

MASTER OF PUBLIC ADMINISTRATION PROGRAM
STUDENT MANUAL
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SECTION 1. MISSION AND GOVERNANCE OF THE MPA PROGRAM

1.1 Mission Statement

The Master of Public Administration program prepares students to competently and ethically lead public and/or nonprofit organizations. In addition, the program serves these community organizations through service-learning and applied research projects

1.2 Program Description

The Master of Public Administration degree is designed to help prepare an individual for career service in national, state or local government; in regional planning agencies, and in non-profit or voluntary organizations. It is a two-year program of study, which encourages post-baccalaureate students to utilize their education as a foundation upon which to build highly valued organizational and managerial skills. Clearly focused on the needs of *practitioners*, the MPA program seeks to respond in particular to the needs of public service professionals in our region, the Central Savannah River Area (CSRA). Consequently, input from program graduates, public and non-profit managers in our region, and the Community Advisory Board is used to develop and refine the program's offerings and strategies.

1.3 History and Background

In 1991 Augusta College and Georgia Southern University entered into a memorandum of agreement in which Georgia Southern's Master of Public Administration program being offered in the Augusta metropolitan area would become a program offered in cooperation with Augusta College. This was initiated by Dr. Ralph Walker, Chair of the Department of Political Science. It was anticipated that the arrangement, which included a jointly-staffed faculty member, would extend for five years. By 1996, pending approval by the Board of Regents, the Augusta "satellite" MPA degree program of Georgia Southern would transfer to and become a new graduate offering of Augusta College. Dr. Gwen Wood joined the faculty as a joint appointment between Augusta College and Georgia Southern University. She served as site coordinator for Georgia Southern's graduate programs at Fort Gordon, Georgia and taught courses in public administration.

In 1994 the University System of Georgia Board of Regents staff indicated its willingness to consider the transfer approval if the new program would be structured so that it would be set on a course to meet the accreditation standards set by NASPAA (National Association of Schools of Public Affairs and Administration).

In 1995 Augusta College engaged a consultant to determine the feasibility of having the planned new program meet the standards for accreditation set by NASPAA. Dr. Brian Fry was a member of the executive council of NASPAA. He was a member of NASPAA's Outcome Assessments Committee and he served as chair of the Section on Political Science-based MPA programs. Dr. Fry was a member of four site visit teams for schools seeking NASPAA accreditation. After his visit to the campus, he issued a report to the Regents. His findings

concluded that the program, as designed, could be accredited if all went as planned during the four-year cycle in which the MPA program must be in existence before it is evaluated. The Regents' staff concurred after reviewing Augusta State's response to Dr. Fry's report and its plan of action for meeting accreditation standards. Dr. Wood and Dr. Walker guided the process of creating the separate program.

In 1996 the memorandum of agreement with Georgia Southern expired and a new one was reached which outlined an amicable separation of the two institutions so that, by August of that year, the Augusta State MPA program was ready to accept applications for its fall class in a new program. It also agreed to assist Georgia Southern students who had already begun their degree work and who wished to continue their MPA studies in Augusta. The first class enrolled in Augusta College MPA classes in September, 1996 and the first six graduates of the program completed their studies and graduated in June, 1998.

SECTION 2. CURRICULUM

2.1 Program of Study

The Master of Public Administration requires the satisfactory completion of 36 semester hours of course work. The program of study must include the prescribed courses (25 credit hours) of the core curriculum; nine credit hours selected from among the elective courses, and the capstone course (two credit hours). The only exception involves students pursuing the Human Services Administration Track. Students who have little or no public or nonprofit agency experience will take the internship course (see section 2.4) in lieu of one (3 credit hour) elective course.

The MPA program offers one specialized track in Human Services Administration (HSA). The HSA track is designed to prepare students for the challenges of working in agencies involved in providing human services to the community. Such agencies face unique challenges including mixed funding streams, board structures, dependence on volunteers, and infrequent planning. Students pursuing the Human Services Administration Track must complete 31 hours of prescribed course work, one elective course (three credit hours), and the two-hour capstone course.

The curriculum is designed to meet the standards for accreditation set by the National Association of Schools of Public Affairs and Administration (NASPAA) and prepare students for the practice of public and nonprofit management in our region. The responsibility for curriculum design rests with the MPA Faculty Committee. To ensure that the curriculum meets the needs of the profession, the Community Advisory Board plays an active role in periodically reviewing the curriculum and making recommendations for change. In addition, surveys of public and nonprofit agencies in the region, and benchmark institutions in the region, are used as inputs for further review and refinement of the curriculum. All curriculum changes originate with the MPA Faculty Committee before proceeding through the normal curriculum approval process.

