student has had no previous experience will be evaluated at full credit value in determining course loads. Audits taken as repetition of work previously accomplished are considered at one-half their credit value in calculating course loads. With the single exception of foreign language audits, all audit registration must fall within the maximum permissible course loads. While audit registrations are evaluated for purposes of determining permissible course loads in terms of the regulations of the Graduate School, the University Cashier's Office considers all audits, except one permitted free of charge, in terms of full credit value in calculating tuition.
**Academic Difficulties**

Graduate students may be terminated from the program at any time if, in the judgment of the Department of Public Administration and the Graduate School, a student fails to make satisfactory progress towards the completion of the degree (regardless of grades).

Students who receive notification of academic warning or probation should see their advisor as soon as possible. Graduate students will be terminated from their program of study if they have accumulated more than 18 hours at the 400-level or above and have a GPA below 2.667, or if they have accumulated 30 or more hours and have less than a 3.0 GPA. A student may also be terminated for violation of the NC State Code of Student Conduct. In cases of program termination, no further registration in a graduate classification will be permitted.

The MPA director, based on the recommendation of the student’s advisor and evidence that the student’s performance should improve, may request that a terminated student be reinstated.

More details can be found in the Academic Difficulty section of the Graduate Handbook.

**Grievances**

Most problems encountered by graduate students can be resolved through communication between the student and the instructor. If, however, a matter arises which cannot be resolved through student-instructor or student-advisor interaction, then the matter should be brought to the attention of the MPA director. More details can be found in the Discipline and Grievance Procedures section of the Graduate Handbook outlines the entire grievance process.

**Leave of Absence**

A student in good academic standing who must interrupt their graduate program for good reason may request a Leave of Absence from graduate study for a definite period of time, not to exceed one year within a given graduate program. The request must be made at least one month prior to the term involved. Upon endorsement of the request by the student's advisor and the MPA director, and approval by the Graduate School, the student would not be required to be registered during the leave of absence. The time that the student spends on an approved leave of absence will be included in the time allowed to complete the degree (i.e. six years for master's).

Students who fail to get prior permission and do not register will have their graduate admission terminated and will have to apply for readmission to graduate school. There is no guarantee that readmission will be granted.

**Withdrawal from University**

Students who wish to drop all their semester- or summer-session courses must officially withdraw from the University. A student who had pre-registered and prepaid is considered registered and must officially withdraw unless they have notified the University prior to the beginning of the semester.
Students considering withdrawal should consult their advisor and refer to the Withdrawal from the University section of the Graduate Handbook for policies and procedures on officially withdrawing from the university.

Students using the Interinstitutional Registration program must also contact the NC State Department of Registration and Records to initiate the paperwork necessary for withdrawing from the class at the other institution.

**Equity in the MPA Program**
The Department of Public Administration works to ensure an environment of mutual respect, one that is free from intolerance, and one that offers equal opportunity for all. As concerns or issues arise, the MPA director is available to talk and be of any assistance possible. All conversations are confidential. Students may also wish to contact Student Ombuds Service, who also serves as a confidential resource to help resolve situations on campus.

**Students with Disabilities**
Reasonable accommodations will be made for students with verifiable disabilities. In order to take advantage of available accommodations, students must register with Disability Services for Students at 1900 Student Health Center, Campus Box 7509, 919-515-7653. For more information on NC State's policy on working with students with disabilities, please see the Academic Accommodations for Students with Disabilities Regulation (REG 02.20.01).

**NC State University Policies, Regulations and Rules (PRR)**
Students are responsible for reviewing the PRRs which pertain to their course rights and responsibilities. These include: Equal Opportunity and Non-Discrimination Policy Statement, Office for Institutional Equity and Diversity, Code of Student Conduct, and Grades and Grade Point Average.
Graduate Plan of Work

Every MPA student must file a Plan of Work in the automated Student Information System (SIS). This must be done upon completion of 20 graduate credit hours. Students cannot take PA 517: MPA Capstone or graduate without having a fully updated Plan of Work submitted in SIS and approved by their advisor, the MPA Director, and the Graduate School. Information on how to access SIS through “My Pack Portal” and to submit a Plan of Work is available on the Graduate School website.

An acceptable Plan of Work for the MPA degree identifies the student’s advisor as their only committee member, lists a minimum of 42 total credit hours and includes all MPA core courses. Any elective that is taken outside of the program must also have a corresponding comment in the Plan of Work from their advisor that approves the course as an elective. This comment must predate the start of the semester in which in which the course is taken. For MPA students that are required to complete an internship and enroll in the corresponding internship course, the plan should include three credits of internship. For students admitted with prerequisites, those courses that are eligible for graduate credit should also be included.

Changes in the Graduate Plan of Work

After discussing proposed changes with their advisor, students can have their advisor reset the Plan of Work in SIS. Resetting the Plan of Work will allow you to input any changes. Once the revised plan has been entered, it should be submitted for their advisor, the MPA director, and the Graduate School to approve.

