MPA STUDENT HANDBOOK

Fall 2022

SIU Southern Illinois University

CARBONDALE

MASTER OF PUBLIC ADMINISTRATION

SOUTHERN ILLINOIS UNIVERSITY

MASTER OF PUBLIC ADMINISTRATION PROGRAM DIRECTORY

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I. GENERAL INFORMATION

A. Mission and Scope

The Master of Public Administration (MPA) Program, an applied program with a culture of community engagement, provides students with the knowledge, skills, and abilities for managerial, administrative, and other professional careers in public, aviation, and nonprofit organizations.

The MPA degree is recognized throughout the United States and in most other countries. The MPA program at Southern Illinois University, Carbondale started in 1974. It was one of the first programs fully accredited by the National Association of Schools of Public Affairs and Administration (NASPAA). The program, a unit of the College of Management and Marketing, is interdisciplinary and draws on departments and professional programs from throughout the University. In the spring of 1990, the program began offering a concentration in aviation administration, the first of its kind in the nation.

MPA degree requirements are designed to provide instruction in the core knowledge and competencies in public administration, as well as a range of additional subjects appropriate to the student's career interests. An informal career tracking system allows students to integrate their study of core knowledge and competencies with courses that provide special preparation for entry into such specialty fields as city management, financial management, aviation administration, environmental administration, museum administration, and nonprofit organizations. The program is flexible enough to accommodate full and part-time students. Additional information may be found on the MPA program website at: http://www.mpa.siuc.edu

B. Program Administration

The MPA program is staffed by a director, a graduate program coordinator, and a graduate assistant. The director serves as the Coordinator for the MPA program in the School of Management and Marketing. The MPA program is also staffed by nuclear, contributing, and adjunct faculty. The nuclear faculty teach public administration courses, serve on student research committees, and assist the director in making decisions affecting various aspects of the program. The contributing faculty consist of faculty members in other University units who make important contributions to program teaching and committee service, but whose major responsibilities reside in other departmental programs or University departments. The adjunct faculty is composed of practicing public administrators from across the Southern Illinois region. The current roster of MPA faculty is available in the MPA office. An Advisory Board composed of alumni and other professionals advises the program on curriculum matters, engages in fundraising, and helps students and faculty make links with government, nonprofit, and business organizations. The board meets twice yearly, once in fall and once in spring.

C. Enrollment of Unclassified Students in MPA Courses

The MPA Director has the discretion to enroll an unclassified student into MPA core curriculum courses. Unclassified students will not be allowed to enroll in more than 2 MPA core curriculum courses before an admissions decision is made. Unclassified students applying to the program must submit a written evaluation from the instructor teaching the MPA core curriculum course as part of their application to the MPA Program. Unclassified students lacking background in government or political science are required to take PADM 537 Foundations of Public Administration while enrolling in a restricted, core curriculum MPA course. MPA

students and students in other graduate programs needing MPA courses to complete their graduate programs are given preference over unclassified students when registering for required MPA courses.

D. APA Style and Formatting

The American Psychological Association (APA) style is required or all MPA coursework and MPA research papers. APA rules and guidelines are set out in a reference book called *The Publication Manual of the American Psychological Association*.

E. Pre-service and In-service Status

Students are admitted to the MPA program with either a (1) pre-service, or (2) in-service status. A student's status is determined by experience obtained prior to acceptance into the program. Students are first informed of their status when admitted. Those students who are admitted to the program but possess little or no prior administrative or organizational experience are classified as "pre-service." Those students who are admitted with significant professional experience in a public or quasi-public agency are classified as "in-service." Significant professional experience can generally be defined as: at least one year of administrative full-time work experience. The MPA Director, with the advice of the MPA faculty, determines whether the student meets this criterion after consultation with the applicant's work supervisor. Students within their first semester of study who believe they have not been properly classified can petition the MPA Director who, with the advice of the MPA nuclear faculty, will review the student's status.

F. Prerequisite Study

Students with a limited background in public administration are required to take a prerequisite course during their first semester of study.   Students who lack adequate undergraduate preparation in American government and/or public administration must complete PADM 537 Foundations of Public Administration. Students may demonstrate adequate undergraduate preparation in public administration by (1) a single, survey-type course in the area, or (2) two or more courses in specific topics of the area. The PADM 537 Foundations of Public Administration prerequisite may be waived for in-service students if the student's work experience clearly demonstrates knowledge of the subject matter. Students who are admitted to the MPA program with the condition that they must complete PADM 537 Foundations of Public Administration must receive a grade of "B" or above or they will be dropped from the MPA program.

Students without an undergraduate degree in aviation, who desire to pursue an MPA with a concentration in Aviation Administration, are required to take prerequisite courses during their first semester of study if deemed necessary by the Chair of Aviation Management. The required prerequisites could include AVM 371: Aviation Industry Regulation and AVM 372: Airport Management. Graduate credit cannot be awarded for completing AVM 371 or AVM 372. The aviation prerequisites may be waived for in-service students if the student's work experience clearly demonstrates knowledge of the subject matter.

