2016-2017

Master of Public Administration Student Handbook

Master of Public Administration Program
University of Charleston, S.C.
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NOTE FROM THE DIRECTOR

Welcome to the Master of Public Administration Program at the University of Charleston, South Carolina. We are very excited you are here. Members of the program faculty and staff are eager to provide you with a rewarding educational experience and to help you achieve your professional goals.

The purpose of the MPA Student Handbook is to provide you with general information about the program, your area of study, and opportunities for professional development. The handbook serves as a supplement to a variety of materials published by the Graduate School and various student service offices at the College of Charleston. I encourage you to read and become familiar with these materials.

Philip H. Jos
MPA Director
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Master of Public Administration Student Handbook

STAFF

Philip H. Jos, MPA Director
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Philip H. Jos joined the College of Charleston in 1986 and served as the Interim MPA Director from 1999 – 2002 and Fall 2007 – Summer 2008. He serves as the MPA Director again for the Fall 2016 – Summer 2017 year. Dr. Jos teaches courses in public service organizations and administrative accountability and ethics. Dr. Jos has published works on political corruption, whistleblowing, professional ethics, administrative responsibility, and public administration theory. His articles have appeared in Public Administration Review, the American Review of Public Administration, the Journal of Law, Medicine, and Ethics, the Journal of Public Administration Research and Theory, and others. His most recent published work, co-authored with Mark E. Tompkins, examines the limitations of the ascendant “customer service” model for public organizations and creates a typology of public service roles and responsibilities. Dr. Jos earned his MA and BA from Western Kentucky University and his Ph.D. from the University of South Carolina.

Jo Ann Ewalt, Professor
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Dr. Ewalt served as the director of the MPA program at the University of Charleston, S.C. from 2011 until Summer 2016. Before that, she served as the MPA Director at Eastern Kentucky University for four years. She has also been a professor at EKU for 10 years, and at Northern Kentucky University from 1998-2000. She currently serves as Chair of the Commission on Peer Review and Accreditation at NASPAA, which is the international organization that accredits public administration, policy, and public affairs programs. She is also a member of the Executive Council of the Network of Schools of Public Policy, Affairs, and Administration and served as Program Chair for the 2015 annual meeting of the Southeastern Conference for Public Administration (SECoPA). She is immediate past-president of SECoPA. In the classroom she is a firm believer of bridging theory with practice in the public sector, and she finds her wealth of work experience helps her to make this transition evident for students. Dr. Ewalt earned both her MPA and Ph.D. from the University of Kentucky in 1995 and 1998, respectively.

Janet Key, Director, Community Assistance Program Director and Internship Coordinator
14 Coming Street
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For over 30 years, Janet Key has taught nonprofit courses for the MPA Program. Ms. Key received her MPA degree from the College of Charleston in 1985. In addition, she is the Director of the Community Assistance Program, the MPA Program’s community outreach effort. Ms. Key also serves as the MPA
Program’s Internship Coordinator, helping MPA students to find suitable and fulfilling internships. In 2014, Ms. Key was recognized as the Permanent Staff Employee of the Year.

Karen Chandler, Director of the MPA Arts Management Certificate Program/Undergraduate Arts Management Program
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Karen Chandler has taught in the Arts Management Program at the College of Charleston since 1999. She leads the department as its Program Director, and teaches arts management courses in both the undergraduate program and Master of Public Administration program. Karen is also Co-Principal of the Charleston Jazz Initiative (www.charlestonjazz.net). From 2001-2004, she served as director of CofC’s Avery Research Center for African American History and Culture. Karen received a bachelor’s degree in music education from Hampton University, a master’s in music education from Columbia University-Teachers College, and a doctorate in studies in arts and humanities from New York University.

Kevin Keenan, Coordinator of Urban Planning Certificate/Assistant Professor of Economic Geography and Regional Development
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Kevin Keenan serves as the Director of the MPA Urban and Regional Planning Certificate Program and as a professor for the Political Science Department. He has a Ph.D. from Clark University in Geography, as well as an M.A. from CUNY Hunter College, a M.A. from SUNY Stony Brook, and a B.A. from SUNY Stony Brook. He specializes in the following fields: Urban Geography, Terrorism, and Qualitative Research Methods.

Kendra Stewart, Director of Joseph P. Riley Center for Livable Communities
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In July 2008, Dr. Stewart began as the Director of the Joint Program at the College of Charleston. She has taught at Columbia College, the University of South Carolina, and Eastern Kentucky University. While at EKU, she served as Interim MPA Director and chaired a University wide Strategic Planning Committee. Kendra is the past President of the Southeastern Conference on Public Administration (SECOPA), and serves on the national council of the American Society of Public Administration. Her teaching and research interests include organizational behavior, homeland security, women and politics, and non-profit management. She received her PhD and MPA degrees from the University of South Carolina and a B.A.
from the University of Central Florida. Between 1994 and 1998, Kendra worked for the South Carolina Budget and Control Board.

Malerie Suess, MPA Program Coordinator
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Upon receiving her Master of Public Administration and Master of Environmental Studies degrees from the College of Charleston in the spring of 2016, Malerie was hired as the MPA Program Coordinator. In this role, Malerie administers the program’s academic and community outreach services, working closely with students and faculty as well as external organizations and stakeholders. While enrolled in the program, Malerie was employed as a graduate assistant in the Community Assistance Program. She received her B.S. in Environmental Science from the University of Arizona in 2012.
PROGRAM MISSION

Our mission is to prepare public service leaders. Upon graduation our students will have the ability to think critically and creatively about public issues, the dedication and capacity to serve a diverse community, and the skills to enter a professional position in a public organization. As an advanced degree our program provides the applied skills necessary for upward mobility in the public service sector.

To accomplish this mission, our program provides the following:

- A rigorous core curriculum that combines applied learning with an examination of the theoretical underpinnings of public service and provides concentrated areas of study in arts management, environmental policy, nonprofit management, and urban and regional planning;
- An environment that nurtures a commitment to public service;
- Opportunities to support collaboration and the creation of partnerships among communities and public service organizations.

PUBLIC SERVICE VALUES

The public service values emphasized by our program are reflected in our mission, goals, curriculum, and program activities. The MPA Program Values are:

**Democratic Values**: public administration professionals must respect the rule of law as they contribute to their organization’s efforts to serve the public interest and the expectations of the public and its representatives.

**Professional Values**: public administration professionals must serve with competence, excellence, efficiency, objectivity, and impartiality.

**Ethical Values**: public administration professionals must act at all times in ways that uphold the public trust.

**Social Justice Values**: public administration professionals' exercise of authority and responsibility must be dictated by respect for human dignity, fairness, and social equity.
STRATEGIC GOALS

As part of its strategic planning process, the MPA program has adopted the following goals.

Goal 1: Prepare outstanding public service leaders.

Goal 2: Continue and enhance the program’s connections to the community and the opportunities of students, faculty, and staff to contribute to the well-being of the region.

Goal 3: Demonstrate faculty excellence in teaching, scholarship, and outreach and professional service.

