

Master of Public Administration

Graduate Student Handbook
Academic Year 2016-2017

The only way to find yourself is to lose yourself in the service of others.
—Mohandas Gandhi



MASTER OF PUBLIC
ADMINISTRATION PROGRAM

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JMU MPA Program

Mission

Through engaged teaching, research, and service, the MPA program equips current and future public service professionals with the capacity to address complex local and global problems.

Goals

- To offer a curriculum that allows public administration students to develop and strengthen technical competencies in the following areas: program design, implementation, and evaluation; human resources; budgeting and financial processes; information interpretation via quantitative and qualitative methods; and managerial strategies.
- To improve student understanding of institutional dynamics in the following areas: legal; economical; social; organizational behavior; and political.
- To strengthen student capacity for success in complex and rapidly-changing organizations.
- To promote the exercise of responsible leadership.
- To cultivate cultural competency for work in diverse settings.
- To provide outreach activities that engage students in regional communities and organizations.
- To establish the MPA program as a community resource for current and emerging leaders of public service organizations.
- To contribute to the fields of public policy and administration and the effective operation of public service organizations.
- To develop a faculty that is prepared to meet the needs of an evolving and diverse student body and community.
- To maximize the resources of the MPA program by demonstrating high levels of faculty involvement, stakeholder participation, innovative problem-solving, and adaptability.

Master of Public Administration Degree

The Master of Public Administration degree requires 42 credit hours of course work, including six credits of internship. The internship can be waived for “in-service” students, those presently employed or recently employed in a substantive position (>2 years) in the public sector. The curriculum consists of common core components, a concentration, and a capstone course. The common curriculum enables students to function effectively in the public and nonprofit sectors. Students will learn concepts of organization, public management, human resource administration, program and policy evaluation, budgeting,

and administrative law.

There are four defined concentrations: nonprofit management, management in international nongovernmental organizations, strategic planning for international stabilization and recovery, and public management. In addition, students may design an individualized concentration in consultation with the MPA director. The individualized concentration may draw upon courses in other graduate programs at JMU and graduate courses offered by other accredited institutions. In addition to a concentration, students who do not have a significant professional work background in administration are required to complete a supervised internship with a public or nonprofit agency. The internship will support the student's concentration.

All students must take the MPA capstone course (PUAD 692) in their final semester of study. The capstone emphasizes professional and ethical application and documentation of core public management competencies. Successful performance on the professional portfolio documenting public administration competencies is required of all candidates for the MPA degree. Successful performance on all areas of the portfolio, which is completed during the MPA capstone (PUAD 692), meets the university's comprehensive examination requirement.

Master of Public Administration Degree Requirements

Core Curriculum (21 Credits)

- Decision Making and Research Methods
 - PUAD 605. Research Design for Policy Evaluation
 - PUAD 606. Program Evaluation in Public Administration
 - PUAD 607. Policy Analysis

- Foundations
 - PUAD 620. Foundations of Public Administration
 - PUAD 625. Public Organizational Behavior

- Skills
 - PUAD 630. Public Personnel Management
 - PUAD 641. Public Budgeting

Concentrations – Choose One Concentration (12 Credits)

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

Nonprofit Management

Choose four of the following:

- PUAD 571: Public Financial Management
- PUAD 572: Contract Management
- PUAD 574: Tools for Public Management
- PUAD 584: Environmental Regulatory Policy and Politics
- PUAD 615: Legal Environment of Public Administration
- PUAD 661: Civil Society in the Nonprofit Sector
- PUAD 662: Governance and Accountability of Nonprofit Sector Organizations
- PUAD 663: Philanthropy and Volunteerism

Public Management

Choose four of the following:

- PUAD 512: Seminar in Intergovernmental Relations
- PUAD 560: Regionalism and Urban Management
- PUAD 561: Education and Social Policy
- PUAD 562: Social Welfare and Local Government Policy
- PUAD 572: Contract Management
- PUAD 573: Economic and Community Development
- PUAD 574: Tools for Public Management
- PUAD 584: Environmental Regulatory Policy and Politics
- PUAD 615: Legal Environment of Public Administration

International Stabilization & Recovery Operations

Choose at least two of the following:

- PUAD 540: Rebuilding Post-Conflict Societies
- PUAD 572: Contract Management
- PUAD 573: Economic and Community Development

Choose one or two of the following:

- POSC 665: Governance and Stabilization
- PUAD 560: Regionalism and Urban Management
- PUAD 571: Public Financial Management
- PUAD 626: Strategic Planning and Management
- PUAD 661: Civil Society in the Nonprofit Sector

Individualized Concentration

- Four graduate-level courses selected in consultation with the MPA Director.

Professional Experience and Assessment (3 or 9 Credits)

Capstone Requirement (3 Credits)

- PUAD 692. Public Administration Capstone

Internship Requirement (6 Credits)

- PUAD 696 or PUAD 697: Internship (Required for Preservice students only)

Total Credits

- 36 Credits for In-Service Students
- 42 Credits for Pre-service Students

Master of Public Administration: Five-Year Degree

JMU also offers an accelerated Master of Public Administration (MPA) degree for JMU undergraduate students who are able to complete a set of prerequisites and meet admission standards for the MPA program prior to their senior year of undergraduate study. If the student performs satisfactorily, the five-year track leads to the B.A. or B.S. degree and the MPA in five years plus one summer.

