Ohio University’s
Master of Public Administration

STUDENT HANDBOOK
2010-2011
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THE MASTER OF PUBLIC ADMINISTRATION
AT THE GEORGE VOINOVICH SCHOOL OF LEADERSHIP AND PUBLIC AFFAIRS

The George Voinovich School of Leadership and Public Affairs (GVS), through its academic and applied scholarship engages students, faculty and professional staff to help make a difference in Appalachian Ohio and the state. The School uses multidisciplinary project teams to help business, nonprofit, and government partners in three core areas: policy innovation and strategic leadership, energy and the environment, and entrepreneurship and regional development. GVS partners with colleges and other academic units at Ohio University to educate students and provide applied learning opportunities. Over 170 students are integrated into applied research and learning projects at GVS annually. The school offers the Master of Public Administration degree and is headed by Dr. Mark Weinberg.

GVS is located on The Ridges in Buildings 20, 21, and 22. Classes typically meet in Building 21 in the Leadership Room on the first floor or in Building 20 in the second floor classroom. Dr. Judith Millesen is the MPA director. Her office is in Building 21, room 214; email millesen@ohio.edu; telephone 740-593-4381. The GVS has an office of Student Services located in Building 22, room 119. The primary contact in that office is Cheryl Hanzel; email hanzel@ohio.edu; telephone 740-593-9381. Any questions related to the graduate program should be directed to Dr. Millesen or Cheryl Hanzel.

ADMISSION REQUIREMENTS
All incoming graduate students are expected to have had previous course work in the social sciences, business administration, or public policy. Generally, a minimum of 24 quarter hours of undergraduate work or the equivalent is expected, although exceptions can be made for those with coursework in closely related fields or with practical political or administrative experience. Ohio University is committed to offering equal educational and employment opportunities and to complying with federal and state laws prohibiting discrimination based on race, creed, color, national origin, age, handicap, or sex. Furthermore, the university conducts a vigorous affirmative action program to promote equal opportunities.

*Ohio University requires candidates for admission to have a 3.0 undergraduate grade point average for unconditional admission to the University’s graduate programs. Applicants with a lower average may be admitted on a conditional basis. The department may require students receiving conditional admission to take additional preparatory course work and/or maintain a 3.0 GPA for their first 15 hours of graduate study.
FACULTY AND STAFF

The MPA faculty and staff are comprised of core faculty from GVS, the Department of Political Science, and GVS administrative and practitioner staffers. (See Appendix I for a guide to working with faculty and staff).

Dr. DeLysa Burnier, PhD Political Science, University of Illinois at Urbana-Champaign
Dr. Burnier’s areas of specialization are public administration, public policy, and American politics. She has published work on gender and public administration, gender and the New Deal, leadership, teaching pedagogy and interpretative approaches to public policy. Dr. Burnier can be reached at burnier@ohio.edu or 593-1337.

Dr. Michael Burton, PhD Political Science, University at Albany, SUNY
Dr. Burton teaches Elections & Campaigns and Political Leadership. His research has involved campaigns & elections, judicial appointment, American political leadership, and philosophy of logic. He spent more than seven years as a political professional in Washington. Most recently, he worked in the office of Vice President Al Gore (1993-98) as Special Assistant to the Chief of Staff and Assistant Political Director, advising the Vice President and senior White House staff and assisting in the coordination of vice-presidential travel. He is available at burtonm@ohio.edu or 593-1340.

Anita Hayward Frederick, MPA, Ohio University
Ms. Frederick manages the applied learning portion of the MPA degree program. She is the instructor for the MPA Applied Learning Practicum (POLS 690) requirement during which MPA students are placed with project groups within the Voinovich School and in regional nonprofit and government organizations to complete project-based work that links practical experience in the field with the academic theory from the required academic courses. Ms. Frederick has an MPA from Ohio University. She has fourteen years of corporate management experience in the advertising and finance industries and has taught at-risk youth in California’s Court School System and at an International Baccalaureate School in Colorado. She can be reached at anita.h.frederick@ohio.edu or 597-1206.