Goal 4: Demonstrate excellence in student support activities.

Goal 5: Build and sustain the program’s administrative and governance capacity.

Goal 6: Continue to foster and promote a welcoming environment for all students, staff and faculty that values and strengthens the diversity of the program.

STUDENT LEARNING COMPETENCIES

When our students graduate from the MPA Program, they will have demonstrated their knowledge, skills, and abilities in public and nonprofit administration. Specifically, our students should hold the program accountable for implementing the following student learning competencies: The ability to

• Lead and manage in public governance;
• Participate in and contribute to the public policy process;
• Analyze, synthesize, think critically, solve problems, and make decisions;
• Articulate and apply a public service perspective; and
• Communicate and interact productively with a diverse and changing workforce and citizenry.

TRANSFER CREDIT

The Director must approve all transfer credits completed at another institution: a maximum of 12 credit hours can be transferred into the program. Decisions on transfer credits are made after the student has been admitted to the program.
CERTIFICATE POLICY

The College of Charleston’s Master of Public Administration (MPA) Program offers graduate certificates in Arts Management and Urban and Regional Planning. Up to 12 hours taken in the certificate programs may be transferred into the MPA program with the approval of the program director. Students in the certificate program must still apply and be accepted into the MPA program before credit hours can be transferred.

Program alumni interested in obtaining a certificate in Arts Management or Urban and Regional Planning may use up to 12 hours taken in the MPA program towards their certificate program with the approval of the program directors of the MPA program and the certificate program. Students must go through the admissions process and be accepted for the certificate program in order to be eligible to earn a certificate.

Students interested in earning both an MPA and a certificate are eligible to do so but must go through the application process for both programs. Along with the required coursework for the MPA and the certificate program, students must complete an internship that is relevant to the field in which they are obtaining their certificate unless the internship has been waived based on public and/or nonprofit work experience.

Applications for each certificate program are reviewed by both the certificate’s program director and the MPA program director.

MPA PROGRAM REQUIREMENTS

Degree Requirements

The MPA is a professional degree requiring:

- 39 semester hours, including the following:
  a. 21 hours of core required courses.
  b. 15 hours of electives (18 if the internship requirement is waived for previous experience).
  c. A three-hour credit internship. Internships are graded on a satisfactory/unsatisfactory basis.
- A minimum grade point average of 3.0.
CORE CURRICULUM

The program’s core curriculum is designed to explore the essential elements of public management and policy, as well as prepare students for increasingly complex responsibilities in state and local government, nonprofit organizations, public/private partnerships, and in regional and federal agencies. The core curriculum emphasizes both the skills and knowledge required to effectively manage and develop organizational resources and to understand the larger constitutional and political setting in which policy is developed and administrative tasks are defined and assessed.

Public Service Roles and Responsibilities (PUBA 600) provides the foundation for the study of public administration and should ideally be taken during the student’s first semester in the program. This course introduces the student to the field of public administration and raises essential questions and controversies that will be explored throughout the curriculum. Many of these central themes will be re-examined and applied in the Capstone Seminar (PUBA 701).

The core curriculum consists of the 21 semester hours of coursework listed below and a 3-6 hour internship:

- PUBA 600 Public Service Roles and Responsibilities
- PUBA 601 Research and Quantitative Methods for Public Administration
- PUBA 602 Public Policy
- PUBA 603 Managing Public Organizations
- PUBA 604 Managing Human Resources
- PUBA 605 Managing Financial Resources
- PUBA 701 Capstone Seminar
- PUBA 777 Internship in the public sector. (Please see pages 19-22 for internship requirements.)

ELECTIVE COURSES

In addition to the core courses and three hour internship, students will take 15 hours of elective courses (18 hours if the internship requirement is waived for previous experience). Elective courses are available in four areas of specialized study

- Nonprofit Administration
- Arts Management
- Municipal Government and Urban Planning
- Environmental Policy and Administration

Electives should be carefully chosen, in consultation with your advisor (who is usually the MPA program director, unless you have selected another faculty member as your advisor) to develop the expertise and skills relevant to the student’s career path. If a student desires to earn a certificate in one of the elective areas, all requirements for the selected certificate must be met.
CERTIFICATE REQUIREMENTS

Arts Management Certificate

The Graduate Certificate Program in Arts Management requires a minimum of twelve (12) hours of graduate coursework selected from the following courses, including at least two (2) required classes and at least two (2) certificate electives.

Required Classes
PUBA 660 Contemporary Perspectives on Arts Management (3)
PUBA 661 Advanced Arts Management (3)

Electives
PUBA 656 Fundraising and Marketing for Nonprofits (3)
PUBA 662 Cultural Administrations and Applied Research at Avery (3)
PUBA 663 Technology and the Arts (3)
PUBA 664 Arts Education (3)
PUBA 710 Independent Research (3)

Urban and Regional Planning Certificate

The Graduate Certificate Program in Urban and Regional Planning requires the completion of twelve (12) credit hours of graduate coursework. Accepted students are required to complete PUBA 612 History and Theory of American Urban Planning, and select one elective from each sub-field of study: Policy and Policy Management, Legal Issues, and Development Practice.

Core Course (required)
PUBA 612: History and Theory of American Urban Planning

Policy and Management (complete 1 course)
PUBA 611: Urban Policy
PUBA 620: Local Government Politics and Administration

Legal Issues (complete 1 course)
PUBA 613: Planning Law
PUBA 631: Administrative Law
PUBA 635: Land Use Law

Development Practice (complete 1 course)
PUBA 614: Applications in GIS (Geographic Information Systems)
PUBA 615: Theories of Urban and Regional Development
PUBA 616: Local and Regional Economic Development: Policy and Practice
COURSE DESCRIPTIONS

CORE COURSES

PUBA 600 - Public Service Roles and Responsibilities (3) This course explores the evolution and current status of the public sector in the United States. Students will study the ethical, legal, political, and professional dimensions of public service. Course frequency: Fall

PUBA 601 - Research and Quantitative Methods for Public Administration (3) This course examines the various aspects of collecting and processing primary and secondary data utilized by public organizations for decision-making and program evaluation. Students will learn basic qualitative and quantitative methods for developing a valid research design, how to create and implement surveys, and basic statistical analysis techniques. Course frequency: Fall and Spring

PUBA 602 - Public Policy (3) This course examines the activities of individuals, groups, and institutions that define or ignore public problems, participate or fail to participate in political struggles over these problems, and confront or avoid opportunities to develop and implement solutions. The implications of these complexities for public employees and public management are emphasized. Course frequency: Fall

PUBA 603 - Managing Public Organizations (3) This course provides students with an understanding of the challenges of managing public organizations. Topics of study include leadership, motivation, group behavior, culture, decision making, accountability and organizational change and development. Course frequency: Spring

PUBA 604 - Managing Human Resources (3) This course considers the context and practice of effective human resource management, with special emphasis on the political, legal, historical, and ethical dimensions of public employment. Students will apply personnel management theories and techniques to contemporary organizational challenges to investigate the tensions inherent to balancing competing values and demands. Course frequency: Fall

