

2019-2020

Master of Public Administration Student Handbook



Master of Public
Administration Program
University of Charleston,
S.C.

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WELCOME TO THE COLLEGE OF CHARLESTON MPA PROGRAM

Welcome to the MPA Program at the College of Charleston. We are very pleased that you have selected the College of Charleston and are confident the mutual learning that will take place throughout your time in the program will provide benefits for all. Since its inception over 30 years ago, the MPA program has been preparing public leaders and was fully reaccredited by NASPAA in 2013.

Over the years our program has evolved and expanded so that our students can customize their learning through options such as: traditional or executive formats, an MPA/MES concurrent degree, Arts & Cultural Management or Urban Planning Certificate programs, and electives in four areas of specialized study. Structurally, the MPA Program is housed within the Department of Political Science in the School of Humanities and Social Sciences.

Our program faculty are committed to excellence in education, experiential learning, and the kind of collaboration that makes an essential difference in the work of the leaders and agencies that serve the Lowcountry. Moreover, our strong affiliation with the Joseph P. Riley Center for Livable Communities means that, through the Center, faculty, staff, and student expertise is leveraged to support the economic and cultural vibrancy of the City of Charleston and other communities throughout South Carolina. As a result, our students have multiple opportunities to participate in exceptional professional education experiences through our partnership with the Riley Center as well as through applied research projects in the classroom; various internships and applied learning experiences; and through connections with alumni and other leading professionals through sponsored events, guest speakers, and professional associations such as the Southeast Chapter of Public Administration (SECOPA) and the American Society for Public Administration (ASPA). Being in at the College of Charleston offers you outstanding opportunities to engage in the important work of the public service and civic life in the region.

The program office is located at 14 Coming Street. Dr. Judy Millesen is the MPA Director. Her email is millesenjl@cofc.edu and her telephone number is 843.953.6697. Marla Robertson, Program Coordinator and Community Assistance Program (CAP) Director, is also available to answer specific questions about the MPA program; her telephone number is 843.953.6690; and her email is cochranm@cofc.edu.

MPA program faculty and staff are here as a resource for you as you embark on an educational experience that will prepare you for an exciting future, whether you are building the foundation for a new career or charting the path to the next stage of your current career. We hope you will find our program exciting, engaging, and challenging and we look forward to our collective work. In addition, we hope that this is just the beginning of a long and mutually beneficial relationship

you will forge with the program and the College. There will be plenty of opportunities for you to stay engaged with our work once you have graduated. You might consider guest speaking in a class, offering a workshop, hosting an intern, or something else all-together. The bottom line is that we hope you will stay engaged. Congratulations on entering the MPA program and joining the College of Charleston!

COLLEGE OF CHARLESTON MPA PROGRAM MISSION

The mission of the MPA Program at the College of Charleston 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. Our program provides the academic and 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 advances:

Democratic Institutional Values: public administration professionals must contribute to institutional efforts that 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.

STUDENT LEARNING COMPETENCIES

The MPA program at the College of Charleston is fully accredited by the Network of Schools of Public Policy, Affairs, and Administration (NASPAA). To that end, we have adopted the recommended five core competencies and implemented a competency-based curriculum so that when our students graduate from the MPA Program, they will have demonstrated the knowledge, skills, and attitudes for career success in public and nonprofit administration. Specifically, our students should hold the program accountable to ensuring student learning and professional preparedness in the following five core competencies:

- 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.

ADMISSION REQUIREMENTS AND ACADEMIC POLICIES

The MPA Program welcomes students from all academic and professional backgrounds interested in public service. Incoming graduate students are expected to have had previous course work in the social sciences, business administration, or public policy. Generally, a minimum of six undergraduate classes or the equivalent is expected, although exceptions can be made for those with coursework in closely related fields or with practical political or administrative experience.

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 should meet with the Program Director prior to registering to determine academic expectations and 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.