Dr. Lesli Johnson, PhD Clinical Psychology, Ohio University
Dr. Johnson leads the GVS PEER team (Planning, Evaluation, Education and Research) and serves as the coaching coordinator for the Ohio Appalachia Educators Institute. She has twenty years of experience working in community programs, including mental health, health, education and child welfare. Dr. Johnson enjoys working on interdisciplinary teams both as a researcher and as a project coordinator. As an evaluator, she has conducted evaluations on school-based programs, mental health interventions, community development and community readiness. She serves as the interim director for the Ohio Appalachia Educators Institute. Dr Johnson can be reached at johnsol2@ohio.edu or 593-9739.

Marsha Lewis, MPA, Ohio University
Marsha Lewis currently manages applied research projects related to education and public sector strategy development. She also serves as a senior data analyst for research and evaluation projects. Marsha helped develop the Ohio University Executive Leadership Institute and served as the Institute’s managing director for five years. She is currently pursuing a Ph.D. in educational research and evaluation with concentrations in statistical analysis and psychometrics. Before joining the Voinovich School, Ms. Lewis taught high school social studies. Ms. Lewis can be reached at lewism5@ohio.edu or 593-1435.
Dr. Nancy Manring, PhD Natural Resource Policy and Administration, University of Michigan
Dr. Manring is the Director of the Environmental Studies Certificate Program, and a member of the Master of Science in Environmental Studies (MSES) Program faculty and Advisory Board. Dr. Manring’s teaching interests include environmental and natural resource policy and politics, politics of the environmental movement, environmental and public dispute resolution, the politics of sustainability, and environmental literacy. Dr. Manring can be reached at manring@ohio.edu or 593-4375.

Dr. Judith Millesen, PhD Public Administration, University at Albany, SUNY
Dr. Millesen is the director of the MPA program and teaches courses in nonprofit management, nonprofit fundraising, and the graduate seminar in public administration. With more than 20 years of experience in many aspects of nonprofit administration including strategic planning and management, meeting facilitation, and board development, her research focuses on making a strong link between theory and practice. Dr. Millesen can be reached at millesen@ohio.edu or 593-4381.

Dr. Holly Raffle, PhD, Educational Research and Evaluation, Ohio University
Dr. Raffle serves as a research methodologist for qualitative, quantitative, and mixed methods research projects including program evaluation at Ohio University’s Voinovich School of Leadership and Public Affairs. Dr. Raffle primarily works in the disciplines of K-12 education, post-secondary education, and public health. Additionally, she is a certified health education specialist and has taught health in the public school system. Dr. Raffle can be reached at raffle@ohio.edu or 597-1710.

Dr. Ani Ruhil, PhD, Stony Brook University, SUNY
Dr. Ruhil manages a number of applied research projects at the Voinovich School in the areas of educational attainment and public program evaluation. His primary research interests are focused in bureaucratic politics and governmental reform. His research is widely published in a number of academic journals and his recent applied work has informed governmental decision making in Ohio. Prior to joining the Voinovich School, Dr. Ruhil taught at the University of South Carolina and the University of Illinois at Chicago. Dr. Ruhil can be reached at ruhil@ohio.edu or 597-1949.

Dr. Jay Ryu, PhD, Public Administration, University of Georgia
Dr. Ryu’s areas of specialization are public administration and public budgeting and finance. His current research areas have been focused on the evaluation of public revenues and expenditures such as education policy and finance, job training programs, and investment in public infrastructures, budgetary politics and the models of public expenditures, organizational performance and its determinants, and state and local privatization studies. He can be reached at ryu@ohio.edu or 593-1993.

