Department of Political Science

MASTER OF PUBLIC ADMINISTRATION PROGRAM

Graduate Student Handbook

Academic Year 2008-2009
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</tbody>
</table>
MPA PROGRAM CONTACTS

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MPA at Roanoke Higher Education Center, Coordinator
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Harrisonburg, VA 22807

Department Fax
568-8021

Graduate Assistants' Office
2114 Miller Hall
568-5206

MPA Program Website
www.jmu.edu/polisci/mpa
### MPA GRADUATE FACULTY

<table>
<thead>
<tr>
<th>Full Time</th>
<th>Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gary R. Kirk, PhD</strong></td>
<td>PUAD 583</td>
</tr>
<tr>
<td>Assistant Professor of Public Administration</td>
<td>PUAD 625</td>
</tr>
<tr>
<td>2175 Miller Hall</td>
<td>PUAD 692</td>
</tr>
<tr>
<td>568-3768</td>
<td></td>
</tr>
<tr>
<td><a href="mailto:kirkgr@jmu.edu">kirkgr@jmu.edu</a></td>
<td></td>
</tr>
<tr>
<td><strong>Robert N. Roberts, JD, PhD</strong></td>
<td>PUAD 515</td>
</tr>
<tr>
<td>Professor of Political Science and Law</td>
<td></td>
</tr>
<tr>
<td>2131 Miller Hall</td>
<td></td>
</tr>
<tr>
<td>568-6323</td>
<td></td>
</tr>
<tr>
<td><a href="mailto:robertrn@jmu.edu">robertrn@jmu.edu</a></td>
<td></td>
</tr>
<tr>
<td><strong>Chris J. Koski, PhD</strong></td>
<td>PUAD 505</td>
</tr>
<tr>
<td>Assistant Professor of Political Science and Policy</td>
<td></td>
</tr>
<tr>
<td>2149 Miller Hall</td>
<td></td>
</tr>
<tr>
<td>568-4906</td>
<td></td>
</tr>
<tr>
<td><a href="mailto:schoolse@jmu.edu">schoolse@jmu.edu</a></td>
<td></td>
</tr>
<tr>
<td><strong>Lili Peaslee, PhD</strong></td>
<td>PUAD 583</td>
</tr>
<tr>
<td>Assistant Professor of Political Science and Policy</td>
<td></td>
</tr>
<tr>
<td>Miller Hall</td>
<td></td>
</tr>
<tr>
<td><a href="mailto:peaslelx@jmu.edu">peaslelx@jmu.edu</a></td>
<td></td>
</tr>
<tr>
<td><strong>B. Douglas Skelley, PhD</strong></td>
<td>PUAD 512</td>
</tr>
<tr>
<td>Professor of Political Science and Public Administration</td>
<td></td>
</tr>
<tr>
<td>2131 Miller Hall</td>
<td>PUAD 620</td>
</tr>
<tr>
<td>568-6832</td>
<td>PUAD 696</td>
</tr>
<tr>
<td><a href="mailto:skellebd@jmu.edu">skellebd@jmu.edu</a></td>
<td></td>
</tr>
<tr>
<td><strong>Nicholas J. Swartz, PhD</strong></td>
<td>PUAD 606</td>
</tr>
<tr>
<td>Professor of Political Science and Policy</td>
<td></td>
</tr>
<tr>
<td>Miller Hall</td>
<td>PUAD 641</td>
</tr>
<tr>
<td>568-6</td>
<td>PUAD 683</td>
</tr>
<tr>
<td><a href="mailto:swartznj@jmu.edu">swartznj@jmu.edu</a></td>
<td></td>
</tr>
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## CERTIFICATE IN INGO MANAGEMENT

### GRADUATE FACULTY

<table>
<thead>
<tr>
<th>Full Time</th>
<th>Courses</th>
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</thead>
<tbody>
<tr>
<td><strong>Charles H. Blake, PhD</strong></td>
<td>PUAD 652</td>
</tr>
<tr>
<td>Professor of Political Science</td>
<td></td>
</tr>
<tr>
<td>2123 Miller Hall</td>
<td></td>
</tr>
<tr>
<td>568-6149</td>
<td></td>
</tr>
<tr>
<td><a href="mailto:blakech@jmu.edu">blakech@jmu.edu</a></td>
<td></td>
</tr>
<tr>
<td><strong>J. Peter Pham, PhD</strong></td>
<td>PUAD 653</td>
</tr>
<tr>
<td>Associate Professor of Justice Studies</td>
<td></td>
</tr>
<tr>
<td>219C Moody Hall</td>
<td></td>
</tr>
<tr>
<td>568-2281</td>
<td></td>
</tr>
<tr>
<td><a href="mailto:phamjp@jmu.edu">phamjp@jmu.edu</a></td>
<td></td>
</tr>
<tr>
<td><strong>Marina V. Rosser, PhD</strong></td>
<td>MBA/ PUAD 651</td>
</tr>
<tr>
<td>Professor of Economics</td>
<td></td>
</tr>
<tr>
<td>412 Showker Hall</td>
<td></td>
</tr>
<tr>
<td>568-3094</td>
<td></td>
</tr>
<tr>
<td><a href="mailto:rossermv@jmu.edu">rossermv@jmu.edu</a></td>
<td></td>
</tr>
<tr>
<td><strong>B. Douglas Skelley, PhD</strong></td>
<td>PUAD 650</td>
</tr>
<tr>
<td>Professor of Political Science and Public Administration</td>
<td></td>
</tr>
<tr>
<td>2131 Miller Hall</td>
<td></td>
</tr>
<tr>
<td>568-6832</td>
<td></td>
</tr>
<tr>
<td><a href="mailto:skellebd@jmu.edu">skellebd@jmu.edu</a></td>
<td></td>
</tr>
<tr>
<td>Graduate Student</td>
<td>Email Address</td>
</tr>
<tr>
<td>------------------------</td>
<td>---------------</td>
</tr>
<tr>
<td>Jeff Byers</td>
<td>byersjp</td>
</tr>
<tr>
<td>Jeffrey Copolla</td>
<td>copolljj</td>
</tr>
<tr>
<td>April Darowski</td>
<td>darowsac</td>
</tr>
<tr>
<td>Andrew Sullivan</td>
<td>sullivam</td>
</tr>
<tr>
<td>Heather Wooldridge</td>
<td>wooldhr</td>
</tr>
</tbody>
</table>
Master of Public Administration

The Master of Public Administration degree is the recognized professional degree in public administration. It enhances the administrative knowledge and skills of those already employed as professionals in government nonprofit organizations and firms that deal extensively with government. The MPA program, with its internship component, also prepares “pre-service” students, especially those with undergraduate degrees that have public sector applicability.