G. E-mail Communications

All MPA students are assigned e-mail addresses through Information Technology. At the beginning of their first semester, all new MPA students are required to obtain a school specific e-mail address from IT and give it to the Graduate Programs Coordinator.

H. Public Administration Student Organization (PASO)

PASO is the organization of students in the MPA program. Its objectives are two-fold: (1) to facilitate the exchange of knowledge and experience among students interested in pursuing a career in public administration, and (2) to provide a cooperative atmosphere for joint action and representation of needs and interests of public administration students to the officials and agencies of the University community. Membership is open to any SIUC student, graduate or undergraduate, who is interested in public administration. Additionally, associate memberships are open to MPA alumni or any non-student who is interested in participating in the organization. More information about PASO may be obtained in the MPA office.

I. Pi Alpha Alpha Honor Society

Pi Alpha Alpha is the National Honor Society for Public Affairs and Administration. The Southern Illinois University Carbondale chapter of Pi Alpha Alpha was chartered in 2008. The purposes of this society are: (1) to encourage and recognize outstanding scholarship and accomplishment in public affairs and administration; (2) to promote the advancement of education and practice in the art and science of public affairs and administration; and (3) to foster integrity, professionalism and creative performance in the conduct of governmental and related public service activities. Membership is limited to students, faculty and alumni who have achieved academic excellence and achievement. More information about Pi Alpha Alpha may be obtained in the MPA office.

J. American Society for Public Administration (ASPA)

The MPA program maintains an affiliation with professionals in the field. ASPA provides the link as the professional association in which most public administrators and PA academics belong in the United States and even abroad.

K. Job Placement

The MPA program tries to assist students in finding professional employment upon graduation. In cooperation with the University Career Services and the Placement Center, the program's graduate programs coorinator uses the program listserv to distribute information about local, state, and federal agencies, nonprofit and other organizations that are currently hiring MPA graduates. Resources and guidelines for accessing internet job information databases are also available. Through student advisement and other program activities, MPA students learn how to prepare resumes, receive tips about interviewing for jobs and receive information about how and where to conduct job searches. Job information resources of the MPA office, web-based resources and other information outlets will be made available to the students.

L. Alumni Services

The MPA program has an alumni association of over 500 graduates. The alumni are scattered over forty states and twenty foreign countries. MPA alumni are a key to making the

MPA program viable. Frequently, the alumni are called upon to assist with and even host student visits, social events, and other program activities in their geographical areas.

A program newsletter, "MPA Affairs," is posted twice yearly in an effort to enhance alumni relations and keep alumni abreast of developments in the MPA program. Students, faculty, and alumni contribute articles to the newsletter.

II. MPA STUDENT ADVISEMENT

The MPA program director is the faculty advisor for all MPA students and is assisted by the Graduate Programs Coordinator. An advisement session must be scheduled prior to the initial semester of enrollment in the program and in each subsequent semester with either the MPA Director or the Graduate Programs Coordinator.   In the initial session, the student's career goals, program curricula, and options for completing the program in two years are discussed. Courses for the first semester are also selected. Each subsequent semester students must schedule an appointment to register for the next semester's classes. The MPA Director or MPA Graduate Programs Coordinator will discuss the current schedule of courses and student progress during subsequent student advisement sessions. Advanced registration (within the dates established by the University and MPA office) is recommended. Students are encouraged to check their progress in following the program of study given them in their initial advisement session and to use the same form the MPA program uses to record student progress toward the MPA degree. The forms are provided in Appendix A, B and C.

A. SalukiNet Registration

All SIUC students are required to utilize SalukiNet for course registration including adding or dropping courses. The SalukiNet login page is available at https://salukinet.siu.edu. Once logged on to SalukiNet, the registration application can be accessed by clicking on the "My Records" tab. MPA students are required to enter a Registration User Number (RUN) before SalukiNet will allow access to registration. Students will receive their RUN number for registration during their advisement appointment each semester. Step-by-step instructions and online tutorials are available if needed.

In addition to course registration, students can utilize SalukiNet for a number of applications including e-mail, internet services, student records, financial aid and bursar information.

B. Course Substitution

There are three circumstances in which courses other than those on the list of required courses found on pp. 12-13 may be used to satisfy core course requirements. They are as follows: First, a transfer student who has completed graduate-level study in the subject matter of one of the core courses may request substitution of a core course. The request must be submitted in writing to the program director. The request must be accompanied by supporting documentation including a catalog description and a course syllabus. If the program director approves the student's written request, the director will petition the Graduate School dean for approval of the transfer credit. The student will be notified of the dean's decision. Students must note that no more than 15 hours of transfer credit may be applied to the MPA degree and that no more than one core course may be substituted. Second, one graduate level course offered by another university department may be substituted if it covers the same subject matter and is

considered equivalent to the particular core course. For example, a student may request to take ESPY 506 Inferential Statistics instead of PADM 503 (Research Methods for Public Administrators). All requests for substitutions must be addressed in writing to the director. Third, there may be circumstances when limited course availability requires a substitution of an alternative MPA course for a core requirement. The director will notify students if the need arises for an internal course substitution.