Dr. Mark Weinberg, PhD Political Science, University of North Carolina, Chapel Hill
Dr. Weinberg is the Director of the Voinovich School of Leadership and Public Affairs and is a Professor of Political Science specializing in the areas of organizational strategy and public sector value creation. In 2002, he was named the Appalachian Regional Commission’s Whisman Scholar and served in that position for three years. He has taught a range of management courses including Public Budgeting, Financial Management, Public Policy Analysis, and now teaches the graduate capstone seminar in Public Administration (POLS 680). Dr. Weinberg can be reached at weinberm@ohio.edu or 593-4390.
**Dr. Julie White, PhD, Political Science University of Wisconsin**

Dr. White’s work is primarily in the field of political theory and ethics and public policy. In conjunction with Dr. Tickamyer and Dr. Henderson of Ohio University’s Sociology Department and Dr. Tadlock of the Voinovich Center, Dr. White continues to pursue research on welfare policy. With funding from the Joyce Foundation as well as NRI, this working group is currently assessing the impact of welfare reform in rural Ohio. Dr. White can be reached at whitej@ohio.edu or 593-1333.

The School also relies on a number of affiliated faculty to teach elective courses. These instructors have the academic qualifications and professional work experiences that invigorate and enrich the classroom experience. It is likely that you will encounter one or more of these talented individuals throughout your time in the program.

**DEGREE REQUIREMENTS**

The MPA program introduces students to the fundamental elements of public policy and administration. These elements include disciplinary knowledge of public policy and administration, public service, and technology learning and applications. Our emphasis on applied learning teaches students to think critically and creatively, while engaged in problem solving activities that address both real and theoretical situations.

Requirements for the program are:

- 30 credit hours of **CORE COMPETENCIES**
- 13 credit hours of **PROFESSIONAL COMPETENCIES**
- 28 credit hours of approved **MISSION-SPECIFIC COMPETENCIES**
- Completion of a **PORTFOLIO** or **THESIS**
- A minimum cumulative **GPA of 3.0**

**Core Competencies (30 Hours)**

Students entering the MPA program who have taken one or more of the core competency courses as an undergraduate or graduate at Ohio University or another institution may substitute another course in the place of that already taken. Please consult your advisor in selecting possible substitutions. Requests for permission to substitute a core competency course are then submitted to the MPA Director. Forms in the back of this handbook and are available from the Office of Student Services. If a core competency course is not offered during a student’s program, then a substitute course to fulfill the requirement will be provided. *(See Appendix II for a program checklist)*
MPA 620/Public Administration
MPA 514/Organization Theory
MPA 601/Research Methods
MPA 586/Public Budgeting
MPA 587/Financial Management or MPA 580 Program Evaluation
MPA 680/Public Administration Seminar: Strategic Leadership

**Professional Competencies (13 Hours)**
The GVS is committed to ensuring that students learn to apply their education, such as through experiential exercises and interactions with practitioners across the broad range of public affairs, administration, and policy professions and sectors.

LPA 692 Practicum
ELIP 512 Writing

Total Required Hours: 13 practicum and ELIP (practicum is 10 and writing course is 3)

10 optional through LPA 691 Internship (5 graded/5 credit)

**Mission-specific Competencies**
Course listed in this section assure that the MPA degree is delivering on the distinctive, public service mission of the GVC. The curricular content matches the profile in the overall mission of the School and demonstrates consistency and coherence in academic offerings.

**Strategic Data and Policy Applications**
- MPA 580/Program Evaluation (counts here only if not taken in the core)
- POLS 590/Politics of Taxation
- POLS 510/Policy Analysis
- MPA 487/Financial Management (counts here only if not take in the core)
- GEOG 578/GIS
- GEOG 579/Advances in GIS
- MPA 602/Statistics
- *LPA 691/Internship in this area