FACULTY AND STAFF

Gerald Gordon, Instructor and Riley Fellow, PhD Catholic University of America

Dr. Gordon is the former president and CEO of the Economic Development Authority in Fairfax County, Virginia. He has also worked for Arlington County, Virginia, and the United States Department of Labor. Dr. Gordon was instrumental in creating the Emerging Business Forum and bringing the 1998 World Congress on Information Technology to Fairfax County. He has taught at Catholic University, the University of Maryland, George Mason University, and Virginia Commonwealth University; and consulted with city and state governments throughout the United States and around the world, as well as the governments of Poland, the island of Vieques in Puerto Rico, and Micronesia. Dr. Gordon is the author of 12 books on strategic planning and economic development. In the last decade Dr. Gordon has chaired the boards of the Fairfax Symphony, the Arts Council of Fairfax County, the Foundation for Fairfax County Public Schools and the George Mason University Honors College. He also has served on the board of the International Economic Development Council and is a Fellow Member and Honorary Life Member of the organization. Dr. Gordon can be reached at gordongl@cofc.edu

Gibbs Knotts, Interim Dean of the College of Humanities and Social Sciences, PhD Emory University

Gibbs Knotts joined the Department of Political Science as Department Chair in 2012. He teaches undergraduate courses in American politics and graduate courses in the public administration program. He has published works on political participation, southern politics, public administration, and the scholarship of teaching and learning. His most recent book is *The Resilience of Southern Identity: Why the South Still Matters in the Minds of Its People* (University of North Carolina Press, 2017). He received the College of Charleston's Distinguished Research Award in 2017. Prior to arriving at the College of Charleston he worked at Western Carolina University where he served in a variety of administrative roles including MPA Director, Graduate School and Research Associate Dean, Political Science and Public Affairs Department Head, and College of Arts and Sciences Interim Dean. Dr. Knotts can be reached at knottshg@cofc.edu

Judith Millesen, Professor and MPA Director, PhD University at Albany

Dr. Millesen joined the College of Charleston in January 2018 as the MPA Director. With more than 20 years of experience in many aspects of nonprofit administration including strategic planning and management, meeting facilitation, and board development. Her research focuses on making a strong link between theory and practice and is focused on nonprofit administration and capacity building in the sector with special interests in board governance and community philanthropy. Dr. Millesen can be reached at millesenjl@cofc.edu or at 843.953.6697

Matthew Nowlin, Associate Professor, PhD University of Oklahoma

Dr. Nowlin has been at the College of Charleston since August of 2013. His research and teaching interests are in Public Policy with a particular interest in the policymaking process, environmental policy, and energy policy. He teaches courses in American Government, Public Policy, and Environmental Policy. Dr. Nowlin current research is focused on how policy issues are defined; and linkages between public policy and public opinion. In addition, his work addresses substantive questions in climate change and used nuclear fuel politics and policy. His work has appeared in *Policy Studies Journal*, *Risk Analysis*, *Social Science Quarterly*, and *Weather, Climate, and Society*. Dr. Nowlin can be reached at nowlinmc@cofc.edu or 843.953.0279

Robert (Bob) O'Neill, Instructor and Riley Fellow, MPA Syracuse University

Mr. O'Neill is the former executive director of ICMA (International City/County Management Association). O'Neill also served as president of the National Academy of Public Administration (NAPA) and from 1997 to 2000 as Fairfax County executive, where he is credited with developing a series of strategies aimed at revitalizing older residential communities and commercial areas within Fairfax County as well as launching a series of initiatives focused on performance and results management. His "reinvention" of the government of Hampton, Virginia, as city manager from 1984 to 1997, was widely recognized; his many accomplishments included a downtown and waterfront revitalization initiative and development of a nationally recognized youth-at-risk program. O'Neill earned his BA in political science from Old Dominion University and his master's in public administration from the Maxwell School of Citizenship & Public Administration, Syracuse University. He also completed the Executive Program at Colgate Darden School of Business, University of Virginia, and received an honorary doctorate of laws from Old Dominion University. Mr. O'Neill can be reached at oneilljrrj@cofc.edu.

Douglas Rivet, Assistant Professor, PhD University of Western Ontario

Dr. Rivet joined the College of Charleston as an Assistant Professor in August of 2019. His research interests are focused on the relationship between urban environments, policy, and development and rehabilitation outcomes. With a decade of experience in local government, he teaches courses on urbanization, planning, and applications of geographic information systems. Dr. Rivet can be reached at rivetdm@cofc.edu or 843.953.1036.