PUBA 605 - Managing Financial Resources (3) This course examines the organization and techniques of governmental financial management, budgetary theories and intergovernmental financial relations. Course frequency: Spring

PUBA 701 - Capstone Seminar (3) The Capstone Seminar is designed to be a culminating experience that helps the student integrate knowledge and skills acquired throughout the program. Students engage in applied research. Prerequisite: Completion of all MPA core courses and at least 30 semester hours or permission of instructor or MPA director. Course frequency: Fall and Spring

PUBA 777 - Internship (3) A supervised field experience in which the student observes and participates in the functioning of a public sector or other nonprofit organization for at least 15 weeks. Prerequisite: At least 15 credits earned in the MPA program. Permission of the MPA director required. PUBA 777 is graded on a satisfactory/unsatisfactory basis and is required for all pre-service students.
NON-PROFIT ADMINISTRATION

PUBA 650 - Essential Elements of Non-Profit Administration (3) This course orients students to the history, values, and issues of the third sector in American society, as well as the leadership and management challenges peculiar to the administration of non-profit organizations. The latter includes board relations, fundraising, program advocacy and lobbying, legal frameworks, human resource management in volunteer settings, financial management, and grants administration. Course frequency: Fall

PUBA 654 - Human Resource Management for Non-Profit Organizations (3) This course examines the human resource development issues for non-profit organizations. Personnel play a vital role in the non-profit sector. Distinctively, this sector is dependent not only upon a core of group of salaried employees, but a voluminous network of volunteers. There are specific issues including training, development, and leadership, which take on unique characteristics in the non-profit sector. The course will center on the executive director's role in the success of shaping, managing, and leading the organization. Course frequency: Occasional

PUBA 655 - Nonprofit Capacity Building (3) The course examines the current research on capacity building for nonprofits and its applicability. Students will investigate the components that contribute to an organization’s effectiveness and sustainability over time and tools and approaches utilized by nonprofits to adapt and thrive in the midst of a rapidly changing environment. Course frequency: Spring

PUBA 656 - Fundraising and Marketing for Nonprofits (3) This course examines the development cycle and how nonprofits structure their giving and marketing programs. In addition to annual, major, and planned giving, the class will look at capital campaigns, the roles of boards and volunteers, grant writing, corporate and foundation giving, using technology and ethics and accountability. Course frequency: Occasional

PUBA 705 - Managing Public/Private Partnerships (3) A shift in the social sector demands a reliance on private partnerships to provide public and nonprofit services. This course will provide an overview of these partnerships, study organizational models, and examine both public and nonprofit success stories leaving the student with a fresher perspective on public and nonprofit management. Course frequency: Occasional

PUBA 502 – Finance and Accounting for Nonprofits (3) This class is designed to provide practical knowledge and techniques for financial management and accounting in nonprofit organizations. These techniques are understood in the context of planning, goal setting, and the role of the Executive Director and the Board. Course frequency: Occasional

ARTS MANAGEMENT

PUBA 660 – Contemporary Perspectives on Arts Management (3) This course focuses on the role of non-profit arts and cultural institutions, and the artists and managers that lead them. By examining the rapid changes occurring in the performing and visual arts management field, as well as the humanities, and
analyzing the impact of these changes within the public domain, the course also seeks to encourage interested students to pursue careers in this dynamic profession. Course frequency: Fall

PUBA 661 – Advanced Arts Administration and Management (3) This course involves students in the examination, analysis, and involvement in applied experiences with non-profit arts and cultural organizations. Students will produce case studies in a variety of topical areas in arts administration that examine the resources, leadership, collaboration, skills, critical issues, and practices of managers of select non-profit arts and cultural organizations in Charleston and the Tri-County region. Prerequisite: PUBA 660 Course frequency: Spring

PUBA 663 – Arts and Technology (3) Artists have always experimented with emerging technologies, but in recent decades, the field of Arts & Technology has emerged as a dynamic and historically significant artistic practice. Discover the opportunities new technologies offer to arts managers, initiatives at the convergence of art and technology and the impact of technology and the arts on culture. Examine and conceptualize the themes of new media, sound art, moving images, the media artist, cyber culture and intellectual property issues. Course frequency: Every other Fall

PUBA 664 – Arts Education (3) This course will examine current trends in arts education. Dealing primarily from an administrative viewpoint, the course will focus on government funding (local, state and national), arts education organizations, specific pilot programs, and individual teaching situations. Although developed initially for the administrator, the course should prove equally valuable to the educator. Course frequency: Occasional

MUNICIPAL GOVERNMENT AND URBAN PLANNING

PUBA 611: Urban Policy (3) This course will introduce students to the field of urban policy and will train students to critically analyze policy debates that directly impact city life. The course traces the major ideological shifts in urban policy over the past century, analyzes their historical and philosophical foundations and explores the relationship between urban change and policy formulation. Course frequency: Occasional

PUBA 612: History and Theory of American Urban Planning (3) This course provides a critical evaluation of the field of planning. The class focuses on the origins and evolution of the discipline, tools of planning practice, and the interrelated planning elements of economic development, social justice, and environmental protection. Course frequency: Occasional

PUBA 613: Planning Law (3) This course examines the application and administration of planning law at the local level. The tension between constitutionally protected rights and governmental regulation will be explored as it emerges in decisions regarding land use, environmental protection and growth management. Course frequency: Occasional

PUBA 614 Urban Applications of Geographic Information Systems (3) This course provides an overview of geographic information systems applied to the study of cities and urban policy issues. It introduces
students to foundational concepts and applications of Geographic Information Systems (GIS), and it asks students to use this software to explore and solve real-world urban problems. Course frequency: Occasional

PUBA 615: Urban and Regional Development (3) This course is designed to provide the basic toolkit required to think critically and coherently about processes of urban and regional economic development. Major themes include the spatial distribution and location of economic activity; the concentration of economic activity in cities; how globalization affects these processes; and the impact of economic development on regional differences. Course frequency: Occasional

PUBA 616: Local and Regional Economic Development: Policy and Practice (3) This course examines the forces that drive regional growth and change and assesses the policies and practices that are commonly used in pursuit of economic growth, including industrial targeting, incentives, and human capital development. Course frequency: Occasional

PUBA 617: Urban Transportation: Problems and Prospects (3) Foundational urban transportation concepts, theories, and policies are analyzed in applied contexts. Students explore contemporary problems, and prepare solutions to these problems. The transportation planning process is reviewed and critiqued, including the political and ethical implications surrounding this process. The role of Geographic Information Sciences in transportation planning is examined. Course frequency: Occasional

PUBA 620: Local Government Politics & Administration (3) This course examines the role of the local government administrators as leaders and service providers. The course explores an understanding of local political environments and develops an understanding of what they mean in terms of democratic institutions. Course frequency: Occasional