**Public/Social Entrepreneurship: Public and Nonprofit Leadership and Management**
- POLS 523/American Political Leadership
- POLS 590/White House Leadership/Management
- MPA 589/Nonprofit Management
- MPA 568/Nonprofit Fundraising
- MPA 512/Public Personal Administration or HRM540/Human Resource Training and Development or HRM 550/Recruitment, Selection, and Appraisal or HRM 560 HR Policy
- MPA 584/Management Skills
- POLS 556/International Organizations
- POLS 506/Campaigns and Elections
- POLS 518/Interest Groups
- POLS 612/Seminar in Executive and Legislative Institutions
- *LPA 691/Internship in this area
Environmental Sustainability

POLS 525/Environment and Natural Resource Policy
POLS 526/Politics of Contemporary Environmental Movement
POLS 524/Intergovernmental Relations
POLS 510/Policy Analysis (counts here if not taken in the core)
POLS 588/Public Dispute Resolution
ES 560/need course title here
*LPA 691/Internship in this area

Global Institutions, Organizations, and Policy

POLS 506/Campaigns and Elections
POLS 518/Interest Groups
POLS 612/Seminar in Executive and Legislative Institutions
POLS 556/International Organizations
POLS 555/International Law
POLS 540/Politics of Developing Areas
POLS 457/National Security
POLS ***/International Political Economy
*LPA 691/Internship in this area

Students can concentrate all their hours in one section or divide them across competencies so long as a minimum of two courses are taken in the selected competency areas.

Courses not listed may be substituted on a case by case basis with permission from the student’s advisor and the MPA Director. (See Appendix III for a course substitution form)

Applied Learning

Part of the mission of the MPA program is to provide students with a sound combination of theoretical knowledge and applied skills. Theoretical knowledge is gained through the classroom experience and students receive applied skills and real-world experience through the Applied Learning Practicum and through approved internships.

The Applied Learning Practicum

Pre-service, full-time students seeking an MPA degree at Ohio University Athens campus will engage in a year-long learning experience that weaves together academic curriculum and real-world public and nonprofit sector work. The Applied Learning Practicum commences fall quarter with three quarters of enrollment in LPA 692 Applied Learning Practicum, for a total of 10 credits. The Practicum is completed by MPA candidates sequentially and as a cohort. Applied Learning opportunities are coordinated by the Applied Learning Instructor. The synthesis of academic knowledge and practice will serve to enhance the learning experience of MPA candidates and better prepare them for employment upon graduation.
The GVS MPA Applied Leaning Curriculum strives to build upon classroom academics by linking classroom learning to project based applied learning in order to augment pre-service students’ limitations in real-world experience that is often critical in developing sound management skills. Under the direction and supervision of the Applied Learning Instructor, MPA candidates are assigned to projects with project groups within the Voinovich School and with regional nonprofit and government organizations to complete project-based work that links practical experience in the field with the academic theory from the required academic courses.

If the practicum option is selected, then no more than 5 hours of additional internship credit may be completed. Students with 10 practicum hours may apply 5 internship hours as elective credit toward the MPA. *The total number of hours of non-classroom work may not exceed 15.*

The Internship

In addition to the practicum, MPA students may acquire experience as interns with public, non-profit, or private sector organizations in a policy or administrative capacity. This is done by taking **LPA 691 Public Affairs Internship**, for a minimum of 5 letter grade credit hours. The amount of credit received for the internship can range from 5 to 15 hours depending on the time spent on the job, however only a maximum of 10 credit hours may be counted toward the 71 hour MPA degree requirement (unless the student also has 10 hours of practicum in which case only 5 hours can be used to satisfy degree requirements).

Before registering for LPA 691, the student should discuss the kinds of internships available with the MPA Director, locate an internship that fits the student’s career objectives as closely as possible, and secure the approval of the internship director. Students should take the initiative in developing an internship as long as it is approved by the MPA Director. The internship should only be taken following significant progress toward completion of the MPA degree. The student is expected to complete an internship paper, which will be evaluated by the MPA Director. This paper will be included in the student’s portfolio.