Kendra Stewart, Professor, PhD University of South Carolina

Dr. Stewart is the Director of the Joseph P. Riley Center for Livable Communities. She began her career at the College of Charleston as the Director of the Joint MPA Program. She has taught at Columbia College, the University of South Carolina, and Eastern Kentucky University. While at ECU, she served as Interim MPA Director and chaired a University wide Strategic Planning Committee. Dr. Stewart is the past President of the Southeastern Conference on Public Administration (SECOA), and currently serves as chair 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, Dr. Stewart worked for the South Carolina Budget and Control Board. Dr. Stewart can be reached at stewartk@cofc.edu or 843.953.6691.

Maren Trochmann, Assistant Professor, PhD University of Colorado Denver

Maren Trochmann joined the College of Charleston as an Assistant Professor in August of 2019. Her research interests include bureaucratic discretion, rulemaking, social equity, and public management. Her research focuses on the links between internal agency processes, citizen engagement, and policy formation and implementation. She teaches courses on public administration, public management, and human resources. Dr. Trochmann earned her bachelor's degree from Georgetown University's School of Foreign Service and her PhD from the University of Colorado Denver. Prior to joining the College of Charleston, Dr. Trochmann worked for almost a decade as a manager in the federal government in the low-income housing sector. She strives to imbue her scholarship and teaching with insights and experience from her time as a practitioner. Dr. Trochmann can be reached at trochmannmb@cofc.edu or 843.953.1036

Marla Robertson, Program Coordinator and CAP Director, MPA College of Charleston

Marla is a 2006 undergraduate of the English Department and a 2019 graduate of the College of Charleston's MPA Program. She spent the last 12 years working on campus at the College in Academic, Student, and Business Affairs. Marla is a board member of the Post Landfill Action Network (PLAN), which focuses on educating campuses and students on zero-waste and landfill aversion initiatives. Marla has served as the Black Student Union staff advisor for the last 5 years. She also serves on the executive board for the Gender Sexuality and Equity Center (GSEC) at the College of Charleston. She volunteers in other capacities as needed across campus and remains vehemently dedicated to the support, encouragement, and advancement of black students on the College of Charleston campus. Marla can be reached at cochranm@cofc.edu or 843-953-6690

Adjunct Faculty

Stephen Bedard, Instructor, MBA University of Georgia

Area of expertise: Municipal budgeting

Mr. Bedard can be reached at bedards@cofc.edu

Jim Budds, Instructor, MPA University of South Carolina

Areas of expertise: Municipal government and local economic development

Mr. Budds can be reached at buddsjg@cofc.edu

Barbie Schreiner, Instructor, MPA College of Charleston

Areas of expertise: Nonprofit fundraising and marketing

Ms. Schreiner can be reached at schreinerbr@cofc.edu

MPA PROGRAM REQUIREMENTS

The MPA is a professional degree requiring:

- 33 semester hours, including the following:
 - a. 18 hours of core required courses.
 - b. 12 hours of electives (15 if the internship requirement is waived for previous work experience).
 - c. A three-hour credit internship. Internships are graded on a satisfactory/unsatisfactory basis.
- A minimum grade point average of 3.0.

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.

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 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. Many of these central themes will be re-examined and applied in the Capstone Seminar (PUBA 701).

The core curriculum consists of the 18 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 604 Managing Human Resources
- PUBA 605 Managing Financial Resources
- PUBA 701 Capstone Seminar
- PUBA 777 Internship in the public sector.

Elective Courses

In addition to the core courses and three-hour internship, students will take 12 hours of elective courses (15 hours if the internship requirement is waived for previous experience). Elective courses are available in four areas of specialized study

- Nonprofit Administration
- Arts and Cultural 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.

Internship 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. A minimum of 150 placement hours for an average of 10 hours per week for a 15-week semester is required for academic credit. 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.

Students must complete fifteen (15) hours in the program before registering for the internship. The student should confer with the Program Director 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. Additional information and specific requirements can be found in the MPA Internship Handbook.

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. 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. If granted, the student is required to take an additional elective course.

Thesis/Capstone Requirement

All students must register for a culminating experience to complete the MPA program, choosing either Capstone or Thesis. The format of the Capstone is a Portfolio which documents student learning throughout the program, focusing on how each student achieved mastery of the five MPA/NASPAA competencies.

