



MPA Handbook

MPA Program Locations:

Milledgeville
Macon
Warner-Robins

2008-2009 edition

The Handbook for MPA Students should answer many of the questions that prospective and current students have about the Georgia College & State University Master of Public Administration (MPA) program. The GCSU Graduate Catalog officially describes the MPA program and is the official reference for rules, regulations, and policies considered binding for students and faculty involved with any of the graduate programs at GCSU. The Graduate Catalog is only available on-line at the GCSU web site (www.gcsu.edu).

Mission

The Master of Public Administration degree program at Georgia College & State University seeks to enhance the quality of the public service in Georgia state and local government, the federal civil service and in nonprofit organizations world-wide by providing professional education for those involved in or planning careers in the public service. Recognizing that service to the public is a calling of the highest importance, the program is devoted to developing graduates who are effective, efficient, responsible, and humane. In keeping with Georgia College's liberal arts mission, the program provides students with enriched opportunities to develop critical thinking and enlightened leadership skills along with a strong general public administration education. Students are given the flexibility to choose electives that will serve their individual interests and career goals.

Accreditation

The Georgia College & State University Master of Public Administration program is fully accredited by the Committee on Peer Review and Accreditation of the National Association of Schools of Public Affairs and Administration (NASPAA).

Admissions Requirements and Procedures

There are three basic steps to the admissions process:

First, submit a completed graduate school application to the GCSU Office of Enrollment Services. The graduate application form is found on-line at www.gcsu.edu. There is no application fee charged to those who have previously attended GCSU.

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

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

GRE: www.gre.org.

MAT: www.milleranalogies.com

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Regular admissions status entitles students to take classes in the program and to register for classes without advisement. All students must attain regular status in order to graduate.

Provisional admissions status is awarded to students who show promise of success even though they do not qualify for regular admission status. Provisional students must be advised before registration and their status is reviewed after they complete 9-12 hours of coursework.

Conditional Waivers are allowed for well-qualified candidates with significant career experience. A conditional waiver allows an individual to take courses for **ONE** semester while their admissions file is completed.

Admissions Procedures (continued)

Admissions Formula Worksheet:

Your GRE verbal score _____

+

Your GRE quantitative
or analytical score
(whichever is higher) _____

+

Your Undergraduate
GPA (multiply by 100) _____

If your admissions formula score is:

1200 or higher with the GRE & 670 or higher with the MAT:

You will be admitted to the program with regular status.

1000-1199 with the GRE & 620-669 for the MAT:

You may be considered for provisional status. The MPA coordinator may ask to submit a statement of purpose and/or recommendation letters before admissions.

999 or lower with the GRE & 619 or lower with the MAT:

It is unlikely that you will be admitted. You may want to retake the GRE to increase your scores.

Application Deadlines

Fall Semester: August 1

Spring Semester: November 1

Maymester: April 1

Summer Semester: April 1

Admission Status

Once your application package is complete, the MPA Coordinator will then review your package to decide whether you should get Regular or Provisional status. To get regular status, you must have a score of at least 1200 on the MPA admissions formula. For example, if you had 450 on the GRE verbal, 450 on the GRE quantitative, and a 3.00 undergraduate GPA, your score would be $450 + 450 + (100 \times 3.00) = 1200$, and you would be given regular status. We will use the analytical score if it is higher than the applicant's quantitative score.

If you have a total score below 1200, you will be considered for provisional status, which would allow you to take courses on a trial basis. If your score on the formula is less than 1000, the coordinator may require you to re-take the GRE and/or provide reference letters, or may deny you admission. The practice of the MPA program is to ascertain the degree to which the applicant in question is prepared to undertake graduate-level work. Applicants with low scores will need to provide additional and sufficient evidence of their abilities in order to avoid outright denial of admission.

You may also elect to take the MAT (Miller's Analogies Test). The formula using the MAT is: $\text{MAT scaled score} + (\text{GPA} \times 100)$. For example, a MAT score of 370 and a GPA score of 3.00 would give the applicant a score of 670, the minimum score for regular admission. A score between 620-669 would qualify for provisional admission.