Writing is an important component of all MPA courses. The MPA program uses the American Psychological Association's style manual.

2.2 Core Curriculum Elements

Required Courses (core curriculum):

PADM 6000 History, Scope and Practice of Public Administration (3 hours)

PADM 6010, Communication Skills for Public and Nonprofit Managers (1 hour)

PADM 6100 Public Organization Theory and Behavior (3 hours)

PADM 6200 Public Personnel Management (3 hours)

PADM 6300 Public Budgeting (3 hours)

PADM 6500 Research Methods in Public Administration (3 hours)

PADM 6600 Quantitative Methods (3 hours)

Choose either of the following:

PADM 6050, Seminar on Constitutional and Administration Law OR

PADM 6400 Ethics (3 hours)

Choose either of the following:

PADM 6700 Urban Government Administration and Policy Analysis or PADM 6800

State Government Administration and Policy Analysis (3 hours)

HSA Track Required Courses (31 credit hours)

All of the above courses, with the exception of PADM 6300

PADM 6550, Human Services Administration (3 hours)

Choose either of the following:

PADM 6240, Strategic Planning for Nonprofit Organizations OR

PADM 6250, Planning Resources and Administration (3 hours)

Choose either of the following:

PADM 6300, Public Budgeting OR

PADM 6301, Financial Management for Nonprofit Organizations (3 hours)

Exit Requirement

PADM 7050 Thesis (Capstone course)

2.3 Elective Curriculum Elements

Electives: (number of courses required depends upon track, see description in section 2.1; all courses are three hours unless otherwise noted)

PADM 6020 Introduction to GIS (2 hours)

PADM 6030 Grant Writing (1 hour)

PADM 6050 Seminar in American Government with Emphasis on Constitutional Law (if not taken as part of the requirement noted above)

PADM 6240 Strategic Planning for Nonprofit Organizations

PADM 6250 Planning Resources and Administration

PADM 6300 Public Budgeting (for students in the HSA track who wish to take PADM 6301 as well)

PADM 6301 Financial Management for Nonprofit Organizations

PADM 6350 Emergency Management

PADM 6400 Ethics (if not taken as part of the requirement noted above)

PADM 6550 Human Services Administration

PADM 6650 Public Policy Analysis

PADM 6750 Public Program Evaluation

PADM 6800 State Government or PADM 6700 Urban Administration (Take one option as core curriculum; use the other as elective)

PADM 6850 Intergovernmental Relations

PADM 6950 Selected Topics in Public Administration

PADM 7000 Directed Readings

2.4 Internship

The purpose of an internship is to give students realistic exposure to an organizational/bureaucratic environment. The internship experience should enhance the student's awareness of the internal dynamics of a public or nonprofit organization and the values

and attitudes of employees toward their clientele and their administrative or political superiors. The internship should give students the opportunity to become aware of their obligations as professionals and to those they will serve.

A student who has had little or no public or nonprofit agency experience will be required to take a 3-hour internship course (PADM 6900). This course will substitute for an elective course. The internship may not be scheduled until the student has completed at least three core courses in the program.

The MPA Director identifies students in need of an internship as they are admitted to the MPA program. Being a full-time employee does not automatically exempt a student from the internship requirement. Students whose work experience comes solely from the private sector, is limited in time (less than one year), in depth or breadth may be required to take the internship course.

The Director works with the Internship Director and the Community Advisory Board to identify appropriate internship opportunities and match students to them based on student interests and abilities. Internships may be undertaken only at organizations with which the university has a written agreement.

All internships last for a full semester, and will be scheduled for the fall or spring only. Internships begin on the first day of the semester and end on the last day of the semester. Student interns are expected to work at least 20 hours per week for the semester. Interns may be compensated for their work by the agency, if the agency has funding available. Students who already hold full-time jobs, but lack adequate exposure to the public and nonprofit sector may be required to take the internship course. In such a case, the student will be assigned to an agency and given a project to work on that will give them the needed exposure to the public/nonprofit sectors.