Designating Your Committee Chair

The MPA program is an “Option B” (no thesis) master’s degree. As an Option B program, students do not have an advisory committee. When completing the Plan of Work, students should list their advisor as their committee chair. Additional committee members are not needed and should not be listed.

PBS Course Work

Up to nine (9) credit hours taken as a post-baccalaureate studies (PBS) student prior to admission to the MPA program may be applied towards degree requirements.

Transfer Credit

At least 30 credit hours must be taken after the student is enrolled in the NC State MPA program. A maximum of twelve (12) credit hours of graduate course work, including work taken for another master’s degree and classes taken as a PBS student, may be transferred to the MPA degree. Courses can be transferred only if: 1) they were completed as a graduate classified student at a graduate school accredited by the Southern Association of Colleges and Schools or equivalent regional accrediting body; 2) grades of “B” (3.0 on a 4.0 scale) or better were earned; 3) the courses were completed within the six (6) year window for degree completion; and, 4)
they are related to public administration or public policy. The granting of transfer credit is given at the discretion of the MPA director, in consultation with the student’s advisor. Students seeking transfer credit are encouraged to speak to the MPA director upon entering the program.

**Completing MPA with less than 42 credit hours.**

Students that have completed certain public or nonprofit certification programs prior to starting the MPA program may be eligible to complete the degree with fewer than 42 credits. Several certification programs have been pre-approved by the Department of Public Administration for reducing the credit hour requirement of the program. Students who have completed the North Carolina Certified Public Managers (CPM) program are only required to complete 33 hours in the MPA program; students who have completed Duke University’s Certificate in Nonprofit Management Program can receive their MPA degree after completing 39 credit hours of course work; and, students completing UNC School of Government’s Municipal and County Administrators course can complete the MPA with 39 credit hours. Certifications must have been completed within three years of starting the MPA program.

Graduates of the Administrative Officers Management Program (AOMP) can transfer nine graduate credit hours (earned in PBS status) into the MPA program and must complete a minimum of 33 additional graduate hours, including the 24-hour core curriculum, to satisfy the MPA degree hour requirement.

Other certification programs may be eligible for similar credit toward the MPA. When applying for admission to the MPA program, interested applicants should contact the MPA director about having their certifications reviewed for a potential reduction in the required credits. In determining if such coursework/certification is appropriate for outside credit, the MPA director and the admissions committee use the following criteria:

1. Are the courses clearly oriented to public/nonprofit management or to specific public/nonprofit policy areas?
2. Do the courses provide broader analytic tools and concepts rather than just practical applications?
3. Are the courses clearly at the professional or graduate level? Using the “Courses, Curricula, and Academic Standards” established by NC State University, a number of factors will be considered in making this overall determination. These factors include:
   a. How many hours of classroom teaching?
   b. Do the courses clearly require graduate-level work assignments, including a graduate-level reading load?
   c. Is student performance evaluated rigorously, based on meaningful research assignments or tests?
   d. Are the courses already granted academic credit by other universities?

When submitting the Plan of Work through SIS, students who have approved outside coursework should list the appropriate number of transfer credits and request that the MPA program director add comment onto the Plan of Work indicating that the credits derive from having attained a recognized certification.
Students already enrolled in the MPA program that pursue a certification program will not receive a reduction in the number of credit hours required for the MPA degree. However, the certification program will be reviewed using the established Graduate School and MPA program policies for transfer credit and for courses taken outside of the Department of Public Administration.
Assistantships and Scholarships

The Department of Public Administration has a limited number of assistantships available to full-time students. Assistantships provide a stipend, a tuition waiver, and health insurance in exchange for working as a research or teaching assistant in the department. All full-time students whose applications to the MPA program are submitted by February 1st are considered for assistantships when they are admitted to the program. The department also has a limited number of scholarships for full and part-time students. Students whose applications to the MPA program are submitted by February 1st are considered for these scholarships when they are admitted to the program. All assistantship and scholarship decisions are made on a competitive basis.

Periodically, other scholarship opportunities arise throughout the academic year. As these opportunities present themselves, MPA students will be made aware of them through the program’s email listserv.

The Internship Coordinator will work with students who do not receive financial aid to identify temporary jobs. The department will share the information regarding the opportunity with MPA students as other scholarship opportunities become available.
Internships and Career Services

Upon admission students will be designated as an in-service or pre-service student. Pre-service students must complete both an internship and an internship course (PA 650: Internship in Public Affairs) to provide a bridge between academic education and professional practice.

In designating pre-service or in-service status, the program will consider the duration, roles, and responsibilities of previous work experience. Students lacking at least one year of administrative experience in a public organization or policy-related work will normally be designated as pre-service students.

