

MPA Student Guide

Master of
Public Administration Program

Appalachian State University
Department of Government and Justice Studies
2016

Information for MPA Students

Welcome to the Master of Public Administration program at Appalachian State University.

The faculty and staff of the Department of Government and Justice Studies join me in wishing you a most successful academic career, and we will be pleased to do everything in our power to make your time in the MPA program intellectually challenging.

You are enrolled in the program along with 65 or so other students – approximately 35 students on-campus plus about 30 students in our off-campus cohorts. Each year between 15 and 30 students graduate and receive the MPA degree from the University. Since the inception of the MPA program in 1989, over 400 individuals have received their MPA degrees from Appalachian, and with hard work on your part, you will join the list of graduates. We are very proud of the wide array of jobs in local, state, and federal government that are held by our alumni (see Attachment A).

A few years ago Appalachian State University celebrated the centennial of its founding in 1899. During its first century, Appalachian established a reputation for quality educational programs that meet the needs of this region and of the State of North Carolina. Known for our emphasis on practical problem-solving, Appalachian will challenge you to do your best. However, Appalachian has not grown so large that you will become a number. In our program, mentoring students into professional management careers is what we are all about.

Whenever you have questions about the MPA program or about Graduate School requirements or procedures, please feel free to talk to me. Each faculty member in the program is also available as a resource to you, and they will post office hours during which you should feel free to come in and talk with them. Appointments can also be made at times other than their stated office hours, or you may contact them by e-mail at the addresses given in the faculty information section below.

Best wishes for a very good academic year.

Mark D. Bradbury, Ph.D.
Director, MPA Program
August, 2016

AppState MPA Mission Statement:

The mission of the Appalachian State University Master of Public Administration program is to educate and prepare in-service and pre-service students to be public service leaders by fostering foundational knowledge, analytical and practical skills, and professional networks. To achieve this mission, the MPA program will emphasize the values of responsiveness, expertise, and accountability as it:

- Delivers a curriculum that reflects core disciplinary content and provides flexibility for student specialization,
- Develops collaborative relationships across the university and with local government, non-profit, and criminal justice professionals in the region and state,
- Promotes high-quality faculty teaching, scholarship, and service, and
- Sustains and enhances the program's governance, resources, and established strengths.

The following includes a telephone and email directory as well as a brief introduction to the MPA faculty.

<u>Name</u>	<u>Email Address</u>	<u>Telephone (prefix 828)</u>
Dr. Mark Bradbury, MPA Director	bradburymd@appstate.edu	262-7913
Dr. Yongbeom Hur	hury@appstate.edu	262-8328
Dr. Bob Eskridge	eskridgerd@appstate.edu	262-4074
Dr. Tatyana Ruseva	rusevatb@appstate.edu	262-8238
Dr. Kathryn Webb Farley	webbfarleyke@appstate.edu	262-3085
Dr. Brian Bulla	bullabr@appstate.edu	

Dr. Mark Bradbury, Professor and MPA Director

Dr. Bradbury joined the MPA program faculty in Fall 2005. He earned his Ph.D. in Public Administration and MPA at the University of Georgia, as well as a B.A. from Rhode Island College in Providence. Dr. Bradbury teaches the Capstone, internship, and personnel administration courses. He also has extensive experience in applied research gained through his work at the Carl Vinson Institute of Government at the University of Georgia. As MPA program director, his duties include admissions and advising, and he serves as the liaison between MPA students and the Graduate School.

Dr. Yongbeom Hur, Associate Professor

Dr. Hur joined the MPA faculty in August 2007 and holds a Ph.D. in Public Administration from the University of Kentucky and MA in Public Administration from Ohio State University. Dr. Hur has working experiences in both public and private sectors as a manager. His teaching and research interests include improving organizational performance, research methods, and

quantitative approach to public management. Dr. Hur teaches the Organizational Theory course in the core curriculum of the program.

Dr. Robert Eskridge, Assistant Professor

Dr. Eskridge joined the PA faculty in Fall 2012. Dr. Eskridge earned his Ph.D. from Mississippi State University. Prior to pursuing his doctoral degree, Dr. Eskridge was a local government professional for twenty years, with eleven of those years as a City Manager in Texas. His research and teaching interests are budget and fiscal administration, public finance, and local government.

Dr. Tayana Ruseva, Assistant Professor

Dr. Ruseva will be teaching PA 5000 Research Methods for the MPA program. She brings significant experience in applied research methodology to the program.

Dr. Kathryn Webb Farley, Assistant Professor

Dr. Webb Farley will be teaching PA 5060 Seminar in PA, and will be the instructor of not-for-profit and grants courses in future semesters. She previously worked in the federal government and for non-profit organizations in Virginia and Washington, DC.

Dr. Brian Bulla

Dr. Bulla will be teaching PA 5180 Public Policy Analysis and Program Evaluation and other elective courses for the MPA program. He earned his MPA and Ph.D. from North Carolina State University. Dr. Bulla completed a Post-Doctoral Research Associate position at Purdue University. His research and teaching interests revolve around public management and public policy, with particular interests in environmental and natural resources issues. Prior to attending graduate school, he was an operations manager.

Dr. Catherine Marcum and Dr. Jefferson Holcomb

Drs. Marcum and Holcomb teach in the Criminal Justice program with the Department, and serve as points of contact for MPA students interested in CJ coursework and the Administration of Justice concentration.

Adjunct faculty may teach courses throughout your time in the MPA program. Such adjunct faculty will bring an invaluable mix of professional experience and academic credentials to the classroom and provide an essential service to the program.

Ethics

Your classes will give you extensive exposure to the techniques, issues, and practices of modern public administration. Some classes will focus more heavily than others on ethics and some of you may be surprised to learn that people lose their jobs and reputations when they allow themselves to be ethically-compromised.

Like any quality MPA program, Appalachian's MPA program is designed to train persons to be able to direct agencies and to evaluate how well programs and agencies function. Your classes will teach you a lot but one thing that we cannot do is to make you honest. We expect honesty from you and will not tolerate dishonesty. Remember that most of the jobs that you will likely be seeking in the future are jobs that involve public trust. Ask yourself how it will be possible to present yourself as worthy of a position of public trust if you have already shown yourself to be dishonest in school.

In your education thus far, you should have gained enough common sense to know that any activity that reflects poorly on your honesty and integrity will likely be a factor in the types of recommendations and evaluations your future employers get from us concerning your time in the MPA program. Unacceptable actions that have caused students problems in the past include:

- disrespectful attitudes and behaviors in class
- submission of recycled term papers
- submission of work done by other students in different programs
- papers obtained over the Internet from various sources
- collaboration with others on individual exams
- plagiarism in term papers or failing to offer proper attribution to others for their work

Please do not embarrass yourself by engaging in any of these activities as there will be serious consequences to your future.

MPA Curriculum

Each of you should carefully examine the check sheet for the MPA program that is a part of this information packet and is included as **Attachment B**. Please take note that the form reduces to a single page a large volume of information that is contained in the *Graduate Bulletin*. Nothing on the check sheet can modify an official Graduate School requirement.

On the check sheet, there are several items to which you particularly need to pay attention. On the bottom third of the check sheet, you will see listed each of the tracks within the MPA program. **All MPA students, regardless of the track they choose, must complete 42 semester hours credit.** Each of the tracks corresponds to a particular career objective but, regardless of which track you choose, you must complete 42 semester hours (including the eight core courses that are common to the various tracks).

A. Public Management Track

This track is appropriate for persons who wish to do any of the following jobs:

- Serve as a Department, Division or Section Head in a state or local government agency
- Serve as an evaluator of other programs, as in a budget office
- Serve in a policy position, as an advisor to the head of a program
- Serve as Executive Director of a non-profit organization
- Serve as an Emergency Management professional

You may want to consider the Public Management track because it allows students to design a custom-made program of study when other concentration in our MPA do not seem to fit their interests or when you want a public sector job involving management and want to combine graduate courses from another graduate program. For example, the public management track is ideal for persons who direct economic development programs or senior citizens' programs since ASU does not specifically offer programs to prepare persons for these careers. **Please note that all off-campus students are considered public management track students.**

B. Town, City, and County Management Track

This track is appropriate for persons who wish to do any of the following jobs:

- Serve as a town manager or a county manager
- Serve as an assistant manager in a town or county
- Serve as a department head in a local government unit
- Serve as an advocate for local government, e.g. service with a League of Municipalities
- Serve as an evaluator of local government programs, e.g. with a state legislature

Historically, Appalachian State University has been very strong in preparing persons for careers in City and County Management. More than 125 individuals now serving as manager or assistant manager in North Carolina communities earned either their undergraduate or graduate training in local government management in this department. A key element in the success of ASU graduates has been their familiarity with land use planning and local government administration. If you have no prior exposure to these subjects, be sure to consult with the MPA program director to ensure that you are getting the courses that you need to adequately prepare you for the profession of city and county management.