PUBA 631: Administrative Law (3) This course studies the legislative, adjudicatory, and general policy-making powers of administrative agencies and regulatory commissions, and the scope of judicial review of administrative action. The course is directed primarily toward an analysis of the political nature of bureaucracy, and secondarily toward the procedural requirements for administrative policy-making. Course frequency: Occasional

PUBA 635: Land Use Law (3) This course examines zoning and land use control in the United States and incorporates illustrations and cases from South Carolina in particular. It focuses on enabling legislation for local governments, regulation, the process of development, eminent domain, contract and conditional zoning and enforcement and violation of land use regulations. Course frequency: Occasional

PUBA 614: Applications in GIS (Geographic Information Systems) (3) This course will provide students with spatial analysis skills and the ability to apply GIS techniques to urban and regional planning problems. Course frequency: Occasional
ENVIRONMENTAL POLICY AND ADMINISTRATION

PUBA 632 - Environmental Politics (3) This course is intended to provide students with a broad understanding of environmental politics in the United States. It examines the emergence of environmentalism, its social bases, and its political impact and influence. Course frequency: Occasional

PUBA 634 - Environmental Law and Regulatory Policy (3) This course examines the development of environmental law and regulatory policy in the United States. It provides an overview of the scope and substance of environmental law and the various regulatory techniques they employ. Both criminal and civil litigation surrounding the implementation of environmental law are examined. Course frequency: Occasional

PUBA 635 - Land Use Law (3) This course examines zoning and land use control in the United States and incorporates illustrations and cases from South Carolina in particular. It focuses on enabling legislation for local governments, regulation, the process of development, eminent domain, contract and conditional zoning and enforcement and violation of land use regulations. Course frequency: Occasional

PUBA 636 - Coastal Resource Management (3) This course examines the complex issues that are confronting policymakers, citizens and scientists in the coastal zone. Specifically, it explores our scientific understanding of the coastal ecosystems; the degree to which the United States economy is based on the development of these systems; the nature of human activities and impacts; and the political, economic and cultural components of our decision-making processes. Course frequency: Occasional

PUBA 637 - Wetlands Protection (3) This course is intended to provide the student with a broad understanding of the social origins, philosophies, and political, economic and cultural impacts of wetlands protection in the United States. Topics address the goals of and policymakers’ approaches to wetland protection. Course frequency: Occasional

GENERAL PUBLIC ADMINISTRATION COURSES

PUBA 502 - Special Topics: Program Evaluation (3) This course provides an introduction to both qualitative and quantitative methods of evaluating public programs. The emphasis is on building skills in research design, data collection, methods of analysis, and communication of findings. Special attention is paid to assessing the strength and weakness of alternative research designs, developing strategies for data collection, communicating research findings to diverse audiences, and selecting evaluation strategies that are practical in light of real world constraints on resources and time. Course frequency: Occasional

PUBA 512 - Females/Minorities in Public Administration (3) This course explores the historical and legal foundations for equal opportunity in employment and education. The social and political aspects of class/gender stratification are discussed. The concepts of equal opportunity, affirmative action, cultural diversity and harassment are addressed. Course frequency: Occasional
PUBA 622 - Intergovernmental Relations (3) This course provides an understanding of the nature and dynamics of the American federal system of government: the functions, powers, and service delivery capacities of county, municipal, and special purpose district governments, the creation of new jurisdictions, the reciprocal influences of local, state, and federal bureaucracies, the grant-in-aid system, and revenue sharing among different units of government. A special emphasis is placed on the complex nature of state-local and inter-local relations in an urban setting. Course frequency: Occasional

PUBA 640 - Leadership and Decision-Making (3) This course examines leadership and decision-making by identifying the environment of decision-making, the techniques and characteristics of leadership styles and decision-making approaches. Course frequency: Occasional

PUBA 706 - Economic Theory for Policy Analysis (3) This course develops and applies micro-economic models and theories to the analysis of contemporary public sector issues. Attention is given to the conceptual and practical problems associated with resource allocation decisions given conflicts between efficiency and equity and limited information. Course frequency: Occasional

OTHER COURSE DESIGNATIONS AND OPPORTUNITIES

Opportunities to develop higher-level skills and specialized study include a thesis project (PUBA 710), a directed independent study (PUBA 711), and advanced special topic seminars (PUBA 502). In addition, courses are often available through other graduate programs on campus, through the Medical University of South Carolina’s Health Administration program, and various Master’s programs at the Citadel. All of these course options require permission from the MPA Director at the College of Charleston and the Graduate School Dean at both the home and host institution. Cross registration forms are in the Graduate School Office, 3rd Floor, Randolph Hall.

THESIS POLICY

All students must take PUBA 701 Capstone to complete the MPA program. If a student has intentions of pursuing a PhD in the field, this course may be waived by the program director in lieu of writing a thesis. In order to complete the thesis requirement a student must have a core MPA faculty member as his or her advisor along with a committee of two other faculty members. In order to register for thesis hours, the student must develop an independent study contract with the advisor containing an agreed upon research proposal and timeline. The final thesis must adhere to all the guidelines set forth in the Graduate School’s Thesis Manual.
PROGRAM ASSISTANCE

ACADEMIC ADVISING

It is essential for students to meet with the MPA Director or their assigned advisor to design a program of study (see page 34) that develops the skills, substantive knowledge, and practical experience that will best serve the student’s career goals upon acceptance into the program. While the core curriculum is designed to serve all who desire a public sector career, the choice of electives, the nature of the internship experience and the need for remedial coursework will vary from student to student.

COURSE SCHEDULING

The program is designed to meet the needs of both full-time professional administrators and pre-service students. Students enrolled in 9 hours of classes are considered full time; 12 hours is the maximum course load. With courses scheduled during evening hours, a professional can maintain a full-time work schedule and obtain an MPA degree simultaneously. However, be sure that your employer understands that some flexibility is necessary in order to pursue your advanced degree. If your employer is not willing to make these accommodations you should plan your curriculum accordingly. Students are required to finish their degree within 5 years of obtaining degree-seeking status.

WITHDRAWING FROM COURSES

It is extremely important that any student withdrawing from a course procure a withdrawal form from the graduate school office. The importance of formally withdrawing from a course cannot be overstated. Students who withdraw from classes without notifying the graduate school office will receive the grade of "F" from their instructors. Thursday, October 29 is the last day for students to withdraw from a fall semester course with a grade of “W.” Friday, March 18 is the last day for students to withdraw from a spring semester course with a grade of “W.”

ACADEMIC POLICIES

Graduate students are expected to maintain a cumulative grade point average of 3.0, or a "B" average. Regular degree seeking students whose GPAs fall below 3.0 will be placed on academic probation. Students who are on probation must raise their averages to a satisfactory level (3.0 or better) upon the completion of three additional courses, or within one calendar year from the date they were placed on probation. A student who fails to make this progress will be withdrawn from the program. Students receiving three grades below the grade of "B" or one grade of "F" in their program will be withdrawn from the College and will not be allowed to reapply to their programs for one calendar year.