No more than 3 credit hours of PA 650 may be included on the graduate Plan of Work, but additional internships may be taken. Per NASPAA accreditation standards, students completing a required internship course must work the equivalent of 300 hours (e.g. 20 hours per week over the standard 15 week semester or 30 hours per week over the 10 week summer session).

To ensure that students have an opportunity to apply what they have learned in the MPA program, students must complete the equivalent of one year of full-time MPA study before registering for PA 650. Requirements of the course include at least the following: signed contracts among students, agency sponsors, and program advisors; attendance at all meetings conducted by the internship director for MPA interns; submission of internship essays and projects for grading; and, oral and written performance evaluations by the agency supervisor.

For in-service students who wish to change fields of employment or who need administrative experience, PA 651: Advanced Practical Training may be arranged.

For job placement success, students should attend all Public Administration Alumni Society events, GAPA Alumni Speaker events, local government conferences, and nonprofit workshops. Connecting with alumni and professionals in the public sector field allows students to begin creating a network in their chosen area. Students should also register with the NC State Career Development Center and utilize the ePack system. The Career Development Center is contacted by over 100 employers per week who are seeking to fill internship and jobs with NC State students.

Students are kept abreast of all job opportunities brought to the faculty’s attention via the PA listserv, MPA Peeps Facebook page, and the NC State Public Administration Alumni LinkedIn group. The faculty are aware of many positions, but creating a network from within your internship agencies tends to have the most positive impact on permanent job placement.

Requests for Reclassification
Requests from pre-service students to be reclassified as in-service students will be considered on a case-by-case basis. To request reclassification, a student should write a memorandum outlining why they believe they qualify as an in-service student. The memorandum, along with an updated copy of the student’s resume should then be submitted to the MPA director. The request for
reclassification will then be reviewed by the director, in consultation with the student’s advisor and the MPA admissions committee, for final determination.

**Public Administration Listserv**

New MPA students will automatically be added to the PA listserv, which sends out emails regarding opportunities within the department, upcoming events, and job/internship opportunities. Students are encouraged to remain subscribed to the listserv throughout the duration of their degree and for up to a semester after graduation.
Dual Degree Opportunities

Students pursuing the MPA degree may also pursue a second graduate degree that is earned in tandem to the MPA program. Students pursuing a dual degree can choose from any other master’s program offered at NC State University. University policies governing the transfer of courses in graduate programs require students to take a minimum of 48 credit hours to receive two unique degrees.

To complete a dual degree in which one of the degrees is a MPA, students must complete 24 credits of MPA courses, including the program’s core coursework. The remaining 18 credit hours needed to complete the degree can be shared credit with the second program. The requirements for the second degree are determined by the individual programs themselves, though students should expect to complete at least another 18 hours that are specific to that degree. (Alternative credit requirements may be in place for the pre-established dual degree programs discussed below.) Students pursing two master’s degrees must meet all Graduate School requirements and the requirements of each degree program. Student’s interested in adding the MPA degree as a secondary degree to their current studies or MPA students looking to add a second master’s degree are encouraged to speak with the MPA Director regarding the process and the requirements.

The Department of Public Administration offers three pre-established dual degree programs. These include the opportunity to earn a Juris Doctorate (JD), a Masters of International Studies (MIS), or Masters of Social Work (MSW) alongside the MPA.

MPA/JD
The MPA/JD dual degree program allows students to earn their JD from Campbell University’s School of Law. The dual program allows both degrees to be completed in four (4) years, where students complete the JD curriculum and take an additional 27 credit hours of MPA courses to complete the requirements. Of the courses from the MPA program, 24 of the credit hours must be earned by completing the program’s core courses. Students interested in the dual program are encouraged to speak to the admissions counselors at the School of Law regarding admission into the JD program. Law students wanting to add the MPA degree typically apply for admission to the program during the first year of law school and complete the required courses during their second year of law school.

MPA/MIS
The MPA/MIS dual degree program allows both degrees to be earned from within the School of Public and International Affairs at NC State University, where the Department of Public Administration is located. To earn both degrees, student must complete a total of 60 credit hours across both programs. Students in the dual degree program will take 24 credit hours of the MPA program core courses and will also take 18 hours of credit from the MIS program, including 15 hours from the MIS programs core courses. An additional 18 credit hours can be taken from MPA or MIS classes to complete the total credit requirement. The dual MPA/MIS can be added to a student’s Plan of Work at any point prior to their graduation from the applied for and
enrolled in first. Students interested in enrolling in the dual program are encouraged to speak with the MPA director.

**MPA/MSW**
The Department of Public Administration and the Department of Social Work at NC State University allow students to complete both the MPA and the MSW programs simultaneously. To be considered for the dual degree program, students be accepted into the Advanced Standing option of the MSW program.

