2022–2023 HANDBOOK

Department of
POLITICAL SCIENCE
Master of Public Administration

2021 Barre Hall
Clemson University
Clemson, SC 29634
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CLEMSON
GRADUATE SCHOOL

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INTRODUCTION

Welcome/Purpose of this Handbook

Welcome to the Master of Public Administration Program (MPA) at Clemson University. We wish you success at every stage of your academic journey.

This handbook should familiarize you, as a graduate student in the MPA program, with the requirements, policies, and procedures involved throughout your graduate experience. The rules and regulations provided in this handbook govern our academic programs and describe the duties and responsibilities of graduate students in the department. These rules and regulations, developed through the years and in conjunction with the Graduate School, have proven to be beneficial for both students and faculty in the department. In addition, this handbook provides useful information and resources to ease and enhance your experience in the program. Each student is expected to be familiar with the contents of this handbook.

The rules and requirements included in this handbook are in addition to and subordinate to those described in the *Graduate School Announcements* or through the Graduate School office in E-106 Martin Hall. Any inconsistencies within this handbook, or between this handbook and the *Graduate School Announcements,* should be brought to the attention of the MPA Program Director.

Contact Information

Program Director*:*

> Lori Dickes, PhD
> lorid@g.clemson.edu
> 2023 Barre Hall
> 864-656-7831

The Program Director promotes the program, orchestrates recruiting activities, and makes recommendations regarding graduate admissions offers. The Program Director also oversees the regulations and procedures of the program, coordinates curriculum updates, and interacts with the Graduate School.

Student Services Coordinator*:*

> Bianca Schuster
> bianca@clemson.edu
> 2087 Barre Hall
> 864-656-7135

The Student Services Coordinator is the primary advisor in the program and your first contact should any issue arise regarding your academic progress or the program curriculum. Additional assistance may also be obtained from the full-time lecturer/internship coordinator in the MPA program.

Lecturer/Internship/Comprehensive Exams Coordinator:

> Alfred Bundrick, PhD,
> alfredb@clemson.edu
> 2019 Barre Hall
> 864-656-7135

For information/questions regarding internships and the Comprehensive Exams, please contact the Internship/Comprehensive Exam Coordinator.

For more information or to contact MPA staff by phone, please call (864) 656-7135 or visit the MPA website.

About the Program

The Clemson Master of Public Administration program is a "live," synchronous online graduate program. The program does not require students to attend class on campus; all educational requirements of the program, for example, student advising and technology training, Comprehensive Exams, and the Capstone defense are all accomplished online.

The majority of students in the program are working public administrators or non-profit professionals. The professional expertise of students and faculty is diverse, with representation from local government, state agencies, non-profit organizations, and non-governmental organizations, among others. The diverse expertise of students and faculty is a critical component to the MPA educational experience, contributing to an engaging and collaborative learning environment. Coupled with the outstanding professional and academic experience of our faculty, the Clemson MPA program is one that provides excellent value in a flexible environment for busy professionals.

Currently, over 85% of our current students are employed full-time and take classes on a part-time basis. Of those employed full-time, over 50% are employed in the public sector (local, state, or federal government). Another 25% of current students are employed in the non-profit sector with the remaining employed in various private sector positions. The majority of students are drawn to the program in order to improve their management and leadership skills within their current organization or make horizontal movements into different public or non-profit sectors.

An average size incoming class is approximately 15-20 students in the fall and spring semesters, respectively. Approximately 75% of MPA students take two courses per

semester, including the summer semesters. The average time to completion is seven semesters, with 10-15 students graduating per semester.

MPA Vision

The Clemson University Master of Public Administration program has a primary objective of being a nationally recognized leader in preparing public and non-profit professionals to be renowned public service leaders for the 21st century.

MPA Mission

The Clemson University Master of Public Administration program improves the well-being of individuals and communities by developing public and non-profit leaders who value inclusive and participatory leadership, ethical and equitable decision-making, and diverse and healthy communities.

MPA Values

To meet this objective all program and course learning outcomes are centered around:

Diversity and Inclusion – We believe in the diversity and inclusion of all people, and as an academic unit, we promote and uphold these values through our personal interactions, program recruitment, curriculum, research, and professional development.

Ethics and Integrity – We believe that ethical, fair, and responsive public and non-profit professionals are required to build healthy and sustainable communities in the 21st century. As people of integrity, we prepare public and non-profit professionals who value respect for all members of society to be agents of change for effective and transformative governance.

Transparency- We believe, as a public service program, that transparency and accountability must be an integral focus for good governance and sustainability in our communities.

Innovation and Knowledge- We believe the pursuit of knowledge and information, in conjunction with an awareness of local, regional, national, and international practices, supports the development of public and non-profit professionals who are focused on innovative and transformative governance.

Community Service - We believe that healthy, thriving, and sustainable communities, organizations, and institutions are built by regular and inclusive community engagement, sharing the strengths of all individuals.

ENTERING THE PROGRAM

Admission Requirements

Minimum requirements to be considered for admission to graduate study in the MPA program generally follow those of the Graduate School (see the Graduate School Admissions). Minimum requirements include at least a four-year bachelor's degree from an institution whose scholastic rating is satisfactory to the University, a high quality previous academic record, and satisfactory scores on the general portion of the Graduate Record Exam (GRE). However, the MPA program has a GRE waiver process whereby some students may qualify to exempt the exam. Admission to the MPA program is restricted to applicants whose academic record indicates a high potential to be successful in graduate studies. This determination is made by the faculty of the MPA program and is affirmed by the Graduate School. The MPA Admissions team practices a "holistic" review of all prospective student applications. The various indicators used to arrive at an admissions determination may include — but are not limited to — previous academic performance, letters of recommendation, standardized test scores, personal interviews, and statements of interest. In reviewing transcripts, both the difficulty of the courses taken, and the grade point ratio are considered.

Admission to graduate studies in the MPA program begins with your submission of an official application to the Clemson University Graduate School via their website.

Upon receipt of all admission materials, the Graduate School will forward your application to the MPA Program for review. Applicants must meet all admission requirements of the Graduate School and the MPA program before official acceptance will be granted.

Acceptance categories

Students are accepted into the program with either full or conditional status. Each indicates a different level of performance on the admission criteria.

Full Status: Your credentials equal or exceed every minimum admission criterion prescribed for the applied-for degree.

Conditional Status: At least one piece of the required application materials has not been received by the Graduate School. Notice of conditional acceptance may be given prior to receipt of a missing item, but any and all missing materials must be received prior to or during your first semester of enrollment. Upon receipt, you may be admitted with

either full or provisional status. Conditional status may also be granted to highly qualified applicants prior to receipt of the degree they are currently pursuing; however, all requirements for that degree must be completed prior to enrolling in the proposed graduate program at Clemson.

Prerequisites

All students applying to the MPA program must have an undergraduate degree from an accredited college or university upon entry into the program. Any applicant who is concerned about varying from normal expectations is encouraged to discuss options with the MPA staff as soon as possible. The Graduate School at Clemson University will officially notify all applicants of admission decisions.

Computer proficiency

Clemson University MPA program is an online program, so students should have a sufficient level of computer proficiency. Use of computers and competency in various software programs will be necessary in most graduate courses and, in most cases, in both your participation in class and any research activities in which you engage. It is expected that you will acquire whatever skills are needed to use these resources as they are required. Workshops provided by Clemson Computing and Information Technology (CCIT) are periodically made available to help students who need help to gain this competency. See CCIT's training offerings.

At a minimum, students should be comfortable using the basic functions of the following software programs:

- Microsoft Word
- Microsoft Excel
- Microsoft PowerPoint
- Zoom platform

Transfer credits

All transfer credits must be verified by submission of an official transcript from the institution at which the work was completed. Up to 12 credit hours of coursework (and no more than one-third of the graded course credit hours required for a master's degree) may be transferred to a master's degree. Courses taken at another institution that were credited towards a completed degree are not eligible to be transferred and credited towards your degree at Clemson. All credits transferred to Clemson's graduate programs must have been completed at a regionally accredited institution. Credits may be transferred for work completed at off-campus centers of accredited institutions, provided such courses are acceptable, without reservation, in degree programs at those institutions.

In all cases, the use of transfer credits must be recommended by the student's program advisor and approved by the department. With approval by the MPA Program Director, a student can transfer a maximum of 4 courses or 12 hours of graduate level credit from

another approved institution. By the time you graduate from Clemson, these credits cannot have been earned more than 6 years prior.

Grades earned for courses taken at institutions other than Clemson University will not be included in the student's grade point ratio. Courses to be considered for transfer credit completed outside the six-year time limit may not be transferred to Clemson. Courses taken at any institution other than Clemson University may not be revalidated for transfer credit at Clemson. Valid transfer credits will appear on the student's transcript as credits earned. Under no circumstances will transfer credit be awarded for courses in which a grade lower than *B* (or its equivalent) has been received; for courses graded on a pass/fail basis, for continuing education units; for courses completed outside the six-year time limit; for correspondence, extension, or in-service courses; or for concentrated courses and workshops that award credit at a rate exceeding one credit per week. All transfer courses listed on your GS-2, Plan of Study, must be courses taken for credit from a regionally accredited, degree-granting institution whose scholastic reputation is acceptable to Clemson University. The GS-2, Plan of Study is accessible via iRoar.

The Clemson MPA program also has several non-degree certificate programs. All credits earned in these programs are fully transferable to the full degree program.

Procedure for students: To have courses considered for transfer, students must discuss with the Program Director their proposal to use specific courses from other institutions. Within the guidelines established by the Graduate School, the Program Director will identify courses acceptable for transfer and will record these courses on the student's Plan of Study. The student must then have an official transcript sent from the institution(s) where credit was earned to the Office of Enrolled Student Services, 104-D Sikes Hall. Only when courses have been verified by Enrolled Services to meet all Graduate School requirements will they be approved for application toward the degree.

Duplication of degrees

The holder of a master's degree in a given field, received at another institution, may not become a candidate for another master's degree in the same field at Clemson.

Combined bachelor's/master's

Students may reduce the time necessary to earn both degrees by applying graduate credits to both undergraduate and graduate program requirements. To be eligible, the student must have completed the bachelor's curriculum through the junior year (minimum 90 credits) and have a minimum overall grade-point ratio of 3.4. A maximum of 12 credit hours of graduate courses in the master's program may be applied to the bachelor's program; however, the total credit hours taken for the two degrees must be at least 150 credit hours. That is, the credit hours counted towards the bachelor's degree plus the credit hours taken after the baccalaureate is awarded must total at least

150. Further, this total may contain a maximum of 6 credit hours of thesis research. Overall, students may take up to 21 credit hours as an undergraduate towards their MPA degree. Of these 21 hours, 12 credit hours may count towards their undergraduate and their MPA. The balance of the degree, 18-21 hours - depending on whether the student completes a capstone, would then be taken after the student completes their undergraduate degree.