A student interested in the Five-Year MPA should meet with the MPA director early in their sophomore year. At this time, the student and the MPA director 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 director. The student should meet with the MPA director 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 specific public administration courses while undergraduates and will be required to complete 9 hours of graduate credit while still undergraduates. Students wishing to continue in the program must earn a 3.0 (B) grade point average.

Interested students must formally apply for acceptance into the MPA program during the spring of the 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 director will not act on an application until the completed application is received. The completed application must include 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 graduate courses taken during the student's fourth year of study.

Five Year Program (*Recommended Course Schedule*)

Freshman/Sophomore Year

- GPOSC 225: U.S. Government (4 Credits, UG)
- PPA 265: Public Administration (3 Credits, UG)
- POSC 295: Political Science Research Methods (4 Credits, UG)

**Students interested in the 5-year program should meet with the MPA director during their sophomore year to complete a consultation and review the program of study. Students are not enrolled in the 5-year program until they apply to the JMU Graduate School and are accepted.

Junior Year

- PPA 359: Policy Analysis(3 Credits, UG)*

**Students should plan to take the GRE during the first semester of their junior year. Completed applications to the MPA program should be submitted by the end of the first semester of the junior year.

Senior Year

- PUAD 620: Foundations of Public Administration (3 Credits, G)
- PUAD 607: Policy Analysis or PUAD 641: Public Budgeting (3 Credits, G)
- MPA Core or Concentration Course (*selected in consultation with MPA director*) (3 Credits, G)

Summer after Senior Year (Post-Baccalaureate)

- PUAD 696: Internship (6 Credits, G)

5th Year (Post-Baccalaureate)

- PUAD 692: Public Administration Capstone (3 Credits, G)
- Remaining MPA Core Courses (12-15 Credits, G)
- Remaining Concentration Courses (9-12 Credits, G)

Total Credits

- 14 Credits toward undergraduate degree
- 39 Credits towards graduate degree

(UG) - Courses that can count toward the 120 credit hours required for the undergraduate degree.

(G) - Courses that cannot count toward the undergraduate degree.

* - Undergraduates course that earns a waiver for an equivalent graduate-level class (PUAD 615)

Certificate in the Management of International Non-Governmental Organizations

Globalization has prompted a rapid expansion in the number of international non-governmental 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 international 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 intensive 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 six-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 internship coordinator assists students with identifying internship opportunities and approves proposed internships. Because internships may 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. The internship is not required of students presently employed or recently employed by an international NGO in a substantive position.

Requirements	Credit Hours
PUAD 650. Management in International Nongovernmental Organizations	3
PUAD/MBA 651. The International Non-Profit Sector	3
PUAD 652. The Politics of International NGO Management	3
PUAD 653. Ethics and International NGOs	3
PUAD 697. Internship in NGO Management	6
Total Credit Hours	18

Financial Assistance

Graduate Assistantships

A limited number of graduate assistantships (GAs) are available to full-time students on a competitive basis. Most assistantships open in the fall semester. Assistantships require students to work for the sponsoring organization, typically the Department of Political Science, for 20 hours per week. In exchange, the assistant receives full or partial tuition remission and a stipend to help defray living expenses. Students with assistantships are limited to taking 9 credit hours per semester. All other relevant regulations in the undergraduate and graduate catalogs are applicable.

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.

Typically GAs perform a variety of tasks in support of the faculty in the Political Science Department. These tasks may include, but are not limited to:

- Assisting faculty in:
 - Administering and correcting exercises and tests/examinations,
 - Conducting research,
 - Preparing materials for publication,
 - Instructing classes,
 - Tutoring students, and
 - Keeping class records
- Assisting 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
- Holding twenty posted office hours per week when classes are in session at times agreeable to faculty assigned
- Managing special projects as assigned by the MPA director

External Assistantships

From time to time externally funded assistantships become available offering work experience in other university departments or in organizations outside the university.

Other Financial Aid

Degree-seeking graduate students are often eligible for other forms of financial assistance. Contact the university's Office of Financial Aid early to increase the likelihood of receiving financial assistance.

MPA Course Offerings

PUAD 512. Seminar in Intergovernmental Relations. 3 credits.

Intensive examination of the dynamics of the federal system including the political, administrative and fiscal relationships among the various American governments. Grant writing will be addressed.

POSC 540. Post-Conflict Societies. 3 credits.

An examination of the political dynamics of social, economic, security and governance problems faced in rebuilding societies that are emerging from a period of intense conflict. Emphasis on institutional and behavioral challenges brought about by conflict; strategies employed by domestic and international actors to promote democratic, just and secure societies after conflict; and standards that can be used to assess the success, failure and durability of a newly emerging political system.

PUAD 560. Regionalism and Urban Management. 3 credits.

