

GRADUATE STUDENT HANDBOOK

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TABLE OF CONTENTS

I.	Admission	3
II.	Course of Study	5
III.	Degree Requirements	6
IV.	Elective Concentrations	10
V.	Certificate in Nonprofit Management	13
VI.	Certificate in Urban and Economic Development	14
VII.	Off-Campus Coursework and Transfer Credits	15
VIII.	Financial Assistance	15
IX.	Continuous Enrollment and Leaves of Absence	16
X.	Student Responsibilities	17
XI.	MPA Student Alliance	18
XII.	Job Placement for Graduates	18
XIII.	MPA Program Faculty	20
XIV.	Graduate Courses for MPA Program	22
XV.	MPA Advisory Board	27
XVI.	Nonprofit Management Advisory Board	28
XVII.	CED Advisory Board	29

APPENDICES

A.	PLAN OF STUDY:	
	a. UNCG MPA PROGRAM	31
	b. UNCG MPA/NPM PROGRAM	32
	c. UNCG MPA/CED PROGRAM	33
	d. UNCG MPA/LGM PROGRAM	34
B.	TYPICAL SCHEDULE	36
C.	REQUEST FOR INTERNSHIP WAIVER	38
D.	INTERNSHIP PROGRAM	40
E.	COMPREHENSIVE EXAM, PART I	42
F.	COMPREHENSIVE EXAM, PART II	44
G.	FALL 2016 CALENDAR	46
H.	SPRING 2017 CALENDAR	48

THE MASTER OF PUBLIC AFFAIRS PROGRAM

The Political Science Department at UNCG offers the Master of Public Affairs (MPA) degree for persons interested in professional positions in public service. This program offers advanced training for work in: 1) local, state and federal agencies; 2) nonprofit agencies and voluntary organizations; 3) public affairs offices in private businesses; 4) legislative staff positions; 5) consulting firms and contract agencies and 6) university and college staff positions.

The MPA Program provides professional training designed both to meet current demands in public service positions and also to provide the foundation for long-term development and advancement in a public service career. To advance these goals, the Department consults with administrative executives from city, county, regional, state, federal, and nonprofit agencies in North Carolina. We were originally accredited by the Network of Schools of Public Affairs, Policy and Administration in 1993, and reaccredited in 2014. (www.naspaa.org)

The Program provides a foundation in the major substantive areas of public affairs: policy-making and the political environment; leadership management and organizational behavior; and quantitative analysis, evaluation; and decision making. Beyond these areas covered in the core courses in the program, students can: (1) choose one of three concentrations; or (2) enroll in a variety of other courses in the MPA program and up to nine hours in other departments in the University. The three concentrations are: local government management, nonprofit management, and community and economic development. In summary, the program ensures that students have a basic, general understanding of public affairs; yet it offers substantial flexibility and choice to tailor the program to meet students' interests and needs.

The mission of the Master of Public Affairs (MPA) program offered by the University of North Carolina at Greensboro is to do the following:

- provide a stimulating and challenging education enabling a diverse student body to develop public values and master essential knowledge, competencies, and skills within a supportive and cooperative community;
- prepare pre-service students for leadership and professional positions in public service;
- provide education to in-service students that will lead to their development and career advancement as leaders, professionals, and managers;
- contribute to the fields of public policy, public administration, and nonprofit management through scholarly and applied research, publications, and professional service;
- serve the greater Piedmont Triad area through community-engaged scholarship, interns, graduates, and outreach activities that enhance the performance of local government and nonprofit organizations.

I. ADMISSION

The MPA Program enrolls students with diverse backgrounds and experience, as well as a mix of pre-service and in-service, full-time and part-time students. Most courses meet during the evenings and on Saturdays to accommodate working students. A variety of undergraduate majors, in addition to political

science, offer useful preparation for the MPA program. **The MPA Program requires one prerequisite course -- an undergraduate course in American government, politics or public policy.**

Undergraduate coursework in Economics, Statistics and computer skills is highly recommended. If applicants have deficiencies in their undergraduate programs, they may be required to take additional coursework before starting graduate coursework. Applications from minorities, women, and handicapped individuals are encouraged.

To be considered for admission to the MPA Program, the following documents should be sent to the Graduate School:

1. Graduate Application Form online application
2. MPA Supplementary Application Form, available on-line;
3. Official transcripts of all undergraduate and graduate courses;
4. Three (3) recommendations from persons acquainted with an applicant's academic and/or professional work (former professors, deans, supervisors, etc.);
5. Official test scores from the general section of the Graduate Record Exam (GRE). The Miller Analogy Test (MAT) may be substituted for individuals who have been out of college for at least three years.

Applicants should have all of their application materials submitted by June 20 for the fall semester and November 15 for the spring semester. Applications completed after these deadlines will be processed as quickly as possible, but we cannot guarantee a decision before the start of the semester.

The MPA Graduate Committee reviews this information and bases admission decisions on a combination of the above indicators. Relevant professional work experiences and recommendations may weigh more heavily in admission decisions for applicants who are not recent college graduates. The program also seeks a student body with diverse backgrounds, work experiences, undergraduate majors, and career aspirations.

For admission to graduate study in Political Science, students usually will be expected to meet the following criteria:

1. Hold a Baccalaureate Degree (B.A. or B.S.) from an accredited college or university;
2. To have achieved at least a "B" average as an undergraduate;
3. To have attained a satisfactory score on the Aptitude section (verbal, quantitative and analytical) of the Graduate Record Exam or the Miller Analogy Test.

Provisional Admission

Provisional admission may be granted to promising applicants who do not meet the criteria for satisfactory standardized test scores, undergraduate GPA, or the prerequisite course. Work experience in public service agencies, for example, may indicate that an applicant has the ability and motivation to succeed in graduate work. Students must meet any special conditions attached to their admission, either by the Graduate School or the Department. For example, a student may be required to earn a grade of "B" or better in each course of his or her first nine hours of graduate courses. Because of the plus/minus

grading, a grade below “B”, such as a B-, does not satisfy this requirement. Graduate students must maintain a 3.0 (B) average to remain in good standing as a graduate student.

Post-Baccalaureate Students

If an applicant does not meet the criterion of at least a “B” average in undergraduate coursework, he or she may register for certain courses as a VISIONS student to demonstrate ability to perform at a satisfactory level in graduate study. Students in this status may be encouraged to take coursework through VISIONS and to achieve a B or better in each course. Up to nine credits earned while in this status may be applied toward a graduate degree. Students may only take courses approved by the MPA Director. **Satisfactory completion of VISIONS course-work does not guarantee admission to the MPA program.** An applicant taking courses in the VISIONS program should take care to submit all required application materials as soon as possible so that a decision can be reached that semester.

II. COURSE OF STUDY

The MPA Program is intended to develop competencies in managing public and nonprofit agencies and applying social science research skills to societal problems. The program also seeks to develop the understanding of the dynamics and complexities of the policy-making process.

The graduate courses offered by the department fall into three basic categories:

1. Leadership, management and organizational behavior. Regularly offered courses in this area include: PSC 540, 560, 600, 603, 604, 612, 613, 615 and 650.
2. Policy-making and the political, legal or socio-economic context of policy-making. Regularly offered courses here include: PSC 511J, 511N, 512, 520, 530 and 601, 620 and 630.
3. Quantitative analysis, information technology and management, evaluation and decision-making. Regularly offered courses with this focus include: PSC 504, 511C, 602, 603L and 611.

During the course of study, students will be expected to develop and will be assessed in the following competencies, which are required and reviewed by our national accrediting body (NASPAA):

- 1) to lead and manage in public governance;
- 2) to participate in and contribute to the policy process;
- 3) to analyze, synthesize, think critically, solve problems and make decisions;
- 4) to articulate and apply a public service perspective;
- 5) to communicate and interact effectively with a diverse and changing workforce and public.

III. DEGREE REQUIREMENTS

The Master of Public Affairs degree requires 40 semester hours. Students with no work experience in public or nonprofit agencies (pre-service students) are also required to complete a three-credit supervised internship, for a total requirement of 43 hours. This requirement is waived for in-service students with approved work experience (See III D below).