Those who are conditionally admitted into the program must earn the grade of “B” or better in each course taken during their first twelve hours. Failure to meet this requirement will result in dismissal from the program. Calculation of the GPA for purposes of establishing your standing in the program will only include classes taken after you have been conditionally admitted (this excludes courses taken as a non-degree student). In addition, nine of the first twelve semester hours will be restricted to core courses.
INTERNERNSHIP REQUIREMENT

The MPA internship requirement is an integral part of preparation for a student’s employment in the public or nonprofit sector. The internship is a supervised, field experience in which the student participates in the functioning of a public/nonprofit organization. A graduate internship is designed to gain valuable professional experience in a career field in which the student has interest. Given its importance, the student should begin examining internship opportunities as soon as possible after beginning the MPA program. To ensure the appropriate internship placement, the student should explore as many opportunities as possible.

A student must have completed fifteen (15) hours in the program before registering for the internship. The student should confer with the Program Director and the Internship Coordinator, Janet Key, prior to seeking an internship. Enrollment and registration for the internship must be completed in conjunction with the Graduate School's established registration procedures and deadlines prior to the term the student begins the internship.

During the internship placement, both the MPA Director and the Internship Coordinator will periodically evaluate the student's performance, including visiting the placement site and interviewing the on-site internship supervisor. If there are any difficulties in the placement, the student should contact the MPA Director or Internship Coordinator immediately after they arise to help clarify the obstacles and assist with a resolution.

Upon completion of the internship, the student prepares a 5-7-page paper describing the internship experience. This paper and the on-site supervisory evaluation are used as the performance criterion for the internship.

A paid internship is a reasonable expectation for a graduate student. However, students may be faced with taking an unpaid internship in their area of interest. It is a difficult decision and should be discussed with the MPA Director and/or Internship Coordinator. Beginning the internship search early and exploring as many opportunities as possible will increase the probability of a paid internship.

Students who are working in the public or nonprofit sector or have significant work experience of at least two years may be granted an internship waiver. If granted, the student is required to take an additional elective course.

PURPOSE OF THE MPA INTERNSHIP

• To bring a real-world element to your well-rounded education.
• To provide valuable experience and an opportunity to create contacts within the community.
• To potentially lead to a full-time job upon graduation.
INTERNSHIP REQUIREMENTS

- Completion of fifteen (15) credit hours prior to registration for the internship.
- The permission of the MPA Director prior to the internship and the term in which the student seeks credit.
- A contract between the supervisor, student and the MPA program director prior to the internship and the term in which the student seeks credit.
- Ongoing communication and progress reports.
- A minimum of 300 placement hours for an average of 20 hours per week for a 15-week semester.
- A final 5-7 page paper describing the internship experience.
- The internship is graded on a Pass/Fail scale.

REQUIREMENTS FOR WAIVING THE INTERNSHIP

- Significant previous work experience in the public or nonprofit sector.
- A formal letter to the MPA director requesting an internship waiver.
- Approval from the MPA director.

To request an internship waiver, send a letter detailing the work experience you believe qualifies you for a waiver, along with a current resume, to the MPA program director.

RECENT MPA INTERNSHIP PLACEMENTS

The following organizations have provided internship opportunities for MPA students in last two years.

- Alliance for Full Acceptance
- American Civil Liberties Union
- American Lung Association-South Carolina Chapter
- Charleston Animal Society
- Charleston County -Project Impact
- Charleston County Solicitor’s Office
- Civitas
- City of Charleston Office of Cultural Affairs
- City of Charleston Planning Department
- City of Charleston Sustainability Division
- College of Charleston-several departments
- Green Heart Project
- Lowcountry Local First
- MUSC Children’s Hospital
- North Charleston Office of Cultural Affairs
- North Charleston Police Department
- Respite Care Ministries
- Ronald McDonald House
- Spoleto USA
• Town of Mt. Pleasant
• Trident United Way

INTERESTED ORGANIZATIONS
The organizations listed below have been contacted since January 2010 and may be interested in providing an internship opportunity for an MPA student.

❖ Alliance for Full Acceptance
  o Contact: Warren Redman-Gress, Executive Director
  o Wredman-gress@affa-sc.org
❖ Carolina Art Association
  o Contact: Rebecca Sailor, Associate Curator of Education
  o rsailor@gibbesmuseum.org
❖ Chamber Music Charleston
  o Contact: Sandra Nikolajevs, Director of Chamber Music Charleston
  o Sandra@chambermusiccharleston.org
❖ Charleston Area Senior Citizens Services Inc.
  o Contact: Sandra Clair
  o sandyc@charlestonareaseniors.com
❖ Charleston Community Sailing Inc.
  o Contact: Jessica Koenig, Executive Director
  o Jessica@charlestoncommunitysailing.org
❖ Charleston Habitat for Humanity
  o Contact: Laurel Prichard
  o laurel@charlestonhabitat.org
❖ Charleston HALOS
  o Contact: Elisa Mundis, Resource Development Coordinator
  o elisa@charlestonhalos.org.
❖ Charleston Housing Trust and Development Corporation
  o Contact: Michelle Mapp, Executive Director
  o michelle@lowcountryhousingtrust.org
❖ Charleston Local Development Corporation
  o Contact: Sharon A. Brennan, Executive Director
  o brennans@charleston-sc.gov
❖ Charleston Moves
  o info@charlestonmoves.com
❖ Charleston Symphony Orchestra
  o Contact: Tony Pierce, Director of Artistic Operations
  o tony@charlestonsymphony.com
❖ Children’s Museum of the Lowcountry
  o Contact: Christine Kelly, Operations Manager
  o Christine@explorecml.org
❖ Coastal Boys Council Inc.
  o Contact: Winfield Sapp
  o 1025 Sam Rittenberg Blvd.
  o Charleston, SC 29407
 Disabilities Foundation of Charleston County
  o Contact: Rick Magner
  o rmagner@dsncc.com
 Jazz Artists of Charleston
  o Contact: Erin Fornadel, Director of Operations
  o erin@jazzartistsofcharleston.org
 Juvenile Diabetes Research Foundation
  o Contact: Dana Bruce, Director
  o dbruce@jdrf.org
 Juvenile Diabetes Foundation
  o Contact: Fredah Horani
  o palmetto@jdrf.org
 Metanoia
  o Contact: Bill Stanfield, CEO
  o bill@pushingforward.org
 Palmetto Medical Initiative
  o Contact: Marianne Carpenter, Administrative Director
  o marianne@palmettomedical.org
  o 843.696.2223
 SC Aquarium
  o Contact: Shirley Coggin
  o SCoggin@scaquarium.org
 Spoleto
  o Contact: Angela Yen
  o ayen@spoletousa.org
 Trident United Way
  o Contact: Sally Burnett, Community Volunteer Coordinator
  o 211volunteer@tuw.org
 We are Family
  o Contact: Melissa Moore, Program Director
  o info@waf.org

SUMMARY

Your MPA internship placement must be with public or nonprofit organization. It is beneficial to begin planning for your internship and exploring possibilities in the first semester of your program. Your graduate internship is designed as an opportunity to develop new skills and the overall experience should provide entry-level professional administrative duties and responsibilities. Internship Coordinator Professor Janet Key will assist you with your internship search and placement as well as resume preparation. Please be sure to check the MPA website at puba.cofc.edu for the latest information about internship opportunities and requirements.
Other Program Miscellany

GRADUATE ASSISTANTSHIPS

Graduate Research Assistantships for MPA students are available. The Department supports five graduate assistantships during the academic year. Only students who are enrolled full-time with no academic restrictions will be considered for an assistantship. The assistantships are awarded on the following criteria:

- Student's academic performance
- Individual skills, abilities and qualifications
- Letters of recommendation
- Department needs with respect to specific research projects

Applications for graduate assistantships are available on the Graduate School website. To be considered for an assistantship for the fall semester, the application must be completed by April 15th, and for spring semester, by October 15th. Graduate assistants are expected to work up to 20 hours per week. In some cases, they may be assigned to individual faculty for research projects.