If a student has intentions of pursuing a PhD in the field, the capstone 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.

Being an MPA Student at the College of Charleston

All students are held to the highest academic and professional standards. Academically, students are expected to submit work on the date due and in ways that conform to assignment guidelines. All written assignments must follow APA guidelines and should be appropriately formatted with no spelling or grammatical errors; appropriate sentence structure; and writing that is concise yet thorough. Attached as Appendix A is a writing tip sheet.

The MPA provides a dynamic educational environment that substantively combines academic vigor with applied practical fieldwork. Whether you serving as a Graduate Assistant, doing research, or finishing your degree, you will be working as a representative of the College and of the program. It is our expectation that you uphold the institutional, professional, ethical, and social justice values of our program; and that you serve with kindness and benevolence.

A meaningful and successful graduate experience is dependent upon individual student commitment to be engaged, professional, and responsible. Students are provided with materials and orientation sessions to increase their understanding of all facets of academic and applied learning experiences. The final responsibility for a successful education and experience lies with the student.

MES/MPA CONCURRENT DEGREE PROGRAM

The College of Charleston is one of a few programs in the country to offer a concurrent Master's degree program in Public Administration and Environmental and Sustainability Studies (MES). The concurrent 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 Concurrent Degree Student Handbook for more detailed information.

CERTIFICATE PROGRAMS

The College of Charleston offers two graduate certificates. One is in Arts and Cultural Management and the other in Urban and Regional Planning. Students can earn either certificate independent of or as part of the MPA degree. Students must go through the admissions process and be accepted for the certificate program in order to be eligible to earn a certificate.

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.

Arts and Cultural Management Certificate

The Graduate Certificate Program in Arts and Cultural Management requires a minimum of fifteen (15) hours and the following courses:

- ARCM 560 Leading Arts and Cultural Organizations in a Global Society (3)
- ARCM 561 The Patron-Based Arts Organization (3)
- ARCM 562 Managing Arts and Cultural Resources (3)
- ARCM 563 Data Management and Cloud-Based Technologies for Arts and Cultural Organizations (3)
- ARCM 564 Arts Education, Community Engagement, and Advocacy (3)

Urban and Regional Planning Certificate

The Graduate Certificate Program in Urban and Regional Planning requires the completion of thirteen (13) 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 518: History and Theory of American Urban Planning

Policy and Management (complete 1 course)

PUBA 511 Urban Policy

PUBA 516 Local and Regional Economic Development: Policy and Practice

PUBA 517 Urban Transportation: Problems and Prospects

PUBA 520 Local Government Politics and Administration

Legal Issues (complete 1 course)

PUBA 513 Planning Law

PUBA 531 Administrative Law

PUBA 535 Land Use Law

EVSS 605 Environmental Law and Regulatory Policy

PUBA 534 Environmental Law and Regulatory Policy

Geographic Information Systems (complete 1 course)

PUBA 514 Urban Applications in GIS (Geographic Information Systems)

EVSS 549 Geographic Information Systems

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.

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 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. Courses are scheduled during evening hours, typically from 5:30 – 8:15 pm. If you are employed full-time, please 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. A curriculum planning sheet is attached as Appendix B. 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. It is expected that students will familiarize themselves with due dates and deadlines.

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.

Graduate Assistantships

The MPA program offers five graduate assistantships on a competitive basis for full-time students. Students receiving assistantships must enroll in nine hours of coursework per semester and work 20 hours a week on research and other program-related projects.

- Four MPA students are annually selected to serve as graduate assistants for the Community Assistance Program (CAP). CAP is housed within the MPA office and provides research and capacity building services to nonprofit and governmental organizations.
- One MPA student is selected annually to serve under the direction of the MPA Program Director, providing programmatic support and research assistance.

Applications for graduate assistantships are available on the Graduate School website. To be considered for an assistantship for the fall semester, we prefer the application to 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.

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

Special Accommodations

If you need 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 apply 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.

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.

Master of Public Administration Student Association (MPASA)

Fellow students have a wide range of experience and knowledge to share. The MPASA serves students through hosting social and professional opportunities. 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. MPASA encourages all students to network with each other outside of classes.