MPA interns are expected to be doing work that is appropriate and supportive of the students' educational goals. Thus, students should be in an applied learning experience to gain management and analytical skills. Appropriate work includes:

- Conducting research
- Developing or revising regulations, policies, or plans
- Evaluating the effectiveness of programs, policies or regulations
- Facilitating meetings or group discussions
- Writing technical or nontechnical documents
- Training others in specific skills
- Setting up information systems
- Developing standards and measures for agency performance
- Drafting agency budgets, preparing grant applications, or assisting in other fund raising initiatives

All interns are supervised by the site supervisor and the Internship Director. The Internship Director will visit each worksite at least twice during the semester to assess the

student's performance and progress. The site supervisor will evaluate the intern at least twice during the semester—once at mid-term and again at the end of the semester. These reports will be used as part of the grading process for the internship. The site supervisor is required to share the contents of the mid-term assessment with the intern, as part of the process of helping the intern improve his or her performance. In addition to work performance, the Internship Director will require the intern to write a major paper on some aspect of the internship experience. The precise topic will be determined by the Internship Director and the intern.

2.5 Directed Readings

PADM 7000 is not a regularly scheduled course; rather, it is an opportunity for a student to do intensive study into an area that is NOT covered in the regular curriculum. Students wishing to do a directed reading must propose the topic to the MPA Director at the beginning of the fall semester (for the spring semester), the beginning of the spring (for the summer term), or the beginning of the summer term (for the fall semester). If the proposal is suitable, the MPA Director will assist the student in locating a faculty member to direct the reading.

2.6 Course Scheduling

The MPA Director will develop a course rotation in cooperation with the program faculty to ensure students can graduate in a timely manner. In support of this goal,

- All core courses (with the exception noted below) and PADM 7050 will be taught at least once per academic year. For purposes of this manual, the term “academic year” includes the summer term.
- Core courses which have an associated option will be taught every other year.
- All elective courses will be taught at least once every two years. Elective courses which cannot be taught at least once every two years will be considered for elimination by the Core Faculty Committee.
- Students will be given a copy of the course rotation at the new student orientation program.

SECTION 3. ADMISSIONS

3.1 Application Portfolio and Standards for Acceptance

The applicant is responsible for having the following materials to the Admissions Office of Augusta State University by the established deadline:

1. Official transcripts from all colleges and universities attended by the applicant. The applicant must have completed requirements for the bachelor's degree in a regionally accredited college or university. Admission to the program requires a minimum cumulative grade average equivalent to 2.5 on a 4.0 scale.
2. Official scores on the Graduate Record Examination. The GRE scores must be recent (applicant having taken the Graduate Record Examination within the last five years).
3. Two letters of recommendation. The letters of recommendation should come from persons familiar with the applicant's academic and/or employment experience.
4. A current resume.

When the portfolio is completed with each of the items listed above, the applicant's record will be reviewed by the Director of the MPA Program. The MPA Program Director calculates an admission score for applicants as follows:

GRE Verbal score + GRE Quantitative score + (GRE analytical score X 100) + (undergraduate GPA X 100)

If the total for this score is greater than 1500 points, the MPA Program Director may admit the applicant as a regular student in the program. If the total is less than 1500, the MPA Program Director forwards the application and supporting documents to the MPA Admissions Committee. If the admission score is between 1400 and 1499, the Admissions Committee may elect to admit the student as a probationary student. The Admissions Committee may impose conditions on students admitted in a probationary status. These conditions may include, but are not limited to, provisions that the student maintain at least a "B" average on the first three courses taken in the MPA Program, or that the student take an undergraduate course in quantitative methods as a prerequisite in order to remedy a deficiency in his or her performance on the quantitative subtest of the Graduate Record Examination. The Admissions Committee makes its decision and conveys it in writing to the MPA Program Director, who then contacts the applicant by letter to inform him or her of the decision. The MPA Program Director supervises the conditions of the probationary acceptance and monitors the student's progress. When each of the conditions has been satisfactorily addressed, the director notifies the student in writing of his or her change in status from probationary to regular acceptance.

3.2 Admissions Appeals

Students who are not accepted for regular or probationary admission to the Master of Public Administration program and who believe that there are extenuating circumstances which affect their eligibility may request in writing an appeal of the decision of the MPA Admissions Committee. The appeal should be addressed to the MPA Director who will forward the appeal to the Admissions Committee for reconsideration.