C. Administration of Justice Track

This track is appropriate for persons who wish to do any of the following:

- Serve in a senior administrative position in a criminal justice agency
- Serve as planner, budget analyst or evaluator of a criminal justice agency
- Accelerate career movement into or within local, state, or federal law-enforcement agencies

D. Not-for-Profit Management Track

This track is appropriate for persons who wish to direct, manage, or start a not-for-profit organization.

Distance Education

Many universities across the country are struggling with the problem of how to offer educational opportunities to students who are located at some distance from their campuses. Appalachian continues to develop new Distance Learning initiatives as one means of accommodating the addition of more than 1500 students by the year 2015 that has been mandated by the University of North Carolina Board of Governors. The off-campus MPA cohorts are part of Appalachian's growth management strategy and are designed to meet its mission of service to the region.

Some universities offer MPA courses via internet or two-way instructional television, but we do not use technology as a primary means of delivering instruction. The Department uses face-to-face instruction to deliver the MPA program in its off-campus locations. Approximately 20 persons, working full-time for nonprofits, local, state and federal government agencies, enroll in Appalachian MPA classes. Each student enrolled in an off-campus cohort takes a predetermined schedule of courses that have been designed to fulfill the requirements of the Public Management track. We offer two classes each semester at each cohort location. Students who successfully complete the two classes each semester will graduate with the MPA degree in seven semesters. Typically, one core course and one predetermined elective course are offered each semester, although scheduling constraints may dictate the need for other arrangements. The Capstone courses are offered late in each cohort and has the same requirements as the on-campus course.

Core Courses

Although each course is described in the *General Bulletin* and a detailed syllabus is available from the instructor, the following are thumbnail descriptions of the core courses in the MPA program. Off-campus students should refer to the schedule of classes to determine the order in which these classes will be offered for their cohort.

PA 5000 Research Methods - Fall Semester in Boone

This course builds upon the foundation that you received in an undergraduate statistics or research methods course, and prepares students to carry out complex research assignments. ***All incoming students MUST have taken an undergraduate statistics or research methods course prior to enrolling in PA 5000.*** Topics covered include research design and the basics of the philosophy of science. Following a brief review of basic statistics, the course will move the student into advanced statistical techniques including correlation and multivariate regression. Students will become proficient in data gathering and entering data into the computer, as well as choosing and interpreting appropriate analytical techniques. This class will require substantial effort on your part to master all needed computer and research skills.

PA 5060 Seminar in Public Administration - Fall Semester in Boone

This course exposes students to the major ideas and approaches in contemporary public administration. A substantial amount of reading will be required, along with presentations in class, that have as their purpose acquainting students with the major writers and with significant problems facing modern public administrators. A major research paper is required.

PA 5180 Policy Analysis and Program Evaluation - Spring Semester in Boone

This course builds upon PA 5000 and provides students with an understanding of the elements of public policymaking, focusing primarily on the techniques for analyzing policy alternatives at each stage of development including evaluation of implementation processes and program outcomes. Classroom presentations, exams, and a major research paper are all involved.

PA 5260 Organization Theory and Behavior - Spring Semester in Boone

This course deals with the social and psychological climate of organizations and the ways in which leaders of organizations either succeed or fail. Attention is given to the role of leaders in creating and modifying the practices and norms in their organizations. Substantial readings, group exercises, multiple classroom presentations and written papers are required.

PA 5360 Public Personnel Administration – Fall Semester in Boone

This course focuses upon the difficult task of selecting, retaining, compensating, and supervising public employees. Attention is given to the legal framework in which public personnel management occurs. Significant number of readings, and a major research paper are included in the assignments.

PA 5460 Public Budgeting and Financial Administration – Spring Semester in Boone

This course is designed to acquaint students with the preparation and administration of budgets in public agencies. Attention is given to the legal framework in which public agencies work, the mechanics and politics of budget preparation, auditing, as well as other tools used in financial administration. Students will become proficient in using spreadsheets and in understanding an audited financial statement. A major research paper is involved.

PA 5558 Capstone Research – Spring Semester in Boone – 1 hour

PA 5559 Capstone – Spring Semester in Boone – 2 hour

These courses are taken during the final year of study. The courses integrate the theory and practice of public administration, covering a variety of topics including ethics, finding a job and negotiating benefits, as well as practical problem-solving. Each student conducts a major research project on a management problem. The paper is prepared in consultation with three faculty members within the MPA program and is presented during a formal Capstone Conference attended by MPA students, alumni, faculty, and administrators, as well as friends and family. Each student will work with an MPA faculty member on their particular project for PA 5558. A meeting will be held early in the Fall Semester with students who plan to complete their Capstone in the Spring semester so that topics, supervisors and reading committees can be chosen.

Courses Specific to Particular Career Tracks

Please refer to Attachment B. There are currently four available career tracks: Public Management, Town, City, and County Management, Not-for-profit Management, and Administration of Justice. You should choose the track that relates most closely to your career objective. Please note that all tracks except Public Management require certain courses specific to the field which you intend to enter. Also, remember that all off-campus students enroll in the Public Management track.

Elective Courses

Depending upon the career track selected, you will have the opportunity to complete at least one and as many as six elective courses. Generally, you can choose almost any graduate-level course as an elective provided that it logically relates to your career objective; *at least one elective must be taken outside of the Public Administration (PA) program*. You should discuss with the MPA Director your choice of potential electives so that no problems arise as the suitability or approval of your elective courses. **No course numbered below 5000 can be used for credit toward a graduate degree; if you took a dual-listed course at the 4000-level, you cannot take the same course again at the 5000-level and receive credit toward the MPA degree.** New courses are being developed in a variety of departments so you should look at the current schedule of classes to see if other courses might be of interest to you.

Transfer Courses

It is possible to take a limited number of courses at another university and apply these hours to your degree here. The Graduate Bulletin states that no more than nine hours credit can be transferred into ASU graduate programs and the courses cannot have been used for credit toward another degree. All courses transferred into the MPA program must have been taken for credit and have a recorded grade on an official transcript from an accredited university. Discuss your wish to transfer in credits from another university or college with the MPA Director. In general, because ASU courses are usually 3 semester hours each, it is possible to transfer in up to 3 courses from another program. However, *always* discuss this with your advisor before assuming that the courses will transfer into the MPA program.

Time Limits

The Graduate Bulletin specifies that all course work being applied to a degree must have been completed no more than seven years prior to graduating. Courses older than seven years may not be counted towards a degree at Appalachian.

Internships

All pre-service students (i.e. those not yet in a career) should plan on completing two internships. The faculty members in this Department believe very strongly that internships form a very important part of the educational experience of a student. Six credit hours can be earned in the internship and applied to the 42 hours of credits required to graduate with the MPA.

Early in your academic career here, you should start planning for your two internships.

Generally they will occur during the summer session between years 1 and 2 and another just after completing the coursework in year two. Two internships are useful because:

- a. Students will have twice as large a network of contacts when seeking a permanent job.
- b. Students will have twice as many projects to list on their resumes and will be able to show greater experience and skills.
- c. Students will avoid being on the job market in May and June when tens of thousands of other students are seeking employment.

Students should look at an internship as an important step in achieving their career goals (see Appendix A). As such, the location of the internship should be chosen carefully. The MPA faculty feels strongly that an internship should provide students with:

- a. An opportunity to see the world of professional work
- b. An opportunity to learn about government and the public sector beyond what has been learned from textbook and class descriptions
- c. An opportunity to work closely with an experienced mentor who can give you invaluable practical advice
- d. Opportunities to network with important persons with whom you would otherwise be unlikely to even meet or talk, let alone have frequent access to
- e. An opportunity to have an insider's advantage when it comes to finding a job

Remember that overall, about 40 percent of the internships nationwide result in offers of employment to the student intern. Choose an internship in the type of agency with which you hope to be employed following your graduation. For example, if you want to be a manager in a small town in the mountains, do not seek an internship in Raleigh. The kind of work you do in a state government internship will be very different from the experience which a small town is seeking.

The student bears the responsibility for finding the internship. We can give you names and telephone numbers of persons to contact but **you** must make all arrangements concerning the internship. We will only approve public and nonprofit agencies as venues for internships. Working in private businesses, for relatives, or corporations/private sector jobs **is not** suitable for MPA internships. The internship must involve at least 12 weeks of full-time service in a setting that allows the student to observe and participate in significant management issues. Students are expected to complete two internships (12 weeks each).