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, MPASA and the Graduate School. 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 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 Kendra Stewart, the Chapter President at 843.953.6691 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.

COLLEGE OF CHARLESTON FACILITIES

DEPARTMENT	PHONE	WEB	SERVICES PROVIDED
Career Services	953-5692	careercenter.cofc.edu/	Provides career counseling, workshops, and occupational information.
Center for Student Learning	953-5635	csl.cofc.edu/	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.
Computer Facilities	Help Desk 953-3375	it.cofc.edu/computing/	The Addlestone Library houses over 250 Dells and Macs. The JC Long Computer Lab has 100 personal high-performance Pentiums and Macs. Printing is handled by three high speed Laser printers.
Health and Wellness	953-5640	wellness.cofc.edu/	Provides professional counseling and testing services.
Health Services	953-5520	studenthealth.cofc.edu/	Provides routine office care and referrals to local physicians, hospitals, and laboratories. Information about student health insurance is also available.
Financial Aid and Veteran's Affairs	953-5540	finaid.cofc.edu/	Assists in applying for federal financial aid programs, scholarships and work-study programs.
Library	953-5530	cofc.edu/library/	Reserve readings for graduate courses are kept at the front desk.
Parking	953-7834	parkingservices.cofc.edu	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.
Residence Life and Housing	953-5523	reslife.cofc.edu 40 Coming Street	There are no campus facilities for graduate students, but information concerning off-campus housing is available.
Stern Student Center	953-5726	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		www.cofc.edu/sota www.cofcsports.com	Lectures, dances, concerts, sporting events, etc. are open to all students with college identification.
Sports Facilities	953-5556	Campusrec.cofc.edu	Tennis courts, handball courts, gym, classes, and intramurals.

ADDITIONAL USEFUL LINKS

College of Charleston

MPA Program

puba.cofc.edu

The Graduate School at the College of Charleston

gradschool.cofc.edu

Financial Aid Office

finaid.cofc.edu

College of Charleston Career Services

careercenter.cofc.edu

CISTERNonline - On-Campus Jobs

cisternonline.experience.com

Academic Calendar

registrar.cofc.edu/calendars/

Municipalities & Employers

City of Charleston, SC

www.charleston-sc.gov

Charleston County

www.charlestoncounty.org

Town of Summerville

www.summerville.sc.us

State of South Carolina - Jobs

www.jobs.sc.gov

Town of Mount Pleasant

www.tompssc.com

South Carolina Association of Nonprofit Organizations

www.scanpo.org

Associations

American Society for Public Administration (ASPA)

www.aspanet.org

International City/County Management Association (ICMA)

www.icma.org

Municipal Association of SC

www.masc.sc

Charleston Young Professionals

www.charleston-yp.com

**College of Charleston
Master of Public Administration Program
Writing Tip Sheet**

All assignments are expected to reflect these general guidelines:

General Writing Expectations:

- Follow APA guidelines for all in-text citations (i.e., quotations are framed effectively and properly attributed) and references
- Use Times New Roman 12-point font
- Indent the first line of each paragraph by ½ inch
- Spell out numbers under ten (e.g., six, *not* 6)
- Use precise, unambiguous, real words (e.g., thru is not a word)
- Do not use an undefined acronym
- Be sure your paper does not include unspecified pronouns
- Use proper tense
- Refer to people as “who” and things as “that” (e.g., Sally is a person who...; Yesterday, there was a meeting that...)
- Insert page numbers
- Follow assignment guidelines regarding length, formatting, submission details, deadlines, etc.
- Proofread to assure submissions are free from spelling, punctuation, and grammatical errors

Content:

- Submission incorporates and applies course concepts and ideas with facility
- Key points/central arguments/core concepts of the assignment (e.g., book review, presentation, literature review) are easily identified and well-articulated
- Writing demonstrates comprehensive grasp of theoretical concepts, major themes, or underlying assumptions of reference material
- Avoids extraneous detail (e.g., arbitrary reference to work experiences)
- Evidence used to support key points is rich, detailed, and well-chosen
- The conclusion logically flows from the material presented, bringing closure; which means that new concepts are not presented at the end of the paper/presentation unless relevant to the central arguments or couched in terms of directions for future research or study
- All recommendations include a clearly articulated rationale that flows logically from previously presented ideas, themes, or concepts