The Master of Public Administration degree requires 36 credit-hours of course work and 6 hours of internship. The internship (six credit hours) is not required of “in-service” students, those presently employed or recently employed in a substantive position in the public sector. Applicants with strong undergraduate preparation that complements or duplicates elements of the program may be exempted from certain courses or have some of the required credits waived. In no case, however, may a student take less than 30 credit hours of academic course work, exclusive of the internship. After careful review of the student's record, the program coordinator will determine if courses or credits will be waived.

The curriculum consists of a common component and a concentration. The common curriculum enables students to function effectively in the public and non-profit sectors. Students will learn concepts of organization, public management, personnel program and policy evaluation, budgeting and relevant law. There are three defined concentrations: health administration, public sector communication, and criminal justice. In addition, students, in consultation with the coordinator, may design an individualized concentration. The individualized concentration may draw upon courses in other graduate programs at JMU, and graduate courses offered by other accredited institutions including on-line courses. Students should be aware that the Graduate School policy allows no more than nine credit hours of transferred course work to count toward a student's graduate degree. Any transfer courses require the approval of the public administration coordinator.

Students who do not have a significant professional work background in administration/management are expected to complete a supervised internship with a public or nonprofit agency. The internship will support the student's concentration.

A student admitted to the program must seek advice from the program coordinator before registering for classes. The coordinator will also assist the student in planning the degree program, taking into account the nature of the student's undergraduate preparation and professional experience, if any.

The Graduate Record Examination or the Graduate Management Admission Test is required of all applicants for the Master of Public Administration program.

Successful performance on a comprehensive examination is required of all candidates for the MPA degree. Information concerning the comprehensive examination can be obtained from the coordinator of the public administration program.

Students in the Master of Education program may minor in political science by completing 12 hours of political science or public administration courses.
### Master of Public Administration Degree

#### Core Curriculum

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit Hours</th>
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<tbody>
<tr>
<td>POSC 512</td>
<td>Intergovernmental Relations</td>
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<tr>
<td>PUAD 515</td>
<td>Legal Environment of Public Administration</td>
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</tr>
<tr>
<td>PUAD 505</td>
<td>Research Design for Policy Evaluation</td>
<td>3</td>
</tr>
<tr>
<td>PUAD 606</td>
<td>Program Evaluation in Public Administration</td>
<td>3</td>
</tr>
<tr>
<td>PUAD 620</td>
<td>Seminar in the Politics of the Administrative Process</td>
<td>3</td>
</tr>
<tr>
<td>PUAD 625</td>
<td>Seminar in Public Management Issues</td>
<td>3</td>
</tr>
<tr>
<td>PUAD 630</td>
<td>Seminar in Public Personnel Administration</td>
<td>3</td>
</tr>
<tr>
<td>PUAD 641</td>
<td>Public Budgeting</td>
<td>3</td>
</tr>
<tr>
<td>PUAD 696</td>
<td>Internship in Public Administration</td>
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</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>30</strong></td>
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</tbody>
</table>

#### CONCENTRATIONS:

**Management in International Nongovernmental Organizations**

- Choose three:
  - PUAD 650. Management in International Nongovernmental Organizations
  - MBA/PUAD 651. The International Non-Profit Sector
  - PUAD 652. The Politics of International NGO Management
  - PUAD 653. Ethics and International NGOs

**Public Sector Communication Concentration**

- Choose one of two:
  - TSC 510. Seminar in Technical and Scientific Communication
  - TSC 520. Technical and Scientific Communication for Nonnative Speakers of English
  - TSC 530. Research Methods in Technical and Scientific Professional Communication
- Choose one of three:
  - TSC 540. Technical and Scientific Edition
  - TSC 625. Government Writing
  - TSC 640. Proposal and Grant Writing
  - TSC 650. Electronic and Online Publication

**Individualized Concentration**

- Three graduate courses selected in consultation with the public administration coordinator

**Capstone Requirement**

- PUAD 692. Public Administration Capstone

**Total Credits**

- **42**
**Master of Public Administration: Five-Year Degree**

The James Madison University Political Science Department offers a Master of Public Administration (MPA) degree to prepare students for careers with national, state and local governments or with nonprofit organizations. The MPA requires 30 graduate credits in public administration, political science, and management plus a four course (12 credit hour) graduate concentration in another field.

Defined graduate concentrations are available in criminal justice, communication, and health administration. Alternatively, students may, with the approval of the MPA Coordinator, design their own concentrations drawing upon the graduate resources of James Madison University or other accredited universities. (The student must secure approval for courses at other accredited universities from the MPA Coordinator and the Graduate Dean.) A student may obtain permission to transfer a maximum of nine hours of graduate course work completed at another institution of higher learning towards meeting the requirements of the MPA program. The MPA typically requires two years of graduate study for completion.

The Five-Year Plan offers a program for the JMU undergraduate that, if the student performs satisfactorily, leads to the MPA in five years—four undergraduate years and one graduate year of study.

A student interested in the Five Year MPA should meet with the MPA Coordinator early in the sophomore year. At this time, the student and the MPA Coordinator will adopt a plan of study for the next three years. The plan will include a schedule of public administration courses and the choice of a concentration. The concentration should be tailored to support the student’s career goals. The plan is tentative and may be modified by the student with the permission of the MPA Coordinator. The student should meet with the MPA Coordinator periodically to review the plan and modify as appropriate.