C. Course Waiver

In the case of in-service students, a core course may be waived if the student's record of professional accomplishments clearly indicates knowledge of the subject matter of the course. The waiver of a core course does not waive the 37 semester hours required for in-service students to receive the MPA degree. The hours must be made up by taking an approved elective. Requests for waivers must be addressed in writing to the director.

D. Incomplete Grades

Students who receive an incomplete grade (INC) in any course must satisfy requirements to complete the course with a satisfactory grade by the end of the semester following the incomplete grade. Students who do not clear incomplete grades within one semester are not eligible for graduate assistantships from the MPA program. Students with an incomplete grade in any course are ineligible to begin an internship. If you have additional questions about University policies and procedures on incomplete grading please contact the Graduate School at (618) 536-7791 or visit: http://www.gradschool.siu.edu/.

E. Time Limits

Students have six years to complete all requirements for the MPA degree. Students must remain actively enrolled until completion of their degree. See the section on the requirement for Continuing Enrollment (PADM 601) below.

F. Requirement for Continuing Enrollment (PADM 601)

Students must register for PADM 601 if they do not enroll for graduate credit in any other course during that semester. The only exceptions are when a leave of absence is granted by the MPA program or formal withdrawals (see below). Students in a graduate program who do have a leave of absence and have not registered by the second week of the Fall or Spring semester will be automatically registered by the Graduate School for one hour of PADM 601. This hour will be dropped if the student subsequently enrolls in a class that semester. The Graduate School notifies graduate programs of students who are enrolled in PADM 601. This 601 policy terminates when the student passes the six years to complete a master's candidacy, or officially withdraws from a program. All students are considered in-state for purposes of 601 enrollment. This policy began with the Fall 1998 semester, and subsequently applies only to Fall and Spring semesters (not Summer).

G. Leave of Absence and Withdrawal from the MPA Program

Leave of Absence: Leaves of absence do not affect time-to-degree requirements. Programs which choose to grant a leave of absence must notify the Graduate School by the 8th week of the semester. Students seeking a leave of absence from the MPA program must submit a request in writing to the MPA director, who approves or denies the leave. Final approval of a request for

leave of absence is made by the Graduate School. The written request must clearly state the reasons for requesting the leave. A leave of absence will normally be granted only in special circumstances, such as student health problems or family or personal exigencies. Leaves of absence will not be granted to anyone who will be using any MPA program or university resources (e.g., faculty or staff, library or computer facilities, etc.) during their absence.

    <u>Withdrawal from Program</u>: Students who wish to withdraw from the MPA program should send written notification to the program director. The notification will be forwarded to the Graduate School.

H. Graduation

    The Graduate School announces deadlines for applying for each semester. **IMPORTANT:** This deadline comes at the end of the first month of the semester. It is the student's responsibility to ensure that they are aware of this deadline and to submit required graduation documents on time. If you have additional questions about graduation and deadlines contact the Graduate School at (618) 536-7791, or visit http://www.gradschool.siu.edu/.

III. MPA DEGREE REQUIREMENTS

    <u>Overview</u>. The MPA program requires a minimum of 40 semester hours of academic work. This consists of 25 hours of MPA core curriculum, and 12 semester hours of graduate level elective credit. In addition, preservice students take a three-hour internship (PADM 595).[1] In-service students receive an internship waiver reducing the total number of semester hours needed for graduation to 37.[2]

    <u>Student Progress and Maintaining Good Standing in the Program</u>. A grade of "D" or "F" in any core course is not considered successful completion. The course has to be retaken. Any student earning a "C" grade or below in any core course may be required to retake the class.

A. Required Courses [3]

    Each required course is offered at least once per academic year. A course may be offered twice per year if student needs so dictate. Every effort is made to offer each required course at night at least once every two years to accommodate students who are employed full-time. All students are required to take 25 hours of MPA required coursework. Requirements ensure exposure to the body of knowledge central to the study of public administration and the work of public administrators. Students in the MPA Aviation Concentration take an additional 12 hours of aviation management related coursework for a total of 37 hours.

    PADM 503 (Research Methods for Public Administrators) should be taken during the student's first semester if possible. This course introduces students to computer software and technology and statistical methods that will be used in subsequent core courses. PADM 503 (Research Methods for Public Administrators) is a prerequisite to PADM 539 (Program Evaluation) and is recommended prior to enrollment in either PADM 542 (Public Budgeting and

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[1] Internships are typically completed after the first year of coursework.

[2] In-service students may receive an internship waiver due to a determination that they possess significant professional experience as defined in Section I. C. of this Handbook.

[3] Full descriptions of these courses can be found in the current Graduate Catalog.

Fiscal Management) or PADM 557 (Public Financial Administration). PADM 540 (Seminar in Public Management) is considered a "capstone" seminar and should be taken only after at least four other core courses have been completed.