Students will work with their advisor, the Graduate Director, to design and complete their plans of study (See Appendix A for a form to complete and update regularly, and Appendix B for a typical schedule). Each semester students must confer with the Graduate Director to ensure that the sequencing of core courses and the choice of electives are appropriate to their academic program. Once the Comp I Exam has been successfully passed, a preliminary plan of study will be filed with the Graduate School by the Director of Graduate Studies. The core courses, electives and completion requirements for the MPA Program are as follows:

A. Core Courses (23 hours)

Nine graduate courses are required for all MPA degrees. Those choosing the nonprofit concentration are not required to take PSC 511J but are required to take PSC 511N as indicated in Section IV B. Required courses are offered once a year in the semester listed below. All but PSC 612 should be taken early in the Graduate Program (see Section XIV for course descriptions). We recommend taking the courses in the following order when possible:

PSC 600	Public Administration and Management (Fall)
PSC 601	Politics of Public Policy (Spring)
PSC 602	Quantitative Analysis and Program Evaluation (Fall)
PSC 603	Budgeting and Fiscal Administration (Spring)
PSC 603L	Budgeting Lab (Spring)
PSC 604	Public Personnel Management (Fall)
PSC 511J *	Legal Issues in Public Administration (one hour) (Fall)
PSC 612	Organizational Behavior and Leadership (Spring)

and one of the following courses as an applied research or analytic tools course:

PSC 504	Public Management Information Systems (Summer)
PSC 610	Public Policy Analysis
PSC 611+	Program and Policy Evaluation (Spring)

*PSC 511N substitutes for PSC 511J for the nonprofit management concentration

+Required research tools course for the nonprofit management concentration

B. Electives (17 hours)

Students should design their programs by choosing one of the three concentrations (Section IV) or by selecting electives from the regularly offered courses listed below. The Graduate Director will provide advice and approval for independent studies and coursework in other departments.

1. Regularly Offered Courses

PSC 504	Public Management Information Systems (Summer)
PSC 510	Topics in Public Policy (e.g., environmental policy, ethics) (Fall)
PSC 511 *	Topics in Public Affairs (one-hour courses)
PSC 512	Federalism and Intergovernmental Relations
PSC 520	The Urban Political System (Fall)
PSC 530	Administrative and Elected Leadership
PSC 540	Nonprofit Management and Leadership (Fall)
PSC 560	Special Topics in Public Administration (one, two, or three hour courses)
PSC 611	Program and Policy Evaluation (Spring)
PSC 613	Local Government Administration (Spring)
PSC 615	Human Resources Development and Performance Management (Summer)
PSC 620	Urban Development Policy (Spring)
PSC 630	Community & Economic Development, Theory & Practice (Fall)
PSC 650	Philanthropy and Resource Development (Spring)

*** No more than six one-credit-hour PSC 511 courses may be counted toward degree requirements, with the exception of PSC 511J or PSC 511N.**

- 2. Independent Study.** Up to six hours of independent study (697 or 698) may be taken with agreement by the supervising faculty member and approval by the Graduate Director. In-service students who feel that they would profit from a project in which they relate their work experience to the public affairs literature may arrange a three-hour Directed Field Research project toward the end of the program. Pre-service students are required to take a three-hour Directed Field Research Course (PSC 696) related to their internship.
- 3. Coursework in Other Departments.** Students may take up to nine hours from approved graduate courses in other departments. The list of Approved Courses is contained in Section XIV below. Other courses not listed may be relevant to a particular student's specialized program, and the student may request that they be approved. Such courses, however, will not earn credit toward the degree unless explicitly approved by the Graduate Director.

C. Computer Skills, Information Technology and Management Applications

MPA students are expected to become computer literate in using personal computers for word processing, spreadsheet applications, Power Point presentations, quantitative analysis and internet communications. Most students already have these computer skills upon entering the program. Computer skills and information management competencies will be assessed early in the program and the assessment used as a

baseline for remedial work if necessary. UNCG has an up-to-date computer system linking the network, wireless system, personal computers and printers on campus for student use. The MPA program provides advising and assistance to students in developing their computer skills and information management competencies through individual tutorial work, workshop attendance, and program course work in information management. It must be understood that it is the individual student's responsibility to attain an acceptable level of functional computer literacy through additional practice, class assignments, and outside workshops.

Specific computer skills and information management concepts are introduced and integrated into the core requirements:

PSC 600	Library Computer System and Internet research, Library Information Systems
PSC 602	Data collection, data analysis using SPSS and data preservation
PSC 603	Accounting and Financial Management Information Systems
PSC 603L	Spreadsheet analysis using Excel, budget data presentation
PSC 604	Human Resource Management Information Systems
PSC 611	Preparation and presentation of evaluation findings, performance measurement, reporting and evaluation

D. Internship Requirement (3 hours)

All students are expected to be able to integrate their academic and practical experiences to prepare themselves for a career in public service. Students who have worked for at least one year in a full-time professional position in a public or nonprofit agency may apply to the Graduate Director for a waiver of the internship requirement (see waiver form in Appendix C).

Students not having approved prior work experience are required to complete a supervised internship in a public or nonprofit agency for 3-6 credits (PSC 695), depending on the duration of the placement, together with a directed field study (PSC 696), which relates the internship experience to relevant readings and research in public affairs. If required to complete an internship, students must register for both PSC 695 and PSC 696 during the semester that the internship is scheduled--normally the summer session. Students with prior work who desire experience in a new area of public affairs may choose to complete an internship as well.

As a professional internship the placement is carefully designed and closely supervised. It is intended to supplement, not replace, coursework. Students may take the internship after they have completed six graduate courses (18 credit hours), including PSC 600, 601, 602 and three others. Normally the internships are full-time, paid positions for a period of approximately 10-12 weeks during the summer between the first and second year. However, other arrangements can be made if necessary. The three credit hours for directed study count toward the 40 hours required for the degree; the internship credits do not. (See Appendix D for complete requirements.)

Students are expected to locate their own internships with the assistance of the Graduate Director. Recent interns have been placed with the following agencies: United Way of Greater Greensboro; Greensboro Housing Coalition; City of Greensboro Human Relations; Greensboro Housing Authority; City of

Winston-Salem; City of Burlington; Partners Ending Homelessness; Forsyth County Manager's Office; The Servant Center; Girl Scouts Peaks to the Piedmont; North Carolina Humanities Council, Adult and Disability Services of Rockingham County; and National Conference for Community and Justice.

If circumstances prevent an internship, students may take an expanded directed field studies course. This would involve interviews, observation or other kinds of contact with officials and/or citizens active in public affairs without assignment to an office for fixed hours. In this case, as with the internship, only three hours of directed studies would count toward the degree requirements.

E. Comprehensive Exam (Parts I and II)

All students are required to complete a comprehensive examination. In the MPA Program, this consists of two parts:

1. Part I consists of a written essay examination based on four core courses (PSC 600, 601, 602 and 603). Students take Part I when they are halfway through the MPA program. All students who will complete 20 or more hours by the end of the semester must take and pass the exam to continue taking courses. Students who fail the exam may retake it once -- during the next semester. This three-hour exam is offered during the spring (April) and fall (November) semesters on a Saturday morning. (See Appendix E for instructions.) At the beginning of the semester, a set of terms and concepts from the four courses will be distributed to students to prepare for the exam. Each exam answer will be graded anonymously by two faculty members and the scores averaged.
2. Part II is a written summary of learning paper completed toward the end of graduate work, usually in the last semester. The Comps II paper requires students to review and analyze their learning and development in the MPA program (see Appendix F for instructions), using a framework of expected MPA competencies outlined by NASPAA.

Once the paper is approved by the advisor, students then meet individually with a small group of MPA faculty to discuss their papers after they have been approved and circulated by their assigned advisors. This requirement is completed during either the Fall or Spring semesters.

F. General Requirements

Several additional requirements apply to all graduate programs in the university:

1. At least half of the total hours for the degree must be taken at the 600 level or above.
2. An overall B average is required for graduation; no more than six semester hours with a grade of C will count toward the degree.
3. Students who receive two F's are automatically ineligible to continue the program.
4. All graduate students are expected to complete the degree requirements within five years, even when they have taken off a semester or two during their studies. All requests for extensions to this time limit must be discussed with the Graduate Director prior to submitting to the Graduate School (see Section IX for university policy on leaves of absence).

5. All students planning to graduate must apply to graduate (form is available on-line), submit a final plan of study, and pay the graduation fee by the first week of classes in the semester in which they plan to complete their degree requirements.

IV. ELECTIVE CONCENTRATIONS

A. Local Government Management Concentration

A concentration in local government management allows students to specialize beyond the core curriculum in preparation for careers in city and county government throughout the state and nation.

This concentration combines the MPA core requirements with courses emphasizing the knowledge and skills to prepare students to work as local government managers. The prerequisite, comprehensive exam, and experiential component are the same as for the MPA.

1. Required courses (6 hours)

The required courses in the local government management concentration include:

PSC 520	Urban Political Systems (Fall)
PSC 613	Local Governmental Administration (Spring)

2. Electives (9 hours)

Possible courses for an additional planning component:

PSC 511D	Strategic Planning
PSC 620	Urban Development Policy
PSC 630	Community & Economic Development: Theory & Practice
GEO 502	Urban Planning
GEO 602	Regional Planning

Useful additional elective courses in Local Government Management include:

PSC 504	Public Management Information Systems (Summer)
PSC 512	Federalism and Intergovernmental Relations
PSC 530	Administrative and Elected Leadership
PSC 560	Ethics in Public Administration
PSC 560F	Public Financial Management
PSC 615	Human Resource Development and Performance Management (Summer)

Other relevant one-hour courses may be selected with the advice of the Graduate Director:

PSC 511A	Oral Communication Skills (Spring)
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- PSC 511E** **Legislative Relations (Summer)**
- PSC 511M** **Media Relations (Summer)**
- PSC 560** **Special Topics in Public Administration (1-3 credit hours)**

3. Internship (6 hours)

Students who do not have prior professional work experience in the local government sector will be required to obtain an internship and enroll in PSC 695 and 696 in addition to the 15 hours of coursework.