Students entering the Five-Year MPA program are not required to major in public administration as undergraduates: they may major in any field. However, they are required to complete the public administration courses listed below while undergraduates and will be required to complete 6-9 hours of reserve graduate credit (see below) while still undergraduates. Students wishing to continue in the program must earn a 3.0 (B) grade point average or

In addition, the student must take one or more courses in the student’s chosen area of concentration, earning a 3.0 grade point average or better. The student should do sufficient work in the area of concentration to qualify for graduate courses in that chosen area. Graduate work done in the area of concentration may include 500 level courses subject to the constraint that at least half of the student’s total course load should be numbered 600 or higher.
The student must formally apply for acceptance into the graduate MPA program during the spring of his or her junior year. A Five-Year program student must begin the program in the fall semester. The student must submit a transcript of all courses taken at James Madison University and other colleges and universities. The student must also submit Graduate Record Examination (GRE) scores for review. The student may also submit recommendations from two James Madison University faculty members. The MPA admissions committee will not act on an application until the committee receives a completed application. The completed application includes grades of B or above for all undergraduate courses required for acceptance into the Five-Year program.

Acceptance into the Five-Year program is conditional. The student must receive a B or higher on the three reserve graduate courses taken during the student’s fourth year of study.

### Five Year Plan

<table>
<thead>
<tr>
<th>Core Curriculum</th>
<th>Credit Hours</th>
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<tbody>
<tr>
<td><strong>Freshman or Sophomore Year</strong></td>
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<tr>
<td>POSC 225. U.S. Government</td>
<td>4</td>
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<tr>
<td>PUAD 265. Public Administration</td>
<td>3</td>
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<tr>
<td><strong>Sophomore Year</strong></td>
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<tr>
<td>POSC 295. Research Methods</td>
<td>4</td>
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<td><strong>Sophomore or Junior Year</strong></td>
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<tr>
<td>POSC 302. State and Local Government</td>
<td>3</td>
</tr>
<tr>
<td>PUAD 381. Public Budgeting</td>
<td>3</td>
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<tr>
<td><strong>Junior Year</strong></td>
<td></td>
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<tr>
<td>MGT 365: Personnel Administration</td>
<td>3</td>
</tr>
<tr>
<td><strong>Junior or Senior Year</strong></td>
<td></td>
</tr>
<tr>
<td>PUAD 412: Seminar in Intergovernmental Relations</td>
<td>3</td>
</tr>
<tr>
<td>PUAD 415: Legal Environment of Public Administration</td>
<td>3</td>
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</tbody>
</table>

Total Credits: 29 or more

**Concentration**: 3 or more*

*The student should do sufficient work in the area of concentration to qualify for graduate courses in that chosen area (See above).

### Reserve Graduate Courses

The student will need to complete three graduate courses for reserve credit in the senior year. The reserve graduate credits do not count toward the undergraduate degree or toward any undergraduate major or minor: they are held in reserve for the graduate MPA. Thus the student must meet all requirements for the undergraduate degree without counting these courses. **NOTE:** Students on financial aid should be aware that graduate courses do not count toward their undergraduate full-time load. Thus, to take less than 12 undergraduate hours will cause students to lose aid.
Written permission to take reserve graduate courses must be obtained from the MPA Coordinator and the Graduate Dean prior to enrollment. The student should apply for permission during the junior year. The student should complete the following three courses:

### Reserve Graduate Credit

<table>
<thead>
<tr>
<th>Semester</th>
<th>Course</th>
<th>Hours</th>
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<tbody>
<tr>
<td>Fall of Senior Year</td>
<td>PUAD 620. Seminar in the Politics of the Administrative Process</td>
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<td>PUAD 641. Public Budgeting</td>
<td>3</td>
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<td></td>
<td>PUAD 625. Seminar in Public Management Issues</td>
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### Fifth Year Graduate Credit

<table>
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<tr>
<th>Semester</th>
<th>Course</th>
<th>Hours</th>
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<tbody>
<tr>
<td>Fall of Fifth or Graduate Year</td>
<td>PUAD 505. Research Design for Policy Evaluation</td>
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<td>Three graduate course in the student’s concentration</td>
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<td>PUAD 606: Program Evaluation in Public Administration</td>
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<td></td>
<td>PUAD 630. Seminar in Public Personnel Administration</td>
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<td>PUAD 692. Capstone Seminar in Public Administration</td>
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<td>Summer of Fifth or Graduate Year</td>
<td>PUAD 696: Internship in Public Administration</td>
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<tr>
<td>Total Fifth Year Graduate Credit</td>
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</table>

### Certificate in the Management of International Non-Governmental Organizations

Globalization has prompted a rapid expansion in the number of international nongovernmental organizations (NGOs) committed to economic development, relief, environmental issues, human rights and the advocacy of a variety of political and social causes. This growth creates employment opportunities for students trained in a variety of fields including social work, health sciences, business, political science, international affairs, education and applied technologies. Those attracted to employment in NGOs have seldom had exposure to their distinctive work environments or training in the management of such organizations. In particular, students tend to be trained in job-specific and transferable skills in courses that assume work is conducted within the United States. The Certificate in the Management of International Non-Governmental Organizations, an innovative and intense course of study, offers students the opportunity to examine how international NGOs are affected by changes in the operating context. Over the course of this program, students will become more familiar with the distinctive
features of these organizations, their managerial challenges, their social and political environments, their economic dynamics, and the values they seek to realize.

An intensive summer curriculum involves students in a case-based pedagogy requiring them to apply various principles in scenarios central to international non-governmental management. This focused program of 40 weekly contact hours delivers 12 credit hours of instruction in four weeks during JMU’s first four-week summer session (mid-May to mid-June). This course work will be followed by a 6-credit internship with an international non-governmental organization, thus generating an 18-credit certificate delivered entirely over the summer.

Internships are conducted from mid-June through mid-August and require 300 hours of work. Prior to the summer, the program’s internship coordinator assists students with identifying internship opportunities and approves proposed internships. Because internships will not be available in Harrisonburg, students must be prepared to move to cities elsewhere in the U.S. and abroad to do the internship. Approved internships may be paid or unpaid. The NGO internship combines experiential learning with directed readings and research in which students explore issues from the earlier four courses in more detail and in a manner relevant to the nature of the internship.