One graduate assistant each year will be assigned to assist the MPA program with recruitment, administration, and program support, which includes maintaining the website and publishing the fall and spring issues of the Lowcountry Public Leader.

There are other assistantships available on campus in some administrative departments, which are open to all full-time graduate students.

SPECIAL ACCOMMODATIONS

If you are in need of accommodations for your courses due to a disability, please contact the Center for Disability Services at SNAP@cofc.edu or (843) 953-1431. MPA instructors are very willing to make any adjustments necessary to address student needs.

STUDENT GRIEVANCE PROCEDURE

Students may obtain a copy of the grievance procedures from the Graduate School Office at 843-953-5614. Students may also refer to the College of Charleston Student Handbook for policies and procedures http://studentaffairs.cofc.edu/honor-system/studenthandbook/index.php
PI ALPHA ALPHA HONOR SOCIETY

Pi Alpha Alpha is the national society formed to recognize and promote excellence in the study and practice of public affairs and administration. The MPA program has hosted a local chapter of the honor society since 1994. Membership is open to graduate students who have completed 30 hours of coursework, maintained a GPA of at least 3.7, and who are in the upper twenty (20%) of their class. Induction into Pi Alpha Alpha occurs every spring semester. You will be contacted by the program director if you are eligible, and invited to join and participate in the induction ceremony. This honor is especially important as you make yourself uniquely qualified for potential employment.

GRADUATION

Students must submit an Application for Graduation to the Graduate School Office by the dates indicated on the academic calendar for the semester in which they expect to graduate. If a candidate for graduation fails to complete his or her degree requirements, the graduation application must be canceled at least two weeks before the end of the semester. The application must be resubmitted in the semester the requirements are completed. Students must also pay a graduation fee at the time of submission or resubmission of the application. Fees may be paid at the Treasurer’s Office. No bill will be sent. Additionally, students MUST be enrolled in courses or in one-hour of continuous enrollment (PUBA 900) in the semester in which they intend to graduate.
MES/MPA DUAL DEGREE PROGRAM

The College of Charleston is one of a few programs in the country to offer a dual Master’s degree program in Public Administration and Environmental Studies (MES). The dual MES/MPA program allows a student to attain two Master’s degrees in three years rather than four without compromising any of the academic content in either program. This program is aimed at preparing students for professional level positions in public organizations that address environmental issues. Please see the Dual Degree Student Handbook for more detailed information.

MES/MPA DUAL PROGRAM MISSION

The Master of Environmental Studies and the Master of Public Administration programs offer a dual degree program that is aimed at preparing students for professional level positions in public organizations that address environmental issues.

To accomplish this mission, the dual program provides the following:

- A core curriculum with courses in policy, environmental sciences (biophysical and social), program management, and research methods.

- Academic internship or thesis with components of both environmental studies and public administration.

- Elective courses in environmental law, nonprofit management, urban planning and GIS, and sustainability studies.

The dual degree program allows students the ability to attain two master’s degrees in three years while maintaining the academic rigor and field experiences necessary to support high quality management and administration of programs and organizations focused on environmental issues.

DEGREE REQUIREMENTS

To attain both the MES and MPA degree separately, students would need to complete at least 80 hours of coursework. The joint program allows students to earn both degrees with a minimum of 56 hours rather than the 80. Each student is required to complete a set of core courses, a series of approved electives and an internship or thesis. Both the internship and thesis are 6-hour courses, and the dual program internship requires a significant research project.
CORE CURRICULUM

EVSS 601 Economic Theory for Policy Analysis (3)
EVSS/PUBA 602 Public Policy (3)
EVSS 646 Core Seminar (2)
EVSS 659 Environmental Statistics (3) or
EVSS 624 Biometry (4)
EVSS 632 Social Science Methods for Environmental Studies (3)
EVSS 610 Environmental Biology (3) or
EVSS 631 Pollution in the Environment or
EVSS 640 Earth Systems Science (3) or
EVSS 650 Energy Production Management (3)
PUBA 600 Public Service Roles and Responsibilities (3)
PUBA 601 Research and Quantitative Methods for Public Administration (3)
PUBA 603 Managing Public Organizations (3)
PUBA 604 Managing Human Resources (3)
PUBA 605 Managing Financial Resources (3)
PUBA 701 Capstone Seminar (3)
EVSS/PUBA Internship/Thesis (6)

**Total core** - minimum 41 hours

The student then selects a minimum of 5 elective courses from either program and approved by his or her advisor.

For more information on the dual MES/MPA degree program, see the program website (espa.cofc.edu).
CAREER DEVELOPMENT

Graduates of the MPA program have found employment in a wide variety of public settings at all levels of government as well as with nonprofit organizations. Securing meaningful employment requires efforts by program faculty, staff, and the student. In addition to the Director, program faculty can provide valuable academic and professional guidance. It is particularly important to develop clear and realistic career goals, design an appropriate program of study, and to develop basic skills and competencies to be competitive in the job market. It is also important to begin networking with professionals in the public sector—especially in the student’s area of interest. Students are encouraged to take advantage of the following organizations and opportunities to develop academic skills, practical experience, and professional contacts. Additionally, the College of Charleston Career Services office offers a wealth of knowledge and is available to both undergraduate and graduate students. Be sure to take advantage of their expertise and helpfulness.

ACADEMIC SUPPORT SERVICES ON CAMPUS

The Center for Student Learning, the Reference Desk at Addlestone Library, and the Office of Career Services offer valuable campus wide services. See “College of Charleston Facilities” (page 30) for contact information.

WORKSHOPS, SPEAKERS, AND ROUNDTABLES

Periodic workshops, training sessions, and speakers are sponsored through the MPA program. Topics are open for student input and designed around their needs. Some recent topics included: grant writing, public/private partnerships in the Lowcountry, GIS training, time management, growth management in the Lowcountry, community nonprofit organizations, and an open meeting with a career panel.