To complete the dual program, students take a total of 54 credit hours. Twenty-four (24) of these credit hours come from the core courses of the MPA program. The remaining 30 credit hours are taken from the MSW program. To enroll in the dual MPA/MSW program, students must first be accepted into the MSW’s Advanced Standing program and then apply for the MPA to be added as a secondary degree. For more information about the dual program, students are encouraged to speak to both the director of the MSW program and the MPA director.
Filing for Graduation

Students will fill out a graduation application through their MyPack Portal to apply for graduation. Instructions can be found on the Apply for Graduation page. The graduation application should be filled out at the start of the semester the student intends to graduate, and students should also notify the public administration graduate services coordinator of their intent to graduate at that time.

Graduation application deadlines are listed on the Graduation page. A student must submit their graduation application by the deadline in order to be considered for that semester’s graduation. Late applications will not be considered.

Students are responsible for ensuring that they complete their coursework during the semester they apply to graduate, have no incompletes are on their records, and have no library fines or other outstanding fees. Failure to pay attention to these details may result in the Graduate School placing a “hold” on the diploma.

A graduate student who establishes a graduation date by enrolling in the last course on the Plan of Work and who does not complete all the requirements (incomplete grades) by the graduation date is put on “hold” for a period of thirty days following graduation. The Graduate School will notify the student and the MPA director of this action by letter. If the student does not complete the outstanding requirement within thirty days after the graduation date, their name is removed from the graduation list and added to the next graduation list following the removal of the outstanding requirement(s). If the student’s time limit for the degree expires before the outstanding requirement is met, their graduate program will be terminated unless a request for extension is submitted to and approved by the Graduate School.
Graduate Certificate Options

The Department of Public Administration offers two Graduate Certificates, one in nonprofit management and one in policy analysis. Both certificates may be completed in conjunction with the MPA program. The certificates are fifteen (15) credit hour programs designed for individuals who want a short course the field or to develop a career specialization.

To apply to one of the certificate programs, students should download and complete the application for currently-enrolled NC State graduate students, as found on the department’s website. Completed forms should then be submitted to the MPA director.

The rules for maintaining good academic standing in the MPA program also apply to the certificate programs.

Students interested in specializing in nonprofit management or policy analysis during their MPA studies are encouraged to add the appropriate Graduate Certificate alongside their degree. The certificate specifics and courses required are listed below and would be considered as part of a student’s Plan of Work for the MPA program. Students interested in adding a certificate to their MPA degree should speak with their advisor first to fill out the appropriate paperwork. Students will need to submit a separate Graduation Application to graduate from the certificate program.

Graduate Certificate in Nonprofit Management
To complete the Graduate Certificate in Nonprofit Management, students are required to take nine (9) credit hours from the following four (4) courses:

- PA 531: Human Resource Management in Public and Nonprofit Organizations
- PA 536: Management of Nonprofit Organizations
- PA 538: Nonprofit Budgeting and Financial Management
- PA 539: Fund Development

Certificate students must also take six elective credit courses from the course list below. Students may also elect to use the remaining course from the above list as one of their electives. Nonprofit-oriented classes from other departments at NC State may be used to fulfill the elective credits. Courses taken outside of the list below must be approved by the student’s advisor prior to registering for the course.

- COM 546: Nonprofit Marketing and Public Relations
- HI 599: History of Nonprofit Organizations
- PA 510: Public Administration Values and Institutions
- PA 514: Management Systems
- PA 516: Effective Communications for Public Administrators
- PA 532: Problem Solving for Public and Nonprofit Managers
- PA 535: Contract Negotiation and Mediation in the Public and Nonprofit Sectors
- PA 540: Grant Writing for Public Administrators
- PA 546: Seminar in Program Evaluation
Graduate Certificate in Policy Analysis
To complete the Graduate Certificate in Policy Analysis, students are required to take the following three courses:

- PA 507: Public Policy Process
- PA 509: Applied Political Economy
- PA 511: Public Policy Analysis

Certificate students must also take six elective credit courses from the course list below. Policy oriented classes from other departments at NC State may be used to fulfill the elective credits. Courses taken outside of the list below must be approved by the student’s advisor prior to registering for the course.

- GIS 510: Fundamentals of Geospatial Information Science and Technology
- PA 512: The Budgetary Process
- PA 515: Research Methods and Analysis
- PA 530: Financial Management in the Public Sector
- PA 550: Environmental Policy
- PA 552: Science and Technology Policy
- PA 553: Disaster, Crisis, and Emergency Management and Policy
- PA 598: Energy Policy
- PA 715: Quantitative Policy Analysis
- PS 530: Global Problems and Policies
Transferring into the Ph.D. Program

Occasionally, MPA students seek to transfer into the department’s Ph.D. in Public Administration program. Students wishing to be considered for admission into the Ph.D. program should make their interests known to their advisor and the director of the doctoral program as soon as possible, ideally by the end of their first semester of their MPA. Admission into the Ph.D. program is competitive and applications for admission in the fall are reviewed the preceding February of each year by the Admissions Committee. There are no spring admissions into the Ph.D. program. Competitive applications for the Ph.D. program are evaluated based on 1) evidence of scholarly aptitude (GREs, GPA, letters of recommendation), 2) research experience, and 3) research interests that are supported by our graduate faculty. It is feasible for students admitted to the Ph.D. program without an MPA to complete both their MPA and Ph.D. in about five years.