Waiving the Practicum/Internship Requirement

The internship/practicum requirement can be waived in some cases. Application for waiving the practicum is made to Dr. Michael Burton, burtonm@ohio.edu or 593-1340. The waiver will be approved if it is determined that the student has *significant prior administrative experience in the public or nonprofit sector*, or is currently on leave from an administrative position. In those circumstances, the student must take 10 credit hours of additional course work instead of the applied learning practicum or receiving internship credit. The student may also receive internship credit with the permission of the MPA Director if proper arrangements can be made with the agency for which the student is currently working. Internship credit will not be given for prior administrative experience.
Portfolio/Thesis Options
Although most MPA students select the portfolio option it is possible to choose the research oriented thesis option if it seems more appropriate to the student’s career plans or academic interests.

The Portfolio
To fulfill this requirement students must complete a portfolio of superior quality, and make a presentation based on its contents to a two person faculty review committee. This committee will evaluate both the portfolio itself and the presentation. The presentation should be scheduled for one hour. During that hour students are expected to make a presentation centered on their portfolio for no longer than 15-20 minutes. The rest of the hour will be devoted to a question and answer exchange between faculty members and the student.

The two person faculty committee is selected by the student in consultation with his/her advisor. In the interest of enhancing professional feedback, the student or faculty members may wish to invite a public or non-profit professional to the portfolio presentation. This is, however, completely optional.

The portfolio is designed to accomplish at least three purposes for the student. First, it indicates students are capable of Master’s level research and writing. Second, it indicates mastery of important professional skills (e.g., quantitative analysis or strategic management). Third the portfolio demonstrates a student’s professional growth and development over the span of the MPA program. Below is a general overview of what is to be included in the portfolio. (See Appendix IV for a detailed description of the portfolio process with deadlines).

Portfolio Contents
1. Resume and Professional Statement
   To be developed in Introduction to Public Administration.

2. Quantitative Analysis or Research Proposal. This paper may be selected from papers or course work prepared for Research Methods I or II, Public Budgeting, Financial Management, or Program Evaluation

3. Research, Analytical, Policy, or Problem Solving Paper
   This paper may be selected from ANY paper prepared for a core competency or elective course.

4. Case Study Analysis
   The case study analysis will be prepared in the Public Administration Seminar.

It is important to note that students are required to submit the original assignment as well as a fully edited and polished version of any paper included in the portfolio. The edited version should incorporate feedback and comments from faculty.
The portfolio’s contents should be assembled during the student’s program in close consultation with the student’s advisor, as well as the individual faculty members for whom the work was done originally. The school uses an electronic portfolio submission program hosted by the College of Business; even though all students will receive training and information about how to access the system and assemble the portfolio, basic information about how to access the system is below.

**Accessing the Electronic Student Portfolio (ESP)**

1. Start at OU College of Business site ([http://www.cob.ohio.edu/isms/cob.aspx](http://www.cob.ohio.edu/isms/cob.aspx))
2. Scroll down to “Help Desk” on the left menu bar
3. Scroll down to “ESP Editor” under “Resources and Helpful Links”
4. Click on “New User” at bottom left of page
5. Enter user ID and password  Click “Activate My Account”

**The Thesis**

A maximum of 10 credit hours may be counted as part of the 71 hour requirement. Some students choose this option, though it usually takes longer to complete. The thesis can be used as evidence of one’s ability to carry out successfully in-depth research. This may be helpful for those seeking admission to Ph.D. programs after completion of the MPA program.

To complete the thesis option students must convene a thesis committee. A thesis committee consists of a student’s thesis director plus two other faculty of the student’s choice. Thesis committee members will read your thesis and serve as the thesis examination committee. Students are expected to follow requirements as specified through the Graduate College in preparing a master’s thesis. These requirements can be found at the following link: [http://www.ohio.edu/graduate/gradForms.cfm](http://www.ohio.edu/graduate/gradForms.cfm)

**Graduation**

A minimum cumulative GPA of 3.0 in the MPA program is required to graduate. In addition, students must maintain a minimum cumulative 3.0 GPA during their course of study. Those who fall below this will be placed on probation and, if they do not attain a 3.0 GPA by the end of the following quarter, are subject to being dropped from the program.