All credit hours to be included in the total that are completed after receiving the baccalaureate degree must be graduate level coursework of 6000 level or higher courses. As determined by the participating bachelor's program, graduate courses may be applied to the bachelor's degree as electives or technical requirements or by substitution of 7000- or 8000-level courses for required undergraduate courses. Under no circumstances can 6000-level counterparts of 4000-level courses required for the bachelor's degree be counted toward master's requirements. Combined bachelor's/master's plan students are not eligible for graduate appointments for financial aid until their bachelor's degrees have been awarded. Form GS6BS/MS, "Request for Combined Bachelor's/Master's Education Plan," should be completed and signed by the student and relevant faculty members, and returned to the Graduate School, E-106 Martin Hall. For guidelines for implementing this policy, see "Guidelines for Implementing Selected Academic Policies" in the *Policy Handbook*.

Procedure for students: Since neither all undergraduate nor graduate programs participate in this academic option, seniors should consult both their academic advisor and the graduate Program Director of the master's program they wish to pursue. Students must officially request participation in the combined bachelor's/master's program by completion of Form GS6BS/MS, "Request for Combined Bachelor's/Master's Education Plan." Endorsements by the program coordinator or department chair of both programs are required. *Note:* As the GRE exam is a tool used to facilitate admission decisions, the GRE requirement for admissions is eliminated for all students approved via GS6BS/MS forms to pursue graduate degree programs.

Procedure for department: Departments and graduate programs desiring to participate in the combined bachelor's/master's program should submit a written notification to the dean of the Graduate School identifying the date on which they intend to make this option available to their students. For each student in this program, departments and graduate programs should ensure: 1) the courses to be double counted meet the requirements specified above and number 12 credit hours or fewer, 2) there are at least 150 total credit hours counted towards the two degrees combined and 3) that courses completed after the baccalaureate degree to be counted toward the 150 credit hour requirement are at the 6000 level or above.

University employee enrollment

With the approval of the appropriate dean or director, a qualified employee of Clemson University may pursue graduate work for credit. However, no member of the faculty or staff who has a rank higher than instructor or its equivalent may be considered as a candidate for an advanced degree in the academic department where you are employed. Payment of the current application fee is required.

Limitations on the number of hours taken per semester are explained under "Employee Tuition Assistance Program" You must make up any time spent in class during normal working hours under a schedule acceptable to your employment supervisor. Flexibility will be given to accommodate class schedules, but you must work out conflicts with your supervisor. You must complete a master's degree within six years of commencing the program; the PhD must be completed within five years of satisfactory completion of your preliminary examinations.

Admission Procedures

Interested students may apply to be admitted for Fall, Spring, or Summer semesters. The Clemson University Graduate School application deadline for the Fall and Summer semesters is March 1 and Spring semester is October 1. The MPA program is flexible with these deadlines; however, the MPA program is unlikely to consider applications later than November 1, April 1 and July 1 for Spring, Summer, and Fall semesters, respectively. Once all materials have been received, it takes an average of two weeks to fully process the application.

A complete application consists of:

- An online application form

- To apply for the full degree, use program name *Public Administration (online)* and for the Certificate applications use the program name: *Public Administration Graduate Certificate Program (online), Emergency Management Graduate Certificate (online), and Homeland Defense and Security Graduate Certificate Program (online)* (Public Administration is housed in the College of Behavioral, Social and Health Sciences--CBSHS)

- Unofficial transcripts of all previous academic work, both graduate and undergraduate. Official transcripts will be required once admission had been granted.

- Graduate Record Examination (GRE) scores (within the last five years) in the range of 140 for the verbal and quantitative portions of the exam. Information regarding the test can be obtained from Educational Testing Services (ETS) at www.ets.org/gre.

- A GRE waiver request may be submitted in certain circumstances. See below for more information.

- Two letters of recommendation from persons familiar with the applicant's academic and/or job performance (when possible one of each).

- A personal statement outlining the purpose for pursuing an MPA degree.

- Documentation and explanation of any related professional experience.

- Applicants for whom English is a second language must also submit acceptable TOEFL scores.

Upon your completion of the online application, your application is reviewed by the Admissions Committee and the Program Director. You may check your application status — click on "Review Your Activity."

The MPA Admissions Committee examines your application packet and if you meet the admission criteria, the committee may approve your application. The Graduate School will then notify you of your acceptance as well as any existing provisions.

If you are not considered acceptable for admission, the committee will indicate this in the admissions database and the Graduate School will then send you a letter of rejection. You may appeal the rejection to the Graduate School and the MPA Admission's committee.

MPA Program Focus

The Clemson MPA is designed and dedicated to serving working professionals. In that light, the MPA Admissions Committee practices a "holistic" application review of all prospective student applications. In this effort, the admissions team consider four primary pieces of a student's MPA application. First, we consider an applicant's professional experience, as discussed in their personal statement, resume and GRE waiver (where relevant). Second, grades and courses taken at the undergraduate and/or graduate level are evaluated. Third, a student's letter of references is extremely important in evaluating the academic and professional experience of the student. Finally, GRE scores are evaluated with a focus on the verbal and analytical sections. In many circumstances, GRE waiver requests are considered and approved. Please read more about these circumstances under the GRE waiver section that follows. In some cases, student interviews or additional materials may be considered.

GRE Waiver

As an applicant to the MPA program, you may apply for a GRE waiver if you meet one of the following requirements:

- Have been employed for a minimum of 5 years (post-baccalaureate) in a full-time, relevant professional position and have a minimum undergraduate GPA of 3.0;
    o Please include a letter from a superior documenting the types of projects you have worked on, your role in these, and your success in these efforts.
- Have 10 or more years of senior level professional experience (post baccalaureate);
    o Please include a letter documenting at a minimum your role(s) in the organization(s) you have worked for, the number of people you have supervised, the approximate budget of the organization(s), and the types of projects you have managed.
- Successfully completed on the Clemson MPA certificates (PA, EM or HDS) with a 3.0 average GPA; or
- Earned a graduate degree (Master's, PhD, MD, or JD) within the last five (5) years from an accredited university.

To submit a waiver request, you must meet at least one of the above requirements. You must also submit a brief statement explaining why you are seeking the waiver and what criteria you have met to apply for the waiver. The waiver request and materials are uploaded with your application materials. Once we have received the appropriate documents, the MPA Admissions Committee will evaluate the waiver request. The GRE score or the approved waiver are only one component of the MPA application and does not constitute acceptance or denial into the program. The MPA Admissions Committee considers an applicant's entire application packet with relatively equal weight to ensure a more holistic picture of potential graduate student success.

Certificate Programs

The Clemson MPA program offers the only Graduate Certificate in Public Administration in South Carolina. Additionally, the MPA program offers certificates in Emergency Management and in Homeland Defense and Security. The certificates serve as an option for those individuals who wish to expand their education beyond the undergraduate level, but do not wish to engage in a full master's degree program. Many public and non-profit organizations value a concentrated set of coursework in a specific specialization and a certificate may accomplish this objective.

The relevant program codes for the MPA degree program and the certificates mentioned above are as follows:

- MPA Full Degree: MPA-PADM-C
- Public Administration Certificate: CERTG-PADM-C-AAC
- Homeland Defense & Security Certificate: CERTG-HDS-C-AAC
- Emergency Management Certificate: CERTG-EM-C-AAC

Admission requirements are as follows:

- Baccalaureate degree from an accredited institution;

- An online [application form](#);
- Unofficial transcripts from all prior institutions;
- A personal statement outlining the purpose for pursing the degree and/or;
- Two letters of recommendation for the MPA degree and Public Administration certificate; and
- One letter of recommendation for the Emergency Management and Homeland Defense and Security Certificate.

NOTE: Certificate students are considered non-degree seeking students. Therefore, certificate students are ineligible for federal financial aid until they are fully admitted into a degree program.

Once a student earns a certificate, if they choose to apply to the full degree program they may request a GRE waiver due to their successful completion of the Certificate program. Students may also request an MPA application fee waiver code. For additional information on the certificate option, please contact the MPA Student Service Coordinator.

International Students

The program invites applications from international students. However, prospective international applicants should note that because this program is 100% delivered online/via distance education, the university is prohibited by US federal regulations from issuing Certificates of Eligibility (I-20s or DS-2019s) for this program for purposes of applying for F-1 or J-1 visas. International students possessing another immigration status should consult with the appropriate authority/advisor to ensure activity as a student is allowable by the regulations governing their current immigration status.

Clemson University works to provide global access to its online programs. It is the student's responsibility to understand current circumstances or special requirements of whether the online degree selected will be recognized in the country of residence; how the collection of student data may be used in your country; and, whether you will be subject to additional withholding taxes in addition to the price of tuition. International students considering an academic program that leads to a professional license should first confirm with the appropriate professional licensing board in their country of residence whether a Clemson University degree is recognized when seeking licensure or certification.

International students are free to enroll in this program and join the online classes regardless of their country residency. Proficiency in English is required.

Costs

To learn more about the costs of attending the MPA program please review the [Graduate School's Information on tuition and fees](#).

For more information about academic costs, financial aid, and making payments, contact the Student Financial Services Office (G-08 Sikes Hall, (864) 656-5592; email studentbillquestions@clemson.edu) or review the Financial Services web page.

Financial Assistance

The Clemson MPA program offers competitive tuition rates whether a student is in-state, out-of-state, or international. Our tuition rates do not distinguish between S.C. residents & non-residents. An across-the-board tuition rate applies to all students.

Here are a few reminders about financing your education:

- Education financing is a tax-deductible expense - deduct your tuition payments, books, and other expenses on your taxes (Please consult your tax advisor for more detailed information).
- Remember to check with your employer for tuition reimbursement.
- Contact the Clemson University Financial Aid Office and ask for assistance with your personal financing options.

Currently, the MPA program does not offer assistantships or graduate tuition deferral opportunities. Students who live close to Clemson University may inquire about assistantship opportunities with other departments and centers on campus.

As program staff are made aware of scholarship opportunities relevant to MPA students, we will make all students aware of these via the student email list-serve.