1. **MPA Requirements (28 hours)** [4]
    PADM 503-3 Research Methods for Public Administrators
    PADM 535-3 Ethical Foundations of Public Service
    PADM 539-3 Program Analysis and Evaluation
    PADM 540-3 Seminar in Public Management
    PADM 542-3 Public Budgeting and Fiscal Management
    PADM 543-3 Human Resource Management
    PADM 545-3 Organization Theory and Behavior
    PADM 546-3 Leadership in Public Administration
    PADM 594-1 Preprofessional Seminar in Public Administration
    PADM 595-3 Internship in Public Affairs

2. **MPA Aviation Concentration Requirements (40 hours)**
    PADM 503-3 Research Methods for Public Administrators
    PADM 535-3 Ethical Foundations of Public Service
    PADM 540-3 Seminar in Public Management
    PADM 542-3 Public Budgeting and Fiscal Management
    PADM 543-3 Human Resource Management
    PADM 545-3 Organization Theory and Behavior
    PADM 546-3 Leadership in Public Administration
    PADM 557-3 Public Financial Administration
    PADM 594-1 Preprofessional Seminar in Public Administration
    PADM 595-3 Internship in Public Affairs

    (In addition, aviation students take four of the five aviation courses)
    PADM 551-3 Aviation Policy, Law and Regulation
    PADM 552-3 Advanced Airport Administration
    PADM 553-3 Advanced Aviation Safety Administration
    PADM 554-3 Aviation Planning
    PADM 555-3 International Aviation

B. Elective Courses

   The provision for 12 credit hours of elective coursework affords students flexibility to pursue individual career goals. It is important to consider early in your program of study that these only represent the minimum elective requirements for completion of the MPA degree. Students may choose to take additional electives that enhance skills they believe will be useful to them in their public careers or to obtain a certification (ex: Women's Studies, Geospatial Information Systems (GIS), or Conflict Resolution) or even consider a double major (see below).

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[4] The total number of MPA required coursework is reduced to 25 hours for in-service students due to the internship waiver.

When looking for potential elective courses, MPA students should look for courses at the 500 level. 400 level courses, of an introductory technical nature and other specialized courses especially relevant to the public administration profession may be taken only with the consent of the MPA Director. Students may count no more than 6 hours of 400 level coursework toward fulfillment of the MPA degree requirement without consent of the MPA Committee. The student may work with the MPA director to lay out a course of study that helps prepare them for a specific career field. Students in the past have focused on city management, financial administration, personnel administration, policy analysis and evaluation, museum administration, administration of courts and criminal justice, environmental and natural resources administration, human services administration and nonprofit administration. Students wishing to pursue a particular administrative career may supplement required courses by choosing electives that further their understanding of the fundamentals in desired fields from the offerings of various University departments. The program provides many elective courses. MPA students also enroll in a number of courses from related programs.

1. MPA Elective Courses

PADM 522-3 Rethinking NPOs and NGOs
PADM 532-3 Nonprofit and Public Grant Writing
PADM 534-3 Governance Networks in Public Administration
PADM 537-3 Foundations of Public Administration[5]
PADM 541-3 Seminar in Applied Problems of Public Administration
PADM 544-3 Policy Analysis
PADM 547-3 Nonprofit Marketing and Fundraising
PADM 549-3 Administration of Nonprofit Organizations
PADM 590-1 to 6 Readings
PADM 591-1 to 9 Individual Research
PADM 596-3 Research Paper in Public Affairs

2. Elective Courses from Related Programs

QUAN 506:   Inferential Statistics (3)
QUAN 507:   Multiple Regression (3)
EAHE 543:   Professional Negotiations (3)
WED 581:   Workforce Diversity (3)
WED 566:   Administration and Supervision (3)

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[5] If the acceptance letter does not require a student to take PADM 537 as a prerequisite, students may still choose it as an elective.

IV. DOUBLE MAJOR

A student may earn a double major if such a program of study more adequately fulfills the student's professional career goals. Students interested in pursuing a double major must submit a written justification for the proposed program and a program of study to the dean of the Graduate School. The program of study must be signed by the chairperson/director of both study programs. Students in the MPA Program may be interested in a double major in Anthropology, Community Health Education, Criminology and Criminal Justice, Economics, Education Administration, Geography and Environmental Resources, Health Education, Higher Education, History, or Workforce Education and Development.

Graduate School requirements for a double major are summarized as follows:
- The student must be admitted to one master's degree program.
- Each unit in which the student wishes to earn a major must have an approved master's degree program.
- The chairperson/director of each unit must endorse the proposed program.
- The proposed program must specify the title of the degree which is to be awarded.
- The proposed program must be approved by the graduate dean.
- At least 18 semester hours must be earned for each major.
- A minimum of one-half of the required coursework for the second major must be in courses numbered 500 or above.
- The minimum number of hours required for the double major must total 60 percent of the sum of the total required for the two majors individually.

MPA Program requirements for a double major are summarized as follows:
- The student must complete all core curriculum courses; one comparable course from the second department may be counted toward the MPA Program core curriculum at the discretion of the Program Director.
- Up to 12 hours of course work from the second major may contribute toward the student's elective hours.