Full-time students admitted to the Ph.D. program are eligible for funding through NC State’s Graduate Student Support Plan (GSSP). However, GSSP eligibility is based on a five-year time clock that starts at the point at which a student matriculates into either the MPA or Ph.D. program – regardless of whether they receive funding through the GSSP or not. In other words, years spent in the MPA program count against the GSSP eligibility timeline even if you are not receiving support through the GSSP. It is for this reason that it is imperative that MPA students considering the Ph.D. make their intentions known early and discuss the pros and cons with their advisor.

Students pursuing the MPA en route to Ph.D. will be required to complete all core classes required for the MPA except for PA 517: MPA Capstone. In lieu of the capstone course, the Ph.D. comprehensive exam will serve as the culminating examination for MPA program. In order to streamline program requirements, MPA en route to Ph.D. students will also be cleared to enroll in 700- and 800-level public administration courses for their specialization/elective credits. Upon successful completion of the MPA, up to 18 additional credits of approved 700- and 800-level public administration courses will be allowed to count toward the required 72 (for a total of 36 credits) provided the student remain continuously enrolled at NC State University. Per the NCSU Graduate School policy, students with a break in their enrollment between their MPA and Ph.D. will only be allowed to transfer 18 credits toward their Ph.D. MPA students who apply to the department’s Ph.D. program in Public Administration before graduation from the MPA program do not have to pay the graduate school application fee. Students should consult with the MPA director before initiating the Ph.D. application process.
Student and Professional Organizations

The public administration field is focused on the development of an individual’s managerial skills during the pursuit of the MPA degree and throughout their career. To assist in this manner, there are several organizations with which students may choose to get involved.

Professional Organizations

American Society of Public Administration
The American Society of Public Administration (ASPA) is the largest, most prominent association for public administrators. As a national association, ASPA provides opportunities for networking, conferences, and a public administration focused career website. Additionally, it promotes professionalism and training through its chapters and sections. ASPA also sponsors regular webinars on topics of interest to public managers. For more information about ASPA, students are encouraged to visit the ASPA website (www.aspanet.org). Students receive many of the benefits from membership at a greatly reduced price while in student status.

ASPA also provides a regional chapter for the Research Triangle. The chapter provides events and network opportunities throughout the year and may be contact through their website (www.rtaspa.com).

Young Nonprofit Professionals Network
The Young Nonprofit Professionals Network (YNPN) of the Triangle is dedicated to representing nonprofit professionals in the greater Triangle region of North Carolina. The local YNPN organization provides a number of events and conference opportunities throughout the year, as well as networking opportunities between members and the nonprofit community. More information about the network can be found on their website (www.ynpntrianglenc.org).

Other Professional Organizations
Other organizations whose membership is beneficial to students during their academic and professional careers include:

- Association for Research on Nonprofit Organizations and Voluntary Action (www.arnova.org)
- Government Finance Officers Association (www.gfoa.org)
- International City/County Management Association (www.icma.org)
- Society for Human Resource Management (www.shrm.org)
Student Organizations

Graduate Association of Public Administration
The Graduate Association of Public Administration (GAPA) sponsors professional, social, and community service activities during the academic year. GAPA offers students opportunities to discuss issues surrounding public administration and provide faculty with input about the MPA and Ph.D. programs. GAPA also encourages networking between public administration practitioners, faculty, alumni, and other students through various events. GAPA is an affiliate of the Graduate Student Association at NC State University. More information about GAPA may be found on their website (https://getinvolved.ncsu.edu/organization/315).

International City/County Management Association Student Chapter
The Department of Public Administration hosts a student chapter of the International City/County Management Association (ICMA). The mission of the ICMA is to create excellence in local governance by developing and fostering professional management to build better communities. Involvement with the student chapter provides students with access to the resources, scholarships, job postings, and other opportunities that the ICMA provides for its members. Membership in the chapter is free for students in the department and includes free membership in the ICMA. Students interested in the chapter should contact the MPA director.

Pi Alpha Alpha
Pi Alpha Alpha is the Global Honor Society for Public Affairs and Administration. The purpose of Pi Alpha Alpha is to encourage and recognize outstanding scholarship and accomplishment in public affairs and administration. The local chapter sponsors projects to increase communications among currently enrolled MPA students, alumni, faculty, and the public service community. Information detailing the organization is available on the NASPAA website.