To plan your financial strategy and research other assistance opportunities you may want to visit:

Clemson Financial Aid Home Page
Graduate School Financial Information

To qualify for part-time financial aid, you must take at least five credit hours. To qualify for full-time financial aid, you must take at least nine credit hours. A certificate or non-degree seeking student is automatically ineligible for financial aid.

CU Student ID (XID#), Username and Tiger 1 Card

XID#

When you are accepted into the Graduate School, you will be issued a unique student identification number as part of your admissions acceptance packet. Your student ID is a 9-digit number you will use on forms and other official University business. It is often referred to as your "XID#" (for "Cross Identification Number").

Username

Also, upon acceptance, you will be assigned a Clemson University computer user identification. This is a permanent, unique-to-you, identifier that you will use every time you access the Clemson computer network. You may see or hear it referred to as your "username" or "userID." Your username is a 4–8 character identification that generally consists of some part of your first and/or last name and designates your official Clemson University email address (for example, Jones2@clemson.edu, where "Jones2" is the username). Your username gives you access to University systems such as email (clemson.edu addresses), iRoar (the university's student information system), and NetReg (to register your device on the Clemson network). You may also need to use your student username to access department-specific networks and files. This email address is also used for departmental and other university communication.

TigerOne Mobile ID

Since our program is online, students are not required to obtain a university ID card. However, you may still obtain a TigerOne Mobile ID. This is your official Clemson University photo ID card and gives you access to a variety of services throughout campus and around town, including:

- Library card
- Fike Recreation Center access card
- Athletic ticket privilege access
- Purchase discounted software through CCIT
- Personal debit card to access pre-deposited funds on a TigerStripe account

Visit the TigerOne ID Services website for more information. Instructions for setting up TigerOne Mobile IDs are available here:

- iPhone
- Android

Registration

Prior to registration for your first semester of study, you must attend a mandatory MPA Advising and Orientation session. During this session, you will receive general advising to help you as you plan your academic journey in the program.

Registration is conducted entirely online via iRoar. The Office of the Registrar provides a wealth of information that you may refer to regarding the steps to be taken in the registration process. If you have any further questions, please contact the Program Director, the Student Service Coordinator, or the Program Lead Instructor/Internship Coordinator.

New Student Orientation

The Clemson University MPA program provides a mandatory orientation at the start of each semester. The date, time, and Zoom link of the orientations will be provided to you several weeks before the semester that you will begin classes.

In addition to the mandatory MPA orientation, students are required to complete an MPA program plagiarism short course to help educate students on academic honesty. Failure to comply will result in a hold being placed on the student's ability to register for classes.

GETTING THROUGH THE PROGRAM

Academic Integrity

A university is a community of scholars dedicated to the inquiry of knowledge. It follows as a basic tenet that students will conduct themselves with integrity in academic pursuits. In instances where the academic standards may have been compromised, Clemson University has a responsibility to protect this process and to respond appropriately and expeditiously to charges of academic misconduct. All students entering the MPA program must successfully complete a basic online academic integrity course created by the Clemson University librarians before the end of their first semester in the program.

Academic integrity policy

A summary of the Graduate School's current academic integrity policy follows. For a complete text of the policy, including rules and procedures, and specifics related to former students, academic research and revocation of academic degrees see the "Appeals and Grievances" section of the *Graduate School Policy Handbook*.

I. Definitions, explanations, and examples of violations of academic integrity

a. <u>Cheating.</u> Cheating involves giving, receiving, or using unauthorized aid on any academic work submitted for grading including but not limited to coursework, laboratory assignments, research projects, comprehensive and qualifying examinations, theses, and dissertations or using computer center account numbers that belong to another person without the permission of the account owner. Unauthorized aid includes collaborating with classmates or others when explicitly prohibited, using online paper mills, or paying individuals to prepare research papers, reports, or projects, submitting identical work to satisfy the requirements of more than one class without the approval of the faculty, or using textbooks, notes, the web and other sources when instructed to work alone.

A. <u>Fabricating/falsifying information.</u> Fabricating or falsifying information involves actions such as making up data that were not collected, stating that studies were conducted that were not, indicating that original source material was read when

information was obtained from secondary or tertiary sources, making up references not used or identifying sources that were not consulted (for example, telephone interviews).

B. <u>Facilitating violations of academic integrity.</u> Facilitating violations of academic integrity involves students intentionally assisting others to violate the principles of academic integrity (for example, allowing friends access to their work, or instructing students on ways to solicit aid on papers, projects, take home exams, tests for state and national licenses, etc.).

C. <u>Failing to cite contributors.</u> Failing to cite an author or multiple authors involves not giving credit to individuals who have contributed significantly to a work (paper, research project, poster, etc.) and claiming the final product as one's own.

D. <u>Plagiarizing.</u> Plagiarizing is theft of the work accomplished by someone else. It includes copying and pasting words, phrases, sentence structure, computer code or files, images, or ideas from any source, including the Internet, and attributing the work to one's own efforts. Blatant examples of plagiarism include failure to use quotation marks, to indent text of more than three lines and failure to cite consulted sources either in footnotes, endnotes or within the body of the text of a document. More subtle examples of plagiarism include paraphrasing or using others' conceptual frameworks for developing creative works without acknowledgment or permission or citing a source within the text but then directly quoting the materials without the use of quotations marks or text indentation.

E. <u>Thwarting others' progress.</u> Thwarting others' progress involves editing, deleting, or otherwise destroying computer files that belong to another person or intentionally stealing or destroying property which prevents others from using it to gain needed information to complete assignments; for example, library materials on reserve, materials on loan by a faculty member or reports and documents made available for student use by external companies, state and federal agencies, etc.

II. Levels of seriousness of violation

At the graduate level, it is expected that students exhibit sophistication in understanding the tenets of academic integrity. Even so, it is clear that some types of violations are more serious in nature than are others, and that some types of violations require deliberate, calculated actions on the part of the student. This policy categorizes academic integrity violations into four levels. To provide guidance on the administration of sanctions, examples of violations of academic integrity are delineated below by the level of seriousness. This list is by no means exhaustive but is reflective of the types of violations that have been observed at Clemson. Guidance may be sought from the Graduate Academic Integrity Committee to determine the appropriate level of seriousness in unusual or highly complex instances.

III. Graduate Academic Integrity Committee

The authority to resolve cases of violations of academic integrity by enrolled graduate students is vested in the Graduate Academic Integrity Committee (GAIC). The GAIC

consists of four tenured faculty members from each of the five colleges, one graduate student from each college. An Associate Dean of the Graduate School serves as the non-voting administrative coordinator for the GAIC.

IV. Procedures

It is the responsibility of every member of the Clemson University community to enforce the academic integrity policy. Students and staff members should report violations of this policy to the faculty member for the affected course (including the research advisor or internship/practicum/co-op supervisor). When, in the opinion of anyone outside the University, there is evidence that a student has committed a violation of academic integrity, that person should bring the allegation to the attention of the associate dean of the Graduate School. The associate dean will contact the appropriate faculty representative of the student's program (consistent with the alleged violation).

When, in the opinion of the faculty member, a student has committed a violation of academic integrity, the faculty member will fully document the charge in writing in a statement delivered in a sealed envelope to the associate dean of the Graduate School. At the same time, at his or her discretion, the alleging faculty member is encouraged, but is not required, to privately inform the student charged of the nature of the allegation. Within three working days from the date the Associate Dean has received a formal charge of an alleged violation, he or she will provide the student with a copy of the charge and the procedures of the GAIC. Those procedures vary depending on the level of the violation and whether the student chooses to pursue a hearing.

Academic research

The effectiveness of the research infrastructure throughout the world is based on the personal and professional integrity of the people involved. The central assumption to all research endeavors is that researchers have done what they say they have done. The Clemson University MPA program is part of that infrastructure and the research conducted here must withstand the highest scrutiny. Consequently, we must all ensure that our scholarly work is conducted and reported according to the highest ethical standards. We must be careful in our recordkeeping and diligent in our efforts in order to attribute credit where it belongs. In particular, we must guard against any activity that would bring the integrity of the department or the individuals within it into question. Among the activities to be avoided are:

- Falsification of data — ranging from fabrication to deceptively selective reporting of results or methods, including the purposeful omission of conflicting data with intent to falsify results.
- Plagiarism — representation of another's work as one's own.
- Misappropriation of others' ideas — the unauthorized use of privileged information, however obtained.

Requirements for the MPA Degree

Minimum degree requirements for the MPA Degree

Minimum Degree Requirements for the Master of Public Administration	
Total hours of course work	39 or 42* hours
Core courses required	21 hours
Elective courses required	18 or 21* hours
Capstone final research project (substitute for Comprehensive Exam)	3 hours
Comprehensive Exam	Comprehensive Exam after completion of the core courses as final MPA academic requirement

*Depending on choice of the Comprehensive Exam or a Capstone final research project.

Number of credit hours needed

The program of study for the Master of Public Administration (MPA) program requires the completion of 39 or 42 total credit hours, depending on the student's choice of the Comprehensive Exam or a Capstone final research project. If a student chooses the Comprehensive Exam, they are required to complete 39 total credit hours. Because the Capstone project requires 3 hours of course credit, if a student chooses this as their final project they are required to complete 42 total credit hours.

Core courses

The program requires students to pass the following seven (21 hours) core courses, including their government elective, with a grade of B- or better:

1. Perspective on Public Administration – PADM 8210
2. Public Policy Process and Analysis - PADM 8220
3. Research Methods for PA - PADM 7020
4. Public Data Analysis - PADM 8410
5. Public Financial Management - PADM 8290
6. Public Personnel Administration - PADM 8270
7. Administrative Leadership - PADM 8620

You must take all of the courses listed above, plus one of the government courses described in the next column and five electives. On occasion, students may choose a Special Topics Government course to count towards the government course requirement. Please inquire as to any possible exceptions or substitutions during your advising sessions:

1. American Government – PADM 8600
2. State Government Administration – PADM 8670
3. Local Government Administration – PADM 8680

4. Other Government Electives with approval (Administrative Law, Lobbying, etc.)

Students must take Research Methods and Public Data Analysis in sequence. Additionally, once students have completed the core coursework, excluding Research Methods and Public Data Analysis, they may take the Comprehensive Exams if they are not choosing the Capstone project.

Over and above the government elective, students must complete 15 or 18 elective hours depending on the student's choice of the Comprehensive Exam or Capstone final research project.