**In summary, graduate requirements include:**

1. 71 credit hours of graduate course work.
2. Completion of all core, professional, and mission-specific competencies.
3. A minimum 3.0 GPA.
4. Completion of an applied learning practicum or internship.
5. Completion of a portfolio and presentation (non-thesis option) or completion of a thesis and thesis defense (thesis option).
Graduation is not automatic. To graduate, all students must apply online (http://www.ohio.edu/registrar/gradapp.cfm) or at Registrar Services, Chubb Hall. The application must be submitted no later than the published graduation deadline (http://www.ohio.edu/registrar/info/summer2008-09/gradapp.htm) for the quarter in which graduation is planned. More information about graduation is available at: http://www.ohio.edu/registrar/grd.cfm

**BEING A STUDENT AT GVS**

Whether you are completing the Applied Learning Practicum, serving as a Graduate Assistant, doing research or finishing your degree you will be working, at least in part, at GVS. GVS is a dynamic educational environment that substantively combines academic vigor with applied practical fieldwork. Faculty, staff, and students work in collaboration on innovative research and projects that serve the region.

A meaningful and successful experience at GVS is dependent upon individual student’s commitment to be engaged, professional, and responsible. Students are provided with materials and orientation sessions to increase their understanding of all facets of the academic and applied learning experience. The final responsibility for a successful education and experience lies with the student. This section provides information to make your time at GVS meaningful and valuable.

**Working with Faculty and Staff**

As an MPA candidate at GVS you will be required to work with faculty and staff whether is in the classroom environment, on project work or to complete your portfolio examination or thesis. Aside from educational responsibilities faculty and staff at GVS have other project and research responsibilities. Many work off-site and in the field and are not available at a moment’s notice. A successful and effective student-faculty or student-staff relationship depends upon appropriate and professional interactions.

When interacting with faculty and staff be respectful, considerate, professional, and appropriate. (See Appendix I for detailed Guidelines for Working with Faculty and Staff)

**Parking**

Students are assigned to park only in lots 200 and 201. The lots are located in front of the Kennedy Museum (both upper and lower lots).

**Phone Etiquette**

When answering phones, you should reflect a level of professionalism. If answering the phone in student lab, please answer it by saying:

“Hello, Voinovich School Student lab. How may I help you?”

If the appropriate person is not available take a message and email it to them.
Long Distance Codes
A long distance code will be provided to make calls to clients in the region. This code can be used only for work related calls. Please see Trenia Twyman for the code. Students must log all long distance calls with an appropriate description of the call and an estimate of the length of the call on the phone call log sheet placed next to the phone.

Dial: 80-# (you will hear a two beep confirmation) then dial the number as usual (1-area code – phone number)

**Computer Lab Phone Numbers**
Room 133 Computer Lab: 740-597-1691
Room 174 Conference Room: 740-593-1796
Room 174 Fax: 740-593-1795
Appendices

Copies of all forms in this section are available through the Office of Student Services, Building 22, Room 119; 740-593-9381.
APPELLIX I  
GUIDELINES FOR WORKING WITH FACULTY AND STAFF

Guidelines for Working with Faculty and Staff
Whether you are completing a special project, writing a thesis or preparing your portfolio, there are certain basic elements of a strong student-faculty or student-staff mentoring relationship. In addition to teaching and advising requirements expected of all faculty at Ohio University, members of the faculty are also expected to:

1. Engage in ongoing research (which could involve extensive travel or substantial time away from the office),
2. Write extensively (including submissions of journal articles, books, book chapters, practitioner-oriented literature, manuals, etc.), and
3. Provide service to the university and the community (this could mean serving on committees and attending meetings both at the university and in the community).

Students must recognize, and plan accordingly, for the fact that each faculty or staff member that they work with is balancing multiple time-intensive expectations.