MASTER OF PUBLIC ADMINISTRATION STUDENT ASSOCIATION (MPASA)

Fellow students have a wide range of experience and knowledge to share. The MPASA serves students through formal input during MPA faculty meetings and arranges social and professional activities. Elections for 7 positions are held during the spring semester. New and returning students are encouraged to participate; both part-time and full-time students are eligible to run for one-year terms. MPASA also appoints 2 of the 7 student representatives to the Graduate Student Association’s Senate Council. Second-year student Janna Peterson is the current president of the association; other leaders, their respective
contact information, and events and activities are available on the MPA website: www.blogs.cofc.edu/mpasa. MPASA encourages all students to network with each other outside of classes.

**MASTER OF PUBLIC ADMINISTRATION ADVISORY COMMITTEE**

The Master of Public Administration Advisory Committee is composed of alumni from the MPA program and established members of the public and nonprofit sectors in the Lowcountry. The Advisory Committee serves as an important bridge between the program and professionals working in the field and provides advice on a number of program issues.

**LOWCOUNTRY CHAPTER, AMERICAN SOCIETY FOR PUBLIC ADMINISTRATION (ASPA)**

The Lowcountry ASPA is the local chapter of the American Society for Public Administration. ASPA membership provides extensive networking opportunities in the Lowcountry, access to national organization resources, and a subscription to Public Administration Review, the leading journal in the field. Applications are available from the MPA office and online at www.aspanet.org. The Lowcountry Chapter is eager to include MPA students in their membership, and currently maintains two board seats for students in the MPA program. You are encouraged to contact Jo Ann Ewalt to ascertain if these positions are currently available and for further information about ASPA opportunities and membership. Fees for ASPA membership are reasonable – $40 for an electronic only membership and $75 for a full student membership.

**THE JOSEPH P. RILEY, JR. CENTER FOR LIVABLE COMMUNITIES**

As the primary outreach vehicle of the College, the Center provides public assistance to local and state governments and nonprofit organizations. The Center’s technical assistance and research capabilities include survey research, formal evaluation design, data collection and analysis, planning, personnel studies, compensation studies, economic impact analysis, and budgeting.

Students are encouraged to become involved in Center activities. In addition, the Center often sponsors national and local conferences that are open for student participation and attendance.

Please see Dr. Kendra Stewart, Director of The Riley Center, for more information or visit the website at riley.cofc.edu.
TUITION AND FEES

Fall 2016 - Spring 2017, per semester

<table>
<thead>
<tr>
<th>Fee Type</th>
<th>In-State Amount</th>
<th>Out-of-State Amount</th>
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</thead>
<tbody>
<tr>
<td><strong>Full-Time (12 hours or more)</strong></td>
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</tr>
<tr>
<td>Academic Fee</td>
<td>$6,262</td>
<td>$16,249</td>
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<tr>
<td><strong>Part-Time (Less than 12 hours) and Summer</strong></td>
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<tr>
<td>Academic Fees per Credit</td>
<td>$522</td>
<td>$1,354</td>
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<tr>
<td>Activity/ Health Fee</td>
<td>$5</td>
<td>$5</td>
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<td>Registration Fee</td>
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<td>Library Fee</td>
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</tr>
<tr>
<td><strong>Miscellaneous Fees</strong></td>
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<tr>
<td>Application Fee (paper)</td>
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<td>$90</td>
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<tr>
<td>Application Fee (online)</td>
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<td>Orientation Fee (one time only)</td>
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<td>$45</td>
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<tr>
<td>Graduation Fee</td>
<td></td>
<td>$25</td>
</tr>
<tr>
<td>Transcript Fee ($2 less for electronic version)</td>
<td></td>
<td>$12</td>
</tr>
</tbody>
</table>

For more information visit: http://treasurer.cofc.edu/ tuition-and-fees/index.php

FINANCIAL ASSISTANCE

Student loans are the most common form of financial assistance for graduate students. Students should contact the financial aid office as early as possible in their application process to ensure eligibility. The College of Charleston Financial Aid Office is located behind the College of Charleston Bookstore on Calhoun Street or at www.cofc.edu/finaid. MPA students can also receive financial assistance in other ways.

<table>
<thead>
<tr>
<th>Source</th>
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<tbody>
<tr>
<td>Graduate Assistantships</td>
<td>$6,200 per semester</td>
<td>MPA Director</td>
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<td>Graduate Scholar Awards</td>
<td>$500 per semester/ in state tuition</td>
<td>Graduate School</td>
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<td>SC Graduate Award (in state only)</td>
<td>$2,500 per semester</td>
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<td>Abatement</td>
<td>In state tuition for an out of state student</td>
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<td>Student Loans</td>
<td>Varies</td>
<td>Financial Aid</td>
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<tr>
<td>Research Stipend</td>
<td>Varies</td>
<td>Principal Investigator</td>
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<tr>
<td>Work Study</td>
<td>Varies</td>
<td>Financial Aid</td>
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# COLLEGE OF CHARLESTON FACILITIES

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<tr>
<th>DEPARTMENT</th>
<th>PHONE</th>
<th>WEB</th>
<th>SERVICES PROVIDED</th>
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<tbody>
<tr>
<td>Career Services</td>
<td>953-5692</td>
<td>careercenter.cofc.edu/</td>
<td>Provides career counseling, workshops, and occupational information.</td>
</tr>
<tr>
<td>Center for Student Learning</td>
<td>953-5635</td>
<td>csl.cofc.edu/</td>
<td>Offers students personalized assistance in the areas of reading and studying skills, writing skills, math, and the sciences. Free of charge. Located in the Addlestone Library.</td>
</tr>
<tr>
<td>Computer Facilities</td>
<td>Help Desk</td>
<td>it.cofc.edu/computing/</td>
<td>The Addlestone Library house over 250 Dells and Macs. The JC Long Computer Lab houses approximately 100 personal high performance Pentiums and Macs. Printing is handled by three high speed Laser printers.</td>
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<tr>
<td></td>
<td>953-3375</td>
<td></td>
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<tr>
<td>Health and Wellness</td>
<td>953-5640</td>
<td>wellness.cofc.edu/</td>
<td>Provides professional counseling and testing services.</td>
</tr>
<tr>
<td>Health Services</td>
<td>953-5520</td>
<td>studenthealth.cofc.edu/</td>
<td>Provides routine office care and referrals to local physicians, hospitals, and laboratories. Information about student health insurance is also available.</td>
</tr>
<tr>
<td>Financial Aid and Veteran's Affairs</td>
<td>953-5540</td>
<td>finaid.cofc.edu/</td>
<td>Assists in applying for federal financial aide programs, scholarships and work-study programs.</td>
</tr>
<tr>
<td>Library</td>
<td>953-5530</td>
<td>cofc.edu/library/</td>
<td>Reserve readings for graduate courses are kept at the front desk.</td>
</tr>
<tr>
<td>Parking</td>
<td>953-7834</td>
<td>parkingservices.cofc.edu/</td>
<td>Student parking lots are available after 5:00 PM at no cost. A parking permit application is available through Parking Services if you would like a reserved parking place. Graduate students do get priority over undergraduate students for parking privileges.</td>
</tr>
</tbody>
</table>
### Residence Life and Housing

- **Phone:** 953-5523
- **Website:** reslife.cofc.edu
- **Address:** 40 Coming Street

There are no campus facilities for graduate students, but information concerning off-campus housing is available.