Students may declare a specialization from one of five MPA specializations or they may create a hybrid specialization with a mix of courses from MPA elective courses. A specialization declaration is not required by the MPA program or the Graduate School.

In total, students must pass all core requirements (Perspective on Public Administration – PADM 8210, Public Policy Process and Analysis - PADM 8220, Research Methods for PA - PADM 7020, Public Data Analysis - PADM 8410, Public Financial Management - PADM 8290, Public Personnel Administration - PADM 8270, Administrative Leadership - PADM 8620, and the government elective with a B- or higher grade and maintain an overall 3.0 or higher to graduate from the MPA program.

See a complete listing of courses offered in the Clemson University MPA program and their descriptions at Appendix A.

Graduation requirements include:
1. A minimum 3.0 GPA
2. Completion of the core classes, including government elective, with a grade of B- or higher.
3. An approved GS-2, Plan of Study, by the MPA program and the Graduate School.
4. Proof of successful completion of either a Capstone research project or the Comprehensive Exam.

Specializations within the MPA program
Each student pursuing a master's degree in the Clemson University MPA program may choose one of the following five specialization areas and meet the requirements listed. The focus areas below specify five courses (15 credits) as outlined below. Students may choose courses from all specialization areas; the program also offers "general" specialization courses that provide important educational foundations for all public and non-profit professionals (grant writing, project management, etc.). Course substitutions

and changes may be made to a student's course plan with the approval of your graduate advisor and Program Director.

To ensure the success of the program, input from professionals across these focus areas regularly contribute to program and course design.

Emergency Management

South Carolina was for years one of the only states that did not offer graduate level emergency management education. The Clemson University MPA fills this gap by offering specialized education to emergency management professionals. The 15-credit specialization is built around the four phases of emergency management: Preparation, Response, Recovery, & Mitigation. Each semester will include at least one emergency management and one Homeland Security elective, among the other MPA courses that may be of interest.

Required Courses:

- Fundamentals of Emergency Management – PADM 8510
- Homeland Security and Emergency Management Law – PADM 8530
- Emergency Management Planning and Preparation – PADM 8520
- Resilience in Disaster Recovery – PADM 8780 (Special Topics)
- Advanced Seminar in Emergency Management – PADM TBD

Homeland Defense & Security

This specialization provides technical training and builds management skills for professionals who work with regional, national, and international systems related to institutional threats and vulnerabilities. The focus is on key institutions, actors, and legal structures. Students examine current homeland security initiatives and learn to analyze their theoretical underpinnings and application features. Students in this specialization often take coursework in Emergency Management to supplement their academic program.

Required Courses:

- Fundamentals of Homeland Security – PADM 8500
- Homeland Security and Emergency Management Law – PADM 8530
- Homeland Security and Intelligence – PADM 8550
- Advanced Seminar in Homeland Security – PADM TBD
- Cybersecurity – PADM 8540

Local & State Government

The Local & State Government specialization is the cornerstone of the Clemson MPA. Many of our current students and graduates work within local and county government as department heads in city and county management. The specialization focuses on the policy environment in which the local manager must operate. Special emphasis is placed on policy implementation and evaluation.

Required Courses:

- Local Government Administration – PADM 8680
- Strategic Planning & Practice in the Public Sector – PADM 8480
- Managing Information Systems in Public Administration – PADM 8780 (Special Topics)
- State Government Administration – PADM 8670
- Grant Writing for Public Administration – PADM 8450

Non-Profit Management

This specialization is designed to provide students with the theoretical and practical knowledge necessary to meet the complex challenges faced by the non-profit sector across the United States and globally. Classes designed to meet the unique needs of non-profit organizations, addressing issues such as the history, values, ethics and philosophies of non-profits, their legal structures, revenue sources, governance, and human resource management. Students develop their skills in program evaluation, budgeting and resource management, public relations and marketing, and related policy and program evaluation. Students in this specialization often take 1-2 courses from other focus areas as their needs demand.

Required Courses:

- Grant Writing for Public Administration – PADM 8450
- Non-Profit Governance & Leadership – PADM 8650
- Legal Aspects of Non-Profits – PADM 8780 (Special Topics)
- Non-Profit Fundraising – PADM 8660

Sustainability and Public Administration

This specialization provides local and state government professionals and administrators with an understanding of sustainable community and regional development practices. Students learn about the public services needed to build sustainable and resilient communities, the challenges associated with the process, and the ways to address those challenges through implementing policy change. Students in this specialization often take 1-2 courses from other focus areas as their needs demand.

Required Courses:

- Sustainability for Public Administration – PADM 8700

- Regional Economic Development: Theory & Practice – PADM 8780 (Special Topics)
- Applications of Sustainability Practices – PADM 8710
- Rural Development – PADM 8720

Capstone or Comprehensive Exam option for the MPA program

MPA graduate candidates may elect to complete a Capstone research project in place of the Comprehensive Exam as their "final" MPA academic requirement. Student's that choose this path take a 3-credit hour Capstone course near the end of the student's academic program and a research topic has been approved by the MPA Program Director and an MPA faculty member. A Capstone project is similar to a master's thesis in that it is a substantive research project.

It is strongly suggested that students do not take the Capstone course their last semester in the program. The Capstone process can take longer than students envision and as such, they should coordinate with their Capstone committee on what the appropriate timing is for their project. The Capstone committee is composed of a faculty chair and two additional faculty members who guide the student in the research endeavor and supervise the defense process (Drs. Dickes, Bundrick, Kalesnikaite, or Malmin are one of these members and the other two members are chosen by the student).

The objective of the research project is for students to develop an applied research question that lends itself to quantitative or applied qualitative analysis. Students may use secondary data sets to analyze specific research questions or qualitative tools like surveys, interviews, or other techniques to examine a particular issue. We strongly support applied projects that are directly related to a student's current or desired profession. An MPA faculty member, in coordination with the MPA Program Director, must approve the topic and will guide the student in nominating a Capstone faculty committee. For examples of Capstone projects, please visit the Capstone section of the MPA website. When a student's committee believes they have come to a successful conclusion of the research process, students are required to "defend" their research. A Capstone defense requires the student to complete an online presentation that summarizes the final research results to their committee. All defenses must be scheduled in careful coordination with Graduate School deadlines with regard to submission of graduation forms. Generally, defenses must be scheduled approximately 3 weeks before the conclusion of the semester. At the conclusion of the defense, the student may have revisions that require timely attention to meet Graduate School deadlines. The chair of the student's committee will inform the Graduate School of the Capstone results via the GS7 form following completion of all components of the research and defense.

Comprehensive Exam

Instead of the Capstone research project, students may elect to take the MPA comprehensive exam as their "final" MPA academic requirement. Students may elect to take the exam any semester after they have successfully completed all **FIVE** of the MPA core courses later identified with a grade of B- or better and also not be on academic probation. The exam is composed of **4 essay questions**, administered **online**, over the course of an entire day, approximately 3-4 weeks before the end of every semester. The MPA program announces the exam date and times at the beginning of each semester. For specific dates, please contact the Student Services Coordinator or the Comprehensive Exam Coordinator. Prior to taking the exam, students are required to participate in a mandatory exam preparatory session that is conducted early in the semester the student is taking the exam.

Comprehensive Exam questions are derived from the following broad course areas:

- Public Policy Process
- Perspectives of Public Administration
- Personnel Administration
- Public Finance and Budgeting, and
- Administrative Leadership

A strong Comprehensive Exam demonstrates knowledge of the relevant literature, themes, and arguments presented throughout a student's coursework. While information for a particular answer may come from one primary course, it is often relevant for students to draw on material from a wider range of coursework and practical experience. The structure of the response is dictated by the nature of the question.

The graders are interested in the student's ability to analyze the material critically and answer the questions thoughtfully and completely. The student should be careful to integrate appropriate literature and examples and to develop arguments completely. While there are no minimum or maximum lengths for question responses, responses less that 4-6 pages and/or with less than 2-3 citations are often inadequate.

Sample questions will be available in Canvas after attendance at a mandatory Comprehensive Exam prep session. The exam is offered online in an open note, open book format. However, students should prepare for the exams as there are time constraints on answering the questions and they are not likely to perform well on the exam without preparation.

All exam questions have two graders consisting of different faculty and the Program Director. Comprehensive Exams will be graded on a High Pass, Pass, Marginal Pass, or Fail basis. To pass the exam, students must receive an overall average of Pass or High Pass on all exam questions. If a student receives anything less than a grade of Pass or High Pass, the student may be required to retake an exam. Whether the

student is required to retake an exam will be based on the student's **"overall"** exam performance. If a reexamination is necessary, this will be scheduled in coordination with the student and relevant faculty member. In cases where a student requires academic accommodations, an oral reexamination can be considered.

If a student receives a Marginal Pass on any question, the student may be required to follow up with a retake written or an oral exam for that question depending on the student's **"overall"** exam performance. If a student Fails one or two sections of the exam and receives a Pass or High Pass on all other sections, the student is required to retake the section(s) of the exam that the student failed. Students that receive more than two failed grades on the exam are required to retake the entire written exam. This exam can be rescheduled no less than 30 days after the student receives their exam results and in most cases the student will be advised to retake the exam the next semester during the regularly scheduled exam time in order for the student to have additional time to prepare for reexamination. In cases where a student demonstrates acceptable knowledge in some areas but inadequate knowledge in others, a student may be required to retake only a portion of the written exam. The MPA Program Director and other related faculty will make this decision based on student performance.

Reexamination is designed to explore areas of deficiency in the written exam. A written retake or oral exam offers the student an opportunity to demonstrate a command of their knowledge from identified weaknesses in their written response(s). Before any reexamination, the MPA Director or other related faculty member will review with the student areas of deficiency as indicated by faculty evaluations of the written responses. If a student rewrites or takes an oral exam, the question(s) the student responds to will be similar to the type of question(s) the student previously answered.

A student who has passed the written retake or oral examination has passed the entire Comprehensive Exam. A student who fails any retake (oral or written) will have to retake the entire written examination. The student may retake the exam no less than 30 days after their examination results are discussed.

In the extremely rare case where a student fails the written exam a second time, the student is declared ineligible to receive the Master of Public Administration degree at Clemson University. In cases of extreme grade disparity, an additional faculty member may be asked to grade questions for additional clarification.

The MPA Program Director will inform the Graduate School of the exam results via the GS7M form within three weeks following completion of all components of the examination.

Time required/limit

Based on program assessment, the department considers 3 years sufficient time in which to complete requirements for a master's degree. The Graduate School requires that all course work which is to be credited toward any master's degree must have been enrolled in and completed within six calendar years prior to the date on which the degree is to be awarded.