Each fall, the Nominations Committee will select from students who have completed at least 18 hours of coursework in either the MPA or Ph.D. curriculum, who have a GPA of no less than 3.7, and who have an approved Plan of Work. The Committee will select up to 10 students, or the top 30% of the class, whichever is larger.

Students who meet the eligibility qualifications are notified by the department. Students who decide to accept membership pay a one-time membership fee and are expected to take part in a community service project during the academic year. New members are honored at an induction ceremony during the fall semester.
Academic Integrity

Academic integrity is the cornerstone of education. The free exchange of ideas depends on the participants’ trust that others’ work is their own and that it was done honestly. Intellectual progress in all disciplines demands the truthfulness of all participants. Plagiarism and cheating are attacks on the very foundation of academic life, and cannot be tolerated within universities.

For greater clarification, students are strongly encouraged to seek advice from their individual professors, contact the MPA director or the Office of Student Conduct on campus, and read the Code of Student Conduct.

What is Academic Misconduct?
The Code of Student Conduct does not provide a single, broad definition that encompasses all aspects of academic misconduct. Instead, the Code provides a listing of several behaviors that fall into four basic categories of misconduct:

- Cheating
- Plagiarism
- Aiding and Abetting another to Cheat or Plagiarize
- Destruction or Removal of Academic Materials

Generally, academic misconduct can be thought of as any behavior that involves the giving, taking, or presenting of information by a student that unethically or fraudulently aids the student or another on any work which is to be considered in the determination of a grade or the completion of academic requirements or the enhancement of that student’s record or academic career.

Plagiarism
Plagiarism is defined under the Code of Student Conduct as either (a) representing the work of others as his or her own; or (b) submitting written materials without proper attribution or acknowledgment of the source.

The free exchange of ideas depends on the participants’ trust that they will be given credit for their work. Everyone in an academic community must be responsible for acknowledging when they have used others’ words and ideas. Since the intellectual work of others constitutes a kind of property, plagiarism is like theft.

In addition, as a reader you may want to follow other writers’ paths of research in order to make your own judgements about their evidence and arguments. In doing so, you will depend on those writers’ accuracy and honesty in reporting their sources. In turn, your readers will depend on yours. This is frequently the case with professors as they grade and provide feedback to students on papers written. Faculty are more easily able to evaluate and assess the arguments contained in a paper if they are provided an honest and thorough “road map” for where the ideas came from.
When reviewing the definitions of plagiarism in the Code, it is important to consider the following:

- Not only does plagiarism include borrowing someone else’s direct language, plagiarism can also include using others ideas, thoughts, or actions and representing them in a way that leads others to believe they are your own. An example includes reading someone else’s interpretation of a poem and incorporating it into a paper you are writing about the poem, but without acknowledging where you got the idea. In order to avoid plagiarism, you must acknowledge where that specific idea came from (ideally using the style manual required by your instructor – MLA, APA, Chicago, etc.)
- Whether a student acted intentionally or “meant” to plagiarize is not a relevant factor that is considered when deciding if the student is actually responsible for this allegation.

**Cheating**

Cheating is defined by a number of behaviors, all of which tend to provide an unfair advantage to the student involved. The most common behaviors include copying from another assignment or test, collaborating with others on an assignment when the professor has required independent work, using outside resources when completing an assignment or test, and falsifying test answers or grades. For a more complete listing of the behaviors involved, please see the **Code of Student Conduct**.

Cheating prevents students from attaining the most important goals of higher education: learning and critical thinking. By cheating to gain answers or a higher grade, students fail to obtain the critical thinking skills necessary to learn future lessons. In addition, they put into practice a habit that will ultimately disadvantage themselves by allowing them to take shortcuts.

More practically, cheating breaks down the trust that exists between teachers and students. Professors who have been impacted by cheating often report the additional effort they must go through to root out unethical behavior and that cheating behavior affects their willingness to form close bonds with students.

Also, cheating affects other students whose grades in the class are often impacted by the unfair advantage a single student has achieved. Contrary to popular opinion, students care deeply about and look negatively upon cheating behavior.

A few important points to consider when reviewing these definitions in the Code include:

- When students submit an assignment to the professor, the student is providing an assurance that the work is the result of the student’s own thought and study, produced without assistance, and stated in that student’s own words, except when quotation marks, references, or footnotes acknowledge the use of other sources.
- In most cases, whether a student acted intentionally or “meant” to cheat is not relevant when deciding if the student is actually responsible for the allegation.
Aiding and Abetting Others to Cheat or Plagiarize
Aiding and Abetting others to cheat or plagiarize is defined by a number of behaviors, all of which tend to unfairly advantage another student. The most common violations include providing portions of an academic evaluation to another student, providing unauthorized aid to another student, and sharing academic materials. As with cheating, a student should always consult with the professor prior to aiding another student. In addition, students should never make assumptions about the appropriateness of providing aid to others.