3.3 Conditions for Provisional Admission

Those applicants who have at least a 3.0 undergraduate grade average and are awaiting their scores on the Graduate Record Examination may enter into a contract with the MPA program which states that they are provisionally accepted until such time as the portfolio is completed. Provisionally accepted students may take one course. If the student's completed application is subsequently accepted after the GRE scores are known and course is successfully completed, the course will count toward his or her degree requirements.

3.4 Waiver of GRE Scores; Acceptance of GMAT Scores

The requirement for scores on the Graduate Record Examination will not be waived. The only exceptions to this rule will be those persons who have completed a master's degree in another field. Completion of a master's degree indicates a competency and preparation for graduate level work which would compensate for the lack of a GRE score as an indicator. This waiver would not apply to those students who have been accepted into another graduate degree program, taken courses, but not completed the degree.

Scores on the GMAT may be substituted for the requirement of scores on the Graduate Record Examination. A minimum GMAT score of 400 is required.

3.5 Pre-requisites for the MPA Program

An applicant's academic transcript must list a course in American Government. If it does not, the student must either complete the POLS 1101 course (American Government) offered by Augusta State University, complete a comparable course at another institution, or take the CLEP test in American Government and achieve a score of at least 46.

3.6 Graduate Assistantships

Graduate assistantships may be provided to students. To be eligible, students must apply for the assistantship, be regularly enrolled, and in full-time status. Application packages must be

submitted to the MPA Director in accordance with the MPA Program Graduate Assistant Manual. Applications will be reviewed by the MPA Graduate Assistant Committee, which will make the final decision on which students will be awarded assistantships. Once the selections are made, the MPA Director will match the selected students to faculty supervisors based on 1) the student's abilities and interests, and 2) identified faculty needs.

3.7 International Students

MPA applicants from other countries must meet additional criteria for admission. These includes a minimum TOEFL score of 213, and a completed and signed certification of financial support and attached documentation (bank statements, scholarship letters, etc.). International students should consult the ASU web site, www.aug.edu, for complete application information. Because of the additional processing time needed for international students, such students should ensure all documents are in the ASU Admissions Office at least 90 days prior to the start of the semester they wish to enter the program. Special note: The Certificate of Eligibility (Form I-20) cannot be forwarded until an offer of acceptance has been extended. If it is determined that an applicant is academically eligible to attend ASU, he or she will be required to pay a NON-REFUNDABLE tuition deposit of \$2,000. U.S. dollars by bank check payable to Augusta State University before ASU will issue the I-20.

SECTION 4. DEGREE COMPLETION REQUIREMENTS

4.1 General Requirements

In order to become eligible for the degree of Master of Public Administration, a candidate must have: a) completed the core courses specified in the curriculum summary with a grade point average of at least 3.0 on a 4.0 scale; b) completed the required number of elective courses with a grade point average of at least 3.0 on a 4.0 scale; c) be certified as satisfactorily completing the capstone paper, and d) be certified as having completed all portfolio requirements.

4.1.a. Specified period of time for degree completion

Only that course work completed within the six calendar years prior to completion of the degree requirements will apply toward graduation. The age of a course will be calculated from the date when the course would be expected to have been completed—the last day of class of the term in which registration for the course occurred. Under rare and exceptional circumstances, the MPA Director may waive this requirement.

4.1 b. Residency and Transfer Credits

No more than nine semester credit hours shall be transferred from another institution for the purpose of earning credits for the Master of Public Administration degree. The institution from which the credits are transferred must be an accredited one, and each transfer course is subject to review in order to determine its equivalency in the Augusta State University MPA Program.

4.1 c. Minimum number of credit hours required; course substitutions

The MPA degree consists of 36 semester hours. No more than two course substitutions are allowed in the MPA Program. A course substitution consists of having a graduate-level course taken at ASU or at another accredited institution in a subject area related to public management counted as an elective course for purposes of the requirements of the MPA degree. Requests for course substitutions must be approved by the MPA director.

4.1 d. Maintenance of Acceptable Grade Point Average

A student enrolled in the MPA Program is limited to two “C” course grades (2.0 on a 4.0 scale), whether earned at ASU or transferred from another institution. A student who earns a second “C” grade will be placed on academic probation. Should a student on academic probation earn a third “C,” the student will be suspended from the program. A student who earns a grade lower than a “C” in any class will be expelled from the program without right of appeal.