Only exceptional circumstances will warrant completion of a single 6-hour internship; the circumstances must be discussed with and approved by the MPA Director prior to your first summer session in the MPA program.

We urge students to consider internships longer than a semester. Some students have completed internships lasting six months. There is a learning curve that affects anyone in a new job and agencies have reported that interns become a lot more productive about 6-7 weeks into the job. Longer internships allow you to learn more and to build stronger ties to the host agency because you are more valuable to the agency. All of these will increase your chances for employment.

Most interns are paid during their internship, although frequently criminal justice and non-profit

agencies do not have funds with which to pay interns. The going rate for MPA students is \$4500 for full-time service over a semester or the summer session. You are free to negotiate a higher or a lower rate of compensation or to work for free but the responsibility is on you to secure an internship that is suitable. If you choose to do a longer internship, the amount that you are paid should increase proportionally with the extended length of the internship.

Always secure approval from the MPA Director before you choose an internship so that no problem arises about the type of agency. An internship paper is *always* required of each student.

Exceptions to the internship requirement are made only for in-service students. In-service students are those persons who are already employed full-time in a career. If you are in-service, you should not register for PA 5900 Internship in Public Affairs. As provided in the Graduate Bulletin, in-service students take an additional elective course (making a total of twelve rather than eleven courses) and are required to take PA 5010 Field-Based Research. Field Based Research is a course in which a management problem facing their agency is addressed and a major research paper is required. PA 5010 Field Based Research is a 3-credit hour course. **Each student in the MPA program, regardless of in- or pre-service status, must complete 42 semester hours of approved graduate-level credit.**

General Information

Set out below is information which we think will be helpful to you and addresses questions that have often been asked by students.

Email

The primary means of communication among students, instructors, and the program director is via email accounts issued to all by ASU. You will be expected to check your university email account on a regular basis, as important announcements on numerous topics will be made at all times of the year. Students can easily have all of their emails from their ASU account forwarded to another email account.

ALL students who do not regularly check their ASU email account should set up their ASU email account to forward messages to whatever personal email account you check regularly. The ASU faculty portal allows faculty members to send email messages to everyone enrolled in a class. **If you do not check your ASU email account and have not forwarded your mail, you are likely to miss important announcements from your course instructor(s).**

Absences

Graduate students are expected to attend **all** class meetings and to act professionally. You should advise the instructor in advance why it is necessary to miss class. It is your responsibility to make the most of each class. Avoid, if at all possible, absences when group projects or individual presentations are due.

Accreditation

The MPA program at Appalachian State University is accredited through 2017 by the Network of Schools of Public Policy, Affairs, and Administration. NASPAA is the sole agency in the United States that grants accreditation to graduate programs in public administration; about half of the nation's MPA programs are accredited.

Appalachian's MPA program demonstrated adherence to a rigorous set of standards as part of its effort to obtain accreditation. NASPAA reviews the quality of the curriculum, faculty, students, facilities, internships, support services and off-campus offerings prior to granting accreditation for a seven year period. Although the various programs across the country differ in their particular emphases on local, state or federal government and non-profit management, each of the accredited programs has to show that it meets the rigid requirements set down by NASPAA and that each of the programs seeking accreditation offer students a high quality graduate education experience. For more information about NASPAA, visit www.naspaa.org.

Adverse Weather

Winter in Boone can be rugged at times but Appalachian State University rarely suspends classes due to adverse weather. However, no one expects students to place their safety in jeopardy by attempting to travel to Boone in severe weather. For those of you new to Boone, you may be surprised to learn that occasionally, most likely during January and February, temperatures can go below zero (Fahrenheit) with high winds. Mountaineers are hearty people who are much more used to winter than you may be, so it is quite unlikely that classes will be cancelled due to snow. On the other hand, if the Boone area suffers unusually heavy snowfall or ice, it may be necessary for local authorities to impose a curfew that prevents the university from operating.

Only you can determine if you feel that it is safe to drive up the mountain from neighboring counties. If you feel that the risk is too great, don't put yourself at risk. If the University closes due to bad weather, information about the closing will be posted on the ASU webpage.

At the beginning of classes each semester, each off-campus student should give the instructor a telephone number at which you can be reached if deteriorating weather conditions force cancellation of a particular class.

Information about university closing due to weather or other emergency conditions will be posted at www.appstate.edu.

Advising

Appalachian provides students with a number of opportunities to obtain useful advice about courses, careers, employment, and health concerns.

Academic advising is available to you by appointment throughout the school year. It is best to make sure that the courses you plan to take in any semester meet the requirements of the program. Talk to the MPA Director and your instructors about the classes in which you intend to

enroll. Registration for Fall Semester occurs in March and in June while registration and advising for the Spring semester occurs in October.

Feel free to ask your professors for advice but it is generally a good idea to send the MPA Director an email message outlining your plans for elective courses.

The Career Development Center (located in the John E. Thomas Student Support Building) offers useful advice on writing resumes, as well as handling job interviews and salary negotiations. This office works primarily with undergraduates but their services are available to *all* students. The personnel are friendly and you are encouraged to contact them for assistance in developing your job hunting skills.

Each of the MPA faculty members is familiar with the expectations of employers in their respective career areas. They can offer advice about courses that you might be considering. Each has office hours and will answer questions over the telephone or by e-mail.

In addition, you can address your questions, regardless of the track you have chosen, to the MPA Director. Graduate students are not required to meet with an advisor before registering each semester (as is the case with undergraduates) and you are presumed to be mature enough to make strategic choices on your own. However, you are encouraged to use the considerable experience of the faculty to help you when you need advice.

Building Keys and Offices

On-campus, each graduate research assistant, teaching assistant and teaching apprentice will be given (shared) office space in Anne Belk Hall. A key that opens the outside door, as well as your office door, will be given to you by departmental staff that handles the issuance of keys and the assignment of graduate assistant office space to graduate assistants.

Capstone

Over half of all MPA programs in the United States require a final capstone project.

Although this course is completed during the Spring semester in your second year, just prior to graduating, you should note the following. Early in the Fall Semester of your second year in the program, there will be an informational meeting with students who intend to enroll in Capstone in the Spring semester. You will be asked to choose a topic, make arrangements with a project supervisor for your project with a professor who is willing to guide you and then begin meeting with your supervisor to start your project.

The capstone research paper is a significant undertaking that allows you to demonstrate your ability to identify a researchable problem, conduct a literature review, gather and analyze data, express yourself clearly in written form, prepare tables, write an executive summary and to formally present your findings using PowerPoint. Attachment C poses a set of questions that may help you organize your Capstone research paper.

Cheating

Copying the work of someone else, submitting a paper written by someone else, or improperly using notes or prepared materials during an exam are examples of unacceptable behavior that will result in academic disciplinary actions that may include failing a course or expulsion from the MPA program.

There will be many times that your instructor will encourage group efforts but when individual work is expected, it should be your work and not the work of someone else. Proper attribution should be given in footnotes and quotations from materials previously published by others and should be properly attributed according a recognized style manual.

Communications

The official means of communication with on-campus students used by the university is by mail sent to your campus mailbox at the ASU Post Office. Some people check their mailboxes infrequently; don't be one of those persons or you might miss something important which remains ignored in your ASU mailbox for some time. By the end of the first week of class, please send Dr. Bradbury (bradburymd@appstate.edu) your telephone number and email address.

Comprehensive Examinations

The MPA program no longer requires a comprehensive examination of students prior to graduation. In place of the comprehensive examination, students must successfully complete the Capstone courses discussed above.

Computer Access

AppalNet is a computer system that Appalachian uses to facilitate student access to the computer network on campus. Through AppalNet you can send and receive email, register for classes, check on your financial account and participate in certain on-line classes. Each student at Appalachian State University is provided with nearly unlimited computer access. Upon being admitted you will be issued a **userid** that is needed to gain access to the ASU computer network.

You will be expected to be proficient in Microsoft Word, Excel, and PowerPoint. Students have access to several on-campus computer laboratories, including facilities in Peacock Hall, The Belk Library, the Student Center, and Anne Belk Hall. When you use labs other than those in Anne Belk Hall, you may be required to show your student ID card for access to the public labs. The computer lab in Anne Belk Hall is available for student use except when the rooms are reserved for a class or for an examination. Each of the computer labs has a wide array of word processing, statistical analysis, database and other programs.

Each semester, more and more information is being made available over the web. Appalachian's library has a wide array of databases and information available to computer users. Students are encouraged to develop skills in searching on-line catalogs, databases, and government

publications over the web.