V. CONCURRENT LAW AND MPA DEGREE

The Master of Public Administration program offers a concurrent master's degree in public administration to law students. Law students should make their interest in the concurrent degree program known to the SIUC School of Law Registrar during or after completion of the first year of law school. Concurrent study students must complete a minimum of 81 semester hours of School of Law credits which meet all School of Law graduation requirements, as well as all MPA requirements to receive both the MPA and JD degrees. Each program maintains records and evaluates final degree requirements as if the student were enrolled in only one program. To earn a concurrent MPA/JD degree, a student cannot graduate from one program before completing the other. Students interested in pursuing the concurrent law and MPA degrees should consult with the MPA program director for advice on an appropriate program of study. The required courses for joint degree students are as follows:

Core Requirements – 25 credit hours
PADM 503-3 Research Methods for Public Administrators
PADM 539-3 Program Analysis and Evaluation
PADM 540-3 Seminar in Public Management
PADM 542-3 Public Budgeting and Fiscal Management
PADM 543-3 Human Resource Management
PADM 545-3 Organization Theory and Behavior
PADM 546-3 Leadership in Public Administration
PADM 594-1 Preprofessional Seminar in Public Administration
PADM 595-3 Internship in Public Affairs[6]

Law Requirements – 15 credit hours
(Select five law courses from the list below)
LAW 533, 539, 548, 552, 553, 558, 568, 579, 585, 589, 593, 596, 600, 619, 620, 622, 642, 650, 651, 662, and 668

VI. PADM 594 (Pre-professional Seminar in Public Administration):

This seminar guides students through the process of developing the professional portfolio. It also assists students in preparing for job searches, resume development and other workforce readiness tasks as deemed necessary by the Core MPA Faculty. All MPA students are required to attend two (2) extracurricular events per semester to support information presented in the portfolio. This can include specialized training, professional meetings, public presentations, and any other events sanctioned by the MPA Program. In addition, in-service students are required to complete their in-service paper by the end of the course which provides a critical assessment of the MPA Program.

A. The Professional Portfolio

Purpose
The professional portfolio serves to demonstrate your public administration competencies through collecting and reflecting on work products from previous courses and creating one original paper on your public service experience i.e. the In-service paper or the Internship paper. A faculty member/committee assesses the portfolio. When the portfolio has been deemed to have met the demonstration of competency requirements, the student will do a presentation for faculty and fellow students.

Prerequisites
A. All core courses either currently enrolled in or satisfactorily completed
B. A minimum of 28 hours completed in the program

Course Expectations

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[6] Law students accumulating 300 hours working in the field may petition to waive the PADM 595 service requirement. Successful petitioners will be granted in-service status. As in-service students, they will be required to submit the in-service paper.

A. Instructor offers guidance in preparing the portfolio
B. Constructive feedback on draft portfolios from fellow students
C. The portfolio content has four primary goals:
- Establishes a vision of one's self as a public service leader
- Articulates the values that one associates with as a public service leader
- Describes the knowledge and skills developed that are critical for one's career
- Documents achievement of selected competencies

Competencies
Required competencies in all portfolios:
- to lead and manage in the public sector
- to articulate and apply public service ethics and values
- to communicate effectively
- to communicate and interact productively with diverse groups
- to analyze information for decision making

Preparation
Preparation for this course occurs throughout a student's work in the MPA program. Due to the short timeframe of the 1-credit course, identification of material to demonstrate competencies needs to start before the course begins. Students are encouraged to carefully consider how individual and group projects yield memos, reports, research papers and other products which can be used to demonstrate the competencies required for the portfolio. Students must engage the curriculum to develop an understanding of how their career goals, and associated knowledge and skills, are embedded in the specific areas of public administration as a discipline and as a practice. The instructor's opinion on the quality of the portfolio can be solicited, but it does not bind the separate review committee's judgment of the quality of the portfolio. In short, a student can benefit from the constructive feedback of peers and the instructor, and the judgment that counts the most is that of review committee.

Evaluation
When a student submits the portfolio, the review committee assesses the material. The committee chair is responsible for aggregating the committee's evaluation and determining if a majority has passed the student on the portfolio. With two or more passes, the portfolio has met the standards of demonstrating competencies; for less than two passes, the review committee provides guidance on how to improve the portfolio for re-submission. A student has the opportunity to revise and resubmit the portfolio one time after it has been formally submitted. The assessment of the revised portfolio is done by the same committee. If the majority of the committee does not award passes, the student becomes academically ineligible to continue in the MPA Program. A student may petition the MPA program for reinstatement when special circumstances warrant.

Privacy, Honest Reflection, and Distribution of the Portfolio
The portfolio is addressed to the MPA faculty. Thoughtful and candid reflection is a central element for cover memos on previous work and for the Personal Leadership Vision. (See Appendix E for the Cover Memo Template.)