Provisional students must take in that status the equivalent of a semester's full load (8 to 12 hours) of MPA courses and earn no final course grades below B to qualify for regular status. If you take a lighter course load, you may need two or more semesters of satisfactory work (not to exceed 12 hours) to become eligible for regular status.

Courses taken under provisional status with satisfactory grades will be counted as part of the regular degree program. A final course grade below "B" while in provisional status will cause you to be dismissed from the MPA program. No more than 12 hours can be taken in provisional status--or in a combination of provisional, conditional, or any other non-regular status. Conditional status can only be used for 1 semester regardless of the amount of hours you are taking.

Once you have been placed into regular status, you will receive from the MPA Coordinator a Program of Study form, which will outline the courses needed for the degree. Signing and returning the form will complete the process known as admission to candidacy. This means that you are now in fact a regular student in the MPA program and if you take the courses in the program of study and earn good graduate grades (a 3.00 graduate GPA) then you can expect to graduate upon completion of those courses with an MPA degree. It is imperative that students return the signed form promptly to be able to continue their programs.

Academic Standing

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

The MPA Curriculum

The program of study form outlines the MPA curriculum. There is also an MPA Check-Sheet (a copy of which is attached to this handbook) which should be helpful in keeping track of degree progress.

All students must complete 36 hours (usually 12 classes) of coursework and a completion option (either an internship, a capstone experience, or a thesis).

The curriculum is divided into 5 areas including (basic, advanced, and concentration courses).

Students are strongly encouraged to take PUAD 6538 in their first or second terms in the MPA program. This course serves as an introduction to public administration and to this particular MPA program. While it is not required, some students have found it helpful to have most of the basic courses completed prior to taking the advanced curriculum (PUAD 6601, 6605, 6615, and 6625).

I. BASIC CURRICULUM (12 hours)

PUAD 6538 Public Administration and the Public Service (3 hours)

An analysis of government organization, management, and administration with primary focus upon the American national administrative structure. Emphasis is placed upon institutional, behavioral, and political factors of contemporary public bureaucracies. Should be taken in the student's first term in the program.

PUAD 6558 Public Personnel Management (3 hours)

A study of contemporary practices and issues in the management of public employment. Major emphasis is given to merit system development, career systems, motivation, performance evaluation, and traditional personnel functions.

PUAD 6568 Administrative Law for the Public Manager (3 hours)

An examination of law in society and its influence upon public sector operations. Applications of substantive areas of the law such as regulatory processes, administrative adjudication, due process are addressed.

PUAD 6578 Public Finance and Budgeting (3 hours)

A study of the public fiscal and budgetary decision-making institutions and operations. Sources of revenue, methods of expenditure, allocations of resources and their impact on the economy are given special emphasis.

2. ADVANCED CURRICULUM (9 hours)

PUAD 6601 Policy Making, Implementation, and Evaluation (3 hours)

An integrative, skills-oriented course for policy analysis and policy making. The policy development process is analyzed with respect to the identification of needs, planning, adoption, implementation, and evaluation.

PUAD 6605 Quantitative Techniques in Public Administration (3 hours)

Applied systematic analysis for public managers. Stresses analytical approaches to problem definition and the application of statistical techniques to hypothesis testing. Data analysis using computer software is integrated throughout the course.

Choice of:

PUAD 6615 Administrative Ethics (3 hours)

A study of the major historical systems of moral philosophy, such as Natural Law, Natural Right, Utilitarianism, Kantianism, Nihilism, and Existentialism. Focuses on applying ethical systems to policy and administrative questions.

PUAD 6625 Intergovernmental Relations (3 hours)

A study of intergovernmental structures and issues in public administration throughout the federal system with special emphasis on the state and sub-state levels. Grants and grantsmanship are addressed.

3. ELECTIVES (15 hours)

Any course from the list of approved electives on page 4, or independent study. Other graduate courses can be considered for elective credit upon approval of the Coordinator.