**Requirements**

<table>
<thead>
<tr>
<th>Credit Hours</th>
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<tbody>
<tr>
<td></td>
<td>PUAD 650. Management in International Nongovernmental Organizations</td>
</tr>
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<td></td>
<td>MBA/PUAD 651. The International Non-Profit Sector</td>
</tr>
<tr>
<td></td>
<td>PUAD 652. The Politics of International NGO Management</td>
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<td>PUAD 653. Ethics and International NGOs</td>
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<tr>
<td></td>
<td>PUAD 697. Internship in NGO Management</td>
</tr>
<tr>
<td><strong>Total Credits</strong></td>
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</table>
MPA COURSE OFFERINGS

PUAD 515. Legal Environment of Public Administration. 3 credits.
Study of the constraints imposed on public administrators by law and judicial oversight. The course will address federal and state constitutions, judicial review, organizational and personal legal accountability, personnel law, and procurement law.

PUAD 512. Seminar in Intergovernmental Relations. Study of the relations between the several levels of government in the United States. Particular emphasis is placed on political, fiscal, legal, regulatory and administrative relations as they have evolved within federal and state constitutional frameworks. Grant writing in the intergovernmental context is a significant component of this course.

PUAD 571. Public Financial Management. 3 credits.
Explores financial management in public and nonprofit organizations by examining cash, debt, and investment management; risk assessment; capital projects and budgeting. Financial reporting, financial statements, and auditing will also be considered as accountability and internal control mechanisms.

PUAD 573. Economic and Community Development. 3 credits.
Study of the theory and practice of economic development and community planning. Topics include human capital development, infrastructure development, regionalism, public-private partnerships.

PUAD 583. Emerging Issues in Public Administration. 3 credits.
A detailed study of an emerging issue in public administration. The course will examine an area of new or emerging interest in the profession of public administration. The course may be repeated for credit with a change in subject matter. Prerequisite: Permission of instructor.

PUAD 605. Research Design for Policy Evaluation. 3 credits.
Application of social science methodology to program and policy evaluation. Research design and data collection, as well as planning techniques, are covered.

PUAD 606. Program Evaluation in Public Administration. 3 credits.
Application of systematic analysis to program and policy evaluation. Students will complete a computer-assisted research project. Prerequisite: PUAD 605 or permission of instructor.

PUAD 620. Seminar in the Politics of the Administrative Process. 3 credits.
A study of public administration as part of the political process. Includes administration and politics, organizational structure and behavior, and patterns of management and decision making. Serves as the introductory course to the Master of Public Administration program.

PUAD 625. Seminar in Public Management Issues. 3 credits.
A study of contemporary issues and problems facing the public manager. Contemporary management systems, techniques and devices will be discussed and case studies will be extensively used.

PUAD 641. Public Budgeting. 3 credits.
Public budgeting practices and skills with an emphasis on the federal budget process. Topics include politics of the budget process, budget types and analytic techniques for budgeting.

PUAD 650. Management of International Nongovernmental Organizations. 3 credits.
Study of management of nongovernmental (NGO) organizations in international settings. Through readings, case studies, and exercises the course explores NGO governance, acquisition and management of resources, program management, performance measurement, and accountability. Prerequisite: Permission of the instructor. (Summers only.)
PUAD/MBA 651. The International Non-Profit Sector. 3 credits.
Introduces the non-economics graduate student to an economic perspective on non-profit organizations with regard to diverse international systemic environments. The conjunction of economics with political, institutional, ethical and sociological elements will provide the student with a comprehensive understanding of the central nature of economics to development. Prerequisite: Permission of Instructor. (Summers only.)

PUAD 652. Politics of International NGOs. 3 credits.
An examination of how changes in the political context provide distinctive challenges to international non-governmental organizations. The emphasis is on improving the ability of managers and service providers to adjust their organizations decisions and operations in response to differences in national and subnational political dynamics. Prerequisite: Permission of instructor. (Summers only.)

PUAD 653. Ethics and International NGOs. 3 credits.
This course studies the ethical issues posed by international non-governmental organizations (NGOs) in both theory and practice. Emphasis will be placed on the contemporary humanitarian enterprise, on the ethical considerations it raises, and on analytical and normative tools for addressing these concerns. Prerequisite: Permission of instructor. (Summers only).

PUAD 662. Governance and Nonprofit Organizations. 3 credits.

PUAD 680. Reading and Research. 3 credits.
Under faculty supervision, independent study of a specialized area of public administration. Prerequisite: Permission of instructor.

PUAD 683. Special Topics in Public Administration. 3 credits.
A detailed study of a selected are in public administration. May be repeated with a change in subject matter. Prerequisite: Permission of instructor.

PUAD 692. Public Administration Capstone. 3 credits.
This capstone course, required of all graduate public administration students in their final spring semester, emphasizes professional and ethical application of core public management competencies. Course work includes a structured, individualized practicum project demonstrating technical knowledge and understanding of organizational, political and social contexts. Prerequisite: Open to students who have completed 24 graduate credit hours or are entering their final spring semester in the MPA program.

PUAD 696. Internship in Public Administration. 3-6 credits.
Supervised professional administrative experience with a public or nonprofit agency. Credit for 200 or 400 hours of work is three or six credits. Assigned readings, reports and a research paper are required. Prerequisite: Permission of instructor.

PUAD 697. Internship in NGO Management. 3 credits.
A supervised professional administrative experience with a non-governmental organization. Requires 300 hours of work. Assigned readings, reports and a research paper are also required. Prerequisite: Permission of instructor.

PUAD 698. Comprehensive Continuance. 1 credit.
Continued preparation in anticipation of the comprehensive examination. Course may be repeated as needed.
THE GRADUATE INTERNSHIP

Information for Potential Graduate Internship Providers

The Political Science department encourage its Master of Public Administration (MPA) students to complete an internship with a public, or non-profit, or in some cases, a for-profit organization. An MPA student receives Guidelines that detail what we expect of an intern. These Guidelines are available at our web site http://www.jmu.edu/polisci/interns/gradguide.htm or in hard copy from the department: (540) 568-6149. The requirements are summarized in the following paragraphs.