Students' work in this course will be shared with:
   a) The course instructor
   b) A subset of the students in the class for peer review (approximately 3-5 students)
   c) The faculty review committee: the two persons selected by the course instructor

*Some or all parts of the portfolio may be appropriate for students/graduates to use for career development/job seeking purposes. However, sharing drafts or the final portfolio is solely up to the student. The portfolio will be handled as a confidential document by the MPA program, and will not be distributed beyond (a-c) above unless the student gives explicit, written permission.

B. The In-service Paper: (In-service Students)

In-service students must additionally complete and submit an in-service paper as a requirement of PADM 594. The papers are reviewed by the MPA Director. Students may be asked to revise and resubmit drafts before final approval is given.

The in-service paper provides a critical assessment of the MPA Program. Through the in-service paper, students are required to evaluate the degree to which the program curriculum assisted them in the enhancement of their skills, broadening of their perspectives, and achievement of their career goals. The in-service paper must be a minimum of 3 pages (double-spaced) in length and must follow APA format. It must be printed in a standard font and font size with the pages numbered in the same font as the text. It must have a cover page which has a title, date, and author identification. The paper must entirely address the following issues with approximately 1-2 pages dedicated specifically to the assessment. If you would like to provide additional information regarding your experience in the MPA Program please use additional pages.

- Introduction: Write a paragraph describing your professional work experience prior to entering the MPA program, professional positions currently held, and future goals and ambitions.
- Assessment (1-2 pages): Provide five examples of concepts or skills acquired through the program curriculum that you feel will aid you in your professional work experiences (Include the course in which each was obtained). Discuss contributions of MPA program coursework that you feel will aid you in the advancement of your career. From your professional perspective provide a critical analysis of the MPA Program including any suggested changes (curriculum, student advisement, professional experiences, etc.) that you feel would strengthen the program.
- Conclusion: Provide an overall assessment of the MPA experience and how it has contributed to the enhancement of your skills and the continued development of your professional career.

VII. PADM 595 INTERNSHIP IN PUBLIC AFFAIRS

A. Internship Duties

MPA interns are expected to be doing work that is appropriate and supportive of the students' educational goals. Thus, students should be in an applied learning experience to gain management and analytical skills. Appropriate work includes:

- Conducting research

- Developing or revising regulations, policies, or plans

- Evaluating the effectiveness of programs, policies or regulations

- Facilitating meetings or group discussions

- Writing technical or nontechnical documents

- Training others in specific skills

- Setting up information systems

- Developing standards and measures for agency performance

- Drafting agency budgets, preparing grant applications, or assisting in other fund raising initiatives

All interns are supervised by the site supervisor and will provide updates about their work to the MPA Director. The Internship Director will contact supervisors at least twice during the semester to assess the student's performance and progress. The site supervisor will evaluate the intern at least twice during the internship—once at mid-term and again at the end of the internship. These reports will be used as part of the grading process for the internship. The site supervisor is required to share the contents of the mid-term assessment with the intern, as part of the process of helping the intern improve his or her performance. In addition to work performance, the Internship Director will require the intern to write an internship report on their internship experience.

B. Internship Placement
The MPA faculty will assist MPA students with career counseling and will help in determining what internship might be suitable given your career goal. While the Graduate Programs Coordinator will assist you in finding an internship, **you are responsible for initiating contacts with public sector agencies at the local, state or federal levels, or other private or not-for-profit agencies and securing an internship that is acceptable to you.**

C. Internship Requirements
All internships must meet the minimum requirement of 300 working hours. Student interns are expected to work at least 20 hours per week for the duration of the internship. **When you have**

little or no administrative experience, it is to your advantage to arrange an internship that exceeds the minimum hourly requirement. Interns may be compensated for their work by the agency, if the agency has funding available. Students who already hold full-time jobs, but lack adequate exposure to the public and nonprofit sector may be required to take do an internship. In such a case, the student will work with the Director to identify an agency and develop a project to work on that will give them the needed exposure to the public/nonprofit sectors.

Students earn three semester hours of credit for completing the internship. Students doing an internship must be enrolled for PADM 595 under the direction of the MPA director. A deferred grade (DEF) is assigned to any enrollments in PADM 595 in semesters prior to completion of the internship. The final grade for the internship is either satisfactory (S) or unsatisfactory (U) depending on the student's performance as reported by the Site Supervisor and written internship report. Students who receive a grade of "U" for their internship will be required to register for the three hour Research Paper (PADM 596) class. The student will write a research paper on a subject chosen by the MPA Director. The student must enroll in the class every semester until the paper is completed to the satisfaction of the MPA Director. IMPORTANT: Students with an incomplete grade in any course prior to the beginning of internships will be ineligible to begin an internship.

The internship usually works best if taken during the summer after your first year in the MPA Program or after the completion of a majority of your administrative core courses. With some internships there are expectations that the student will remain in a full-time entry-level position following graduation with the MPA degree.