Time spent with the reference librarians learning how to use the on-line sources will be a wise investment on your part. Therefore, you are strongly encouraged to meet with a reference librarian during your first semester.

Off-campus Distance Education students will be given an orientation by a Distance Education Librarian from Appalachian as to how to access library materials via the Internet and to the others services that the Belk Library provides to Distance Education students.

Computers

We do not require students to own computers but you will find that in each of your courses you will likely use the computer, in some classes rather extensively. There are computer labs on campus in Anne Belk Hall, the Student Union, the Library and Information Commons, Peacock Hall, Walker Hall, and Sanford Hall. Approximately 400 computers are available for student use in the various campus computer labs. Most of the computers are IBM-compatible but some Macintoshes are available. Wireless internet service is available across campus.

Expect the computer labs to be used very heavily near the end of each semester because many people tend to put off completing their term papers. Public labs have traditionally been open from 8 a.m. to 10:30 p.m. Monday through Friday and from 2 p.m. through 10:30 p.m. on Sunday. The labs in Anne Belk Hall are not public labs but are generally open from 8 a.m. through 10 p.m. Monday through Friday. The Anne Belk Hall lab is frequently reserved for use by Political Science, Criminal Justice, and Freshmen Seminar classes and may not always be available. Information on computer lab policies and procedures is available at <http://support.appstate.edu/services/computer-labs/policies-and-procedures>.

During your career at Appalachian you will make extensive use of Microsoft Word, PowerPoint, and Excel. You are encouraged to become proficient in each of these programs early in your academic career. A good computer can be a real asset to you, particularly if you have internet access from your home, apartment, or dorm room. If you do not have access to a personal printer, you can bring your files to one of the labs and use one of the laser printers in the labs.

Laptops are expensive and much to the chagrin of the students, some have been stolen. Therefore, take necessary precautions to ensure the security of your laptop if you have one. Wireless internet access is available across campus. At this time it is **not necessary** to have a laptop to succeed in the MPA program.

You should know that Appalachian provides a free service to help you solve your computer problems. Located in Anne Belk Hall, the Technical Support Services operates a walk-in service to help you with viruses and connectivity problems.

Conferences

Students are given the opportunity to participate in a number of academic and professional

conferences during the year. In some instances financial support is available from the Graduate Student Association Senate or Office of Student Research to offset costs associated with these conferences and in other instances groups may sponsor your attendance.

There are several essential meetings that you should plan to attend because of their professional relevance and for the help you will receive in getting a job. Opportunities exist for carpooling and sharing rooms to defray costs.

The ASU Local Government Alumni Association (ASULGAA) is a group of ASU graduates who are city and county managers and department heads in local governments in and around North Carolina. The annual meeting of this group is held each Fall in Boone. **If you are an on-campus student, your attendance at the ASULGAA Conference is mandatory. Off campus students are cordially invited.** The ASULGAA provides scholarship support to graduate students preparing for careers in local government administration. The meeting normally involves informative sessions on topics relevant to city/county management and networking opportunities. Attending the sessions and engaging in conversations following the meeting facilitate obtaining an internship. Failure by on-campus students to attend this meeting will result in an indelible black mark on your record.

The North Carolina City and County Management Association (NCCCMA) meets in February at the Sheraton Imperial Hotel and Conference Center in the Research Triangle Park. Over 400 city and county managers will be in attendance and the meeting offers an extremely valuable opportunity to arrange internships and to talk about employment opportunities. The NCCCMA provides a scholarship each year to a student pursuing city management as a career. **You are expected to attend this meeting** as the program covers far more than city management topics. The ASU Local Government Alumni Association pays the registration fee for all ASU students attending the meeting; sessions include practical applications of much of that covered in class.

Opportunities exist for outstanding students to collaborate with faculty members on research projects and to present findings at regional and national conferences. There are regional and national conferences, such as the American Society for Public Administration, the Southeast Conference for Public Administration, and Teaching PA, for professionals in Public Administration, Political Science, and Criminal Justice. Frequently, ASU faculty members are presenters at these meetings; opportunities may exist for you to co-author a paper and travel to a conference with a faculty member. Limited financial support is available through your graduate school senator for travel to a national or regional conference if you are presenting a paper.

The North Carolina Political Science Association holds an annual meeting each spring at one of the universities or colleges in the state. Departmental faculty members are active in the association and the opportunity exists for students to present papers at the conference.

The North Carolina Criminal Justice Association also holds an annual meeting each spring on the campus of one of the colleges and universities located across the state. Topics relating to career development, changing professional standards, and research about new and emerging issues are covered. See Drs. Marcum and Holcomb for information about the location and date of the next meeting.

Course Loads

Students who wish full-time student status must register for at least nine credit hours each semester. A course load of less than nine hours will result in the student being classified as part-time. Whether you are a part-time or full-time student generally does not matter to the Department, but it may affect whether you are covered under certain medical insurance policies or are eligible for Veterans' benefits. The Graduate School requires students **receiving assistantship, tuition scholarships, or other scholarship/fellowship support to carry at least nine hours each semester.**

Discrimination and Sexual Harassment

Appalachian State University does not permit discrimination in its admissions or employment practices. It is the policy and intention of Appalachian State University that there be equal employment opportunity and freedom from unlawful discrimination in all employment within Appalachian State University. There shall be no unlawful discrimination in covered positions on the basis of race, color, national origin, sex, religion, disability, veteran status, sexual orientation, or age. Employment in covered positions shall be conducted in accordance with all provisions of state or federal law or regulations prohibiting any such discrimination, and in accordance with applicable affirmative action plans.

Sexual harassment is considered to be a form of discrimination based on sex and falls within the scope of institutional policies and procedures regarding discrimination. As with other forms of discrimination, Appalachian State University is committed to maintaining a work and a study environment free of sexual harassment. Accordingly, in compliance with Section 703 of Title VII of the Civil Rights Act of 1964 and Title IX of the Education Amendments of 1972, the University will not tolerate any verbal, nonverbal, or physical behavior which constitutes sexual harassment.

Personnel with supervisory responsibilities are required to take immediate and appropriate corrective action when incidents of alleged sexual harassment are brought to their attention by students, faculty and staff, or by applicants for student admissions or applicants for employment.

Violations of the above policy proven through established procedures outlined below will lead to disciplinary actions, including reprimands, suspension or termination of offenders.

Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other verbal, nonverbal, or physical conduct of a sexual nature when:

1. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or academic decisions; or
2. Submission to or rejection of such conduct may be reasonably construed by the recipient of such conduct as an implication that compliance or non-compliance will be used as a basis for an individual's employment or academic decisions;

3. (a) Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment; or
(b) such conduct has the purpose or effect of emphasizing the sexuality or sexual identity of a student or an employee so as to impair the full enjoyment of educational or vocational benefits, climate or opportunities.

Any of the following are considered to be inappropriate actions on the part of any employee or student:

- a. An instructor offers you a better grade, extra help, or an academic opportunity in return for sexual attention or threatens to take action against you for refusing.
- b. A fellow student, co-worker, supervisor, or faculty member continually makes sexual innuendoes, insults, or suggestive comments that unreasonably interfere with your academic performance or work environment.
- c. Your instructor or supervisor pressures you to have a sexual relationship against your will.

Sexual harassment should be reported to the Equity Office, I.G. Greer Hall. An investigation of each sexual harassment complaint will be undertaken by the Equity Office in accordance with established University policy. Faculty and staff have been severely punished for engaging in sexual harassment at Appalachian.

Electronic Forms

Appalachian has made progress in eliminating paper forms and is transitioning to gathering needed information directly from users via the computer. The Graduate School accepts electronic forms from students for the Program of Study and Graduation Application. For information about these electronic forms, go to the following web address:

http://www.graduate.appstate.edu/forms_graduate/index.html

Financial Assistance

The Department of Government and Justice Studies is not involved in arranging or awarding student loans. In order to find out about student loans, you should contact Student Financial Aid at 828-262-2190.

The Department of Government and Justice Studies has a limited number of **graduate research assistantships**. A student chosen to receive an assistantship is assigned to assist a professor in his or her research projects; this work will include activities such as photocopying materials, conducting bibliographic research in the library, searching databases, and entering data into the computer. Graduate Assistants may be assigned to work either 10 or 20 hours per week and are compensated at \$2000 or \$4000 per semester, depending upon the number of hours assigned each week.