A student who is suspended may apply for readmission after one year by writing a letter to the MPA Director to request reinstatement. The Admissions Committee will consider the letter, the circumstances surrounding the suspension, and the student’s record in making a reinstatement decision. Should the committee choose to reinstate the student, the student will be

required to re-take courses where a “C” was earned. The Admissions Committee’s decision will be final. A student who is reinstated will be placed on academic probation, and remain on probation for the remainder of his or her time in the program. Should the student earn another “C” grade, the student will be expelled without right of appeal.

4.2 Capstone Project

The Capstone project is the culminating written work for the MPA program. The purpose of the capstone project is to have the student demonstrate his or her ability to apply the knowledge acquired in the program of study and to utilize skills of observation and analysis as demonstrated in a formal paper. It is written by a degree candidate when he or she is in the process of completing the eight core courses and is within one semester of graduation. The paper is written as the course requirement for PADM 7050. A student may register for PADM 7050 only with the permission of the MPA Director.

4.2.a Capstone Project Format

Students may conduct either an applied or a theoretical research project. An applied research project may take the form of a program evaluation, a needs assessment, or some other form of practical, applied research undertaken for a public or nonprofit agency in the area. Students desiring to do such a project for an agency other than the one they work at may ask the MPA Director for assistance in locating a suitable project. A theoretical research project will involve the empirical testing of theory using primary or secondary data.

For purposes of critiquing the capstone project, there are two READERS. The FIRST READER is the instructor for the PADM 7050 course. The student may request a particular faculty member to serve as SECOND READER. However, the MPA Program Director will make the final selection of the SECOND READER based on the 1) subject matter to be covered in the capstone paper, 2) the research methodology to be used, and 3) the availability of faculty to serve. Alterations and clarifications suggested by the two readers are then incorporated by the student into the capstone project in a series of drafts submitted according to a time table set by the instructor of the PADM 7050 course. At regular intervals throughout the course, the student revises the project paper according to critiques made by the readers. The final polished copy is turned over to the course instructor no later than the last day of classes for the term.

4.2.b Capstone Project Proposal

In the semester prior to enrollment in the capstone course, the MPA Director will identify those students eligible for enrollment in the course. The Director will notify each of these students in writing of the requirement to submit a suitable proposal, and the deadline for that submission. As a minimum, the proposal must include a clear statement of the research question, a brief summary of relevant literature, and the proposed methodology. If the proposal is acceptable, the MPA Director will grant a course permission for enrollment. If the proposal is not suitable, the MPA Director may either reject the proposal or return it for corrections.

4.2.c Capstone Project Evaluation

The course instructor, along with the second reader, determines the mark for the project. There are three choices of assigned marks: “pass with distinction” “pass” or “fail.” If the project is not completed within the semester in which it is commenced, then the student is given an “IP” and is notified that **the capstone course will have to be retaken**. The grade for the capstone course will be listed as either pass or fail.

4.2.d Capstone Project Certification

The first and second readers certify to the MPA Program Director and to the Chair of the Department of Political Science that the degree candidate has successfully completed the capstone project and has been given a mark for the project. This certificate is forwarded to the Office of the Registrar as part of the degree completion requirement.

4.3. Application for Graduation

A student submits an application for graduation at the mid-point of the semester immediately preceding the semester in which he or she anticipates completing all degree requirements (course work and capstone paper). The graduation application is completed in consultation with the MPA Program Director, who certifies the courses completed (graduation checksheet); courses yet to be completed, and approximate time frame for completion of the capstone paper. Upon approval by the Director and the Chair of the Department of Political Science, the application is given to the Registrar by the student along with payment of graduation fees.

4.4. Certification for Graduation

The student is certified for graduation at the time a) his or her transcripts indicate the completion of all courses required in the program of study; b) the grade point average is at least 3.0 on a 4.0 scale; c) there is certification on file that the student’s capstone paper was completed with a satisfactory mark, and d) all portfolio assignments have been turned in to the MPA Director.

4.5. Student Portfolio

A portfolio is a compilation of a student’s work over the course of his or her MPA studies. The portfolio should demonstrate the student’s skills and abilities as they have evolved over time. The portfolio provides

- a means for students to evaluate and see their progress over time.

- a source of information for faculty about students. Learning more about students as individuals enhances the teaching and advising process. In addition, the portfolio can help faculty provide more meaningful references for students.
- information and documentary evidence to support the evaluation of the MPA program itself.