4. CAREER ASSESSMENT PROJECT, INTERNSHIP, OR THESIS

Note: *The thesis option requires three semesters of preparation. In the first semester of preparation, the student will (in consultation with the coordinator) prepare a research design by enrolling in PUAD 6971. In the second semester, the student will enroll in PUAD 6972 while conducting research and writing. Both courses carry three hours of credit that may be applied to the degree objective. Once approved by the coordinator and faculty advisor, the student will be scheduled to defend their work. Only after a satisfactory defense and required modifications will a degree be awarded. Students need to have completed some coursework, preferably PUAD 6538 and PUAD 6605, before embarking on the thesis option.*

Electives

Description of Electives

Policy Management electives are the most general of the electives and offer students courses that emphasize the political side of public administration.

Electives in **General Management Systems** offer students a private sector orientation to management science.

Students interested in careers in city, county, and other sub-state governments should consider **Local Government Administration** electives.

International Policy electives are suitable for students contemplating further graduate work in political science and careers in foreign affairs and international public administration.

Students may wish to explore with the Coordinator and other MPA faculty additional electives. Students should also understand that not all elective courses will be taught at all of GCSU's locations. Most specifically, those wanting to take all of their course work at Robins Graduate Center may be confined to the Policy Management and General Management Systems electives. Those willing to travel to other sites will have access to all of the elective options.

The purpose of elective courses is to allow students the option to specialize in a subject area or to explore a variety of courses according to the student's interest and career goals. Students may choose any of the electives listed below. For courses other than those listed below, please ask the Coordinator about suitability. Course descriptions can be found in the Graduate Catalog.

Policy Management Electives:

PUAD 5444 Labor Relations	PUAD 5471 Urban and Regional Planning
PUAD 5581 Bureaucratic Behavior	PUAD 6615 Administrative Ethics*
PUAD 6625 Intergovernmental Relations*	PUAD 6635 Comparative Administration
PUAD 6950 Special Topics in Pub. Admin.	PUAD 5401 Public Policy Making
PUAD 5415 Environmental Policy	POLS 5211 Legislative Politics and Behavior
POLS 5221 The Presidency	POLS 5231 Public Opinion
POLS 5950 Special Topics in Pol. Science	LOGS 6647 Logistics Processes & Management

* Can only be counted if not taken in the Advanced Curriculum.

General Management Systems Electives:

SOCI 5452 Complex Organizations	MGMT 5141 Organizational Management
BCOM 6221 Communications Theory	MGMT 6135 Organizational Theory and Behavior
ECON 6176 Managerial Economics	MGMT 6165 Human Resources in Admin.
PUAD 5444 Labor Relations	MGMT 6185 Systems Approaches
PUAD 5581 Bureaucratic Behavior	LOGS 5306 Supply Chain Management
	LOGS 6650 Purchasing & Materials Management

Local Government Administration Electives:

PUAD 5471 Urban & Regional Planning	PUAD 6625 Intergovernmental Relations*
SOCI 5444 Race and Ethnic Relations	SOCI 5465 Urban Sociology
PUAD 5444 Labor Relations	POLS 5231 Public Opinion

* Can only be counted if not taken in the Advanced Curriculum.

International Policy Electives:

POLS 5415 Environmental Policy	POLS 5650 Contemp. American Foreign Policy
POLS 5720 The Vietnam War	POLS 5611 Contemporary International Problems
POLS 5621 Comparative Foreign Policies	POLS 5531 Politics of the Middle East
PUAD 6635 Comparative Administration	GEOG 5205 Political Geography
ECON 6175 International Economics	

**Students interested in Criminal Justice Administration should consider the Masters in Criminal Justice program.

Completion Options

Career Assessment Project (CAPs). Students classified as in-service who are not choosing the thesis option will take the Career Assessment Project, PUAD 6689, as their final course. A separate handout is available with details for the CAP. The final product of the CAP is a paper, usually 12-20 pages in length, which evaluates the student's career goals and experiences in light of the student's graduate program. A session with the Coordinator and/or other MPA faculty discussing the paper is also part of the CAP. The CAP is graded on a pass/fail basis. Many students find it useful as preparation for the CAP to keep a log or a journal that records their impressions about courses and the program in general.