Destruction of Academic Materials
Destruction of academic materials is defined under the Code as either (a) Removing or attempting to remove, destroy, steal, or make inaccessible library or other academic material without authorization; or (b) Willfully damaging the academic work or efforts of another.
Course Descriptions

**PA 507: The Public Policy Process**
Application of current theories of the public policy process to current issues in public policy and management. Emphasis on the dominant theories of the process, including policy streams, advocacy coalitions, punctuated equilibrium, institutional and rational choice models.

**PA 508: Government & Public Administration**
Public administration and policy making in U.S. political system. Covers Presidency, Congress, Supreme Court, Federal Reserve System, state and local government, intergovernmental relations.

**PA 509: Applied Political Economy**
Principles governing the interaction of politics and markets, and their application to public policy and public administration. Economic and political market failure, dilemmas of public choice and effects of political institutions. Case studies of public policymaking.

**PA 510: Public Administration Institutions and Values**
Exploration of the critical roles public administration plays in the American constitutional system of government with emphasis on public institutions, policy making and implementation, intergovernmental and intersectoral relations, public service values, administrative discretion, and ethical responsibilities and decision-making.

**PA 511: Public Policy Analysis**
Methods and techniques of analyzing, developing and evaluating public policies and programs. Emphasis given to benefit-cost and cost-effectiveness analysis and concepts of economic efficiency, equity and distribution. Methods include problem solving, decision making and case studies. Examples used in human resource, environmental and regulatory policy.

**PA 512: The Budgetary Process**
Examination of generalized budgetary process used at all levels of government in the U.S. Understanding of the process based upon comprehension of institutions involved, roles of politicians and professionals and the objectives of budgetary systems. Focus also upon budgetary reforms and on Planning-Programming-Budgetary and Zero-Based Budgeting as management tools.

**PA 513: Public Organization Behavior**
Major conceptual frameworks developed to understand organization behavior. Motivation, leadership, group dynamics, communication, socio-technical systems, work design and organizational learning. Application of theories and concepts to public sector organizations.

**PA 514: Management Systems**
Use of management systems by public and nonprofit organizations to monitor and manage their programs. Results-based management approaches, including strategic planning, goal setting, and output/outcome measurement. Ways of increasing managerial effectiveness through the use of structural changes, process improvements, project planning tools, performance-based budget systems, and individual and group rewards.
PA 515: Research Methods and Analysis
A focus on behavioral approach to study of political and administrative behavior. Topics including philosophy of social science; experimental, quasi and nonexperimental research design; data collection techniques; basic statistical analysis with computer applications.

PA 516: Effective Communications for Public Administrators
Focuses on professional written and oral skills and the applications needed by public and nonprofit administrators. This includes drafting, editing, and presenting factual and persuasive materials. Use of visual aids, handling question and answer sessions, dealing with media, and holding effective meetings. Composing memos, position papers, and press releases. The course develops competency to communication and interact productively with a diverse and changing workforce and citizenry.

PA 517: MPA Capstone
Students will demonstrate their achievement of core competencies developed through their MPA course of study. The course will include three key components: (1) Academic Portfolio; (2) Capstone Project; and (3) Reflection Essay. Students will develop a professional academic portfolio in which they identify activities and assignments from their course of study that demonstrate their attainment of the program’s expected learning outcomes. Students will complete a hands-on, supervised course project focusing on a major public service problem or issue and that demonstrates practical application of core competencies. Students will prepare a reflection essay of what they learned in the MPA program during their preparation for a public service career.

PA 520: Seminar in Urban Management
A seminar focusing on analytical techniques and managerial principles required for policy formation and implementation in a complex urban governmental environment. Specific topics including urban planning and community development, housing, intergovernmental relations, organizational roles and decision making, budgeting and selected urban services [for example: police, transportation].

PA 521: Government and Planning
The planning function at all levels of government in the U. S., with particular attention to problems posed for planning by rapid growth of metropolitan areas. Overview of community development, urban spatial structure, housing economics and land use planning.

PA 522: Intergovernmental Relations in the United States
Examination of distinctive features of intergovernmental relations in the U. S. Topics stressed including historical adaptations of federalism, emerging role of the administrator, contemporary trends in intergovernmental relations and assessment of contemporary trends from federal, state and local perspectives.

PA 523: Municipal Law
A focus on the legal nature of cities as municipal corporations and the legal context in which local governments operate. Specific topics covered including incorporation, ethics, public access to meetings and records, annexation, land use, development, planning, liability, financing, contracting, and personnel actions.
PA 525: Organizational Development and Change Management
This course provides an introduction to the applied skills and knowledge necessary for helping public and nonprofit organizations and agencies effectively manage change. Students will gain knowledge and skills in organizational assessment, action research, systems change, and the stages of change management.