For additional Graduate School-wide policy regarding time limits for master's programs, see the topic "Master's degree," subtopic "Time limit" in the Graduate School Policies and Procedures Handbook.

Special program recommendations

Professional administrative experience, obtained from either an internship or regular employment, is an essential part of a completed Public Administration degree. For students entering the program with no professional public administration or non-profit experience, an internship will be strongly suggested by the MPA Admissions Committee. Students with less than five (5) years of professional experience are required to provide a thorough description of their work experience to date, as well as an analysis of how the experience relates to the MPA course of study. In cases where students have less than five (5) years of experience, the Admissions Committee may strongly suggest an internship, but this will be handled on a case-by-case basis.

Internships/field placement

The following is intended to give guidance concerning expectations for successful completion of the internship.

Purpose: The primary purpose of the internship is educational rather than service to the agency. Students may make valuable contributions to the employing agency, but the objective of the internship is to expose the student to an experiential learning process in an actual professional public administration or non-profit setting. The agency and Clemson are partners in this educational endeavor, with the agency providing supervision and guidance. The primary objectives for the student should be geared toward an administrative workload that would prepare the intern to create, implement and analyze policy in a public setting.

Location: Internships may be served in governmental organizations, including executive, legislative and judicial institutions, in approved non-profit organizations, and in private organizations dealing with the public sector. The choice of the specific location of the internship is dependent on the professional and academic interests of the student. The MPA Internship Coordinator is willing to assist the student in obtaining an appropriate internship, but the student is expected to play an active role in this process. In cases where the students find their own internships, the MPA Internship Coordinator must approve their choice and internship plan.

Role and Functions: The specific role and function of an intern in an agency should be a matter of mutual agreement between the student and the agency, with the assumption that the student will be performing in a professional administrative capacity. Duties vary from place to place, but the overall scope of the experience is to be project-oriented, where students learn how to write policy, analyze policy, or create procedural manuals and/or classification and compensation plans as several examples. Within the first three weeks of the start of an approved internship, students must submit through Canvas a brief explanation of the project(s) they will be working on, along with information on their agency, supervisor, and expected outcomes.

Academic Credit: Students who are interning for credit must enroll in PADM 8790 – Public Administration Internship to earn academic credit. Successful completion of the internship requirement carries three hours of academic credit and is used as a program elective. This serves as one of the five required electives in the program. The student's performance is graded on a Pass/No Pass basis. The internship coordinator, taking into consideration the evaluation of the agency supervisor and the final paper submitted by the student, assigns grades. Students not completing the internship in the semester they register for the course will receive a grade of NP. The grade will be changed to a P after the successful completion of all course requirements.

Timing and Duration: Most students enroll in the internship during the last two or three semesters of their studies. Generally, students have completed the majority of their core MPA courses by the time they take their internship. However, if special opportunities arise earlier in a student's program, the MPA Program Director will consider an earlier internship enrollment.

Students earn three (3) hours of academic credit for the internship course and therefore must account for no less than 135 hours towards the internship. The student must meet the 45-hour in person contact hour requirement expected of all three (3) credit hour courses. Students must also meet an additional 90 contact hours that can be met more flexibly. How students meet this requirement is somewhat flexible; this can be independent/virtual assignments, some hybrid mix or all in person. Internships may combine summer work and work during the regular academic year or different combinations of weekend/evening work depending on the agency and agreed upon projects.

Students must discuss and get final approval from the MPA Internship Coordinator on the proposed schedule for completing a student's contact hour requirements. If any student wishes to serve in an internship at his or her current place of employment, special duties and/or projects must be completed for the required length of time and the student must secure the prior approval of the MPA internship coordinator.

Evaluation: Evaluation is conducted at two (2) points in the internship experience. At the approximate midpoint of the internship, the student is required to complete a survey in Canvas. At the completion of the internship, the student is required to submit a written account of the experience explaining how it was related to the academic studies of the student, with particular focus on how the tasks performed relate to the administrative concepts covered by core MPA classes. Length of the written product will vary, depending on the scope of duties performed and the individual requirements of each intern, but should be treated as a final class "research type" paper. The final report is graded by the MPA Internship Coordinator and in some cases additional feedback may be sought from the supervising agency.

Additionally, the internship coordinator is available to meet with the student at any point in the semester to assess the progress of the internship and make any adjustments deemed necessary.

Intern performance will be assessed by both the agency and the MPA program. Satisfactory performance in the MPA program will be judged by the standards established by the MPA curriculum committee, the MPA internship coordinator, and the MPA Program Director. Satisfactory performance in the agency will be determined by agency standards. If the student's performance is satisfactory in the MPA program, but not the agency, the student may be reassigned to a new agency. The MPA internship coordinator, in coordination with the MPA curriculum committee and the student, will collaboratively make decisions regarding reassignment. If a student's performance is satisfactory to the agency, but not the MPA program, the student may be given a Fail in the internship course. Such decisions are rare and will be made in coordination with the MPA curriculum committee, the MPA internship coordinator, and the MPA Program Director.

Waiver of requirements

The requirements for achieving a graduate degree in the Clemson University MPA program, as outlined in this handbook, are designed to provide a consistent minimum level of performance for all graduate students. At the same time, flexibility is provided to allow for the diverse areas of study and individual strengths of each student. Most of this flexibility is built into the existing requirements.

A course taken at another institution that is equivalent to one of the core courses or other course elective may be exempted by your demonstration of competency and/or providing evidence of equivalency to your advisory committee and the course instructor. A special examination may be offered to meet these requirements. Substitution of a structured core curriculum course requires the concurrence of your advisory committee and the Program Director. In general, any waiver of requirements does not count towards a student's total required program hours to graduate with an MPA degree.

Academic Requirements

Maintaining academic standing

A graduate student must maintain a minimum overall average of *B* (3.0) for all courses taken. If at any time you fail to satisfy this requirement, you will be automatically placed on probation by the Graduate School. If you are a graduate student placed on academic probation, you should meet with your major advisor and/or graduate program coordinator to ensure that the expectations for removal of the probationary status are clearly defined and that you understand them. You must submit an R1 Plan for Success or R2 Second Plan for Success form not later than the date specified in the probation notification from the Graduate School (typically around the beginning of classes for the next term). Students who fail to meet these requirements become ineligible for graduation and remain on academic probation until they earn the requisite 3.0 grade point average or are dismissed.

Anytime you are on probation you will not be eligible for financial aid/assistantship. The Graduate School has limitations on the number of semesters you may be on probation during your academic program before you are dismissed from Clemson's Graduate school. Please review all requirements of the Graduate School here: *Graduate School Policies and Procedures Handbook.*

The awarding of an advanced degree does not merely attest to completion of academic requirements in courses, seminars, and research activities, but also to the acquisition of acceptable professional standards, including standards of ethics. See the University's Academic Integrity Policy topic in this document, in the *Graduate School Policies and Procedures Handbook.* Violations of professional standards may result in disciplinary action, including dismissal from the program.

Incomplete coursework

A grade of Incomplete ("I") will be given only if you have not completed the course requirements for some unavoidable reason and the instructor approves this plan. Unless you complete the requirements for removal of the "I" grade within the time period stipulated by University policy, the Student Records Office will automatically change the "I" to an "F". Extensions of the deadline for completing the course work are granted only in extenuating circumstances and with approval of the instructor. Students who have Incomplete grades cannot graduate, even if the incomplete courses are not part of your GS-2 plan of study. Special courses that constitute multi-semester projects are exempt from this rule. Incomplete grades for those courses may be given until the project is complete.

Students who earn an incomplete should take the responsibility to work with the instructor to plan for a successful completion of the course in a timely manner.

Auditing courses

Permission for a student to audit a particular graduate course is at the discretion of the chair of the department, the coordinator of the program offering the course and/or the instructor. The principal factors involved in granting permission are that the auditor must possess the necessary academic background and space must be available.

Audited courses do not carry credit and the fact that a course has been audited is not noted on your official record. Graduate auditors are not required to complete assignments or exams. However, the instructor, at his/her own discretion, may demand the auditor's participation in class to whatever extent deemed desirable.

You may not satisfy, by audit, a stated prerequisite for a graduate course. Additionally, you may not establish credit through examination in any course for which you were previously registered as an auditor.

Repeating a course

Under some circumstances, graduate students may repeat courses in which they received a C or *F*. It is recommended that you repeat a course if you receive a *C* or lower in any course required as a part of the degree program. If you repeat a course for which you received a grade of C or *F*, you do not receive additional credit. The grades from the two courses are averaged; the C or *F* is not dropped.

Continuous enrollment and leave of absence

Graduate students who do not maintain continuous enrollment, excluding summer semesters, are subject to the requirements in effect at the time you return. Only students who are actively enrolled are eligible to use University facilities and human resources. Note that you must meet minimum enrollment requirements to be eligible for financial aid.

All graduate students in the program are expected to maintain continuous enrollment during fall and spring semesters. The Clemson University MPA program makes every effort to schedule relevant courses such that students can easily maintain enrollment.

Students failing to maintain continuous enrollment (excluding summer terms) must apply to the Graduate School for re-entry and obtain approval from their department.

Students may experience personal or professional limitations that require them to take one or two semesters off from active enrollment. **This requires the student to complete a Leave of Absence request.** If a student needs to take a leave of absence, please contact the Program Director or the Student Service Coordinator as well as complete of the GS-LoA – Request for Leave of Absence form.

Withdrawing from the program/University

If for any reason you decide to withdraw from the program or the University, inform the Program Director and the Student Service Coordinator, who will inform you of the official procedures to be followed to withdraw from the University. Failure to follow the procedures may result in your owing tuition and other fees to the University. This applies to both domestic and international students. For more information, please refer to the University withdrawal policies.

Advisory Committee

For the MPA program, students will not have an individual faculty advisor. The Student Service Coordinator will generally be all students' first point of contact; however, the Program Director, the Student Service Coordinator, and the MPA lead lecturer/internship coordinator are all available for academic advising. When students complete the GS-2, the chair of the student's advisory committee will be the MPA Program Director.

Plan of study (GS-2)

You should plan your graduate degree curriculum very early in your program and file your graduate degree curriculum plan (The GS-2 form is completed online in iRoar) by the time you have completed between 27-30 credit hours and before you take the Comprehensive Exam. The GS-2 represents the formulation of an individual student's curriculum as approved by the MPA advisory committee. This is effectively the student's completed **Plan of Study**. It must adhere to Graduate School as well as departmental policies. Courses in excess of those required for the degree should not be listed in the GS-2. Any questions concerning undergraduate deficiencies, transfer of graduate credit from other institutions, special program requirements, etc., should be resolved before the GS-2 is submitted.