The MPA program and Southern Illinois University Carbondale expects its interns to be treated as professional staff and given responsible assignments. Interns should not be relegated to clerical tasks, or designated as "gofers." However, if other professionals in the agency share menial or clerical chores, then you too will be expected to do the same. If the internship becomes an experience that is more "clerical" than professional, you should contact the Internship Coordinator at once. The Coordinator will then contact the agency and ask that your situation be improved. If there is no improvement, the internship may be terminated and the intern placed in another agency.

D. Summary of Responsibilities by all Parties

The student intern agrees to conduct him/herself as an ethical professional and perform the assigned duties to the best of his/her abilities. The intern will not engage in any activity, including accessing confidential information or the collection of data, without the permission of the site supervisor. S/he will respect the confidentiality of all organizational and client information provided by the agency and will not share it with persons outside the agency without permission. The student will meet the time requirements and notify the supervisor in advance if unable to come during the agreed upon hours. The intern agrees to immediately notify the supervisor if problems arise during the performance of his/her duties at the agency. If problems cannot be resolved with the site supervisor within a reasonable period of time, the student will notify the internship coordinator.

The site supervisor agrees to willingly provide guided supervision during the internship period. In the case that the supervisor leaves the agency, s/he is responsible for identifying a replacement supervisor to fulfill the commitment. The site supervisor agrees to provide an ethical work environment that is free from harassment and discrimination and will address issues immediately, should they arise. The supervisor will engage the student in projects and tasks that are administrative in nature. The intern will not be expected to provide secretarial support, direct services to clients or the public, transport others, or supervise minor children or vulnerable populations. The supervisor will meet regularly with the student to provide feedback on his/her progress on projects, areas of growth, and to review responsibilities. S/he will provide the student with access to adequate information, assistance, and staff cooperation to enable the student to fulfill his/her assigned responsibilities. The supervisor will verify that the student's time and task completion are documented. The supervisor agrees to complete a verbal mid-semester assessment with the internship coordinator and a final written evaluation (found on MPA website) or provided by the internship coordinator. S/he will also meet with the intern to provide a final performance appraisal. If, during the course of the internship an issue arises that cannot be resolved by the site supervisor or in the case that the student intern's performance does not meet expectations, the supervisor will contact the internship coordinator.

The internship coordinator agrees to provide consultation to both the student intern and site supervisor, as needed, throughout the semester. S/he will help resolve issues, answer questions, and provide support, as needed. The coordinator will conduct a mid-semester assessment of student performance with the site supervisor. S/he will periodically contact the student for updates or to address problems as they arise. After the successful completion of the internship the coordinator will assign a pass/fail grade based on the evaluation supplied by the supervisor and the successful completion of the internship report.

E. The Internship Report

All interns are required to write an internship report at the conclusion of the internship period, in which the student conducts a self-evaluation of his/her own performance and evaluates the overall internship experience. *The purpose of the internship report is to induce the student to do some self-reflection on his/her own performance and to carefully examine the whole experience in terms of its contributions to his/her professional development.* The MPA program uses these reports as a way to evaluate the internship component of the MPA program and to help improve it. The internship report is a minimum of five pages in length, computer printed, and double spaced. A cover sheet will accompany the text of the report (obtain a copy from the graduate program coorinator). Internship reports are to be submitted to the director of the MPA program for the director's reading and approval. Credit will not be given for the internship experience until the internship report is submitted and approved.

The internship report should contain the following:
- A brief description of the internship itself, including: (a) location of internship; (b) time period employed; (c) job title [if one exists]; (d) name of supervisor; (d) description of job duties.
- A written assessment of performance: Was the student satisfied with what he/she was able to accomplish? Explain particular tasks that were assigned and discuss

achievements. Were there tasks or duties he/she would have liked to perform but were unable to?

- Assess the support received in conducting the job: What support was received in carrying out duties (supervision, guidance, technical, financial, etc.)? Was support lacking in any way? What other factors aided or impeded the ability to carry out the job?
- Discuss the relevance of MPA coursework: Were any courses particularly useful in the internship experience? Is there any subject matter that the student did not have that would have helped better prepare for the internship?

Students may address these issues in the order that seems most appropriate to them, and are encouraged to add any other commentary and observations felt important.

VIII. FINANCIAL ASSISTANCE

Graduate assistantships (GA's) are the most frequent form of financial assistance. GA's primarily are awarded according to academic merit and the work-related competence of the applicant. Need-based fellowships are also available. Students who receive a graduate assistantship usually work as research or teaching assistants for faculty members in the MPA program and Political Science Department. Students who have a 50% appointment work 20 hours per week. Those with a 25% appointment work 10 hours per week. The number of assistantships available varies from year to year. The maximum appointment time set by the Graduate School for master's students is 24 months. However, students enrolled in the MPA Program typically receive no more than three (3) full length semesters of support.