Research assistantships are awarded on the basis of scores on the admissions formula used by the Graduate School, as well as recommendations from the faculty. It has been the policy of the Department to attempt to continue a student on an assistantship if his or her performance is satisfactory, and therefore a new graduate assistant may receive only a partial allocation despite a very good record. Students may receive an assistantship for a maximum of 4 semesters. As assistants leave campus for an internship, assistantships may become available for reallocation.

In allocating assistantships, the Department must consider how many assistantships are available, and whether current assistantship holders will be on campus next semester; in addition, we try to reserve some awards for new students entering the program. Consideration is also given to making an award to students who have not previously received an assistantship. At any given time there will likely be 10-12 MPA students who receive full or partial assistantships.

Teaching assistantships are less numerous and are even more difficult to obtain. Considerable responsibility is involved because a teaching assistant leads an undergraduate course within the Department. University rules require that graduate teaching assistants must have completed at least 18 semester hours in their programs. If you are interested in obtaining a teaching assistantship be sure to let the MPA Director know. Teaching assistants receive \$3250 per semester and teach one course, typically American National Government, Introduction to Criminal Justice or Intro to Public Administration.

Whenever possible, the Department attempts to select one or more students who show promise to serve as **teaching apprentices**. Teaching apprentices are assigned to an experienced faculty mentor to assist in delivering a course. The apprenticeship is designed to prepare the graduate student for a subsequent teaching assignment. Teaching apprentices are paid \$3250 per semester.

Each assistant, regardless of the type of assistantship, must sign a **contract** in the Graduate School office prior to initiating any assistantship-related work.

To be considered for an assistantship, you should write a brief email to the MPA Director indicating your interest. Be sure to mention your GPA, hours earned, experience with utilizing computers, and other research skills that you possess. The department makes awards for the following semester near the end of each semester.

Scholarships available to graduate students are discussed under the heading Scholarships below.

Foreign Language Proficiency

Students enrolled in the MPA program do not have to be proficient in a proficiency in a foreign language. There is a requirement to **demonstrate the ability to use statistics and research techniques** that is discussed below under the heading Proficiency in Quantitative Analysis as a Research Tool.

Graduation

Graduation ceremonies are held in May and December; while you are very much encouraged to be present, it is not mandatory that you attend. Graduation is a special time during which students from each graduate program on campus are recognized during a hooding ceremony witnessed by family and friends.

Students must **apply for graduation** prior to a deadline which is announced each semester. Each of the following must have been completed before a student will be allowed to graduate:

- a. An approved **Program of Study** must be on file in the Registrar's Office. This form should be filed at the start of your second semester at ASU.
- b. The student must have demonstrated a **Proficiency in Quantitative Analysis as a Research Tool** (see section heading of same name below for further information).
- c. Successful completion of all aspects of the **Capstone** course.
- d. The student must have maintained at least a **3.0 grade point average**.
- e. Completion of **42 semester hours** of approved graduate courses.

Notices and Official Communications

Official notices from the University are sent to you via campus mail. Each student is assigned an ASU Post Office Box at the campus post office. MPA announcements and other information will be posted on the MPA Bulletin Board in Ann Belk Hall. Additionally, notices will be sent to all MPA students via e-mail to your campus e-mail address.

Parking

Parking space has become a very scarce commodity on campus and parking rules are strictly enforced. Until completion of additional parking facilities, the closest daytime parking is the parking garage that is located near the Library and metered spaces are available in the parking garage. Evening parking is available without charge in the parking deck. Information is available at www.parking.appstate.edu.

ASU Traffic and Parking officers write tickets for unregistered vehicles, parking in restricted spaces, parking in handicapped spaces, and for other violations. Repeat offenders may find a wheel lock that prevents movement of the car. Tickets do not "go away" and if you fail to pay a ticket there will be a hold on your account so that you cannot register for the next semester, get a transcript, or graduate. Parking behind the Baptist Church, the Turchin Center, or at Cottrell Apartments (on College Street) generally results in vehicles being towed away.

Register your vehicle with Traffic and Parking, obey the parking regulations, and don't hold out any hope that the Government and Justice Studies Department faculty can fix a ticket. We have to pay our tickets and cannot keep you from having to pay yours.

Pay Checks

Checks can only be issued for work performed after the contract has been signed and is on file in the Graduate School.

If you are being paid for service as a graduate teaching assistant, teaching apprentice, distance learning assistant or as a research assistant, you should talk with Katy Dewhirst in the Department office for information about payroll.

If you are being paid for service as an intern and a problem arises because a check is missing or the amount seems incorrect you should contact your internship supervisor.

Probation

Any student who fails to maintain a 3.00 grade point average is automatically placed on probation by the Graduate School. Students placed on probation cannot register for additional work unless the MPA Director makes a request in writing to the Dean of the Graduate School to allow the student to continue in the program. **The faculty members expect students to exceed the minimum grade point average (3.00) required for continued enrollment in graduate school.** No student will be allowed to continue on probation for two semesters.

Proficiency in Quantitative Analysis as a Research Tool

Each student in the MPA program must demonstrate this proficiency prior to graduation. No testing is required if your academic record shows that you have successfully completed the following courses:

- An undergraduate statistics or research methods course that was taken for academic credit
- PA 5000 Research Methods

These two courses will be accepted by the department and the Graduate School as prima facie evidence of your having met the proficiency requirement.

Sometime during your academic career the Graduate School will mail you a letter advising you of your need to satisfy the proficiency requirement. The letter will be accompanied by a form on which the Department of Mathematical Science is asked to certify your proficiency. When you receive the letter and form bring both documents to the MPA Director.

The Department has a long-standing policy that faculty members are competent to determine your level of proficiency, and that we accept the two courses listed above to satisfy the university requirement. The MPA Director will send a memo to the Graduate School certifying your proficiency if you have indeed passed the courses listed above. *Do not take the Graduate School form to the Math Department as they will likely require you to pass a statistics test.*

Registration for Classes

Each semester the Registrar's Office posts information on its webpage concerning registration. Information for the Fall Semester is available in February, Summer session information is available in April, and information about Spring Semester information is posted in October.

Students register for classes through the AppalNet computer system.

At the beginning of a cohort, off-campus students are registered by Distance Education staff members. In subsequent semesters, continuing off-campus graduate students handle their own registration.

Safety

The ASU campus is relatively safe, as is the Town of Boone. However, there have been occasions when students have been threatened or assaulted on campus and in town. Occasionally, strangers loiter on campus and the ASU Police will remove them from the premises.

Your attention is drawn to the blue light emergency signals on campus. These are directly connected to the ASU Police Department and can be used to summon the police. The campus police department can also be contacted by dialing 8000 from any campus phone.

Scholarships

A limited number of scholarships are available to graduate students. Scholarships are grants and do not carry with them a work requirement.

The ASU Local Government Alumni Association (ASULGAA) annually offers scholarships to graduate students seeking careers in city or county management in North Carolina. The scholarships are awarded at the annual fall meeting of the Association.

The North Carolina City and County Managers' Association provides a scholarship to a graduate student in the MPA program who is pursuing a career in local government management. The award is announced at the annual meeting of the ASU Local Government Alumni Association. Additionally, the NCCCM Scholarship recipient is recognized, along with recipients of other NCCCM scholarships, at the Annual Meeting of the NC City County Management Association that is held each year in February in Chapel Hill.

The deadline for applying for scholarships will be announced in late August.

The Graduate School has additional scholarships that are available in university-wide competitions. One Lovill Scholarship (in the amount of \$5000) and several Alumni Scholarships (valued at \$1000 each) are available, as are out-of-state tuition remissions. Please see the [Graduate Bulletin](#) for additional information.

Social Media

We urge students to revisit their personal social media sites and remove images and content that could reflect poorly from a professional perspective. Students should assume that potential employers will search the web for such content to learn more about you.

Special Courses

A special course means that the course does not, in some way, fit the typical pattern of other courses.

For example, **individual study** refers to a course listed in the catalog that is taken when it does not appear in the regular schedule of classes. For a variety of reasons, an instructor might agree to offer a regular course out of its normal sequence. The key is that the course is approved and listed in the catalog but that it is offered on a special, individual basis.

An **independent study** is a unique course that does not appear in the catalog and is offered by a professor to a student. The key difference between this and an individual study is that the independent study course is not listed in the schedule or the catalog. Independent studies can cover new or highly specialized subjects of interest to a single student.

Students who want to do an independent study should discuss their interests with a faculty member to see if he or she is willing to take on the extra work involved with an independent study. Permission must be obtained from the MPA Program Director and the Department Chair.

Student Problems

Appalachian State University provides each student with free access to a significant amount of support if you should confront problems.