Committee signatures on the GS-2 indicate advisory committee approval of your plan of study. The plan must also be approved by the major department chair, the minor department chair (if applicable), and the deans of the college and Graduate School. The direct link to the GS-2 via the iRoar portal; it is also accessible through the Graduate School's website on the Forms and Applications page.

You must complete all classes listed in your GS-2 before graduation; if you fail to do so, you must file a revised GS-2. Prior to graduation, you may revise your degree curriculum as needed subject to the necessary advisory committee and dean approvals. In extremely rare situations, it may be necessary to change committee membership. In either case, you must submit a revised GS-2.

Process and Procedures

Schedule of courses

Core Course Offering Rotation in the MPA Program	
PADM 8210 Perspectives on Public Administration	Every fall, spring, and summer
PADM 8220 Public Policy Process	Every fall, spring, and summer
PADM 8620 Administrative Leadership	At least Every fall and spring.
PADM 8270 Public Personnel Administration	At least Every fall and spring.
PADM 8290 Public Financial Management	At least Every fall and spring
PADM 7020 Research Methods for Public Administration	At least Every fall
PADM 8410 Public Data Analysis	At least Every spring

See Appendix A for a complete list of courses and their official descriptions. Note that instructors have some leeway in modifying courses and content.

Department and Graduate School forms

You will be required to complete the following forms through the course of your studies. Up-to-date versions of these forms is available on the Graduate School website.

Forms to Complete in the MPA Program			
Form ID	Req'd by	Approximate deadline*	To be signed by
GS-2 — Plan of Study	Grad School	When student reaches 27-30 hours OR before the student takes the Comprehensive Exam or begins a Capstone project	Advisory committee members, dean of college, dean of Graduate School
Apply to graduate (online submission through iRoar— user ID required)	Grad School	Within first four weeks of semester in which you will graduate	n/a
GS7M — Final Comprehensive Exam and Thesis/Dissertation Approval Form	Grad School	3-4 weeks prior to graduation	Advisory committee members

* Specific deadline dates are available at Graduation Deadlines.

Sample Program of Study

The table below illustrates a sample program of study for a part-time student taking two courses a term. We strongly suggest that students with full time employment do not take more than two courses a term. Students are not required to take courses in the summer, but we offer a full complement of courses. We recommend that students take the Research Methods/Data Analysis sequence in their second year; these classes must be taken in sequence with Research Methods in the Fall and Data Analysis in the Spring. Additionally, we suggest that students take Perspectives on Public Administration prior to Public Policy Process. All core courses are offered in the Fall and Spring semesters, and most are offered in the Summer. Every specialization will have at least one course offered every semester, but we encourage students to take elective courses they are interested in when they are offered as the electives may not be offered as frequently.

	Fall 1	Spring 1	Summer 1	Fall 2	Spring 2	Summer 2	Fall 3
Core Class							
Perspectives on PA PADM 8210	■						
Public Policy Process PADM 8220			■				
Research Methods for PA PADM 7020				■			
Public Data Analysis PADM 8620					■		
Administrative Leadership PADM 8620						■	
Public Personnel Administration PADM 8270		■					
Public Financial Management PADM 8290							■
Electives							
1) Elective 1	■						
2) Elective 2		■					
3) Elective 3			■				
4) Elective 4					■		
5) Elective 5						■	
Government Elective				■			

Checklist/worksheet of requirements

Use the following checklist to track your completion of the MPA program requirements. **Checklist for students in Clemson University MPA program**			
What	**When to Complete**	**How/Who**	**Date Completed**
Preparation of curriculum	Before the end of your first semester by using course pathway provided by MPA program	In consultation with MPA staff and faculty	
File plan of study	By 27-30 hours OR before taking Comprehensive Exams or beginning a Capstone project	Form GS-2	
Approval of Capstone research project proposal	As soon as a topic has been chosen	Set appointment with Program Director to discuss and approve of topic within the 2nd or 3rd semester in the program.	
Apply for diploma	Beginning of final semester*	Fill out online via IROAR	
Order cap and gown	Beginning of final semester	Order through Clemson University bookstore	
Submit your Capstone research project	1st draft at least 12 weeks before date of final defense; final (approved) copies at least 2 weeks prior to defense	Share via email to your Capstone committee.	
Comprehensive Exam (substitute for Capstone research project)	Complete a passing grade on all components of the exam at least 3 weeks prior to graduation*	Filed by MPA administrative staff signed GS7M with Office of Enrolled Student Services	

* Specific deadline dates are available at Graduation Deadlines.

Professional Development

There are a number of opportunities for you to develop professionally in addition to your course work and research. These include presenting talks and/or posters at regional and national conferences, becoming a student member of professional organizations, and preparing for your eventual job search. In addition, the Graduate School provides professional development resources, many of which are online on the Grad360 website.

Career planning

The Center for Career and Professional Development provides information about market conditions and gives assistance in acquiring knowledge about your career opportunities and job requirements. The Center hosts career fairs each fall and spring and offers workshops in a variety of career-related topics. The Center also provides information about internships and part-time and summer work. For more information, see their website or call (864) 656-6000.

Periodically, the MPA program will send out notices for jobs and other professional development opportunities of our own and others of relevance.

Student government

The Graduate Student Government represents the interests of all graduate students at Clemson. At the start of each fall semester, departmental GSG representatives are elected for each program. The biweekly senate meetings are open to all graduate students. Visit the website listed above for more about GSG activities, events, resources, and graduate student leadership opportunities. Your active participation in the Graduate Student Government is encouraged.

Research

IRB information

All primary research with human subjects, conducted either on or off campus and including research involving questionnaires, interviews or other interaction with human subjects, must be reviewed and approved by the Clemson University Institutional Review Board (IRB). You must consult with the Program Director about the requirements for meeting IRB approval. You can also obtain more information about conducting research with human subjects from IRB's website.

If you will conduct research involving human subjects, you must complete an online course for conducting such research. No data collection may begin until IRB has approved your research project, including the research instruments. If you plan to engage in primary data collection for your Capstone project, you should plan your project with the consideration that IRB approval can be time consuming and may involve proposal revisions to meet expected standards.

Harassment

It is the policy of Clemson University to conduct and provide programs, activities, and services to students, faculty, and staff in an atmosphere free from harassment. Harassment is unwelcome verbal or physical conduct, based upon race, color, religion, sex, sexual orientation, gender, national origin, age, disability, status as a military veteran, or protected activity (e.g., opposition to prohibited discrimination or participation in the statutory complaint process), that unreasonably interferes with the person's work or educational performance or creates an intimidating or hostile work or educational environment. Examples may include, but are not limited to, epithets, slurs, jokes, or other verbal, graphic, or physical conduct.

Harassment of University faculty, staff, students, or visitors is prohibited and shall subject the offender to appropriate disciplinary action, including dismissal from the program.

Employees or students who feel they are victims of any form of discrimination are encouraged to consult the Office of Access and Equity, 223 Holtzendorff Hall, (864) 656-3181, for advice and assistance in resolving complaints.

In the event a graduate student wishes to appeal the resolution of the Office of Access and Equity, the student must submit a written request for an appeal to the dean of the Graduate School, who in turn will convene an ad hoc committee that will review the process and/or sanction. The committee membership will come from faculty and students already appointed to the Graduate Council.

Sexual harassment

Title VII of the Civil Rights Act of 1964, as amended, provides that it shall be unlawful discriminatory practice for any employer, because of the sex of any person, to discharge without just cause, to refuse to hire, or otherwise discriminate against any person with respect to any matter directly or indirectly related to employment. Harassment of any employee on the basis of sex violates this federal law. The Equal Employment Opportunity Commission has issued guidelines as to what constitutes sexual harassment of an employee under Title VII.

Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when any of the following occurs:

1. Submission to such conduct is made explicitly or implicitly a term or condition of an individual's employment or academic standing;
2. Submission to or rejection of such conduct by an individual is used as a basis for employment or for arriving at academic decisions affecting an individual;
3. Such conduct unreasonably interferes with an individual's work or academic performance, or creates an intimidating, hostile, or offensive working or academic environment.

Sexual harassment of University faculty, staff, or students is prohibited and shall subject the offender to dismissal or other sanctions after compliance with procedural due process requirements. In the event a claim of sexual harassment arises, the claimant may use University grievance procedures that have been established for faculty, staff, and students as appropriate. This policy also prohibits an employee from sexually harassing a superior and a student from sexually harassing a faculty member.

Amorous relationships

Amorous relationships that might be appropriate in other circumstances can be inappropriate when they occur between a faculty member, officer or supervisor of the University, and any student or subordinate employee for whom he/she has a professional responsibility.

Those in positions of authority inherently carry the element of power in their relationships with students or subordinates. It is imperative that those with authority neither abuse, nor appear to abuse, this power entrusted to them.

Officers, supervisors, and members of the teaching staff should be aware that any romantic involvement with a student or subordinate employee could make them liable for formal action if a complaint is initiated. Even when both parties have consented to such a relationship, the officer, supervisor, or faculty member may be held accountable for unprofessional behavior. Difficulties can also arise from third parties who may feel that they have been disadvantaged by such relationships. Graduate assistants, research assistants, tutors and teaching assistants who are professionally responsible for students would be wise to exercise special care in their relationships with students whom they instruct or evaluate.

Any questions concerning these statements or Clemson University's Policy on Sexual Harassment should be directed to the Office of Access and Equity, 223 Holtzendorff Hall, (864) 656-3181.

Email access, use

Email is the most common medium used by the department and the University to communicate with you. Many events and information of importance to your success in the program are announced via university email. It is very important that you check your university email regularly, at least once a day. If you are requested to respond, you should do so in a timely manner. University policy requires instructors to only Clemson issued email for correspondence with students.

Students are also allowed to set up and use the username@g.clemson.edu Google workspace email. For more information, please see the CCIT webpage on Clemson email accounts.

Inclement weather

Cancellation of classes due to inclement weather is determined by University Administration and is announced via text message notifications as well as through local radio and television stations. Students should visit the CU Safety webpage for weather-related and other timely information. University Administration attempts to alert students of any disruption of scheduled classes by 7 a.m. Separate announcements are made for the main campus and the University Center in Greenville, so you should listen carefully to the specific announcement.