For additional information regarding Graduate Assistantships, please refer to the Graduate Catalog http://www.gradschool.siuc.edu/catalog.htm or the GA United Contract https://laborrelations.siu.edu/_common/documents/2019-2021-gau.pdf

A. How to Apply for a Graduate Assistantship from the MPA Program
Graduate students requesting a graduate assistantship must take the Graduate Record Exam (GRE) and report that score to the program director prior to application deadlines. Academic achievement, individual skills, and financial need are the major factors for determining graduate assistantship awards. Most graduate assistantship awards are made in April for the upcoming calendar year (August to May). Occasionally, awards are made in November for assistantships beginning in January. In the latter case, the award is only for one semester. All graduate assistants holding a fall and spring appointment for the full length of the semesters will be eligible for an eight-hour tuition scholarship for the summer session immediately following the two consecutive semesters. Additional information may be found at http://www.gradschool.siuc.edu/financialaid.htm

B. Fellowships through the Graduate School
Fellowships available through the Graduate School carry a stipend and tuition waiver, but unlike graduate assistantships do not always include a requirement to work. These awards are made to students of outstanding academic ability and achievement and to students who have overcome disadvantages of minority group membership, socio-economic status, or gender. These competitive awards require nomination by the program director.

C. Tuition Waivers

The Graduate School determines eligibility for tuition waivers (i.e., tuition scholarships):

- Students with a 25% or 50% GA contract and Fellows will be given a 15-hour tuition scholarship for fall and spring semesters, and an 8-hour tuition scholarship for the summer semester. Graduate assistants holding a fall and spring appointment for the full length of the semesters will be eligible for an eight-hour tuition scholarship for the summer session immediately following the two consecutive semesters.

D. Contract Renewal and Termination[7]

A graduate assistant's contract may be terminated early under certain conditions. These include but are not limited to: (1) incompetence, inefficiency, or neglect of duty; (2) misconduct that is job-related including unprofessional conduct in GA offices; (3) delinquency in academic work; (4) moral turpitude; (5) financial exigency; (6) voluntary mutual agreement; and (7) failure to register for the required number of credit hours each semester. A graduate assistant who resigns before the end of the semester but who remains enrolled in classes will be liable for the full tuition for the semester. Students who hold a graduate assistantship in the fall and spring semesters will automatically receive a tuition waiver during the summer semester whether or not the student holds an appointment during the summer.

E. Other Sources of Financial Assistance

Various other departmental and administrative units of the University may provide some form of financial assistance for graduate students. Information on current opportunities may be obtained from the Graduate School website: http://gradschool.siu.edu/cost-aid/ and through the Graduate and Professional Student Council (GPSC) in the Student Center. Another resource is the Graduate School Manual: https://gradschool.siu.edu/_common/documents/grad-school-student-manual.pdf

IX. APPENDICES

Appendix A: General Track MPA Student Form

Appendix B: Aviation Concentration MPA Student Form

Appendix C: Joint Law/MPA Student Form

Appendix D: Comprehensive Examination Policy

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[7] For current information regarding wages, hours, terms and conditions regarding graduate assistantship appointments, please refer to the most recent Graduate Assistants United IEA-NEA contract.

APPENDIX A
ADVISEMENT RECORD
General Track MPA Student Form

Name: **Admission Status:**
I.D. Number: **Date Admitted:**

Prerequisite				LOA Date
PADM 537:				.
Required Courses (25 hrs)	Semester	Instructor	Hours	Grade
PADM 503				
PADM 535				
PADM 539				
PADM 540				
PADM 542				
PADM 543				
PADM 545				
PADM 546				
PADM 594				
Elective Courses(12 hrs)	Semester	Instructor	Hours	Grade
Internship (3 hrs)	Semester	Instructor	Hours	Grade
PADM 595				
Continuing Research	Semester		Hours	Grade
PADM 601				
Other	Semester		N/A	Grade

APPENDIX B
ADVISEMENT RECORD
Aviation Concentration MPA Student Form

Name: **Admission Status: Pre-Service**
I.D. Number: **Date Admitted:**

Prerequisite				LOA Date
PADM 537:				
Required Courses (25 hrs.)	Semester	Instructor	Hours	Grade
PADM 503				
PADM 535				
PADM 540				
PADM 542				
PADM 543				
PADM 545				
PADM 546				
PADM 557				
PADM 594				
Required Aviation Courses (12 hrs.)	Semester	Instructor	Hours	Grade
PADM 551				
PADM 552				
PADM 553				
PADM 554				
PADM 555				
Internship (3 hrs.)	Semester	Instructor	Hours	Grade
PADM 595				
Continuing Research	Semester		Hours	Grade
PADM 601				
Other	Semester		N/A	Grade

APPENDIX C
ADVISEMENT RECORD
Law and Public Administration MPA/JD Track Student Form

Name: **Admission Status:**
I.D. Number: **Date Admitted:**

Prerequisite				LOA Date
PADM 537:				.
Required Courses (22 hrs)	Semester	Instructor	Hours	Grade
PADM 503				
PADM 539				
PADM 540				
PADM 542				
PADM 543				
PADM 545				
PADM 546				
PADM 594				
Elective Courses(15 hrs)	Semester	Instructor	Hours	Grade
Internship (3 hrs)	Semester	Instructor	Hours	Grade
PADM 595				
Continuing Research	Semester		Hours	Grade
PADM 601				
Other	Semester		N/A	Grade