B. Nonprofit Management Concentration

The MPA program has a nonprofit concentration as part of the MPA curriculum to offer a clearer structure to those developing nonprofit management careers. It allows students to take a cluster of 15 hours in nonprofit management in addition to the MPA core requirements. **All students in this concentration are required to enroll in PSC 611 for their research tools requirement and PSC 511N as a substitute for PSC 511J.**

The concentration is designed to give students an overview of the nonprofit field and to develop specific skills and program knowledge to meet a variety of needs. A major advantage of the concentration is that students will be well-grounded in public management and policy for the many positions in the nonprofit sector that depend on government funding, support and collaboration. Students will also have the flexibility to select additional courses from among MPA and other graduate program offerings.

1. Required Courses (6 hours)

The required courses in the nonprofit concentration include:

- PSC 540** **Nonprofit Management and Leadership (Fall)**
- PSC 650** **Philanthropy and Resource Development (Spring) – Prerequisite is PSC 540**

and at least three of these one-hour courses:

- PSC 511B** **Marketing for Public and Nonprofit Agencies (Summer)**
- PSC 511D** **Strategic Planning (Fall/Spring)**
- PSC 511G** **Grantwriting (Fall/Spring)**
- PSC 511V** **Volunteer Management (Summer)**

2. Electives (9 hours)

Other relevant PSC 511 one-hour courses may be selected, with the advice of the Graduate Director:

- PSC 511A** **Oral Communication Skills (Spring)**
- PSC 511E** **Legislative Relations (Summer)**
- PSC 511M** **Media Relations (Summer)**

PSC 511R **Diversity & Culture (Fall)**
PSC 511S **Social Entrepreneurship (Summer)**

NOTE: PSC 511 courses are limited to six total including choice of three required above.

Three-hour courses include these MPA options:

PSC 512 **Federalism and Intergovernmental Relations**
PSC 520 **Urban Political Systems (Fall)**
PSC 560 **Ethics in Public Administration (Fall)**
PSC 615 **Human Resource Development and Performance Management (Summer)**

Additional approved courses can be taken in other departments on campus, such as Social Work, Human Development and Family Studies, Gerontology, Conflict Resolution, Business Administration, and Public Health Education.

3. Internship (6 hours)

Students who do not have prior professional work experience in a nonprofit agency will be required to obtain an internship and enroll in PSC 695 and 696 in addition to the 15 hours of coursework.

C. Concentration in Community and Economic Development

This concentration combines the MPA core requirements with courses emphasizing the knowledge and skills to prepare students to work in organizations focusing on community and economic development activities.

Required Courses (12 hours)

Students must complete all of the MPA core courses including the required research tools course. They must also complete 15 hours of course work related to community and economic development skills and knowledge. Required courses are:

PSC 520 **The Urban Political System (Fall)**
PSC 620 **Urban Development Policy (Spring)**
PSC 630 **Community & Economic Development Theory & Practice (Fall)**
NOTE: **PSC 511J Topics in Public Affairs: Legal Issues in Public Administration (Fall) counts towards both required core courses and required courses for the concentration**

Plus one of the following courses:

GEO 502 **Urban Planning**
GEO 522 **Geography of Livable Cities OR**

Electives (2 hours):

With the approval of the Director of Graduate Study, students may select additional course work from PSC 511 offerings.

Internship (6 hours)

Students who do not have prior professional work experience in community and economic development will be required to obtain an internship and enroll in PSC 695 and 696 in addition to the 15 hours of coursework required for the concentration.

D. MPA With Certificate in Gerontology

Options are available to take elective course work with a Nonprofit Management concentration in conjunction with earning a certificate in Gerontology. See the Graduate Director for further details.

V. POST BACCALAUREATE CERTIFICATE IN NONPROFIT MANAGEMENT

The Post Baccalaureate Certificate in Nonprofit Management is designed to serve employees and managers to prepare them for challenging work in the nonprofit sector. The certificate provides training in nonprofit management skills within the broader context of public service knowledge.

The certificate requires the completion of 15 credit hours, including the required courses. Of these, 12 hours are required and 3 hours are electives. The program may be taken over a five-year period. Certificate students must meet all the requirements for admission to the Graduate School. Students must maintain a minimum grade point average of 3.0 in all certificate courses. No more than 3 semester hours of C will count toward the certificate.

A. Required Courses (9 hours)

- PSC 540 Nonprofit Management and Leadership (Fall)**
- PSC 645 Nonprofit Financial Management & Leadership (Spring/Summer)**
- PSC 650 Philanthropy and Resource Development (Spring)**

Choice: Three of these one-hour courses:

- PSC 511B Marketing for Public & Nonprofit Agencies**
- PSC 511D Strategic Planning**
- PSC 511G Grantwriting**
- PSC 511N Nonprofit Law**
- PSC 511V Volunteer Management**

B. Elective Courses (3 hours)

Students may choose from these courses (and any listed above):

PSC 615	Human Resource Development and Performance Management
PSC 511A	Oral Communication Skills (Spring)
PSC 511E	Legislative Relations (Summer)
PSC 511M	Media Relations (Summer)
PSC 511P	Program Evaluation (Spring)
PSC 511R	Diversity & Culture (Fall)
PSC 511S	Social Entrepreneurship (Spring)

C. Portfolio Requirement

The Nonprofit Management Certificate requires the completion of a portfolio during the program. Certificate students should include assignments and project work from all Nonprofit Management coursework completed during the program in a portfolio. In the semester that Nonprofit Management Certificate students apply to graduate from the certificate program, they should provide their portfolio to the Nonprofit Management Certificate Coordinator by the required deadline along with the listing of contents, resume, and a brief narrative discussing the portfolio contents and the knowledge, skills and abilities demonstrated by assignments and project work included in the portfolio. The portfolio will be approved by a committee composed of faculty members before final clearance for graduation from the certificate program.

D. Relationship to the MPA Program

Students without an MPA degree who enroll in the certificate program may apply to the MPA program and **receive 12 hours credit toward the degree**. However, satisfactory completion of the certificate program **does not guarantee admission to the MPA program**. All other admission criteria for the MPA degree, including transcripts, test scores, letters of recommendation, and a supplemental application must be completed by the applicant and reviewed by the faculty. Admitted students would have to complete the MPA degree within the University's five-year time frame for a master's degree from the beginning of the certificate enrollment to the completion of the degree.

VI. POST BACCALAUREATE CERTIFICATE IN URBAN AND ECONOMIC DEVELOPMENT

The Departments of Political Science and Geography jointly offer a program of study leading to a Post-Baccalaureate Certificate in urban and economic development. This certificate requires courses emphasizing the knowledge and skills to prepare students to work in organizations focusing on urban planning and community economic development activities in government and non-profit organizations

The certificate requires 18 semester hours of course work (12 hours of core courses and 6 hours of approved electives) and must be completed during a five academic year period. A minimum of 15 of these hours must be completed at UNCG. Certificate students must meet all requirements for admission

to The Graduate School. Students must maintain a minimum grade point average of 3.0 in all certificate courses. No more than 3 semester hours of C will count towards the certificate.

A. Required Core Courses (12 hours)

GEO 502 Urban Planning (Fall)
GEO 522 Geography of Livable Cities
PSC 520 Urban Political Systems (Fall)
PSC 630 Community and Economic Development: Theory and Practice (Fall)

B. Electives (6 hours)

Select two from the following:

GEO 602 Regional Planning
GEO 603 Understanding Geographic Information Systems
GEO 622 GIS Applications in Urban Planning
GEO 631 Transportation Planning
PSC 613 Local Government Administration (Spring)
PSC 620 Urban Development Policy (Spring)

C. Relationship to the MPA Program

Students without an MPA degree who enroll in the certificate program may apply to the MPA program and **receive 12 hours credit toward the degree.** However, satisfactory completion of the certificate program **does not guarantee admission to the MPA program.** All other admission criteria for the MPA degree, including transcripts, test scores, letters of recommendation, and a supplemental application must be completed by the applicant and reviewed by the faculty. Admitted students would have to complete the MPA program within the University's five-year time frame for a master's degree from the beginning of the certificate enrollment to the completion of the degree.