<u>Problem</u>	<u>See</u>	<u>Telephone</u>
In a course	Your instructor	
Career Counseling	Any faculty member	
Programmatic	MPA Director	262-7913
Medical	ASU Health Services	262-3100
Emotional	ASU Counseling Center	262-3180
Sexual Harassment	Equity Office in IG Greer Hall	262-2144
Computer Programs	Academic Computing Services	262-6266

Thesis

Students in the MPA program do not write a thesis. However, during your courses, each student must write substantial research papers. Further, each student completing an internship must prepare a major paper in conjunction with the internship. A major research report is required of all students in the Capstone courses at the end of their studies. None of these in-course papers, however, are as formal as a thesis and none of them require use of high quality

bond paper or special binding.

All Other Topics

If a problem arises that is not otherwise covered in this booklet, please feel free to raise it with the MPA Director.

Each of the MPA faculty members is here to help you get the education and guidance you need in order to succeed. Asking a question and avoiding a problem is a lot easier than spending time on straightening out a problem after the fact.

**Attachment A
MPA Program Alumni**

Name	Current Position
Akiki, Vlora	Private Sector, Warsaw, Poland
Allison, Teresa Tester	Child Support Enforcement Agent, Transylvania County, NC
Arrowood, Regina	Family Services, Catawba County Department of Social
Bailey, Lane	City Manager, Lenoir NC
Baker James Felton	Major, US Army
Baker, Scott	Admissions representative, Catawba Valley Community College
Baranowska, Katarzyna	Private Sector, Warsaw, Poland
Bare, Catherine	Retired Administrative Officer, ASU Physical Plant
Barrick, Douglas	Special Projects Coordinator, Town of Cornelius, NC
Barnes, Shelley A	Unknown
Barnett, Brian	Budget and Benchmarking Analyst, Town of Mooresville, NC
Baxley, Robert Ben	Town Manager, Town of Gibsonville, NC
Beatty, Brian	Fire Fighter, Charlotte Fire Department
Bell, Richard	Unknown
Bellobono, Holly Horton	Private Business Owner, Boone, NC
Bennett, Carlos	Enforcement Officer, Family and Children Services, Florida
Bennett, Nancy	Administrative Officer Reidsville, NC Police Department
Bentley, Rebecca M	Town Manager, Town of Hudson, NC
Beville, Patrick A	Project Engineer, Design and Construction, Appalachian State
Blanchard, Dryw	Town Manager, Wingate, NC
Blethen, Andrew	Environmental Health Supervisor, Appalachian District Health
Blevins, John L	Social Services Director, Allegheny County, NC
Boaz, James Michael	Local Govt Management Analyst, All American Associates
Bolinger, Haley E	Law Student, Howard University Law School, Washington, DC
Boner, John	Retired Supervisor, Forsyth County Sheriff Department
Bovino, Greg	Agent in Charge, Customs and Border Protection, Blythe, Arizona
Bowden, Kristen	Law Student, Howard University Law School, Washington, DC
Boyles, Paul	Compensation Manager, Wake County, NC
Bradshaw, J. Patrick	US Probation Officer, Hickory, NC
Bradshaw, Sherry	Private Sector
Brady, Crystal D	NC Emergency Management Hazards Planner
Bralley, Amanda	Development Officer, Wake Forest School of Medicine
Brooks, Michael	IT Consultant, Charlotte, NC
Brown, Dickie Lee	Private Sector, Raleigh, NC
Buchanan, Renita Kalimeria	Unknown
Buchanan, Shannon	Administrative and Training Management, Duke Medical Center
Byrd, Johnny Allen	Area Manager, Home Care, Inc., Wilkesboro, NC
Calhoun, Karen B	Regional Local Business Liaison, NC Division of Social Services
Carraway, Shelly	Health Services Administrator, NC Division of Prisons, Raleigh

Cash, Michael E.	Environment Health Supervisor, Catawba County Health Department
Caulder, Herman	Manager, Maiden Elementary School, Maiden NC
Charles, Shawn Thomas	Captain, US Army
Childs, J. Patrick	Town Manager, Purcellville, VA
Childs, R. Amy Neese	Dental Hygienist, Raleigh, NC
Christian, Derek	FBI Agent, California
Church, Michael A	Assistant to County Manager, Burke County, NC
Church, Troy Alton	Chief of Police, Town of Catawba, NC
Clark, Everette Todd	City Manager, Newton, NC
Coble, Stephen	Attorney, Coble Law Firm, Wilmington NC
Cole, Adrienne Hiner	Economic Developer, Wake County, Raleigh, NC
Cole, Bryan	Management, Lowes Companies, Mooresville NC
Collins, David F	Sergeant, Winston-Salem Police Department
Collins, Marvin	Asst City Manager, Naples FL
Combs, F. Mark	Public Works Director, Asheville, NC
Connet, John	City Manager, Clinton, NC
Copeland, Joann "Jodie"	Private Sector, Hydro Projects, Allegheny County NC
Corley, Karen	DHHS - Public Health
Cotton, David	County Manager, Haywood County, NC
Cotton, Michael Douglas	Captain, Special Operations, Sheriff Department , Wilkes County, NC
Cousino, Kelly	Town Planner, Mt. Pleasant, SC
Covington, Sonya	Private Sector, Greensboro, NC
Cox, Adrian	Town Administrator, Mt. Pleasant, NC
Cox, Barbara	Criminal Justice Program Coordinator, Gardner Webb University, Boiling Springs, NC
Crabtree, Teresa (Reese)	Senior Vice President and CIO, Hospital Partners of America, Charlotte, NC
Crane, Nona Klimchenkova	Attorney, St. Petersburg, Russia
Dale, Douglas	Special Agent, U.S. Drug Enforcement Administration, NY
Davis, Eric	City Manager, Mount Holly, NC
Davis, Kimberly	Director of Operations, Champion Communications, Shelby NC
Davitkovska, Aleksandra	Financial Analyst, World Bank, Skopje, Macedonia
Dean, Jeffrey	Hospital Management Consultant, Middletown, CT
Dearmin, Homer	Town Manager, Town of Walnut Cove, NC
Demas, Philip	Sergeant, Hickory Police Department
Denton Dia Huffman	Assistant County Manager, Halifax County NC
DeStephano, Christina	Public Information Officer, Henderson County, NC
Dimeski, Branko Kire	Ph.D. Student, St. Kliment Ohridski University, Bitola, Macedonia
Dobey, Jennifer L	Police Office, Winston-Salem Police Department
Dobson, Joshua R	Unknown
Dreibelbis, Nicole	Zoning Enforcement Officer, New Hanover County, NC
Duncan, Donald	City Manager, Conover, NC
Dutton, Matt	Marketing Program Manager, Blue Cross Blue Shield of North Carolina

Dye, Blake	Diversity Issues Manager, Oregon Department of Transportation
Dziewulski, Robert	Private Sector
Edwards, Brad	Detective, Hickory PD
Eagle, Kimberly Scism	Director of Evaluation, City of Charlotte, NC
Earl, Andrea	Rural Center Economic Development Project, Valdese NC
Eskridge, William	Private Sector Management, Roanoke, VA
Evans, Harold E.	Town Manager, Seven Devils, NC
Fairchild, Micah	Human Resources Analyst, Appalachian State University
Farmer, Stan	Town Manager, Horseshoe Bay, TX
Farrell, Dorothy Bandura	Development Officer, College of Education, Appalachian State
Faw, Laurie	Private Sector, Lenoir, NC
Fortuna, Stephanie	Client Services Coordinator, Cooperative Christian Ministry,
Fox, Kristina	Unknown
Fox, Shannon	Sr. Claims Representative, Nationwide Insurance, Winston-Salem, NC
Franger, Autumn	Office Manager at ENH, Greater Chicago area
Gable, Vincent	Attorney, Boone, NC
Galloway, Tracey Crump	Management Consultant, Anderson Consulting
Gatti, Josephine R	Director of Non-Profit Consulting, SFBFC Inc. and Ph.D. Student UNLV
Gauldin, Amy	Corporal, Police Department, City of Winston-Salem, NC
Geoque, Deron	Deputy County Manager, Watauga County, NC
Gibson, Melissa	Defense Criminal Investigation Service, NJ
Goeden, Peter	HR Counselor, Montgomery County, MD
Granados, Juan	Computer Management, Raleigh, NC
Grasty, Cody W.	Unknown
Graves, Lonnie	Owner, Nursing Home, Greensboro, NC
Greene, Lisa Marie	Ph.D. Student, University of South Carolina
Grigoriev, Denis	Private Sector, Moscow, Russia Director of Membership, National Association of RV Parks and Campgrounds, Lakespur, CO
Gurley, Daniel	
Hall, Jonathan Brock	Code Enforcement Officer, Burke County, NC
Hallingse, Joshua	Director of Industry Relations, Henderson County Partnership
Hambacher, Steven	Network Specialist, Division of Highways, NCDOT, Winston-Salem, NC
Hanks, Megan E.	Public Affairs Manager, City of Rocky Mount, NC
Hanlin, Suzanne M	Professional Development, Wilkes Community Partnership for Children
Hanna, Lamar R	Total Loss Claims Manager, Nationwide Insurance, Winston-Salem NC
Harper, Sonya	Adult Drug Treatment Court Counselor, Wake County NC
Harris, Casey J	Budget Analyst, City of Greensboro, NC
Heafner, Brooke	Probation Officer, Catawba County, NC
Heath, Steven	Research and Analytics Manager, Dobson and DaVinzo, Washington DC
Hefner, Mark A.	Mecklenburg County Sheriff Department, Charlotte, NC
Helms, Neva Brody	Trustway Homes, Inc., NC
Hembree, Justin	Interim Manager, City of Tryon, NC
Henderson, Brandon	In Transition