A student must have at least nine graduate credits toward the MPA to be eligible for an internship. Most have more. The internship gives a student the opportunity to test academic learning against practical experience. The student is expected to make a valuable work contribution to the provider of the internship. The student is also expected to keep a log or record of internship activities, do professional reading related to the internship, and write a research paper related to the internship.

The provider of an internship is asked to assign the student meaningful work in keeping with the student's level of competence and to provide supervision as needed. We recognize, of course, that the opportunities an office can offer an intern are constrained by the mission of the organization and the capabilities of the student. The activities assigned an intern vary considerably. What the Political Science department expects is that the activities, in totality, will produce a developmental experience for the student. This expectation excludes positions that are purely routine, low skill, or clerical in nature.

Our experience has been that project-oriented internship is the most desirable for both the student and the provider of the internship. Such an internship allows the student to generate a useful product for the organization while giving the student clear responsibility and ownership for activities that produce the product. Typically an organization assigns an intern to pressing projects that the intern can help support or projects which have been deferred because of a lack of employee time.

During the internship a faculty member will arrange to visit the internship supervisor to discuss the intern's performance. When a visit is not possible, the faculty member will telephone the supervisor. At the end of the internship, the intern's supervisor will be asked to complete an evaluation of the student's performance. The department encourages the supervisor to give the student frequent, informal feedback on job performance and to discuss the final evaluation with the intern.

Since experiential learning provides an important balance to classroom study, the department awards a grade and academic credit to a student completing the internship program. This grade is based on the supervisor's evaluation of the intern's performance and the faculty member's evaluation of the student's reading and research projects.

The intern will ask your cooperation in completing a Graduate Internship Training Agreement which incorporates the department's expectations. A blank Training Agreement is available at our web site http://www.jmu.edu/polisci/interns/gradintertrainagr.htm or in hard copy from the department: (540) 568-6149.

Should you have any questions, please contact the internship coordinator, Dr. B. Douglas Skelley, by telephone at (540) 568-6832 or by email at skellebd@jmu.edu.
The Graduate Internship Requirement

Master of Public Administration (MPA) students who have no substantive work experience in the public sector must complete an internship of no less than 400 work hours. Students who have substantial public sector work experience may want to do an internship if they are anticipating a career change. The faculty internship coordinator will gladly provide information about internships, and all prospective interns are encouraged to meet with the coordinator very early on in their programs to plan a strategy for finding an internship that will best meet their needs. Those pursuing an internship should be prepared to move to another locality, if necessary, to complete a suitable internship. The responsibility for finding an internship is placed on the student; however, the department will offer suggestions and contacts.

The internship emphasizes experience, but it also includes an academic element--readings and a research project related to the nature of the internship.

Student Qualifications

Students must have earned at least 9 credit hours in the MPA program before registering for internship. Students may only register with the permission of the faculty internship coordinator who is expected to make a judgment about the readiness of the student for internship and the appropriateness of the proposed internship.

Obtaining an Internship

To obtain an internship you should:

1. Consult with the faculty internship coordinator to refine interests, explore career options, and discuss internship possibilities.
2. Prepare a resume and a list of references. Career Services offers instruction in this regard and the guidelines below, though minimal, are helpful.
3. Review these guidelines and the provisions of the forms that you must execute as a part of the internship so that you can discuss internship requirements with potential internship providers. See especially the GRADUATE INTERNSHIP TRAINING AGREEMENT which requires action by you and the provider.
4. Make contacts with potential providers by phone and attempt to arrange interviews.
5. At the interview the student should be prepared to answer questions about the student's background, skills, experience and aspirations. The student should attempt to discern the content of the possible internship and whether this particular organization and the internship it is offering are compatible with their development needs as a future professional employee. Obviously positions that involve purely routine, low skill, clerical work are not acceptable to the department as internships and should not be considered so by the student.
6. If you are offered an internship, and if it appears to conform to the department's expectations as discussed by you and the internship coordinator, and if you think the internship will address your career needs, conclude a GRADUATE INTERNSHIP TRAINING AGREEMENT with the provider. Return it to the faculty internship coordinator as soon as possible. If you are uncertain about the internship offered, discuss it with the faculty internship coordinator who will help you reach a decision.
7. If the interview does not lead to a placement, follow up with a thank you note to indicate that you appreciated the opportunity to discuss an internship but that you don't think it is the appropriate one for you. In other words, both notify the interviewer of your intentions and say "no thank you" pleasantly.
8. Be sure to register for internship. Internship is offered as a course and you are given a grade and credit for internship. In the class schedule, the internship is listed as PUAD 696. You must obtain an override for this course from the internship coordinator. You should register for internship in the summer session if you are doing it during the summer.
Preparing a Resume:

Internship providers want to know that you have a background compatible with the work you are about to undertake. They need to judge whether you have the potential to learn from them. They also need some assurance that you will be a responsible, willing worker. A brief resume helps them make these assessments. The Office of Career Services provides excellent advice on how to construct a resume.

Prepare your resume with a word processor and emphasize the very thing in your experience and training that is relevant to the internship you are seeking. You may wish to prepare a separate resume tailored to each internship for which you are applying.

Here are some minimal elements that you should include:

1. A statement of an internship objective.
2. Work experience, even if it seems irrelevant to the internship. Internship providers like to know if you are industrious and have shown initiative in the job market. However, emphasize work experience that is relevant to the internship.
3. Academic preparation: Include any honors and your grade point average (GPA), if it is something to be proud of. Again course work that is relevant to the internship should be emphasized.
4. Extracurricular and organizational activities: Again emphasize anything relevant to the internship.
5. Career interests: The career interests should seem compatible with the internship.
6. Personal data: Name, address (school and permanent), telephone number
7. References: You should also have your list of references ready and available. References from work supervisors and professors are best.