VII. OFF-CAMPUS COURSEWORK AND TRANSFER CREDITS

Credits for up to one-third of the hours required for the MPA degree (13 of 40) may be given for graduate work from another accredited graduate school. Credit for such work is awarded only if courses are relevant to the MPA degree, as determined by the Political Science Department's Graduate Committee. Students who wish to transfer courses must complete a transfer form for approval, first to the Graduate Director, and then to the Graduate School.

VIII. FINANCIAL ASSISTANCE

The Department of Political Science and the Center for Legislative Studies offer graduate assistantships to a limited number of full-time graduate students who have been admitted on a regular basis to the program. Such students must take at least 6 graduate credits and may not hold other employment. Tuition waivers

may also be available with an assistantship. Graduate assistants work about 20 hours per week. Payment is normally \$5,000 per academic semester. Application for assistantships is made by letter to the Graduate Director, Department of Political Science, UNCG. Students interested in an assistantship for the fall semester should apply by March 15.

The department also nominates a new full-time graduate student for a \$2,000 scholarship from the NC City and County Managers' Association. The department also nominates one or more students based on need and merit for a scholarship which varies in amount from the MPA Next Generation Fund and the May Davidson Scholarship.

Full-time MPA students may be eligible for a Cemala Foundation Fellowship involving a combined scholarship and work stipend for part-time work in a nonprofit agency in Guilford County. Students must be enrolled on a full-time basis – at least six credit hours. The Cemala Foundation also supports student interns in Guilford County nonprofits when they are not fully compensated for their work.

The University maintains a Financial Aid Office, and students needing financial assistance (other than assistantships) should contact that office. The University Career Services Center assists students in the location of part-time employment. In addition, the MPA Director can be helpful in locating part-time public service positions.

IX. CONTINUOUS ENROLLMENT AND LEAVES OF ABSENCE

Pursuit of a graduate degree should be continuous. Students pursuing a graduate degree program should normally be enrolled each Fall and Spring semester, or one semester during the academic year in combination with Summer Session, for course work that is approved for their program of study and selected in consultation with the departmental Director of Graduate Study. A graduate student who has been admitted with full graduate standing to a graduate degree program but has not completed any 500-level or above courses at the University for two consecutive semesters (or a semester and Summer Session) is considered to have withdrawn from the curriculum. The student will be required to file an application for readmission to The Graduate School to resume the course of study. A student who withdraws will be required to comply with regulations and requirements in effect at the time of readmission to The Graduate School.

The University of North Carolina at Greensboro supports a leave of absence policy to assist graduate students who are temporarily unable to continue their programs. The leave of absence may extend for up to one academic year. Acceptable reasons for requesting such a leave usually include military service, bereavement, illness, care giving, maternity, and paternity. Students requesting a leave of absence must submit an application to their department/school/unit chairperson or director.

It is the student's responsibility to ensure that the proposed leave is compatible with the regulations of any granting agency from which funding would normally be received during the leave period and that such agencies are informed of the proposed leave. Students on student loan programs should clarify the consequences that such a leave may have on their repayment status. International students are advised to

consult with the Office of International Students regarding their immigration status during a proposed leave.

Students granted a leave of absence will have their time-to-completion of degree extended by the amount of time granted in the leave of absence. The continuous enrollment policy will also be held in abeyance during this time.

X. STUDENT RESPONSIBILITIES

Each MPA student's program is planned with the Graduate Director's guidance. The Director will interpret requirements and advise students before they register for courses to ensure a meaningful sequencing of courses and requirements. The student is responsible for continuing in satisfactory academic standing and for meeting all degree requirements and deadlines. Students should also keep the Program informed of job, address and phone number changes. Students must also file a final Plan of Study with the Graduate School Office when they apply to graduate, usually the first week of the semester that they plan to complete the degree.

All students are expected to exhibit the highest standards of honesty, integrity and common sense in their graduate work and in their interpersonal relationships. The University's Academic Honor Policy in the Student Handbook outlines the obligations and principles of academic integrity. Social regulations governing graduate students at the University are stated in the Policies for Students handbook. Students are expected to report any honor code violations to the relevant faculty or to their advisor.

In particular, students should be aware of the policies and penalties associated with misusing sources in their written work or oral presentations. PLAGIARISM is using the language, ideas or data of another scholar or student (published or unpublished) without acknowledging the source. The faculty view plagiarism as an extremely serious offense. Sanctions for plagiarism range from failing the plagiarized assignment to expulsion from the University.

There are three central reasons to acknowledge the work of other scholars. First, scholars' works are their professional products. To use them as your own is stealing, and your own work becomes a forgery. Second, other scholars may wish to build on your work or to explore some idea further. If you have provided good documentation, their work is simplified. Third, your source may be wrong. If you use the information without attribution, you are responsible for the error.

Here is the **Golden Rule of Citations: when in doubt, cite.** No one ever got in trouble for too many citations.

Myths of Citations (3):

1. Paraphrasing eliminates the need for citations.

FALSE. It only eliminates the need for quotation marks.

2. Any data found in three places is "common knowledge" and needs no citation.

FALSE. “Common knowledge” is a pit for the unwary. The safe test is whether an average person would know this information. Thus, that the Declaration of Independence became official on 4 July 1776 is probably common knowledge, but a reference to *Brown v. Board of Education* needs a citation. **Remember the Golden Rule of Citations: when in doubt, cite.**

3. Tables, Power Point presentations charts and diagrams don’t need citations.

FALSE. They are data and their design is creative. **CITE!**

XI. MPA STUDENT ALLIANCE

An essential part of the learning experience of MPA students occurs outside the classroom. Social activities, guest speakers, workshops and internship panels are sponsored by the MPA Student Alliance throughout the year. Students are strongly encouraged to take full advantage of these opportunities, since they help to build professional networks, provide up-to-date information on careers, and allow students to interact with people outside their classes. Students also participate in organizing fundraising activities. New officers are elected each fall to plan and coordinate the year’s activities. Regularly scheduled events (see calendar in Appendix G and H) include:

- Reception and Orientation for new students: August
- Internship Meeting: September
- Alumni Reunion: October
- Alumni Careers Pizza Night: November
- Job and Internship Workshop: January
- Public Affairs Speaker: March
- Spring Picnic: May

XII. JOB PLACEMENT FOR GRADUATES

The MPA degree provides a broad base of knowledge intended to be useful as graduates select areas in government administration, nonprofit management and other related fields. The Program recognizes, however, the need to provide more than academic credentials for students seeking new positions. Placement assistance is available to our graduates in their job search.

Advising for MPA students is explicitly related to career objectives, and students will be directed to the Career Services Center on campus for assistance in preparing for the job search. For pre-service students, the internship is designed to provide experience relevant to the type of employment desired after graduation. A workshop on obtaining internships and jobs is held in January each year to acquaint students with the process and resources available. The Program also circulates the resumes of graduates seeking employment and advises individual graduates as they approach potential employers.

Examples of job placements for pre-service students in recent years are the following:

- Budget Officer, Town of Cary
- Director of Service Scholars, Pfeiffer College
- Membership Sales/Facility Leasing, HQ Greensboro
- Housing Analyst, Piedmont Triad Regional Council
- Director of Marketing, Northwest Mutual
- Impact Manager, Guilford County Partnership for Children
- Executive Director, STEP, Inc., Virginia
- Development Director, National Certified Counselors Foundation
- Code Enforcement Officer, City of Burlington
- Business Manager, ARCBarks, Greensboro
- Member Engagement Associate, National Association of Corporate Directors, Washington, DC
- Program Manager, Cape Fear Vocational Services
- Program Coordinator, Guilford Community Care Network
- Marketing & Outreach Director, Forsyth County Humane Society
- Budget Specialist, City of Greensboro
- Volunteer Coordinator, Forsyth County Humane Society
- Operations & Development Coordinator, Interactive Resource Center
- Program Assistant, HandyCapable

In addition, we encourage students to apply for **the Presidential Management Fellowship (PMF) Program**, a competitive two-year post-graduate fellowship leading to careers in the federal government. We also encourage students to apply to **the International City/County Manager's Association (ICMA) Local Government Management Fellowship Program**, a two-year post-graduate fellowship leading to careers in local government. The graduate committee nominates graduating students for the program in the fall of the year. Placements usually begin July 1.

XIII. MPA PROGRAM FACULTY

Allison Bramwell, Assistant Professor; BA, MA University of Western Ontario; PhD, University of Toronto

- urban politics, governance & political economy, comparative public administration

Ruth H. DeHoog, Professor and Director of the Graduate Program; BA, Calvin College; MA, PhD, Michigan State University

- urban administration, organizational theory and behavior and nonprofit management.

Kenneth A. Klase, Associate Professor and Certificate Coordinator; BA, Ohio State University; MBA, Auburn University; DPA, University of Georgia

- public budgeting and financial management, public personnel management.

Gregory McAvoy, Associate Professor; BA, Pomona College; PhD, University of Minnesota;

- public policy, program evaluation, interest groups and research methods.