As an online program, the Clemson MPA program will plan on holding class in many circumstances when on campus classes have been cancelled. Please consult with your MPA instructors for up-to-date information on whether you class will be meeting.

Library system

Clemson University's library system revolves around a main campus location, the R.M. Cooper Library. Located on campus adjacent to the reflecting pool, the main library houses more than 1.6 million print items, plus eBbooks, eJournals, database, microforms, and audio/visual resources both physical and downloadable. Circulation policies for the library system's resources on the Library's web page. The catalog is online and can be accessed from any computer. In addition, the library contains a number of computers and printers as well as copiers, two of which are located in the reference area, and several of which are located on the ground floor. Additionally, there is a coffee shop and convenience store located within the library. For more information about the library including hours, resources, and contacts for your research needs, visit the Clemson Library Website.

The library system also has satellite branches including the Gunnin Architecture Library, the Special Collections Library in the Strom Thurmond Institute, the Education Media Center, and Digital Media Lab in Old Main and, off-campus, Library Depot at the Clemson Research Park in Anderson.

NEARING GRADUATION

Graduate School Deadlines

The Graduate School sets deadlines for the following items. The specific dates are determined according to the academic calendar for the semester in which you plan to graduate.

Form/process	Approximate deadline*
Submit your final GS-2 to Enrolled Student Services	When you hit 27-30 hours OR the semester before you take the Comprehensive Exam or begin a Capstone project.
Complete online application for diploma (formerly Form GS-4)	Within the first four weeks of the term in which you will graduate
File GS7 with Enrolled Student Services	MPA administrative staff will file on your behalf if you have met all requirements.

*Refer to the Graduate School's website for actual deadline dates. All Graduate School forms are also available online.

Application for Diploma

Please note that even though the MPA program is online program and you may not be able to attend graduation, you MUST still formally apply to graduate. Emails are regularly sent from the Graduate School informing students of these deadlines, so it is

the student's responsibility to read these and apply for graduation in a timely fashion. To apply to graduate, students use iRoar as outlined below.

To apply to graduate and receive your diploma, sign in to iRoar, go to "Student Record" and select "Apply to Graduate." You must submit a formal application for a diploma to the Graduate School in the first four weeks of the semester in which you intend to graduate. Completion of this application is required whether you plan to "walk" at graduation or not. Early submission is not accepted (e.g., do not complete the form in January if you do not plan to graduate until August or December, but only if you plan to graduate in May). If you miss the deadline, you must contact Enrolled Services to receive a hard-copy version of the application; late fees will accrue at $25 the first day after the deadline and an additional $5 each business day thereafter to a maximum of $125. If you submit the form and, for some reason, do not graduate in that semester, you must re-submit in each term in which you hope to graduate thereafter.

Refer to the Graduation Deadlines page at the Graduate School website to find the exact date by which you will need to complete your diploma application, as well as other key steps toward graduating in your chosen semester.

If your name in the student database is not as you want it to appear on your diploma (due to marriage, etc.), you may request your name be changed in the University's records by completing a name change form and submitting it to Registration Services in E-206 Martin Hall. After you do this and prior to submitting your diploma application form via iRoar, contact Enrolled Services to ensure your name change information has been entered. Any degree/major changes via the online GS-2, Plan of Study form must also be processed before you submit your diploma application.

There is no fee to receive a diploma if you attend the graduation ceremony or agree to pick up your diploma in the Enrolled Services office in Sikes Hall. There is a $10 fee if you request that your diploma be mailed to you.

For more information, contact Enrolled Services at (864) 656-5339 (email Danielle at qhunter@clemson.edu if your last name begins with A–L, or (864) 656-5341 if your last name begins with M–Z (email Shannon at coker7@clemson.edu).

If you choose to participate in graduation ceremonies, you should arrange for cap and gown purchase after you apply for graduation. See the Clemson University Bookstore's website for order deadlines and more information.

Exit Survey

When you graduate from the MPA program, we ask that you complete a program completion survey. This is usually completed through an online survey that is sent to your email account shortly before or after your graduation. The survey will take only about 15 minutes and the information is used to assess and improve the MPA program.

THANK YOU AND GOOD LUCK IN THE PROGRAM!

APPENDICES

Appendix A — Course Descriptions

PADM 7020 - Research Methods for Public Administration

3 Credits - Use of social science research methods for addressing issues in public management and policy; research design; measurement; sampling and polling; various aspects of locating, collecting, and processing data, including survey design and archive searches. Prerequisite for PADM 8410 Public Data Analysis

PADM 8210 - Perspectives on Public Administration

3 Credits - Study and practice of public administration in the United States in the 20th century; historical development of the field of public administration; current approaches to the study and practice of public administration.

PADM 8220 - Public Policy Process

3 Credits - Major models of policy making including incrementalism, rationalism, pluralism, and elitism; selected areas of public policy including transportation, poverty, energy, and the environment.

PADM (PRTM) 8230 - Operating in Political Environments in the Public and Non-Profit Sectors

3 Credits - Students gain an understanding of governance structures as they relate to the public and non-profit sectors, and how to navigate successfully within political environments to maximize their ability to develop and gain approval for policies, programs and environments that improve the quality of life for stakeholders.

PADM (PRTM) 8240 - Enterprise Development in the Public and Non-Profit Sectors

3 Credits - Students gain an understanding of and the ability to develop innovative, creative, and sustainable business/enterprise plans related to the public and non-profit sectors for mission-focused and driven agencies, organizations, and individuals.

PADM (FCS) 8270 - Public Personnel Administration

3 Credits - Organization, techniques, and theories of personnel management; interpersonal relations in organizations; personnel change and development; changing conditions in the public service; educational specializations, unions, collective bargaining, etc.; ethics for the public service.

PADM (FCS) 8290 - Public Financial Management

3 Credits - Organization and techniques of governmental financial management; budgetary theories; intergovernmental financial relations.

PADM 8340 - Administrative Law

3 Credits - Legislative, adjudicatory, and general policy-making powers of administrative agencies and regulatory commissions; the scope of judicial review of administrative action. Directed primarily toward the analysis of the political nature of bureaucracy.

PADM 8410 - Public Data Analysis

3 Credits - Considers various aspects of database management, storage, and retrieval; data description; univariate, bivariate and multivariate analysis in policy studies and decision-making theory. Prerequisite: PADM 7020 Research Methods for Public Administration

PADM 8420 - Geographic Information Systems for Public Administrators

3 Credits - This course is designed to provide the knowledge and understanding of GIS technology, application and theory needed by those who administer GIS programs, interact with GIS programs, and integrate GIS programs into their organization, whether it be government, private, non-profit, or other. Students must have the ability to function in a Windows PC environment.

PADM 8430 - Information Systems for Public Administrators

3 Credits - The importance, role, protection, and management of information in the public and non-profit sector.

PADM 8450 - Grant Writing for Public Administration

3 Credits - In this course, students learn how to develop a fundable project; research public/governmental, corporate, and foundation funding sources; find and use statistics to support the need for funding; write a grant proposal; evaluate and disseminate project outcomes; and manage grants, including finances, personnel, accountability reporting, and project sustainability.

PADM 8460 - Administrative Law

3 Credits - Provides an understanding of the history of the rise of governmental agencies in America, the Constitutional and statutory vehicles used to delegate power to these agencies, the process agencies use to govern, and the judiciary's role in checking the power of agencies and providing citizens with remedies when agencies act improperly.

PADM 8480 - Strategic Planning and Practice for Public and Non-profit Organizations Sector

3 Credits - This course provides analytic frameworks and conceptual theories that undergird planning and their application to the public sector, as well as strategic planning processes, from conducting a thorough needs assessment through SWOT, into plan implementation and outcomes assessment. It also includes discussion of the communication and evaluation of a strategic plan.

PADM 8500 - Fundamentals of Homeland Security

3 Credits - Dimensions of homeland security at the national, regional, state, and local level are covered. The overall goal of this course is to provide a basic understanding of

the origins, threats, organizational environment, policies, strategies, constitutional/privacy issues, and activities that comprise homeland security.

PADM 8510 - Fundamentals of Emergency Management

3 Credits - This course presents a holistic review of emergency management concepts and issues. Students examine public and private sector utilization of emergency management. Focus is on gaining a practical understanding of the concepts, tools, and relationships necessary to provide emergency management to an entity.

PADM 8520 - Emergency Management Planning and Preparation

3 Credits - This course is the study of hazard mitigation and response through planning and preparation for emergency management. An environmental approach to the understanding of natural and man-made disasters, risk reduction, and hazard mitigation is utilized to study the common types of disasters, assessment of disaster probabilities, emergency planning for disaster hazard mitigation, and emergency planning and response for disaster events.

PADM 8530 - Homeland Security and Emergency Management Law

3 Credits - Examination of the legal aspects of homeland security through the identification and study of controlling constitutional, statutory and case authorities. Four groups-national security entities, domestic security entities, emergency managers, and the military, including National Guard and Coast Guard-are studied in both pre- and post-September 11, 2001 contexts.

PADM 8540 - Cybersecurity

3 Credits - Explores the fundamental concepts within cybersecurity from a research and practitioner perspective. Students examine current practices utilized within government and industry to secure information systems and discuss their strengths and weaknesses. Topics include risks and vulnerabilities, mitigations and remediation, organizational processes and procedures, policy development, compliance, and metrics.

PADM 8550 - Homeland Security and Intelligence

3 Credits - This course presents concepts and practices involved in collecting, analyzing, and evaluating intelligence, and in managing homeland security intelligence functions. Also covered is the role intelligence plays in shaping homeland security decision-making at federal, state, and local levels.

PADM 8570 - Advanced Seminar in Homeland Security and Defense

3 Credits - Introduction to the practice of homeland security and defense at the national, regional, state, and local levels. The course provides an understanding of the origins, threats, organizational environment, policies, strategies, constitutional/privacy issues, and activities that comprise homeland security and defense.

PADM 8580 - Domestic and International Counter-Terrorism Policy in Homeland Defense

3 Credits - Introductory course for students interested in both domestic and international terrorism. The course traces the history and beginnings of modern international and domestic terrorism, and focuses on conceptually defining terrorism, including foreign and domestic, left and right wing, religious, environmental and political, state and non-state. The course explores some of the fundamental questions of terrorism: why individuals join terrorist groups, why terrorist groups adopt certain tactics, such as suicide bombing, how terrorist groups organize themselves, and what counter-terrorism strategies are effective. Finally, students explore changes in terrorism over the past 40 years, what the future might hold, including terrorists' use of technology and the media, and potentially weapons of mass destruction.