Internship. Students who have not had full-time work experiences in the public sector will be classified as pre-service and will need to complete an internship for the MPA degree. The internship is usually taken close to the end of a student's program, often in the very last semester. Students needing the internship should begin planning for it one or two semesters before actually registering for it. The Coordinator and the GCSU Career Services Office must be consulted as the first step. The Internship Director in the Career Services Office will be very helpful in exploring placement possibilities. Customarily, students in good standing have had great success in securing appropriate internship experiences with a variety of state and local and some national public agencies, as well as non-profit agencies.

The internship is a full-time work experience. The intern typically will be assigned duties by the employer that are equivalent to those of entry-level professional personnel. There will be a written agreement between the University and the employer as to what those duties and expected learning objectives are. The intern's primary task is to perform his job duties well and fully, but there also will be some reports to be turned in to the Coordinator in order to earn the academic credit. Students will be required to keep a journal with regular entries and will be assigned a paper topic drawn from the internship experience. After submission of the journal and paper, there will be a conference between the student and an MPA faculty member to discuss the internship experience. Grading is done on a pass-fail basis. Ordinarily, the student will not be taking any other courses while doing the internship.

Thesis Option. Students contemplating further graduate work or wanting an in-depth research experience should consider the thesis option. The thesis option entails 6 credit hours, leaving 30 credit hours of regular courses. The thesis option consists of two separate courses followed by a thesis defense. These must be taken in the following sequence:

PUAD 6971 Thesis Research Design -- The student will prepare a detailed prospectus of the research topic. The prospectus will include a bibliography, a description of methodology to be used, substantive goals to be achieved, a realistic schedule to be followed, and other details deemed necessary by the Thesis Supervisor. The student must receive a "satisfactory" (S) grade before being permitted to register for PUAD 6972.

PUAD 6972 Thesis Writing and Development --The student will submit chapters of the thesis to the Thesis Supervisor and Second Reader. Chapters will be read, evaluated, and revised until final approval as to form and content is given. An "S" grade must be earned before the student can move on to PUAD 6973.

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

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

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

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

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

Independent Research

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

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

By the end of the second week of the term, the student should submit a prospectus, generally at least one full page, which summarizes the subject to be researched, the significance of the subject, the methodology to be used in the research, and a brief list of works consulted. The supervising faculty member must approve the prospectus before the student proceeds with the research. If there are problems with the prospectus, it is the student's obligation to correct those problems to the instructor's satisfaction. Otherwise, the student will be forced to drop the course. Depending on the timing of the drop, the student may receive only a portion (perhaps none) of his fees back for the course.

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

Advisement and Registration

One of the purposes of the MPA Handbook, the Graduate Catalog, the Program of Study form, and the MPA Check-Sheet is to simplify advisement and schedule planning. The University publishes an annual schedule of classes that can be of some value in helping students to see the long-run plan of MPA courses at the different locations. The Coordinator will also distribute course scheduling up-dates each semester, and the university posts an up-dated schedule on-line (www.gcsu.edu, then link to registration and advisement). The up-dates are very important because the printed annual schedule can never be fully accurate, especially as the academic year proceeds. With all of the information available, graduate students should be able to handle for themselves most of the schedule planning process each semester. Do not hesitate, however, to contact the Coordinator if you have questions about what you need to take each term.

Graduation

With the MPA Check-Sheet, students should be able to track their progress toward degree completion. The Graduate Catalog states that one should apply for graduation two semesters before completing all course work. For example, to graduate by the end of Spring term, one should apply by the end of the previous summer term. The graduation application can be obtained from the GCSU Enrollment Services Office or from the offices in Macon and Robins Graduate Center. If you have questions about the courses needed to complete the application, please check with the MPA Coordinator. You must register for the CAP or internship in your last term in order to be eligible for graduation.

Georgia College & State University Locations

The MPA program is offered at three different locations: in Milledgeville, in Macon at the GCSU Center for Graduate and Professional Learning, and at the Robins Graduate Center at Robins Air Force Base. The Basic and Advanced Curricula courses are offered at all three locations. Some of the elective courses are more readily available at the Milledgeville and Macon campuses than at RGC. Students may take all of their course work at any of the three locations, with the understanding about Concentration availability, or may choose to travel among the locations. Students willing to travel will have more course selection options.