Specific Internship Requirements

Once you have completed a GRADUATE INTERNSHIP TRAINING AGREEMENT and registered for PUAD 696, the following requirements must be met in order to earn credit for the internship:

1. Work the required number of hours to obtain work objectives set out in the GRADUATE INTERNSHIP TRAINING AGREEMENT. Graduate internship requires that you do a minimum of 400 hours of work. Most interns work full-time although part-time arrangements are possible, and extending the internship over several semesters is also possible. It is assumed that most of this time is spent in pursuit of the work objectives agreed to in the AGREEMENT.
2. Keep a daily log of your activities. You should record the days and hours you work and provide comments that describe the content of your work for each day. You will submit this to the internship coordinator at the end of the internship.
3. Do professional reading. The internship supervisor and the student should choose several books or articles that are particularly relevant to the tasks the intern will be assigned and/or the mission of the organization. If possible, these works should be both substantive and theoretical (or methodological) in nature. These will be read during the internship by the student, and an evaluative essay of short length will be written and submitted to the internship supervisor and the faculty internship coordinator. The choice of these works should be finalized through consultation with the internship coordinator. The works should be listed in the AGREEMENT at the appropriate place.
4. Write a research paper on a topic related to the nature of the organization or its mission. The student will write a research paper to satisfy part of the academic requirement of the internship. The exercise of research skills and the relevance of the subject matter, not the length, are most important here. This paper may be a library research effort, a bibliographic essay, or a work of data analysis, BUT IT IS TO BE WRITTEN UNIQUELY FOR THE INTERNSHIP. IT IS NOT TO BE A PRODUCT GENERATED FOR THE ORGANIZATION AS ONE OF THE WORK OBJECTIVES. A topic proposal should be entered in the AGREEMENT. This should be followed in about three weeks with a prospectus explaining what the paper
will do and a tentative bibliography. Students are urged to use this opportunity to expand their knowledge in some specialized area that may be career relevant to them.

5. Turn in a STUDENT’S EVALUATION OF INTERNSHIP form at the end of the internship.

6. Have your internship provider mail a completed SUPERVISOR’S EVALUATION OF INTERN form to the faculty internship coordinator assessing your work. This form accommodates the objectives of the AGREEMENT. The graduate intern should review the elements of this form and transfer to it the objectives listed on the AGREEMENT. The EVALUATION should be mailed to

Internship Coordinator  
Department of Political Science  
James Madison University  
MSC 1101  
Harrisonburg, VA 22807

Grade

The internship provider's evaluation of the student's performance account for 30% of the student's internship grade. The other 70% will be based on the professional reading essays (30%), the research paper (30%), and meeting administrative requirements of the internship (10%).

Forms

There are four forms that must be executed to initiate and complete a graduate internship for credit. These can be found on the Political Science Department Website at www.jmu.edu/polisci/interns.

ACADEMIC LOADS

<table>
<thead>
<tr>
<th>Status</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full time</td>
<td>9 or more</td>
</tr>
<tr>
<td>Three-quarter time</td>
<td>6</td>
</tr>
<tr>
<td>Half time</td>
<td>5</td>
</tr>
<tr>
<td>Less than half time</td>
<td>4 or less</td>
</tr>
</tbody>
</table>

The classification of students, i.e. full time, etc. in graduate programs is often considered in determining payment deferment on undergraduate student loans, eligibility for insurance benefits, etc.
### Grading System

<table>
<thead>
<tr>
<th>Letter Grade</th>
<th>Description</th>
<th>Numerical Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Excellent</td>
<td>4.0</td>
</tr>
<tr>
<td>A-</td>
<td></td>
<td>3.7</td>
</tr>
<tr>
<td>B+</td>
<td>Very Good</td>
<td>3.3</td>
</tr>
<tr>
<td>B</td>
<td>Good</td>
<td>3.0</td>
</tr>
<tr>
<td>B-</td>
<td></td>
<td>2.7</td>
</tr>
<tr>
<td>C</td>
<td>Poor</td>
<td>2.0</td>
</tr>
<tr>
<td>F</td>
<td>Failure</td>
<td>0.0</td>
</tr>
<tr>
<td>I</td>
<td>Incomplete</td>
<td></td>
</tr>
<tr>
<td>IP</td>
<td>In Progress</td>
<td></td>
</tr>
<tr>
<td>W</td>
<td>Withdrawal</td>
<td></td>
</tr>
<tr>
<td>WP</td>
<td>Withdrawal while passing</td>
<td></td>
</tr>
<tr>
<td>WF</td>
<td>Withdrawal while failing</td>
<td></td>
</tr>
<tr>
<td>S/U</td>
<td>Satisfactory/Unsatisfactory</td>
<td></td>
</tr>
<tr>
<td></td>
<td>[Thesis/dissertation and selected</td>
<td></td>
</tr>
<tr>
<td></td>
<td>other courses. See course descriptions.]</td>
<td></td>
</tr>
<tr>
<td>NP</td>
<td>Not processed</td>
<td></td>
</tr>
<tr>
<td>NC</td>
<td>No credit</td>
<td></td>
</tr>
</tbody>
</table>

A grade point average is calculated by dividing the accumulated number of grade points earned by the accumulated number of credit hours attempted. All graduate credits attempted and all graduate grades earned, whether passing or failing, will be used to calculate a student’s grade point average.

- The student’s grade point average appears on his or her transcript.
- Students must take all courses on a letter grade (“A-F”) or satisfactory/unsatisfactory (S/U) basis, based on how the particular course was approved. Students do not have flexibility in choosing a grading option.
A grade of “W” will be assigned to students who withdraw from a course after the add/drop deadline but before the end of the course adjustment deadline.

A grade of “WP” or “WF” (according to the status of the student at the time of withdrawal) will be assigned to students who withdraw after the course adjustment deadline at the discretion of the instructor. The “WP” or “WF” will be recorded and remain on the student's transcript. Only the instructor can assign a “WP” or “WF.”

A grade of “NP” (not processed) will be assigned to students registered for dissertation or thesis work until their dissertation or thesis is complete. At that time, the grade will be changed to “S” or “U” for the required six hours of credit.

A grade of “NC” (no credit) will be assigned to students registering for comprehensive, dissertation or thesis continuance.