Tips for demonstrating your consideration:

1. Even if unspecified in the initial discussion, leave ample time for faculty and staff to review and comment on drafts of your work. Unless specified otherwise, you should leave approximately two weeks for review of all written materials unless specified differently by the project scope or faculty member. This is not because faculty members need two weeks to read your work, this is because in order to read your work, faculty many need to juggle other commitments.

2. For the portfolio examination and or thesis defense, identify potential members of your committee as early as possible. Contact them as soon as you have determined you would like them to serve so that you can ascertain their level of interest in serving on your committee.

3. When scheduling your portfolio examination or thesis defense, give at least two weeks lead time. That is, don’t contact your committee members on a Friday to ask them if you can schedule your comprehensive exams or grant proposal presentation the following week. Give them ample time to consider other appointments they may have, including office hours. *(See Appendix IV for specific portfolio examination deadlines).*

4. Do not wait until the end of the quarter to initiate conversations about projects, portfolios, or thesis defense. The end of the quarter is a busy time for students; it is an equally busy time for members of the faculty and staff. It is unreasonable to expect a member of your committee to cancel standing commitments to respond to immediate expectations of participation.
Requirement Checklist

MPA degree requirements include 71 credit hours of course work with a minimum GPA of 3.0. Required coursework is outlined below:

1. Core Competencies

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Quarter Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>MPA 620 Public Administration</td>
<td></td>
</tr>
<tr>
<td>MPA 514 Organization Theory and Politics</td>
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<tr>
<td>MPA 601 Research Methods</td>
<td></td>
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<tr>
<td>MPA 586 Public Budgeting</td>
<td></td>
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<tr>
<td>MPA 587 Financial Management</td>
<td></td>
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<tr>
<td>MPA 680 Seminar Public Administration</td>
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</tr>
</tbody>
</table>

2. Professional Competencies

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Date Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internship/Practicum Requirements</td>
<td></td>
</tr>
<tr>
<td><em>In-service students must take 10 additional credit hours in lieu of the internship/practicum requirement (provided appropriate approvals have been obtained).</em></td>
<td></td>
</tr>
<tr>
<td><em>Check here if in-service student.</em></td>
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</tr>
<tr>
<td>ELIP 512 Writing and Citing (3 credit workshop)</td>
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</tbody>
</table>

3. Mission-Specific Competencies

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Quarter/Class Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Data and Policy Applications</td>
<td></td>
</tr>
<tr>
<td>Choose from: MPA 580, POLS 510, GEOG 578, GEOG 579, MPA 602</td>
<td></td>
</tr>
<tr>
<td><em>(any substitutions must be approved)</em></td>
<td></td>
</tr>
<tr>
<td>Public/Social Entrepreneurship: Public and Nonprofit Leadership and Management</td>
<td></td>
</tr>
<tr>
<td>Choose from: POLS 523, MPA 589, MPA 568, MPA 584, POLS 556, POLS 506, POLS 518, POLS 612, or one from the following list MPA 512, HRM 540, HRM 550, HRM 560</td>
<td></td>
</tr>
<tr>
<td><em>(any substitutions must be approved)</em></td>
<td></td>
</tr>
<tr>
<td>Environmental Sustainability</td>
<td></td>
</tr>
<tr>
<td>Choose from: POLS 525, POLS 526, POLS 524, POLS 510, POLS 588, or ES 560</td>
<td></td>
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<tr>
<td><em>(any substitutions must be approved)</em></td>
<td></td>
</tr>
<tr>
<td>Global Institutions, Organizations, and Policy</td>
<td></td>
</tr>
<tr>
<td>Choose from: POLS 506, POLS 518, POLS 612, POLS 556, POLS 555, POLS 540, or POLS 457</td>
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<tr>
<td><em>(any substitutions must be approved)</em></td>
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</tbody>
</table>

Students can concentrate all their hours in one section or divide them across competencies so long as a minimum of two courses are taken in the selected competency areas.  
*Mission-Specific Competencies must equal at least 28 hours*
APPENDIX III

COURSE SUBSTITUTION FORM

Petition for Substitution

In some cases, the School will allow students to use courses within the major or elsewhere in the university as substitutions for required and elective courses. If you wish to request a substitution, please complete this form and return it to the MPA director for approval.