### Stern Student Center

- **Phone:** 953-5726
- **Website:** sterncenter.cofc.edu/

The student union includes a food court, automatic teller machines, a swimming pool and gym, and bulletin boards with campus information.

### Social Campus Events

- **Website:**
  - www.cofc.edu/sota
  - www.cofcsports.com
  - www.cofc.edu

Lectures, dances, concerts, sporting events, etc. are open to all students with college identification.

### Sports Facilities

- **Phone:** 953-5556
- **Website:** Campusrec.cofc.edu

Tennis courts, handball courts, gym, classes, and intramurals.

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**MyCHARLESTON**

MyCHARLESTON is the College of Charleston’s quick, easy way to access a variety of departments online. Your student ID and password allow you to log on to a personalized account and complete a variety of tasks. These include searching the course catalog and registering for courses, checking grades, paying tuition, applying for parking permits, and obtaining a degree audit.
LaTasha Chaffin, Assistant Professor, Ph.D., Western Michigan University, M.A., Western Michigan University, M.P.A., Grand Valley State University, B.B.A., Grand Valley State University. Areas of expertise: U.S. public policy and human resource management. chaffinly@cofc.edu

Karen Chandler, Associate Professor, Ph.D. New York University Areas of expertise: Arts Management, Ethnography & Race and Ethnicity. chandlerk@cofc.edu

Jo Ann Ewalt, Professor, Ph.D. University of Kentucky Areas of expertise: Welfare Policy, Education Policy, Research Methods. ewaltjg@cofc.edu

Phil Jos, Professor and MPA Director, Ph.D. University of South Carolina Areas of expertise: Administrative Accountability and Ethics, Public Administration and Public Policy. josp@cofc.edu

Kevin Keenan, Assistant Professor/ Director of the Urban and Regional Planning Certificate Program, Ph.D. Clark University Areas of expertise: Urban Geography, Terrorism, and Qualitative Research Methods. keenank@cofc.edu

Janet L. Key, Community Assistance Director/Internship Coordinator, MPA College of Charleston Areas of expertise: Human Resource Management, Nonprofit Administration. keyj@cofc.edu

Gibbs Knotts, Professor, and Political Science Department Chair, Ph. D., M.A. Emory University Areas of expertise: American Politics; Public Administration. knottshg@cofc.edu
Lindeke Mills, Instructor, J.D., Duke University
Areas of expertise: Environmental Law and Regulatory Policy.
millsr@cofc.edu

Matthew Nowlin, Assistant Professor, Ph.D. University of Oklahoma, M.A., B.A. University of Central Oklahoma
Areas of expertise: Public policymaking, environmental politics and policy, research methods.
nowlinmc@cofc.edu

Kendra Stewart, Director of the Joseph P. Riley Center, Ph.D. University of South Carolina
Areas of expertise: Organizational behavior, Gender, Homeland Security, Non-profit management.
stewartk@cofc.edu
**ADJUNCT FACULTY**

**Steven Bedard,** Instructor, MBA, University of Georgia  
Area of expertise: Municipal budgeting  
bedards@cofc.edu

**Jim Budds,** Instructor, MPA, University of South Carolina  
Areas of expertise: Municipal government and local economic development  
buddsjg@cofc.edu

**Mary Desjeans,** Senior Instructor, Ph.D., Duke University  
Areas of expertise: Leadership and decision making  
desjeansmf@cofc.edu

**Eric DeMoura,** Instructor, MPA, Clemson University  
Areas of expertise: Financial administration and budgeting, local government management  
demourae@cofc.edu

**Joy Simpson,** Instructor, M.A., The Citadel  
Areas of expertise: Non-profit fundraising and marketing  
simpsonja@cofc.edu
**Program of Study**

Name______________________ Date______________

Admission Status:  Unconditional  Conditional  Non-degree

Employer____________________ Full Time  Part Time  In-service  Pre-service

Timetable for Graduation__________________________________________

Area of Specialization:

Nonprofit  Arts Management  Municipal/URBP

Environmental  General Policy/Management  Dual MPA-MES

Position Sought/Primary Interests__________________________________________

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<tr>
<th></th>
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<th>Advisor initials</th>
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Advisors’ initials and names can be filled in the respective columns.
## ADDITIONAL USEFUL LINKS

### COLLEGE OF CHARLESTON

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<tr>
<th>Link</th>
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<tbody>
<tr>
<td>MPA Program</td>
<td>puba.cofc.edu</td>
</tr>
<tr>
<td>The Graduate School at the College of Charleston</td>
<td>gradschool.cofc.edu</td>
</tr>
<tr>
<td>Financial Aid Office</td>
<td>finaid.cofc.edu</td>
</tr>
<tr>
<td>College of Charleston Career Services</td>
<td>careercenter.cofc.edu</td>
</tr>
<tr>
<td>CISTERNonline – On-Campus Jobs</td>
<td>cisternonline.experience.com</td>
</tr>
<tr>
<td>Academic Calendar</td>
<td>registrar.cofc.edu/calendars/</td>
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</table>

### MUNICIPALITIES & EMPLOYERS

<table>
<thead>
<tr>
<th>Link</th>
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</tr>
</thead>
<tbody>
<tr>
<td>City of Charleston, SC</td>
<td><a href="http://www.charleston-sc.gov">www.charleston-sc.gov</a></td>
</tr>
<tr>
<td>Charleston County</td>
<td><a href="http://www.charlestoncounty.org">www.charlestoncounty.org</a></td>
</tr>
<tr>
<td>Town of Summerville</td>
<td><a href="http://www.summerville.sc.us">www.summerville.sc.us</a></td>
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<tr>
<td>State of South Carolina – Jobs</td>
<td><a href="http://www.jobs.sc.gov">www.jobs.sc.gov</a></td>
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<tr>
<td>Town of Mount Pleasant</td>
<td><a href="http://www.tompsc.com">www.tompsc.com</a></td>
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<tr>
<td>South Carolina Association of Nonprofit Organizations</td>
<td><a href="http://www.scanpo.org">www.scanpo.org</a></td>
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### ASSOCIATIONS

<table>
<thead>
<tr>
<th>Link</th>
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<tr>
<td>American Society for Public Administration (ASPA)</td>
<td><a href="http://www.aspanet.org">www.aspanet.org</a></td>
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<tr>
<td>International City/County Management Association (ICMA)</td>
<td><a href="http://www.icma.org">www.icma.org</a></td>
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<tr>
<td>Municipal Association of SC</td>
<td><a href="http://www.masc.sc">www.masc.sc</a></td>
</tr>
<tr>
<td>Charleston Young Professionals</td>
<td><a href="http://www.charleston-yp.com">www.charleston-yp.com</a></td>
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