Henry, Paul	Owner, Paul R. Henry Property Appraisal, Hickory NC
Hensch, Paul	Intermin Manager, Dobson, NC
Herold, Duane	Deceased
Hildebran, Scott	Town Manager, Blowing Rock, NC
Hinshaw, Laura	Sergeant, US Army Intelligence
Hobbes, Jonathan	Unknown
Hoilman, Tracy	NC Adult Probation Officer, Spruce Pine, NC Health Svcs Administrator, Richmond Memorial Hospital, Rockingham, NC
Horne, Heather Lookabill	
Horner, Shannon	Government Sales Manager, Plastic Omnium ZARN, Inc
Horton, Jason B	Budget and Management Analyst, Wake County NC
Hovis, Sean	Risk Manager, City of Hickory, NC
Howard, Kevin	County Manager, Caswell County NC
Howell, James Richard	City Manager, Shelby, NC
Howell, Thurman Chad	Charlotte DOT Budget and Finance Manager, Charlotte, NC
Huffman, Jan	Retired Personnel Director, Catawba County, NC
Huffman, Joe	City Manager, Goldsboro, NC
Hunt, Brian	Private Sector, Boiling Springs, NC
Hutchens, Brian V	Helpdesk Technician, Forsyth Tech Comm College, Winston-Salem, NC
Hutchinson, Matthew S.	Senior Firefighter, City of Hickory, NC
Ikelheimer, Jo Johnson	VP, National Center for Housing Management, Washington DC
Isenhower, Adrienne Dula	City Manager, Sylva, NC
Jackson, Andrew Craig	Recent graduate, Charlotte School of Law
Janouskovec, Nick	Goodwill Industries, Greenville SC
Jenkins, Robin	Samaratin's Purse, Boone NC
Johnson, Cale	Drug Tax Enforcement, NC Department of Revenue
Johnson, Cherry	Watauga Arts Council Director, Boone, NC
Johnson, Jessica "Nikki"	Grant Writer/Research Specialist; Juvenile Services, Jefferson Parish, LA
Johnson, Thad	Revenue Officer, NC Department of Revenue
Jolly, Frank M	Acquisitions, EG&G Technical Services Division, URS, Washington DC
Jones, Alan Clinton	Sheriff, Caldwell County NC
Jula, Rejoice L	Unknown
Justice, Douglas	Athletics Department, Appalachian State University
Justice, Jamie	Asst Town Manager, Town of Mathews, NC
Kanipe, Jonathan	Town Manager, Town of Catawba NC
Keller, Marzena Kryger	Compensation Manager, Grede Foundries, Milwaukee, WI Ph.D. Student, Legal and Economic Governance, University Twente, Enschede, Netherlands
Kica, Evisa	
King, Ashley	Research and Planning, Catawba Valley Community College
King, Tony	Assistant City Manager, Louisburg, NC
Koch, James	NC Probation Officer, Chatham County, NC
Koltyk, Krzysztof	GIS Coordinator, Moore County, NC
Koontz, Brandy	Associate Development Director, Habitat Cabarrus, NC
Lasher, Donna C	Public Information Officer, Gastonia Police Department

Lane, S. Keith	Senior Budget Analyst, Durham County, NC
Langdon, Brandon	Private Sector, Farmers Rentals, Boone, NC
Lanning, Hillary	Program Manager, Carolinas Regional Partnership, Charlotte, NC
Larking, Kenneth	Town Manager, Yadkinville, NC
Lawless, Seth	Assistant Town Manager, Knightdale, NC
Laws, R. Christopher	NC SBI Agent, Wilkesboro, NC
Levinson, Steven	US Probation Officer, Charlotte, NC
Lewandowska, Malgorzata	Attorney and NGO Disaster Relief Program Manager, Warsaw, Poland
Linville, Toby	Planning Director, Henderson County, NC
Little, Patricia	Deputy Director, Catawba Science Center, Hickory NC
Lockhart, Allen Brooks	Town Manager, Town of Biscoe, NC
Lockridge, Michael	Special Assistant United States Attorney, Raleigh NC
London, Stacy	Victim/Witness Coordinator, 25th Prosecutorial District, Newton, NC
Long, William Brockman	Director of Emergency Management, State of Alabama
Low, Craig	FBI Agent, New York
Lubiak, Lynn	Lt. Colonel, US Army
Macijewski, Byron	Public Works, City of Hickory, NC
Maddox, Callion	Hazard Mitigation Officer, NC Division of Emergency, Raleigh NC
Marziano, Hiram J	Assistant Town Manager and Planner, Town of Troy, NC
Marziano, Morgan (Garner)	Unknown Special Asst to Former Secretary of State George Schultze, Stanford Univeristy
Mathes, Sara Paige	
Matthews, Eric	Unknown
Mauney-Smith, Angela	Police Officer, Gaston County Police, NC Quality Assurance Specialist, Mental Health Partners, Burke and Catawba Counties
McBride, Natalie	
McComb, John	Major US Army
McConnell, Jeffrey Scott	Unknown
McCracken, Kevin	POA Director, Keowee Key, Salem SC
McDuffie, Kerry	Town Administrator, Fremont, NC
McFadyen, Kenneth	Executive Director, New River Partners, Ashe County NC NC Dept of Commerce, Coordinator, Small Town Mainstreet, Asheville NC
McHargue, Richard	
Meister, Ehren	Policy Analyst, NC Department of Transportation, Raleigh NC
Middlesworth, Anne Marie	
Mutzinger	State Board of Elections, Charlottesville, VA
Minton, Holly	Unknown
Miller, Jason W.	Business Manager, Medical Practice, Boone, NC
Morgan, Meredith	
Winebarger	Alumni Affairs Director, Georgetown University, Washington
Morris, Carrie Laws	Business Manager, Catawba DSS, Newton NC
Morris, Jonathan E	Director of Patient Services, Forsyth Hospital
Munday, Amanda Laws	Trinity Children's School, Lead Teacher 1 year Olds, Newton NC Ph.D. Student, Economics of Innovative Change, University of Jena, Germany
Nedelkoska, Ljubica	