Name: ___________________________  P.I.D.: ___________________________

Local Phone: ______________________  Email Address: ______________________

For which requirement do you need to substitute a course? Why?

Which course do you propose as a substitution? Briefly provide a rationale for this request. You may use the back of this sheet if necessary.

Student Signature: ___________________________  Date: ___________________________

Approved □  Denied □

Authorized Signature: ___________________________  Date: ___________________________

Email confirmation sent to student □

Email confirmation sent to student Date: ___________________________

Comments:
APPENDIX IV

PORTFOLIO GUIDELINES AND INSTRUCTIONS

The MPA Portfolio Examination
The portfolio examination should be viewed as a final capstone experience. It should be scheduled for one hour. During that hour students are expected to make a presentation centered on their portfolio for no longer than 15-20 minutes. The rest of the hour will be devoted to a question and answer exchange between faculty members and the student.

Presentation:
During the 15-20 minute oral presentation the student will reflect on the academic/professional growth and development over the course of the program. Points upon which students should reflect:

1. What does the work compiled in your portfolio say about you and what you learned over the course of the program?
2. Drawing on the portfolio’s contents discuss the disciplinary knowledge you have gained about public administration, public policy, and politics during the course of your program.
3. Discuss any consistent themes, values, ideas, or concerns your portfolio develops or represents.
4. How will this knowledge be used by you in a professional setting?
5. How has the MPA program come to shape your understanding of public service and administration?

Portfolio Contents:
In addition to the preface described above, the portfolio should include the following:

1. Resume and Professional Statement
   To be developed in Introduction to Public Administration.
2. Quantitative Analysis or Research Proposal
   This paper may be selected from papers or course work prepared for Research Methods I or II, Public Budgeting, Financial Management, or Program Evaluation Include the original and revised copies.
3. Research, Analytical, Policy, or Problem Solving Paper
   This paper may be selected from ANY paper prepared for a core competency or elective course. Include the original and revised copies.

4. Case Study Analysis
   The case study analysis will be prepared in the Public Administration Seminar. Include the original and revised copies.

Portfolio Preparation:
1. The department uses an electronic portfolio submission program hosted by the College of Business. All students will receive information and training about how to access the system and assemble the portfolio.
2. All papers should be fully edited, all mistakes, typos, errors, etc corrected. The papers should be revised and polished in light of the professor’s original comments.
3. Provide the original assignment together with the edited version. If you need an original assignment scanned for inclusion in the portfolio, you can complete a copy request form in the main office. A scanned version of your paper will be emailed to you.
4. Feel free to add an addendum to a paper if you want to make additions, add explanations etc. since the time the paper was originally written.
5. The student must contact the MPA director no later than Week 7 of the quarter to verify committee selection as well as for pre-approval of the portfolio contents.
6. The electronic link to the portfolio should be distributed to the committee at least ten days in advance of the exam. All portfolio defenses must be completed before final exam week of the quarter the student is expecting to graduate.
7. After the examination is completed, all changes and corrections suggested by faculty members should be made as soon as possible. After the exam, original graded assignments can be removed so students can use the portfolio link for professional development purpose.
APPENDIX V

OTHER ADMINISTRATIVE FORMS
CHANGE OF ADDRESS

Change of Address Form

Student Name: ________________________________

PID #: ________________________________

Old Address:

(Street Address)

(Street Address)

(Street Address)

(City, State, Zip)

New Address:

(Street Address)

(Street Address)

(Street Address)

(City, State, Zip)

Date Submitted: ________________________________

Effective Date: ________________________________