A study of the problems of urbanization and inter-jurisdictional externalities from a regional perspective. Regionalism will be examined as an approach to generating public management to solve these problems.

PUAD 561. Education and Social Policy. 3 credits.

A study of the development and implementation of education policy in the United States at the national, state, and local levels. Students will be introduced to major issues in contemporary education policy and the evaluation of alternative policies advanced by subgroups of the population. Educational equity and its links to social and economic goals will be examined.

PUAD 562. Social Welfare and Local Government Policy. 3 credits.

A study of the interaction of social welfare policy and local governance in theory and in practice. Students examine state and local government and community-based responses to urban problems from a policy and management perspective. Particular attention is paid to interagency and community collaboration as a way to enhance social service delivery.

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 572. Contract Management. 3 credits.

The purpose of this course is to provide a broad overview of the theory behind and practical application of contract management. As agencies across government (federal, state, and local) expand the use of contracting billions of taxpayer dollars are transferred into the private sector to conduct public business. This trend is not going away; therefore it is essential that public administrators be effective at managing and overseeing contracts.

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 574. Tools for Public Management. 3 credits.

This course is designed to introduce students to the practical tools that will enable them to deal with the challenges managers face in the nonprofit and public sector environment. The course is designed around a set of modules that public administrators must address on a regular basis.

PUAD 583. Emerging Issues in Public Administration. 3 credits.

A detailed, research-oriented study of an emerging issue in public administration. The course will examine new or emerging topics in the public administration profession with extensive readings and research focused on the contemporary academic and professional literatures. The course may be repeated for credit with a change in subject matter. *Prerequisite: Permission of instructor.*

PUAD 584. Environmental Regulatory Policy and Politics. 3 credits.

A study of environmental politics and the policies that environmental advocacy has produced. Topics include the dynamics of policy construction, various substantive policy issues, and the prospects for environmental justice and sustainability.

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 607. Policy Analysis. 3 credits.

This course is designed to help students cultivate the tools and techniques of public policy analysis. Students will examine approaches to policy analysis and assess the strengths and limitations of various methods for understanding contemporary social problems and policy challenges. The course is designed to strengthen problem-solving, analytic, and research skills in defining and crafting solutions to such problems.

PUAD 615. 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 620. Foundations of Public Administration. 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. Public Organizational Behavior. 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 626. Strategic Planning and Management. 3 credits.

Advanced study of the strategic planning process, including mission and vision development, subordinate planning efforts, and integration with management and operational planning. Coverage of performance measurement, assessment systems, monitoring and evaluation, and program modification.

PUAD 630. Public Personnel Administration. 3 credits.

An inquiry to systems of employment found in United States governments and nonprofit organizations, the issues these systems raise for democracy, and the Constitutional and legal framework within which they operate.

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 non-governmental (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 instructor.*

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.*

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.*

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.

PUAD 661. Civil Society in the Nonprofit Sector. 3 credits.

Explore the concepts, theory, and research related to civil society. Understand the relationship between the nonprofit sector, civil engagement, social capital, and democracy. Define the implications of these concepts for the nonprofit leader

PUAD 662. Governance and Accountability of Nonprofit Sector Organizations. 3 credits.

Study of the structure, functions and composition of nonprofit boards and their relationship to organization management and performance. Explore the fiduciary, strategic and generative governance roles of boards and common problems associated with nonprofit governance. Assess proposals to improve board performance and accountability.

PUAD 663. Philanthropy and Volunteerism. 3 credits.

This course will examine the role of philanthropy and volunteerism in the nonprofit sector in the US and globally.

POSC 665. Governance and Stabilization. 3 credits.

This course will apply political science research and theory to the role of counterinsurgency and post-conflict operations in providing governance and stabilization. It will examine current military and political strategies in light of lessons learned from past operations.

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 area 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. 6 credits.

Supervised professional administrative experience with a public or non-profit 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. 6 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 Requirement

Master of Public Administration (MPA) students who have no or limited (< 2 years) 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 an 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 the internship and the appropriateness of the proposed internship.

Obtaining an Internship

Students are responsible for finding their own internship placements; however, the internship coordinator and other faculty members may be able to help in finding an appropriate placement.

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 her/his 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. Register for an internship, PUAD 696 or PUAD 697. Since it is a course you are given a grade and credit for internship. You must obtain an override for this course from the internship coordinator before you are able to register. You should register for your internship in the summer session if you are doing it during the summer.
9. Remember most internships in the field are unpaid, but students sometimes find paid internships. Both paid and unpaid internships are acceptable in terms of the internship requirements for the MPA program.

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.

In preparing your resume, 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.

Student and Professional Organizations

Skyline Chapter of the American Society of Public Administration (ASPA)

ASPA is the largest professional organization in the field of public administration, and it offers unparalleled access to networking opportunities, continuing education, internationally recognized scholarly and practitioner publications, and national and regional conferences.

Students are encouraged to become affiliated with ASPA and to participate in activities planned and sponsored by the Skyline Chapter.

JMU Graduate Student Association

The JMU GSA is the only university-level organization that involves graduate students from departments and programs from across the university. To participate in the GSA, contact the JMU Graduate School for more information.