Needham, Lt. Eddie	Retired Administrative Officer, Reidsville, NC Police Department
Nelson, Alex Dean	Airport Manager, Morganton-Lenoir Airport
Nusz, Nate	Bank of America Banking Center Manager, Sumter, SC
Overby, Dennis Calvin	Principal Planner, City of Hickory, NC
Palmer, Sherry	Retail Sales, Boone, NC
Pardue, April	Client Wellness Coordinator at Lifesigns, Greater Nashville area
Patterson, Fleta	Social Worker, Orange County, NC
Patton, Melissa	Unknown
Payne, William Lloyd	Town Manager, Elkin, NC
Peele, Dwayne	Postmaster, Cameron NC
Peoples, Michael C.	Town Manager, Town of Cramerton, NC Economic Developer, Wilkes County Chamber of Commerce, Wilkesboro, NC
Pipes, James Kelly	
Pitts, Marjorie H	Public Information Director, City of Hickory, NC
Pless, Claudia	Organization Development Manager, City of Hickory
Pless, William	Town Manager, China Grove, North Carolina
Plumley, Kelly (Niman)	Data Specialist, Catawba Community College, Hickory NC
Ponder, David	Community Organizer, Good Company, Eugene Oregon
Potter, Amanda Mae	Goodwill Industries, Greenville SC
Pressley, Larry	Asst City Manager for Growth & Development, City of Statesville, NC
Price, Holly	Investigator, NC Pharmacy Board Economic Developer, Catawba County Economic Development Corporation
Pruett, Julie Stokes	
Reavis, James	Environmental Health Director, Yadkin County, NC
Rector, Aaron J	Deputy Sheriff, Catawba County NC
Rector, Ronnie	Major, Administrative Services, Public Safety, Morganton NC Head Start Program Operations Mgr, Community Action Opportunities of Madison and Buncombe County, NC
Repass, Brian	
Reynolds, Joseph	Police Chief, Lenoir, NC Senior Community Development Planner, NC Dept of Commerce, Winston-Salem, NC
Rhodes, Derren Scott	
Rhoney, Scott	Sales, AstraZeneca, Charlotte NC
Richard, J. Drew	Administrator, Medical Facilities of America, Charlotte NC
Richardson, Anna Sheely	Executive Director, Lowcountry Earth Force, Charleston, SC
Rickard, David	Consultant, Booz-Allen, Baltimore, MD
Riley, Abigail	In Transition
Robinnette-Taylor, Penny	Instructor, Government and Justice Studies, Appalachian State
Rominger, Luray	Realtor, Ace Realty, Blowing Rock, NC
Roper, Donald R.	Sergeant, Gastonia Police Department
Roper, Julie A	Corporate Affairs, PSNC Energy, Gastonia, NC
Roseman, Glenn	NC Probation Officer, Catawba County, NC
Ruiz, Sarimar	ESL Teacher, Catawba County Schools
Schuhmann, Dr. Robert	Associate Professor, Political Science, Univeristy of Wyoming
Schweizer, Matthew	Attorney-at-Law, Cary, NC
Scott, Johnny	Instructor, Catawba Valley Technical College

Sears, Stacy	Asst Director, Residence Life, Appalachian State University
Sears, Tony	Town Manager, Randleman, NC
Segar, Ted	Special Agent, US Drug Enforcement Administration
Semynova, Natalya	Kyrgyzstan Country Director, IREX
Serine, S. Tom	Veterans Affairs Officer, Forsyth County NC
Settlemyer, Matthew	Town Manager, Drexel NC
Shaver, Edwin	Concord Fire and Rescue, Concord, NC
Shaw, Jeffery	Fire Department, Winston-Salem, NC
Shope, Toni L.	Eastern Regional Manager, Alliance for Innovation
Silver, Lesa	Human Resources Director, Catawba County Mental Health Assistant Director of Economic Services, Orange County Department of Social Services
Smith, C. Yvette	
Smith, Richard B	Planning Manager, Benchmark Corporation, Kannapolis NC
Smith, Russell Eddie	Assistant City Manager, Kannapolis, NC
Smithey, Donna	Director, Catawba County Drug Court
Stanton, Shonda	Magistrate, Cleveland County, NC
Starr, Anthony	Planner, Henderson County, NC
Stephens, Mark	Asst. Public Works Director, Statesville, NC
Stephens, M. Scott	Unknown
Stone, Robby	Director, Streets Division, City of Winston-Salem
Tadlock, Christina	Financial Analyst, Town of Cornelius, NC
Talley, Joseph	Special Agent, CSX Railroad
Tax, Paul	Executive Director, Sisters of Mercy Service Corp, Asheville, NC
Taylor, Joel B	Probation Officer, US Courts, Hickory/Lenoir, NC
Thompson, Bryan	Town Manager, Town of Erwin, NC
Thompson, Catrina	Sergeant, Winston-Salem Police Department
Thompson, Eric J	Unknown
Tolbert, Brandi	Trial Court Coordinator, Judicial District 25A (Burke County)
Townsend, Paula May	Chief of Police, City of King, NC
Tran, Giai	In Transition
Travis, R. Elizabeth Daniels	Recruitment & Compensation Manager, Wake County, NC
Troke, Dr. Jennifer Warren	US Department of Labor, Washington DC
Turnbull, Jason	Headstart, Henderson County
Turnmire, Sylvia	Planning Director, Alexander County NC
Tuttle, James Patrick	Unknown
Twiggs, David	POA Director, Bent Tree, Jasper, GA
Uchitel, Justin	In Transition
Vandersea, Patricia McCotter	Health Program and Evaluation Coordinator, Durham's Partnership for Children
Vaughn, Shannon Richardson	Unknown
Veit, Jack B	Assistant County Manager, Carteret County, NC
Vestal, Sara	Private Sector
Waechter, G. David	Economic Developer, Caldwell Community College

Wall, David G	Deputy Sheriff, Bladen County NC
Wasilewski, Jacek	Proctor and Gamble, Warsaw, Poland
Wease, J. Christopher	Private Sector, Anson County, NC
Weaver, Wilson	Lieutenant, Winston-Salem Police Department
Weeks, Daniel	Special Projects Coordinator, Town of Holly Springs, NC
Welch, Brian L.	Town Manager, Mint Hill, NC
Wells, Michael	Sr. Application Support Analyst, EFI, Danville, VA
Wells, Dr. Terry	Deceased Professor, Georgia College Milledgeville GA
Whalen-Hall, Stacy D.	In Transition
Williams, David	Planning Director, Gaston County, NC
Williams, Randall S.	Principal Planner, Lincoln County, NC
Williamson, Larry	Correctional Unit Manager, NC Division of Prisons
Willis, James L	Captain, NC Division of Prisons
Wilson, Debra Lynn	United Way of North Central Florida
Wood, Warren	Assistant City Manager, Hickory, NC
Wooten, Ashley	Assistant County Manager, McDowell County, NC
Wright, Jon M	Captain, Cleveland County Sheriff Department, NC
Wynn, Zachary A	Hazard Planner, NC Division of Emergency Management
Yancey, Laurica	Assistant Director of Residence Life, Virginia Commonwealth Univeristy
Yaudes, Annette Tyson	Unknown
York, Benjamin L	Village Clerk, Village of Alamance, NC
Zajaczkowski, Tomasz	Private Sector Management, Gdansk, Poland

Attachment B

Appalachian State University • College of Arts and Sciences • Department of Government and Justice Studies

MPA Degree Requirements

42 Credit Hours

Required Courses + Internship (27 hours)

- PA/CJ 5000: Research Methods (3)
- PA 5060: Seminar in Public Administration (3)
- PA 5180: Public Policy Analysis and Program Evaluation (3)
- PA 5260: Organization Theory and Behavior (3)
- PA 5360: Public Personnel Administration (3)
- PA 5460: Budgeting and Fiscal Administration (3)
- PA 5558: Capstone Research (1)
- PA 5559: Capstone in Public Administration (2)

Internship for Pre-Service Students:

- PA/CJ 5900: Internship in Public Administration (3 + 3 or 6)

OR

Field Research Option for In-Service Students

- PA 5010: Field Based Research (3)
- One additional graduate course (3)

Concentration (15 hours)

Administration of Justice

6 credits of graduate courses chosen from the following:

- CJ 5060: Administration of Justice (3)
- CJ 5660: Crime, Theory, and Policy (3)
- CJ 5670: Crime Analysis and Criminal Justice Planning (3)

6 credits of Criminal Justice (CJ) graduate courses

Plus an additional 3 credits of graduate elective courses

Not-For-Profit Management

9 credits of graduate courses chosen from the following:

- PA 5270: Not-For-Profit Organizations (3)
- PA 5271: Grants Strategies and Preparation (3)
- PA 5665: Public Management (3)

Plus 6 credit hours of graduate courses in consultation with the MPA Director, including 3 credit hours of graduate elective coursework from outside the program.

Public Management

15 credits hours of graduate courses in consultation with the MPA Director, including 3 credits of graduate elective courses from outside the program

Town, City and County Management

9 credits of graduate courses chosen from the following:

- GHY/PLN 5400: Planning Theory and Process (3)
- PS 5330: Problems in State and Local Government (3)
- PA 5560: Local Government Administration (3)
- PA 5665: Public Management (3)

Plus 6 credit hours of graduate courses in consultation with the MPA Director, including 3 credit hours of graduate elective coursework from outside the program

Attachment C

Guide to Completing a Capstone Paper

1. What is your research question?
2. Why is the topic important?
3. What has already been written on the subject?
4. How do you propose to answer your research question?
 - a. What variables will you use in your study?
 - b. What data sources will you use?
 - c. What analytical techniques will you use?
5. What did you find in your analysis of the data?
6. Are the results generalizable beyond your study?
7. So what?
 - a. Why are your findings important?
 - b. What new avenues for further research are suggested by your study?
8. What were the sources of your data and what other literature, studies and reports did you consult in completing your study?
9. Prepare a one page summary of your project.
10. Prepare a visual summary of your report with PowerPoint, using no more than 20 slides.