Formatting and Flow:

- Overall organization is logical and quickly apparent, typically achieved with a strong introductory paragraph that lays out the topic, a nuanced central argument, and structure of the submission
- Connections among paragraphs are clearly articulated and transitions are smooth
- Each paragraph advances one distinct and coherent point that is clearly expressed
- All concepts are referred to in the same way (e.g., employee satisfaction is referred to as employee satisfaction throughout the paper; not as morale in one section and engagement in another)

General Tips about Language and Writing that are Likely to Affect your Grade:

- If you have received feedback on a previous assignment on any of the expectations above, be sure to incorporate that feedback into future assignments
- Public agencies are not “companies.” This is a public administration program; do not refer to public sector or nonprofit organizations as companies
- Refrain from using passive voice (if you do not know what this is, look it up)
- Critical writing is not always negative
- Avoid stringing together numerous quotations from various (or the same) source and submitting as your research paper, literature review, or some other summary-type assignment. These kinds of synthesis-related assignments require you to do independent research; identify key points, main ideas, or central arguments; and then reveal your interpretation of what was discovered

**College of Charleston
MPA Requirement Checklist**

MPA degree requirements include 33 credit hours of course work with a minimum cumulative GPA of 3.0. Students are required to complete 18 hours of core competencies, 3 hours of professional competency (an internship), and 12 hours of electives.

Core Requirements	Anticipated Completion	Semester Completed
PUBA 600 Public Sector Roles and Responsibilities (fall)	_____	_____
PUBA 601 Research and Quantitative Methods for Public Administration (spring)	_____	_____
PUBA 602 Public Policy (fall & spring)	_____	_____
PUBA 604 Managing Human Resources (fall)	_____	_____
PUBA 605 Managing Financial Resources (spring)	_____	_____
PUBA 701 Capstone Seminar (fall & spring)	_____	_____

Internship Requirement	Semester Completed
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In-service students must take 3 additional credit hours in lieu of the applied learning/ internship requirement (provided appropriate approvals have been obtained).

Check here if in-service student.

Waiver Approval Date

Elective Requirements

Students may choose classes from across the University system that meet their individual academic and/or professional goals

Course Names & Numbers	Anticipated Completion	Semester Completed
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____
4. _____	_____	_____

URBAN AND REGIONAL PLANNING CERTIFICATE

If you are planning to graduate with an Urban Planning certificate, four of your elective courses must be selected from the following list:

Required Course	Anticipated Completion	Semester Completed
PUBA 518 History and Theory of American Urban Planning	_____	_____
Policy and Management (Complete 1 Course)		
PUBA 511 Urban Policy	_____	_____
PUBA 516 Local and Regional Economic Development: Policy and Practice	_____	_____
PUBA 517 Urban Transportation: Problems and Prospects	_____	_____
PUBA 520 Local Government Politics and Administration	_____	_____
Legal Issues (Complete 1 Course)		
PUBA 534 Environmental Law and Regulatory Policy	_____	_____
PUBA 513 Planning Law	_____	_____
PUBA 531 Administrative Law	_____	_____
PUBA 535 Land Use Law	_____	_____
EVSS 605 Environmental Law and Regulatory Policy	_____	_____
Geographic Information Systems (Complete 1 Course)		
EVSS 549 Geographic Information Systems	_____	_____
PUBA 514 Urban Applications of Geographic Information Systems	_____	_____

ARTS & CULTURAL MANAGEMENT CERTIFICATE

If you are planning to graduate with an Arts & Cultural Management certificate, you must take the following elective courses:

Required Courses	Anticipated Completion	Semester Completed
ARCM 560 Leading Arts and Cultural Organizations in a Global Society	_____	_____
ARCM 561 The Patron-Based Arts Organization	_____	_____
ARCM 562 Managing Arts and Cultural Resources	_____	_____
ARCM 563 Data Management and Cloud-Based Technologies for Arts and Cultural Organizations	_____	_____
ARCM 564 Arts Education, Community Engagement, and Advocacy	_____	_____