Tamaki Onishi, Assistant Professor, BA, Tokyo National University of Fine Arts and Music; MA, Aichi Perfectural University of Fine Arts and Music; MA, Columbia University, Teachers College; PhD, Indiana University

- nonprofit management, philanthropy and resource development, public administration.

Charles L. Prysby, Professor; BS, Illinois Institute of Technology; PhD, Michigan State University;

- quantitative methods, policy analysis and voting behavior.

In addition to these faculty, the program employs adjunct or part-time faculty to teach courses in their areas of expertise.

Steve Averett, MPA, GIS Manager, City of Greensboro

- GIS (PSC 560)

Gerard Carter, PhD, MPA, Executive Director, Catholic Family Services

- Program Evaluation (PSC 511P)

Kimberly Cuny, Director of UNCG Speaking Center

- Oral Communication Skills (PSC 511A)

Jeron Hollis, MPA, Communications Officer, City of High Point

- Media Relations (PSC 511M)

Nancy Hunter, MPA, Consultant

- Grant Writing (PSC 511G)

Marshall Hurley, JD, Attorney

- Legislative Relations (PSC 511E)
- Legal Issues in Public Administration (PSC 511J)

Channelle James, PhD, Lecturer, Bryan School of Business and Economics

- Diversity and Culture (PSC 511R)
- Social Entrepreneurship (PSC 511S)

Tony LeTrent-Jones, PhD., Consultant

- Strategic Planning (PSC 511D)
- Human Resource Development in Performance Management (PSC 615)

Thomas Little, PhD, Director of Curriculum Development and Research, State Legislative Leaders Foundation

- Administrative and Elected Leadership (PSC 530)

Fred Newman, MPA, Consultant

- Grant Writing (PSC 511G)

Virginia Olson, MBA, Speakers Bureau Manager for Global Public Relations, Center for Creative Leadership

- Marketing for Public and Nonprofit Agencies (PSC 511B)

Antonia Monk Reaves, PhD, MPA, Vice President – Moses Cone Health Foundation

- Nonprofit Management and Leadership (PSC 540)

Robert Saunders, JD, Attorney, Brooks, Pierce, McLendon, Humphrey & Leonard, LLP

- Nonprofit Law (PSC 511N)

Laurie Williams, MPA

- Volunteer Management (PSC 511V)

XIV. GRADUATE COURSES FOR MPA PROGRAM

A. Required Courses

These courses are offered once a year:

- 511J Topics in Public Affairs: Legal Issues in Public Administration.**
Examination of various legal issues in federal, state and local government (1 credit hour).
(NOT required for Nonprofit Management Concentration, which requires PSC 511N Nonprofit Law.) Hurley.
- 600 Public Administration and Management.**
Structure and process of public bureaucracies, administrative ethics, organizational behavior and administrative functions, including management, budgeting and personnel. DeHoog.
Prerequisite: PSC 100 American Politics or equivalent.
- 601 Politics of Public Policy.**
Formulation and transmission of policy goals by groups; making and implementation of public policy by governmental institutions. McAvoy.
- 602 Quantitative Analysis and Program Evaluation.**
Basic principles of measurement, research design, data analysis and computer usage for research in politics and public policy. Prysby.
- 603 Budgeting and Fiscal Administration.**
Budgeting, budgetary process and fiscal administration in public agencies.
PSC 603 L is a required lab focusing on budget analysis. Klase.
- 604 Public Personnel Management.**
Employment practices as applied in the public sector including: merit and merit systems; position management; equal employment opportunity and affirmative action; unionization; collective bargaining; employee rights; and representative bureaucracy. Klase.
- 611 Program and Policy Evaluation.**
The role of evaluation in the policy process, implementation of evaluations of public programs, presentation of evaluation reports to public officials and citizens, and conflicts and limitations inherent in policy and program evaluations. McAvoy, Prerequisite: PSC 602.
- 612 Organizational Behavior and Leadership.**
Selected aspects of the behavior of complex public and nonprofit organizations. Seminar will focus on problems of leadership, group dynamics, conflict resolution and organizational change.
Prerequisite: PSC 600, MGT 600 or consent of instructor. DeHoog.

B. Regularly Offered Courses

These courses will normally be offered at least once every three or four semesters (not including summer sessions). Students should design their programs with assistance from the Graduate Director by selecting from these courses.

If a course assumes familiarity with material covered in core courses, the appropriate core course is indicated.

504 Public Management Information Systems.

An overview of computer applications in the public sector, covering both specific applications and broader questions of design, management and impact of information and decision support systems. Prerequisite: PSC 511C or permission of instructor. Sherman.

510 Topics in Public Policy.

Intensive analysis of a major area of public policy. Examination of the sources of policy-making, the policy-making process, and the impact of policy. Students may repeat the course when topic varies. Recent topics have included ethics (PSC 510K) and environmental policy (PSC 510E).

511 Topics in Public Affairs. (one credit hour)

Special course or workshop on a management issue. **May be repeated for up to six hours credit.** Topics have included: Oral Communication (PSC 511A), Media Relations (PSC 511M), Grant Writing (PSC 511G), and Marketing for Public and Nonprofit Agencies (PSC 511B). PSC 511J Legal Issues or PSC 511N Nonprofit Law (as required) is a core course.

512 Federalism and Intergovernmental Relations.

Historical development of federalism. Analysis of changing relationships among local/state/federal agencies, expanding role of states and regionalism, and developments in interlocal cooperation. Klase.

520 The Urban Political System.

Examination of major topics in the study of urban government and politics, including citizen participation, interest groups, parties, types of elections, forms of government, community power and racial politics. Bramwell.

530 Administrative and Elected Leadership.

Recruitment, selection and roles of executives and legislators; organization and activities of the offices; and relationships among executive offices, administrative offices and legislative bodies. Comparisons among American national, state and local governments and foreign nations. Prerequisite: consent of instructor. Little.

540 Nonprofit Management and Leadership.

Overview of major concepts and concerns of nonprofit organizations, including tax-exempt status, incorporation, nonprofit/government relations, board/director/staff relations, volunteers, service and program planning, implementation, resource development. Onishi.

- 560 Special Topics in Public Administration** (1-3 credit hours)
Specific topic identified by extension to basic title. Recent topics have included Public Financial Management, Financial Analysis Techniques and Ethics in Public Administration. Students may repeat three credit hour courses when topics vary. One credit hour courses may be repeated for a maximum of three credit hours when topics vary.
- 610 Public Policy Analysis.**
Examination of approaches to analyzing public policy. Topics include cost-benefit analysis, decision analysis and other analytical methods used in policy development and evaluation.
Prerequisite: PSC 602.
- 611 Program and Policy Evaluation.**
The role of evaluation in the policy process, implementation of evaluations of public programs, presentation of evaluation reports to public officials and citizens, and conflicts and limitations inherent in policy and program evaluations. McAvoy, Prereq: PSC 602.
- 613 Local Government Administration.**
Administrative process, management, personnel, budget and finance, and intergovernmental relations in local government. Prerequisites: PSC 520 and 600 or consent of instructor.
- 615 Human Resource Development and Performance Management.**
Public and nonprofit employee performance evaluation and development: theories of motivation, workforce trends, training techniques and trends, career development, employee performance and evaluation techniques. Workshop format with group exercises. Letrent-Jones.
- 620 Urban Development Policy**
Examines nature and evolution of U.S. urban development policy, including urban renewal, the war on poverty, and empowerment zones. Bramwell.
- 630 Community and Economic Development Theory and Practice.**
Critical analysis of community and economic development theory and practice and its historical and theoretical roots, methods, strategies, and tactics. Bramwell.
- 645 Nonprofit Financial Management and Budgeting**
Nonprofit financial management and budgeting concepts, techniques and practices, including management control, budgeting, cost accounting, long-term financing, nonprofit accounting and financial reporting, financial analysis, cash management, and accountability and control. This online course uses Blackboard for course and group discussions and includes both case analyses and problem sets to address course concepts and techniques. Klase.
- 650 Philanthropy and Resource Development.**
The major concepts, strategies, issues and approaches to resource development and philanthropy in nonprofit and educational organizations. The social, financial, philosophical, ethical and organizational issues as well as strategies and techniques in resource development. Prerequisite: PSC 540 or permission of instructor. Onishi.

C. Other Courses in Political Science

Some courses are available for students to take on an individual basis. **Those scheduling an internship must sign up for both PSC 695 and 696 concurrently.** (See Section III.E. Internship Requirement.) Students can also arrange for independent study with a faculty member and sign up for PSC 697 or 698. (See Section III.C.2. Independent Study.) No student should register for any of these courses without prior approval from the Graduate Director.

- 695 Public Affairs Internship**
- 696 Directed Field Research**
- 697 Special Problems in Political Science**
- 698 Special Problems in Political Science**

D. Approved Courses in Other Departments for the MPA Degree

Students may take up to nine hours from approved courses in other departments. The following is a list of courses available at UNCG that have relevance to the general study of public affairs. A wide variety of other courses may be appropriate to specialized programs, and students may request approval for them. Such courses will not earn credit toward the degree unless explicitly approved by the Graduate Director prior to registration. The Graduate Bulletin should be consulted for more detailed descriptions of courses and prerequisites.