4.5a. Beginning the portfolio

The MPA Director begins a portfolio for each student when they are admitted in provisional, probationary, or regular status. Portfolios will not be started when students are in post-bac status. The initial document to open the portfolio is the student's resume. As part of PADM 6000, the student will have two assignments that become part of the portfolio:

- a. A reflective essay that answers three questions: 1) where am I now in my life, 2) where do I want to be in five years, and 3) how do I think the MPA program will help me get there. This assignment will not be graded.
- b. A major research paper, which will be graded. This paper will provide a "benchmark" to see how the student's writing and research abilities improve over time.

The instructor for PADM 6000 will submit these documents to the MPA Director at the end of the semester for filing.

4.5b. Adding to the portfolio

Additional documents will then be added to the portfolio as follows.

- The *instructor* for PADM 6500 will submit the assigned capstone abstract paper. This will provide a second benchmark for illustrating how the student's analytical and research skills improve over time.
- The *instructor* for PADM 6200 will submit a praxis journal paper or a case study paper to illustrate that the student can effectively link course concepts to personnel management practices in the field.
- The *instructor* for PADM 6300 will submit a case study paper or other suitable assignment to illustrate that the student can effectively link course concepts to financial management practices in the field.
- The *instructor* for PADM 6500/6600 will submit a summarized peer evaluation form to demonstrate the students' ability to work on a team.
- The *instructor* for PADM 6010 will submit an evaluation of the student's oral presentation skills and writing abilities. These will serve as a benchmark for evaluating a student's progress over time in the program.

- The *student* will submit the following items:
 - i. One graded oral presentation of his or her choice from any course.
 - ii. One additional research paper of his or her choice from any course.

4.5c. Completing the portfolio.

As part of the capstone course, the student will be given one final assignment that becomes part of the portfolio. This assignment is a reflective essay that answers these questions: 1) What have I gained from being an MPA student? 2) How well did the program meet my expectations? This assignment will not be graded. The instructor of the capstone course will submit this paper to the MPA Director for filing at the end of the semester.

4.5d. Portfolio structure

- Resume
- Reflective essay from PADM 6000
- Written communication skills
 - Benchmark assignment from 6010, research paper from 6000, one additional research paper chosen by the student
- Oral communication skills
 - Benchmark assignment from 6010, one additional assignments chosen by the student
- Teamwork and teambuilding skills
 - Summary of peer evaluation scores compiled by the instructor of PADM 6500/6600
- Linking theory to practice
 - Appropriate assignments from PADM 6200 and 6300
- Analytical and research skills
 - Capstone abstract from the PADM 6500 course and final capstone paper
- Reflective essay from PADM 7050
- Additional student accomplishments
 - Includes conference presentations, publications, or other forms of special recognition earned by the student

SECTION 5. ADVISING AND ORIENTATION

5.1 Advising

Each prospective student in the MPA Program is given the opportunity to confer with the MPA Program Director in order to answer questions which he or she may have about program requirements, the program of study, time frame for completion of the degree, or general requirements for admission. This is also an opportunity for the prospective candidate to discuss career options and possible ways in which the MPA degree would further the advancement of one's career goals.

At the time the applicant is accepted, the MPA Program Director gives a written notification of his or her acceptance and in this letter the Director informs the new student that she or he will initially serve as the student's academic advisor. This letter also informs the new student of the procedures for registering for the academic semester in which he or she intends to enroll. If the registration period is eminent, the student is provided with a list of the courses being offered, the designation of the course as required or elective, the name of the instructor, the dates and times of class meetings, and the course registration number (CRN). For each student, the Director recommends a course load depending upon whether the student has indicated part-time or full-time enrollment. The Director of the program assumes the initial role of academic advising until such time as the student is actually enrolled and is in a position to request other MPA faculty members to serve as advisor.

The MPA Director will insure each student is given a written plan of study clearly outlining those required courses and the elective options which a student will take during the course of this or her program of study, and the approximate time frame when each of those courses will be offered. This written plan will be reviewed with each student during the advising period designated by the University. Review of such plans with students may be done by the MPA Director, or any full-time MPA faculty member.

5.2 Student Orientation

Each year, prior to the start of the fall semester, the MPA Director, in concert with program faculty, will organize an orientation to the program for new students. The orientation will cover program requirements, including exit requirements, standards, and other program policies. This will include a formal orientation to the library and its services. New students will be given their initial plan of study during this period. The orientation will also provide an opportunity for students to meet program faculty.