In order to graduate, students must satisfy grade requirements specified by their individual academic program.

Incomplete Grades

The grade of “I” is used to indicate incomplete work in a course. Courses in which a student received a grade of “I” must be completed by the end of the next regular semester or the grade is reported permanently as an “F.”

Students should consult academic unit guidelines regarding such courses. It is the responsibility of the student to ensure grade changes are reported to the Office of the Registrar by the deadline. See the university calendar at the front of this catalog for the date by which grade changes must be submitted.

All course work must be completed by the final date of the student’s final semester. Students failing to meet the deadline will not graduate and will have their degrees dated the following semester. Consult the university calendar in the Registration and Student Record Services Handbook, online at http://www.jmu.edu/registrar or in the front of this catalog for dates.

Unsatisfactory Progress

If, at any time, a graduate student fails to make satisfactory progress toward the degree, the student may be denied permission to continue in the program. Such a decision may be reached by the student’s major adviser, academic unit head, or graduate program coordinator and will be referred to the College of Graduate and Professional Programs for final action.

A student will be dismissed from the degree program or provisional status will be revoked if the student receives an “F” or “U” in any graduate course or a total of three “C” grades in his or her graduate program. Unless there are extraordinary circumstances, a student dismissed from the degree program may not enroll in any graduate-level courses for a period of one year. Students who want to return to the university must re-apply and be re-accepted in the usual manner.
A graduate student will receive a notice of academic warning upon receiving a grade of “C” in any two graduate courses or if the student’s grade point average falls below 3.0. This academic warning will be noted on the student’s transcript. All credits attempted and all grades earned, whether passing or failing, will be used to calculate a student’s grade point average.

In some cases, graduate students may take undergraduate courses as part of their program of graduate study. The GPA includes undergraduate courses taken during graduate study. However, if an undergraduate course places a student’s GPA below 3.0, it will not place the student on probationary status or prevent the student from graduating.

THE MPA COMPREHENSIVE EXAMINATION
(To be discontinued spring 2009)

GRADUATE SCHOOL REQUIREMENTS:

Because the MPA program does not require a thesis, the JMU Graduate School requires a comprehensive examination. The Graduate School Calendar limits the time period in which the exam can be given and the final date for submission of the results.

PURPOSE:

The objective of the comprehensive examination is to prompt a through review of the materials studied in the MPA program and to generate evidence of the student's command of that material.

DEPARTMENTAL EXAM SCHEDULE:

It has been the practice of the MPA program to offer the exam in the fall and spring semesters. Typically the exam is not offered in the summer because of the unavailability of faculty. Students have eight hours in which to respond to five questions.

A student must be enrolled in order to take the Comprehensive Examination. Those not taking classes should be enrolled in PUAD 698: Comprehensive Continuance.

EXAM SITE, TECHNOLOGY, AND DATE

The examination site will be a computer lab, probably the one in Maury Hall. Students are expected to respond to the exam in MS Word, making a copy of their responses on a disk as well as on paper.

Should a student want to respond to the exam in long hand, please let the MPA director know a valid reason for doing so in order that arrangements can be made. Students writing their examinations by hand will want to bring bluebooks to the exam.
If for religious or other justifiable reasons, the examination date is unacceptable to you, you must notify the MPA director as early as possible.

**STUDENT NUMBERS:**

Those wishing to take the examination must obtain a student number from the departmental secretary prior to the exam. Only you and she will know this number until after the examinations have been scored. The number will be used instead of your name on the examination materials.

**NOTIFICATION OF EXAMINATION RESULTS:**

Examinees must be patient. It sometimes takes two weeks to get the exam results in. No results will be announced to a student until all results for that student is in. The coordinator will email the results once they are known.

**EXAMINATION STRUCTURE AND CONTENT:**

The exam consists of eight pairs of questions. Three sets are mandatory; the five other pairs are optional. Examinees must answer one question from each of the pairs of mandatory questions. Examinees must answer ONE questions from two of the five pairs of optional questions.

Mandatory Question Areas:

(1) Research Methods  
(2) Budgeting And Financial Management  
(3) Public Personnel Administration

Optional Question Areas:

(1) Administrative Law  
(2) Organization and Management Theory  
(3) Intergovernmental Relations  
(4) Scientific and Technical Communication  
(5) Nonprofit Management

From time to time other question areas are added based on student concentrations.

**PREPARATION:**

Students are urged to discuss the comprehensive examination with the MPA director and with faculty who prepare questions for the examination.

**GRADING:**
The grading system is as follows: high pass – 4 points; pass 3 points; marginal pass – 2 points; unacceptable – 0 points. A total score of fifteen points is required to pass the exam. Students who score less than fifteen points may repeat section(s) of the exam at some future, scheduled time. A student will only be permitted to retake a section once. OBSERVE THAT A STUDENT CAN HAVE NO "UNACCEPTABLE" SCORES, BUT STILL EARN TOO FEW POINTS TO PASS THE EXAM.

An answer to an examination question is assigned to a primary reader. If the primary judges the answer to be unacceptable, then a secondary reader will review the answer. If the secondary reader agrees, then the unacceptable (zero points) grade stands. If the primary and secondary readers are in disagreement, the final decision will be made by a third reader.

"UNACCEPTABLE" SCORES AND EXAMINATIONS EARNING LESS THAN 15 POINTS:

Unacceptable Scores: Receiving an "unacceptable score" on one question area requires the examinee to retake that area, or in the case of an optional question, to respond satisfactorily to some other optional question during the next semester. Receiving an "unacceptable score" on two or more question areas constitutes examination failure and requires the student to retake the comprehensive examination when it is given to other students during the next regularly scheduled examination sitting the following semester.

Passing Without 15 Points: Should a student's examination receive no "unacceptable" scores but still fail to earn the required 15 points, the student will identify (with the MPA director) up to two question areas to retake, or in the case of optional questions, substitute, for the question areas receiving the lowest scores on the examination. This (These) question areas will be retaken during the next semester. Should the scores on the retaken/substituted question areas, when added to the scores on the other three areas of the exam, fail to produce 15 points, the student's exam will have failed. A failed exam requires the student to retake the comprehensive examination when it is given to other students during the next regularly scheduled examination sitting the following semester.