- GEO 502 Urban Planning (PR or consent)**
- GEO 522 Geography of Livable Cities**
- GEO 602 Regional Planning**
- GEO 603 Understanding Geographic Information Systems**

- HEA 600 Contemporary Problems in Health**
- HEA 603 Community Health Analysis (PR and consent)**
- HEA 625 Community Health Education Program Evaluation (PR and consent)**
- HEA 645 Health Policy**

- MBA704 Leadership Assessment and Career Enhancement (consent)**
- MBA710 Ethical Leadership/Sustainable Business**

- SOC 616 Advanced Research Methods**
- SOC 651 Criminology**
- SOC 653 Deviance and Social Control**
- SOC 655 The Sociology of Law (consent)**

- SWK 570 Social Services for the Aging (consent)**
- SWK 584 Social Services for Children**
- SWK 585 Social Work for Families in Crisis**

PCS 600 **Fundamentals of Conflict/Transformation & Peace Studies**
PCS 647 **Moving Conflict through Negotiation & Mediation**

(PR): See catalog for prerequisites

(consent): Consent of instructor required

XV. MPA ADVISORY BOARD

A distinguished board of public and nonprofit managers advise the MPA program regularly on curriculum matters, job and internship opportunities, and recent trends in public affairs and administration. The advisory board currently includes:

Tina Akers-Brown, Director
Greensboro Housing Authority

Matthew Dolge, Director
Piedmont Triad Regional Council

Marty Lawing, Manager
Guilford County

Martha Wheelock Paige, Manager
Town of Morrisville

Bruce Oakley, Manager
Town of Oak Ridge

John Ogburn, City Manager
City of Asheboro

David Parrish, Assistant City Manager
City of Greensboro

Harden Watkins, City Manager
City of Burlington

XVI. NONPROFIT MANAGEMENT ADVISORY BOARD

A distinguished board of nonprofit managers and others involved in nonprofit work has been formed to advise the Graduate Director on trends and curriculum for both the nonprofit management concentration and the certificate program. The advisory board includes:

Tom Campbell, President & CEO
Family Services of the Piedmont

Steve Hayes, Director
Guilford Nonprofit Consortium

Lee Covington, Chief Operating Officer
Senior Services, Inc.

Antonia Monk Reaves, Vice President of Operations
Moses Cone Health Foundation

Chip Cromartie, Executive Director
Adult Center for Enrichment

Shanna Reece, Executive Director
The Servant Center

Margaret Elliott, Executive Director
Crisis Control Ministry, Winston-Salem

Susan Schwartz, President/CEO
CEMALA Foundation

XVII. CED ADVISORY BOARD

A distinguished board of community and economic development managers and others involved in community and economic development work has been formed to advise the Graduate Director on trends and curriculum for both the community and economic development concentration and the certificate program. The advisory board includes:

Deborah Hooper, Vice President for Operations
Greensboro Partnership

Mike McNair, Director
Department of Community Development and Housing, City of High Point

Derwick Paige, Deputy City Manager
City of Winston-Salem

Andrea Schmidt
U.S. Dept. of Housing & Urban Development

Sue Schwartz, Director
Planning and Community Development, City of Greensboro

Mac Sims, President
East Market Street Development Corporation

Penny Whiteheart, Senior Vice President
Piedmont Triad Partnership

APPENDIX A

UNCG MPA Program

PLAN OF STUDY FOR: _____ SS#: _____

Advisor's Signature: _____ Date: _____

PROGRAM REQUIREMENTS	SEMESTER & YEAR:	CREDIT HRS:
Prerequisite - American Government/Politics	_____	
PSC 600 - PUB. ADMIN. & MGT.	_____ Fall _____	3
PSC 601 - POLITICS OF PUB. POLICY	_____ Spring _____	3
PSC 602 - QUANT. METHODS & EVAL.	_____ Fall _____	3
PSC 603 - PUB. BUDGET & FIN. MGT.	_____ Spring _____	4
PSC 604 - PUBLIC PERSONNEL MGT.	_____ Fall _____	3
PSC 511J LEGAL ISSUES IN PUB. AD.	_____ Fall _____	1
RESEARCH TOOLS: PSC 504, 610, or 611	_____	3
PSC 612 – ORG. BEHAVIOR & LDRSHIP	_____ Spring _____	3
PSC 695 # - INTERNSHIP	_____	3
PSC 696 # - DIRECTED FIELD RESEARCH	_____	3
COMPS I - BY MIDWAY PT. OF PROGRAM	_____	
COMPS II - BY GRADUATION	_____	
	TOTAL CORE HOURS:	_____
	ELECTIVE HOURS:	_____
	TOTAL REQUIRED:	_____

may be waived with MPA director's approval (use waiver form)

ELECTIVES:

PSC 504	Public Mgt Info Systems	_____	PSC 520	Urban Pol. System	_____
PSC 510K	Ethics in Policy	_____	PSC 540	Nonprofit Mgt & Ldrshp	_____
PSC 510	_____	_____	PSC 560	Special Topics in Pub Admin	_____
PSC 511	_____	_____	PSC 613	Local Gov't Admin.	_____
PSC 511	_____	_____	PSC 615	Human Resource Dev.	_____
PSC 512	Federalism and IGR	_____		& Performance Mgmt.	_____

Courses outside the department:

Other PSC Elective Courses:

Fall	Spring	Summer	Fall	Spring	Summer
Fall	Spring	Summer	Fall	Spring	Summer

Student Signature : _____

UNCG MPA PROGRAM/NPM CONCENTRATION

PLAN OF STUDY FOR: _____ SS#: _____

Advisor's Signature: _____ Date: _____

PROGRAM REQUIREMENTS	SEMESTER & YEAR:	CREDIT HRS:
Prerequisite - American Government/Politics	_____	
PSC 600 - PUB. ADMIN. & MGT.	_____ Fall _____	3
PSC 601 - POLITICS OF PUB. POLICY	_____ Spring _____	3
PSC 602 - QUANT. METHODS & EVAL.	_____ Fall _____	3
PSC 603 - PUB. BUDGET & FIN. MGT.	_____ Spring _____	4
PSC 604 - PUBLIC PERSONNEL MGT.	_____ Fall _____	3
PSC 511N* Nonprofit Law	_____ Fall _____	1
RESEARCH TOOLS: PSC 611	_____	3
PSC 612 - ORG BEHAVIOR & LDRSHIP	_____ Spring _____	3
PSC 695 # - INTERNSHIP	_____	3
PSC 696 # - DIRECTED FIELD RESEARCH	_____	3
COMPS I - BY MIDWAY PT. OF PROGRAM	_____	
COMPS II - BY GRADUATION	_____	
		TOTAL CORE HOURS: _____
		ELECTIVE HOURS _____
		TOTAL REQUIRED _____

may be waived with MPA director's approval (use waiver form)
 *Required substitute for PSC 511J

NONPROFIT MANAGEMENT CONCENTRATION: (15 Hours)

PSC 540 - NONPROFIT MGT & LEADERSHIP Fall _____
PSC 650 - Philanthropy & Resource Dev. Spring _____

CHOICE OF THREE OF THE FOLLOWING 1 HOUR COURSES:

PSC 511B - MKTING FOR PUBLIC & NP MGT Spring/Summer _____
PSC 511D - STRATEGIC PLANNING Fall/Spring _____
PSC 511G - GRANTWRITING Fall/Spring _____
PSC 511V - VOLUNTEER MGT Spring/Summer _____

ELECTIVES:

PSC 504 Public Mgt. Info Systems _____	PSC 512 Federalism and IGR _____
PSC 510E Environmental Policy _____	PSC 520 Urban Pol. System _____
PSC 510K Ethics in Policy _____	PSC 560 Special Topics in Pub Adm _____
PSC 510 _____	PSC 615 Human Res Dev & Perf Mgt _____
PSC 511 _____	PSC 630 Comm'y & Econ Dev't _____
PSC 511 _____	
PSC 511 _____	

COURSES OUTSIDE THE DEPT:

Fall	Spring	Summer	Fall	Spring	Summer

Fall	Spring	Summer	Fall	Spring	Summer

Student Signature : _____

UNCG MPA PROGRAM/CED CONCENTRATION

PLAN OF STUDY FOR: _____ ID#: _____

Advisor's Signature: _____ Date: _____

PROGRAM REQUIREMENTS	SEMESTER & YEAR:	CREDIT HRS:
Prerequisite - American Government/Politics	_____	
PSC 600 - PUB. ADMIN. & MGT.	_____ Fall _____	3
PSC 601 - POLITICS OF PUB. POLICY	_____ Spring _____	3
PSC 602 - QUANT. METHODS & EVAL.	_____ Fall _____	3
PSC 603 - PUB. BUDGET & FIN. MGT.	_____ Spring _____	4
PSC 604 - PUBLIC PERSONNEL MGT.	_____ Fall _____	3
PSC 511J LEGAL ISSUES IN PUB. AD.	_____ Fall _____	1
RESEARCH TOOLS: PSC 504, or 611	_____	3
PSC 612 - ORG BEH & LDRSHIP	_____ Spring _____	3
PSC 695 # - INTERNSHIP	_____	3
PSC 696 # - DIRECTED FIELD RESEARCH	_____	3

COMPS I - BY MIDWAY PT. OF PROGRAM _____

COMPS II - BY GRADUATION _____

TOTAL CORE HOURS: _____
ELECTIVE HOURS: _____
TOTAL REQUIRED: _____

may be waived with MPA director's approval (use waiver form)

COMMUNITY AND ECONOMIC DEVELOPMENT CONCENTRATION (15 hours)

- PSC 520** – URBAN POLITICAL SYSTEM _____ Fall _____
- PSC 620** – URBAN DEVELOPMENT POLICY _____ Spring _____
- PSC 630** – COMM & ECON DEV THEORY & PRACTICE _____ Fall _____
- GEO 502** – URBAN PLANNING _____ OR **GEO 522** GEOGRAPHY IN LIVABLE CITIES _____

NOTE: PSC 511J Counts as part of the 15 hours in the concentration

ELECTIVES:

- | | |
|--|---|
| PSC 504 Public Mgt Info Systems _____ | PSC 512 Federalism and IGR _____ |
| PSC 510K Ethics in Policy _____ | PSC 611 Program & Policy Eval. _____ |
| PSC 511C GIS _____ | PSC 613 Local Gov't Admin. _____ |
| PSC 511 _____ | Other PSC Elective Courses: _____ |
| PSC 511 _____ | _____ |
| PSC 511 _____ | _____ |

Courses Outside the Department:

- GEO 602** Regional Planning _____
- GEO 603** Understanding GIS _____
- GEO 631** Transportation Planning _____

Fall	Spring	Summer	Fall	Spring	Summer

Fall	Spring	Summer	Fall	Spring	Summer

Student Signature : _____

**UNCG MPA PROGRAM
LOCAL GOVERNMENT MANAGEMENT CONCENTRATION**

PLAN OF STUDY FOR: _____ ID#: _____

Advisor's Signature: _____ Date: _____

PROGRAM REQUIREMENTS	SEMESTER & YEAR:	CREDIT HRS:
Prerequisite - American Government/Politics	_____	
PSC 600 - PUB. ADMIN. & MGT.	___ Fall _____	3
PSC 601 - POLITICS OF PUB. POLICY	___ Spring _____	3
PSC 602 - QUANT. METHODS PROG. EVAL.	___ Fall _____	3
PSC 603 - BUDGET & FINANCIAL ADMIN.	___ Spring _____	4
PSC 604 - PUBLIC PERSONNEL MGT.	___ Fall _____	3
PSC 511J* Legal Issues in Public Administration	___ Fall _____	1
RESEARCH TOOLS: PSC 504, 610, 611	___ _____	3
PSC 612 - ORG BEHAVIOR & LDRSHIP	___ Spring _____	3
PSC 695 # - INTERNSHIP	_____	3
PSC 696 # - DIRECTED FIELD RESEARCH	_____	3
COMPS I - BY MIDWAY PT. OF PROGRAM	_____	
COMPS II - BY GRADUATION	_____	
	TOTAL CORE HOURS:	_____
	ELECTIVE HOURS	_____
	TOTAL REQUIRED	_____

may be waived with MPA director's approval (use waiver form)

LOCAL GOVERNMENT MANAGEMENT CONCENTRATION: (15 Hours)

CONCENTRATION REQUIRED COURSES (6 Hours)

PSC 520 - Urban Political System (3) Fall _____
PSC 613 - Local Government Administration (3) Spring _____

RECOMMENDED ELECTIVE COURSES (9 HOURS) INCLUDE:

PSC 560F - Public Financial Management (2) Fall _____
PSC 512 - Federalism & Intergovernmental Relations (3) Fall _____
PSC 510K - Ethics in Public Policy (3) Fall _____
PSC 620 - Urban Development Policy (3) Spring _____
PSC 630 - Community & Economic Development (3) Fall _____

COURSES OUTSIDE THE DEPARTMENT:

GEO 502 - Urban Planning Fall _____

OTHER ELECTIVES:

PSC 504 Public Mgt. Info Systems _____ PSC 511M Media Relations (1 hr) _____
PSC 511A Oral Comm. Skills (1 hr) _____ PSC 560 _____
PSC 511D Strategic Planning (1hr) _____ PSC 615 Human Res Dev & Perf Mgt _____
PSC 511E Legislative Relations (1 hr) _____
PSC 511G Grant Writing (1 hr) _____

COURSES OUTSIDE THE DEPT:

GEO 602 Regional Planning _____

Fall	Spring	Summer	Fall	Spring	Summer
Fall	Spring	Summer	Fall	Spring	Summer

Student Signature : _____

APPENDIX B

FULL-TIME MPA STUDENT'S TYPICAL SCHEDULE
FIRST YEAR

FALL SEMESTER (9-10 hours)		SPRING SEMESTER (10 hours)	
PSC 600	Public Administration & Mgmt.	PSC 601	Politics of Public Policy
PSC 602	Quantitative Analysis	PSC 603	Budgeting and Fiscal Admin.
		PSC 603L *	Budget Lab
Elective (3-4 hours):		Elective (3 hours):	
PSC 520	Urban Political Systems	PSC 511D*	Strategic Planning
PSC 540	Nonprofit Mgt & Leadership	PSC 511G *	Grantwriting
PSC 510K	Ethics in Public Policy	PSC 650	Philanthropy & Resource Dev
PSC 511D*	Strategic Planning	PSC 611	Program & Policy Evaluation
		PSC 620	Urban Development Policy

COMPS I EXAM - April

SUMMER (6-9 hours)	
PSC 695	Internship
PSC 696	Directed Field Research
PSC 511 *	Topics in Public Affairs (topics vary)
PSC 615	Human Resource Development and Performance Management

SECOND YEAR

FALL SEMESTER (7-10 hours)		SPRING SEMESTER (6-9 hours)	
PSC 511J *	Legal Issues in PA	PSC 612	Organizational Behavior & Leadership
PSC 604	Public Personnel Mgt.		
Electives (3-6 hours):		Electives (3-6 hours):	
PSC 512	Federalism & IGR	PSC 511D *	Strategic Planning
PSC 511D *	Strategic Planning	PSC 511G *	Grantwriting
PSC 511N *	Nonprofit Law	PSC 650	Philanthropy & Resource Dev.
PSC 540	Nonprofit Mgt & Leadership	PSC 611	Program & Policy Evaluation
PSC 630	Community & Economic Dev	PSC 613	Local Government Administration

COMPS II PAPER - Oral Defense on Reading Day in May or December

PART-TIME MPA STUDENT'S CORE COURSE SEQUENCING:

PSC 600, 601, 602, 603, Comps I exam (see above)

PSC 604, 511J*, Research Tools course, PSC 612, Comps II paper (see above)

*indicates one-hour course

APPENDIX C

REQUEST FOR INTERNSHIP WAIVER

An internship is required for the MPA program, except for students who have prior professional work experience. Students who believe the internship requirement should be waived for them must receive approval from the Graduate Director. Fill out the information requested below and attach a recent resume and job description.

NAME _____

Year Entering
Program _____

Current
Position _____

Employment
Dates _____

Current Supervisor _____

Telephone
Number _____

Previous Relevant Experience _____

Approved by:

Dr. Ruth DeHoog
MPA Graduate Director

Date

APPENDIX D

PUBLIC AFFAIRS INTERNSHIP PROGRAM

MPA Students not having approved prior work experience will complete a supervised internship in a public or non-profit agency for 3-6 credits (PSC 695), depending upon the duration of the placement, together with a directed field research course (PSC 696), which relates the internship experience to a field research project and relevant readings in public affairs. Students who are required to complete an internship must schedule PSC 695 and 696 concurrently, normally during the Summer Session.

As a professional internship, the placement is carefully designed and supervised. The program director advises and works with each student to locate an internship in a public or nonprofit agency in an area relevant to their career goals. An internship agreement is drafted by the program director and the intern's supervisor before the internship begins to ensure agreement about work schedules, responsibilities, and assignments.

To receive credit for an internship, the student must:

- Work full-time for at least 10 weeks during the summer, or 20 hours a week for 16 weeks during the year, or its equivalent number of hours (at least 320 hours, preferably 400 or more).
- Submit a written summary and evaluation of the internship experience (approximately 4-6 pages in length), based on keeping a journal of activities and learning experiences (in summer, August 1).
- Participate in a site visit by the program director, usually scheduled toward the end of the semester. If a site visit cannot be arranged, a telephone interview with the supervisor and the intern may be substituted.