The MPA program has the same faculty at all of its locations, and MPA courses are substantively the same at all locations. Faculty may vary somewhat the illustrative materials used in courses at the different sites to coordinate with the different student clienteles (i.e., predominantly federal service at RGC, predominantly state and local service in Milledgeville).

Faculty

Below is a list of faculty members, along with their specialization area(s), who frequently teach basic, advanced, and specialization curriculum courses in the MPA Program.

Carter, Ruth J., Ph.D., *University of South Carolina*, International & Comparative Administration

Digby, Michael F., Ph.D., *University of Virginia*, Public Finance/Budgeting, Planning, Intergovernmental Relations
Department Chair

Edmondson, Henry, Ph.D., *University of Georgia*, Ethics, Public Management, Public Law

Elowitz, Larry, Ph.D., *University of Florida*, International & Comparative Administration, Public Policy

Hammack, Jennifer W., J.D., *University of Alabama*, Administrative Law, Contracts, Criminal Justice

Harris, Robin, Ph.D., *Georgia Institute of Technology*, Sociology, Technology History and Policy

Herbel, Jerry, Ph.D., *University of Oklahoma*, Ethics, Public Management

Mabie, Jan E., Ph.D., *Washington University*, Research Methods/Analysis, Personnel, Public Finance/Budgeting

McClure, Stephanie, Ph.D., *University of Georgia*, Sociology of Education, Race and Ethnic Relations

Wilkinson, Clifton, Jr., MPA, *Georgia College & State University*, Public Policy, State and Local Government

Womack, Veronica L., Ph.D., *University of Alabama*, Personnel, Intergovernmental Relations, Civil Rights



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**Milledgeville
Macon
Warner-Robins**

IF YOU HAVE QUESTIONS about admissions, class schedules (at all locations), or your progress in the MPA Program at Georgia College & State University, don't hesitate to contact us:

Phone: 478-445-4562 FAX 478-445-5273

Department of Government & Sociology
CBX 018
Georgia College & State University
Milledgeville, GA 31061-0490

Off-campus facilities:

In **Macon** courses are taught at the Macon Center for Graduate and Professional Learning, 433 Cherry St. in the Thomas Jefferson Building. For information about GCSU in Macon or directions to the campus, please contact

478-471-2898

NOTE: Not all MPA courses are currently being offered at the Macon campus. Contact the course schedule on MyCats for the latest course schedule.

In **Warner Robins**, our courses are taught at the Robins Graduate Center on the Robins Air Force Base. If you have questions about directions, facilities, or entry passes; please contact

Col. Glenn Easterly, Site Director
glenn.easterly@gcsu.edu

Ms. Katrina Bowers
katrina.bowers@gcsu.edu

478-327-7376

**GEORGIA COLLEGE & STATE UNIVERSITY
MPA PROGRAM -- CHECK-SHEET**

1. Basic Curriculum (12 semester hours)
 - PUAD 6538 Public Administration and the Public Service (3 hrs)
 - PUAD 6558 Public Personnel Management (3 hrs)
 - PUAD 6568 Administrative Law for the Public Manager (3 hrs)
 - PUAD 6578 Public Finance and Budgeting (3 hrs)

2. Advanced Curriculum (9 semester hours)
 - PUAD 6601 Policy Making, Implementation, and Evaluation. (3 hrs)
 - PUAD 6605 Quantitative Techniques in Public Administration (3 hrs)
 - choice of:*
 - PUAD 6615 Administrative Ethics (3 hrs) or
 - PUAD 6625 Intergovernmental Relations (3 hrs)

3. Electives (15 semester hours)
 - _____
 - _____
 - _____
 - _____
 - _____

4. Career Assessment Project or Internship
 - PUAD 6689 Career Assessment Project (in-service students) or
 - PUAD 6960 Internship (pre-service students)

5. Thesis Option (6 semester hours; 3 from concentration, 3 from elective)
 - PUAD 6971 Thesis Research Design (3 hrs)
 - PUAD 6972 Thesis Writing & Development (3 hrs)
 - PUAD 6973 Thesis Defense (1 hr)

Total of 36 semester hours