Complete Failure: When a student has taken the comprehensive examination and initially received two unacceptable scores or when a student has exhausted the retake options described above without achieving a score of 15, that student has completely failed the exam. Students who retake the comprehensive examination at its next regularly scheduled sitting the following semester do not have a retake option: rather, they must earn 15 points on all five areas in one attempt. Students failing to earn 15 points when completely retaking the comprehensive examination will not be reported as passing the comprehensive examination to the Dean of the Graduate School and the student will not be recommended as a candidate for the MPA degree by the director of the program. Under no conditions will a student be allowed to retake the exam more than once.

07/25/05
Comprehensive Examination: Capstone Portfolio Requirement

Beginning in spring 2009 the comprehensive examination describe above will no longer be used. The comprehensive requirement will be met in spring 2009 and later by students creating a portfolio of competencies. The creation of the portfolio is the principal element of PUAD 692, Public Administration Capstone. Details of the portfolio process will be provided by the instructor for PUAD 692.

Graduate Assistantships

The Political Science Department supports five graduate students with assistantships. In exchange for twenty hours of work per week in the department graduate assistants (GAs) receive tuition for nine credits and a stipend ($6,959 or $3,479.50 per semester, 2006-2007 academic year). Three of these assistantships are designated for in-state students and two are designated for out-of-state students. Assistantships are awarded competitively.

In general, to be eligible for consideration for a graduate assistantship you must:

(1) Be accepted into and enrolled in a graduate degree program (conditional or unconditional status).
(2) Have acceptable GRE or GMAT scores on file.
(3) Have an official transcript on file indicating completion of a baccalaureate degree.
(4) Have an overall undergraduate average of a 3.0 or higher.

Graduate assistants are required to make significant progress toward their degrees, which means they must:

- Carry nine hours of graduate course work each semester. Note: Underload approval is required if a graduate assistant is not registered for nine graduate hours each semester. Underloads for fewer than six graduate credits are not approved. Only one underload may be granted during a graduate assistant's program of study.
- Maintain at least a 3.0 graduate GPA in order to retain or reapply for the assistantship.
- Receive assistantships for a maximum of four semesters (fall and spring) or two academic years, except for Doctoral Assistants, students in the Master of Fine Arts program or students seeking the Education Specialist degree.

For their courses to be covered by their assistantship, all graduate assistants must enroll each semester during the regular registration period(s) and prior to the tuition refund date as outlined online at http://www.jmu.edu/registrar. Students who register for any additional courses after this time period will be held responsible for additional tuition and fees. Students who drop courses after the tuition refund date will be responsible for fees and will receive a grade of “W” for the course. Exceptions may be made only for documented extenuating circumstances and will be handled on a case-by-case basis by
the dean of the College of Graduate and Professional Programs. Students must contact the JMU Ombudsperson, Huffman Hall A101 if all courses are dropped to withdraw from the university.

**GA Responsibilities to the Political Science Department:**

For twenty hours a week the graduate assistant will:

- Assist faculty in
  - Administering and correcting exercises and tests/examinations,
  - Conducting research,
  - Preparing materials for publication,
  - Instructing classes,
  - Tutoring students, and
  - Keeping class records;

- Assist the Political Science Department in
  - Administering teaching evaluations,
  - Maintaining postings on department bulletin boards,
  - Conducting assessment,
  - Instructing special courses and workshops,
  - Organizing and staging special events,
  - Revising brochures and informational materials, and
  - Addressing miscellaneous needs;

- Hold ten posted office hours per week when classes are in session at times agreeable to faculty assigned;

- Transmit on Mondays via email to the MPA coordinator, department head, and faculty assigned a log of the days and hours worked as a graduate assistant and a record of tasks performed.


**EXTERNAL INTERNSHIPS:** From time to time externally funded assistantships become available offering work experience outside the university.
MPA INDIVIDUAL PROGRAM

STUDENT: _________________________ ________________________ ID# _________________________________

______ Preservice  Inservice At _________________________________

_____ Internship Required (6 Credits): ________________________________

CORE COURSES (24 Credits):

   PUAD:512:    Intergovernmental Relations
   PUAD 515:    Administrative Law
   PUAD 505:    Research Design for Policy Evaluation
   PUAD 606:    Program Evaluation in Public Administration
   PUAD 620:    Seminar in the Politics of the Administrative Process
   PUAD 625:    Seminar in Public Management Issues
   PUAD 641:    Public Budgeting
   PUAD 630:    Seminar in Public Personnel Management

DEFINED CONCENTRATIONS (9 CREDITS):

Choose three courses from one option area as a concentration.

PUBLIC SECTOR COMMUNICATIONS OPTION:

   TSC 510:    Seminar in Technical and Scientific Communication
   OR
   TSC520:    Technical and Scientific Communication for Nonnative Speakers of English

   TSC 530:    Research Methods in Technical and Scientific Professional Communication
   TSC 540:    Technical and Scientific Editing

   TSC 625:    Government Writing
   OR
   TSC 640:    Proposal and Grant Writing
   OR
   TSC 650:    Electronic and online Publication
International Nongovernmental Organization Management Option: (Summers Only)

Management in International Nongovernmental Organizations
PUAD 650. Management in International Nongovernmental Organizations
MBA/PUAD 651. The International Non-Profit Sector
PUAD 652. The Politics of International NGO Management
PUAD 653. Ethics and International NGOs

Optional Individualized Concentration (12 Credits):
(1)_____________________________________________
(2)_____________________________________________
(3)_____________________________________________

Capstone Requirement (3 Credits)
PUAD 692. Capstone Course (3 Credits) (Offered in spring semester)

Total Credits: 42 for Preservice Students; 36 for Inservice Students

Exceptions and Comments:
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________

Required Hours in Program:
Internship __________
Core __________
Concentration __________
Total __________

I understand that my program requires _______ graduate credit hours and the courses indicated above. I also understand that the capstone paper and its review will serve as my comprehensive examination.

Student's Signature___________________________________Date__________