In addition, whenever feasible, the intern will participate with other interns in a class summary and discussion of the internship, typically early in the subsequent semester.

The Directed Field Research course (PSC 696) requires a 15-25 page paper, typically based on a combination of readings, agency sources and work-related research. The topic, data, sources and type of analysis should be approved by the instructor by the midpoint of the semester (summer, June 24). The deadline for the first draft of the paper is **September 1**. Revisions are usually necessary. **The final version of the paper is due by September 30**. Completed research projects may be selected for poster presentations at the MPA Alumni Reunion in October.

STIPENDS: Students will normally be paid a stipend for their internship work, at \$10- \$15 per hour, or some other similar, mutually agreeable level.

APPENDIX E

COMPREHENSIVE EXAMINATION, PART I

Part I of the Comprehensive Examination will be given Saturday in mid-November or mid-April, from 9:00 a.m. - 12:00 noon in Computer Lab Room 304 of the Curry Building. If you will be taking the exam in a particular semester, you should notify Cheryl Hylton, the Graduate Program Assistant. Call her at 334-5093, Monday - Friday, 8:00 - 5:00.

All students who will have completed 20 or more credit hours of work by the end of this semester must take and pass the exam to continue coursework. Failure to take and pass the exam will make a student ineligible to continue coursework until the exam is retaken and passed.

The exam consists of 12 questions, three from each of the four core areas (represented by PSC 600, 601, 602 and 603). You must select six questions, covering at least three areas, and answer each with an essay of approximately 300-350 words. Each question is graded anonymously by two faculty graders on a 100-point scale. You must pass at least four out of six questions and achieve an average grade of 80 to pass.

Students take Comps on computer using available word-processing software in the Computer Lab.

A list of Comp I terms and concepts that you should know is provided at the beginning of the semester which the exam is scheduled. The exam questions are drawn from this list. Each question is specific, referring to some topics or concepts covered in one of the core courses. Answers should be specific and precise, drawing on the relevant core course material.

APPENDIX F

COMPS II PAPER - REQUIREMENTS AND INSTRUCTIONS

The Comps II paper, required for all students to graduate from the program, is due toward the end of the semester. The oral discussion with a faculty committee will be scheduled on Reading Day, **December 6**. Each student will be assigned a faculty advisor by September 1. A draft of the paper should be submitted to your advisor by **Wednesday, November 2**. Please check in with your assigned advisor about any questions well **before** this date. The final draft is due **no later than Monday, November 14**.

This paper will be a summary of your learning and resulting competencies during the time you have been in the program, so it will not be a traditional research paper. In effect, **you** are the subject of this paper. This final paper not only will help you to reflect on your professional development, but also will prepare you for interviews as you pursue more responsible positions in public service.

While each student may choose different ways to fulfill this requirement, each paper should include the following four sections:

- I. A brief summary of your background and aspirations before entering the program (about 1 page);
- II. An elaboration and analysis of your personal and professional learning (skills and content) in the **two of the five competency areas** listed below that you **improved on the most** while in the program. Include here a linkage of course materials and relevant experiences (work or internship) to both of these competencies;
- III. A summary of the skills and knowledge you have developed in the other **three** (of the **five**) **competencies** (a paragraph or two for each one);
- IV. A discussion of your short-term and long-term career goals and options, including how the MPA program and these competencies have prepared you for achieving these goals.

The general competencies expected of MPA graduates:

- 1) to lead and manage in public governance;
- 2) to participate in and contribute to the policy process;
- 3) to analyze, synthesize, think critically, solve problems and make decisions;
- 4) to articulate and apply a public service perspective;
- 5) to communicate and interact effectively with a diverse and changing workforce and public.

NOTE: These competencies are those that our accrediting agency requires for program assessment. We expect that each student will produce a thorough, analytical and well-organized paper focused on your own assessment of these competencies, not a chronological review of courses or a “stream-of-consciousness” effort. Your paper will be evaluated in terms of your writing, analysis, and self-awareness.

Preparation Process: You should begin by researching what you learned (from courses, assignments and internship experiences), primarily by reviewing course notes, journal entries, syllabi and assignments. Then you should reflect on your MPA education in developing your **knowledge, skills and abilities in these competencies**, whether through course assignments, an internship, readings, etc. Be specific in defining the skills you have developed as part of building the **two most improved** competencies. Relate these to core courses, your concentration program (if you had one), and/or elective courses.

The paper should be 12-15 pages in length and should integrate material from several courses to address these competencies. The paper cannot be accepted without consultations with your faculty advisor. A draft must be approved by your advisor. Once your advisor approves the final version of your paper (and **only** then), you will be required to submit **four** additional copies to the MPA Director (or Cheryl) for circulation to other faculty members. The oral discussion (20-30 minutes in length) will consist of questions by faculty about the paper, your experiences in the program and your learning process.

Comps II Deadlines: **Wednesday, November 2 -- First Draft Due**
 Monday, November 14 -- Final Draft Due
 Tuesday, December 6 - (Reading Day) -- Oral Defenses

APPENDIX G

MPA CALENDAR FOR FALL 2016

August 15-19, Mon - Fri	Orientation, Advising, and Registration
August 13, Thursday	Graduate School Orientation, 9:00 – Noon; MPA Reception and Orientation, 6:00 – 9:00 p.m. – Faculty Center Conference Room (Room 231), Curry Building
August 22, Monday	First Day of Classes
August 26, Friday	Last day to drop a course for tuition/fee refund
August 29, Monday	Deadline for Graduate Students to Apply to Graduate in December
September 5, Monday	Labor Day Holiday; Offices Closed
September 8, Thursday	MPA Student Alliance Meeting, 6:00 p.m. Curry Conference Room
September 26, Monday	Internship Meeting, Curry Conference Room (Rm 315), 5:30 - 6:45 p.m.
October 14, Friday	Instruction Ends for Fall Break Last Day to Drop Courses without Academic Penalty
October 19, Wednesday	Classes Resume
Oct 19 - Nov 22, Wed - Tues	Advising for Spring Semester 2015 for Continuing Students
Oct 31 – Nov 22, Mon – Tues	Registration for Spring & Summer 2015 for Continuing Students
October 28, Friday	Alumni Reunion, Alumni House, 6:00 – 9:00 p.m.
November 2, Wednesday	Comps II - First Draft Due
November 12, Saturday	Comps I Exam, 9 a.m. - 12 noon, Computer Lab - Curry 304
November 14, Monday	Alumni Careers Pizza Night, MPA Alliance, Curry Conference Room (Room 315), 5:30 - 6:45 p.m.
November 14, Monday	Comps II - Final Draft Due
November 22, Tuesday	Instruction Ends for Thanksgiving Holidays at 10:00 p.m.
November 28, Monday	Classes Resume after Thanksgiving Holidays
December 5, Monday	Last Day of Classes
December 6, Tuesday	Oral Defense, Comps II – Reading Day
December 7-10, 12-14, Wed – Sat; Mon – Wed	Final Examinations
December 15, Thursday	December Commencement, Greensboro Coliseum

APPENDIX H

MPA CALENDAR FOR SPRING 2017

January 9-13, Mon - Friday	Advising and Registration
January 16, Monday	Dr. Martin Luther King, Jr., Holiday – Offices Closed
January 17, Tuesday	Classes Begin
January 17 - 23, Mon – Fri.	Late Registration and Schedule Adjustment
January 23, Friday	Last Day to Change Courses Last Day to Drop a Course and Receive Tuition Refund
January 24, Tuesday	Deadline for Graduate Students to Apply to Graduate in May, 2017
January 20, Friday	Jobs/Internship Workshop (Tentative)
March 10, Friday	Last Day to Drop Courses Without Academic Penalty
March 11, Saturday	Instruction Ends for Spring Break (1 p.m.)
March 20, Monday	Classes Resume (8:00 a.m.)
March 20 - April 26, Mon - Wed	Advising for Summer and Fall Semesters for Continuing Students
March 23, Thursday	Comps II -- First Draft Due
April 3 – April 26, Mon – Wed	Registration for Continuing Students for Summer and Fall Semesters
April 8, Saturday	Comps I Exam, 9:00 – 12:00 p.m.
April 10, Monday	Comps II -- Final Draft Due
April 14, Friday	Spring Holiday
May 2, Tuesday	Last Day of Classes
May 3, Wednesday	Reading Day Oral Defense -- Comps II
May 4-6, May 8-10 Thurs – Sat., Mon – Wed	Final Examinations
May 6, Friday	MPA Picnic (TBA)
May 12, Friday	May Commencement, Greensboro Coliseum 3:00 p.m. Music Building Recital Hall for MPA Graduation and Reception

Notes