PA 530: Financial Management in the Public Sector

PA 531: Human Resource Management in Public and Nonprofit Organizations
Analysis of major Human Resource practices used by public and nonprofit organizations. Techniques examined include organization [strategy, job analysis, job evaluation, and compensation], staffing [recruitment, retention, testing, and hiring], performance management [appraisal and training & development], and employee relations [grievance & discipline mediation & negotiation, and labor relations].

PA 532: Contract Negotiation and Mediation in the Public and Nonprofit Sectors
Three inter-related leadership skills - negotiation, contracting, and mediation- essential for achieving organizational success. Skills for negotiating with partners, for facilitation among colleagues, for crafting and monitoring contracts for equipment, services, or performance, and for using alternate dispute resolution techniques, primarily mediation.

PA 535: Problems Solving for Public and Nonprofit Managers
The course introduces a problem solving model specific to public and nonprofit organizations. The model is based on meeting three criteria: effectiveness, efficiency, and equity. Students learn to apply the model in interpersonal and group interactions. The course relies heavily on self-assessment to enable the students to recognize their problem solving propensities and the strengths and limitations of those tendencies.

PA 536: Management of Nonprofit Organizations
Strategies for developing board leadership, staffing, and managing volunteers, working in multicultural environments, developing partnerships with other organizations, conducting government relations. Legal requirements and constraints on nonprofits: incorporation, lobbying, and tax policies.

PA 538: Nonprofit Budgeting and Financial Management
Nonprofit budgeting and financial management practices, including budgeting, financial analysis, cash flow forecasting, internally controlling financial transactions, borrowing, external auditing, investing, managing risk, purchasing and inventory control.

PA 539: Fund Development
Identifies and assesses techniques and best practices of fund development, annual giving, capital campaigns, endowments. Topics include setting achievable goals, organizing and staffing a fund development camping, and identifying donors. Discusses links between fund development and organization mission and governance, ethical issues, and government regulations.
PA 540: Grant Writing for Public Administrators
Survey of funding environment; how to identify foundations, corporation and government funding sources; write proposals, and evaluate proposals.

PA 541: Geographic Information Systems for Public Administration
Introduction to management of spatial data in relation to public administration databases, including preparation of maps, tables, and data graphics related to geographic information systems in the public sector. Use of ArcView and a variety of other GIS computer applications.

PA 545: Administrative Law
Case law of exercise of administrative power, judicial and legislative control of administrative action, legal rights of public employers and legal procedures of administrative tribunals.

PA 546: Seminar in Program Evaluation
Combination of seminar and field research techniques to study evaluation of public programs. Focus on political and administrative problems associated with program evaluation. Examination of availability and appropriateness of various quantitative methodologies. Seminar concepts applied through evaluative projects conducted for public agencies.

PA 550: Environmental Policy
Focus on formation and impact of environmental policy in the U. S. Examination on decision-making processes at all levels of government. Comparisons between political, economic, social and technological policy alternatives. Emphasis upon application of policy analysis in environmental assessment and consideration on theoretical perspectives on nature of the environmental crisis.

PA 552: Science and Technology Policy
This course explores multiple methodologies and disciplinary perspectives to examine the public policies involving or affected by science and technology (S&T). Course themes include the history and evolution of S&T policy, current national and international S&T policy systems and the interactions and conflicts within and surrounding them, and responsible governance of S&T.

PA 553: Disaster, Crisis and Emergency Management and Policy
Study of the policies designed to prepare for, respond to, mitigate, and recover from natural and technological hazards, disasters, accidents, or terrorist attacks. Surveys government, nonprofit, and private sector activities in hazards, disasters, emergency and crisis management and policy.

PA 555: Administration of Criminal Justice
Politics and administration in American criminal justice system. Emphasis upon interrelationships between ideology, organization and policy outputs in analysis of major problems confronting the system today. Topics including intergovernmental relations, discretionary justice, impact of judicial decisions on criminal justice administration and management trends in criminal justice bureaucracies.

PA 580: Independent Study
Independent research or readings by graduate students under direct supervision of individual faculty members. Students' work evaluated, based on reports, papers and exams.
**PA 598: Special Topics in Public Administration**  
Detailed investigation of contemporary topics in fields of public administration. Topic and mode of study determined by program faculty.

**PA 635: Readings and Research**  
To enable graduate students to pursue a subject of particular interest to them by doing extensive readings or research in that subject under direct, individual faculty supervision.

**PA 650: Internship in Public Affairs**  
Exposure of the student to environment and value systems of the public organization through a supervised work experience. Involving application of substantive knowledge and analytical skills to organizational problems. Credit will vary with nature of the work experience.

**PA 651: Advanced Practical Training**  
Substantive knowledge and analytical skills applied to projects under agency supervision. Participation in monthly on-campus meetings. Credit will not be given for placements in current or previous work unit. Credit will not be given for both PA 650 and PA 651. Credit will vary with number of work hours. Must have MPA, current or previous professional work experience.