PADM 8590 – Disaster Management in the Public Sector

3 Credits – Explores the concepts central to managing natural and technological disasters. Students are introduced to disaster response operations, including the various actors and their roles/responsibilities; the disaster declaration process, policies and effects of intergovernmental relations; disaster recovery; legal issues that affect disaster planning; management of a number of issues after the disaster has occurred including volunteers, donations and evacuees/refugees; crisis communications, technology, and threats posed by an aging American infrastructure. The course further considers the public policy implications of disasters and how disasters themselves influence the development of new public policy or a change/shift in the direction of existing policy. These considerations involve discussion of human nature and the behavioral dynamics associated with disasters.

PADM 8600 - American Government

3 Credits - Examines literature of the American political system, its institutions, and processes.

PADM (FCS) 8620 - Administrative Leadership

3 Credits - Foundations of leadership in public organizations; personal and organizational values underlying decision processes in the public service.

PADM 8630 - Contemporary Administrative Organizations

3 Credits - Problems, processes and theories of communication, decision-making, agency planning and control in administrative agencies.

PADM 8640 - Legal Aspects of Non-Profits

3 Credits - This course covers a combination of the conceptual and practical aspects of legal issues encountered by non-profit organizations from their inception. Students develop an understanding of the legal framework for the practical issues, obstacles and problems that have historically affected non-profit organizations.

PADM 8650 - Non-profit Governance and Leadership

3 Credits - An in-depth examination of issues and concerns inherent in leading and maintaining non-profit organizations. Focus is on organization, regulation, responsibilities, planning and funding in the non-profit sector.

PADM 8660 - Non-profit Fundraising

3 Credits - This course examines the common methods used by fundraisers to move individuals, corporations, public organizations, and foundations from prospects to donors, and strategically applies knowledge of these tools and methods to real-world fundraising situations. In addition to annual and major giving, students examine capital campaigns, the role of board and volunteers, grant writing, the use of technology, and ethics and accountability in fundraising.

PADM 8670 - State Government Administration

3 Credits - State government problems and policy issues emphasizing the modernization of government institutions and comparative state politics.

PADM 8680 - Local Government Administration

3 Credits - Administration of local government from the perspective of the professional administrator; the growth of the manager form of local government; the role of local government administrators about policy making, management and the delivery of services.

PADM 8700 - Sustainability for Public Administrators

3 Credits - Examines the history, foundations, and components of the sustainability movement in the public sector. Aspects of the three components of sustainability, environment, and economics and society are investigated. Emphasis is placed on analysis, evaluation, communication and understanding how sustainability approaches are important in business and the public sector.

PADM 8710 - Applications of Sustainability Practices

3 Credits - Covers the history, foundations and components of the sustainability movement and investigates the application of sustainability principles in government, business, education and non-government agencies, giving students exposure to and experience with current and evolving practices. Group activities and a project demonstrating applications are included.

PADM 8720 - Rural Development

3 Credits - This course provides the tools needed to evaluate the strengths and weaknesses of rural communities and assess the kinds of development strategies that would enhance community and economic wellbeing.

PADM 8770 - Public Policy Evaluation Seminar

3 Credits - Investigates conceptual and analytic issues in policy and program evaluation including problem definition, goal setting and criteria formulation; design of evaluation research; indicator design; treatment of uncertainty; and special problems raised by constraints of the political context.

PADM (FCS) 8780 - Selected Topics in Public Administration

1-3 Credits (1-3 Contact Hours) In-depth study of an applied problem in public administration as seen through the practitioner's eyes; investigates the methods used to address these problems. May be repeated for credit, but only if different topics are covered.

PADM 8790 - Internship in Public Administration

1-3 Credits (1-3 Contact Hours) Internship with a government agency requiring a written report detailing the experience.

PADM 8800 - Capstone Seminar in Public Administration

3 Credits - Term project integrating the material from other courses in the analysis of a contemporary public administration problem. Field work and applied project required. Students must have completed thirty credit hours toward the MPA degree before enrolling in this course. Prep: Consent of instructor.

PADM 8850 - Storytelling in Public Policy Through Data

3 Credits - Focuses on both theoretical concepts and practical applications of data visualization and design in public policy. Students learn to collect, challenge, and analyze data while relating to the simplest or most challenging of audiences.

PADM 8860 - Media in the Public Sector

3 Credits - Examines the relationship of media, public opinion, and the public sector. A series of case studies on the media, including burgeoning cable and Internet modes, polling and public administration is presented to highlight the primary concepts and controversies of our time.

The course of study requires seven (7) core classes (21 credit hours), plus one (1) Government course (3 credit hours), and five (5) electives (15 credit hours). If a student chooses the Capstone project to complete their program, they will take an additional 3 credits of research hours.

Appendix B — Support Services

At the beginning of each semester, the MPA program holds technology training workshops and advising sessions for new students. The dates and times will be announced via email and will be sent to all admitted students. All new students are required to attend one of these sessions. During training/advising new students will be encouraged to formulate a plan of study. At this time, individual advising will be offered. MPA faculty and leadership are available on a continuous basis to answer questions and offer guidance. Formal advising can always be scheduled per individual requests. Open, online advising will also be offered prior and during registration for all students. An example Plan of Study is provided in the Degree Requirements section.

The following is a list of campus resources and services available to graduate students:

1. Clemson Computing and Technology (864) 656-3494
2. Enrolled Student Services (864) 656-2174
3. Graduate Admissions (864) 656-3195
4. Graduate School (864) 656-5202
5. International Affairs (864) 656-3614
6. Registration Services (864) 656-2305
7. Student Financial Services (864) 656-5592
8. Veteran's Affairs (864) 336-3494

The Graduate Student Government (GSG) is another organization committed to supporting graduate students on campus with a range of leadership, research, and social opportunities. The MPA program has two GSG representatives. If you are interested in being a part of GSG, please let Dr. Dickes know of your interest.

Grievance policy and ombudsman information

It is the policy of the Graduate School to address all grievances of an academic nature filed by enrolled graduate students. The Graduate Academic Grievance Committee hears graduate student grievances.

Grievances must be filed with the Graduate School within 60 days of the alleged act and may involve the following:

1. violations of program, department, college or Graduate School policies and procedures related to final grades in courses or research (8910 or 9910);
2. violations of program, department, college or Graduate School policies and procedures related to the completion of any academic requirement including theses and dissertations, oral or written Comprehensive Examinations, and
3. graduate student assistantship employment including allegations that offers of assistantship appointments made during recruiting were not honored after enrollment.

Grievance procedure

Grievances must be filed with the Graduate School within 60 days of the alleged act and may involve the following: violations of program, department, college or Graduate School policies related to final grades in courses or research (891 or 991); violations of program, department, college or Graduate School policies related to the completion of any academic requirement including theses and dissertations, and oral or written Comprehensive Examinations; and graduate student assistantship employment including offers of assistantship appointments made during recruiting not honored after enrollment.

At any time prior to filing a grievance, the student may consult with the University ombudsman charged with mediation in cases involving graduate students.

Step 1. A student who wishes to file a grievance must download the policy and procedures Form GS-g-A, "Filing of Grievance," from the Graduate School forms website. Any student wishing to file a complaint must first make every attempt to resolve it within the college. The student must first take the complaint to the faculty or staff member(s) involved. If no resolution can be reached, the student should request assistance from the department chair and the dean of the college.

Step 2. If the grievance remains unresolved, the student may file the complaint with the Graduate School. The student must first meet with the associate dean of the Graduate School charged with oversight of the Graduate Academic Grievance Committee, bringing the written complaint and verification of Step 1 (the student's attempts to resolve the complaint at the college level) detailed on the Form GS-g-A, "Filing of Grievance." The associate dean will review the grievance process with the student. If the student wishes to proceed with the grievance, the student must provide the fully executed GS-g-A form to the Graduate School within 30 days of the signature received from the dean of the college. Students who fail to file the grievance within this period forfeit their opportunity to proceed.

The student may choose to seek external counsel (an advisor, an attorney, etc.) to assist with preparation of materials to submit to the Academic Grievance Committee. The student may request such individual accompany him or her to the hearing1 and may wish to proceed to prepare for this event. Questions concerning possible impacts on the student's graduate status should he or she not be successful in the grievance may be discussed at this time with an associate dean of the Graduate School.

Grievable complaints will be addressed by a subcommittee of the Graduate Academic Grievance Committee appointed for the purpose of addressing the complaint in question. The subcommittee will convene an informal, closed hearing to recommend a resolution to the grievance. For more information about the procedures, refer to the current *Graduate School Policies and Procedure Handbook*.

<u>University ombudsman</u>

The *ombudsman* is an independent, confidential resource who provides assistance to faculty, graduate students, and postdoctoral students in resolving problems, complaints, and conflicts when normal procedures have not worked satisfactorily. The Ombudsman's Office serves as a central information source on policies, procedures, and regulations affecting faculty, graduate students, and postdoctoral students. The office refers individuals to persons able to resolve problems or handle appeals at the lowest possible level. Where appropriate, the ombudsman can facilitate communication or mediate between parties.

The ombudsman strives to ensure that faculty, graduate students, and postdoctoral students receive fair and equitable treatment within the University system. He/she provides an independent point of view in an informal and confidential environment. The ombudsman will not identify the student or discuss the student's personal concerns with anyone without the student's permission. Private confidential meetings can be arranged at the student's convenience. All communications will be treated with strict confidentiality, to the extent permitted by law.

The ombudsman works toward resolutions based on principles of fairness. He/she is neither an advocate for faculty, administration, or students, nor an agent of the University.

The Office of the Ombudsman provides fair and impartial counseling to faculty members, graduate students and post-docs by: 1) addressing problems and concerns, and identifying and evaluating options to reach resolutions; 2) providing available resources within the University, particularly as to policies and procedures; 3) serving as a neutral party in conflict resolution; 4) opening lines of communication through mediation; and 5) recommending changes in University policies and procedures when necessary. The ombudsman assists in issues of harassment, academics, unfair or inequitable treatment, or any other University policy that you feel has been applied unfairly or erroneously.

The ombudsman, as a designated neutral, has the responsibility of maintaining strict confidentiality concerning matters that are brought to his attention unless given permission to do otherwise. The only exceptions, at the sole discretion of the ombudsman, are where there appears to be imminent threat of serious harm. The ombudsman must take all reasonable steps to protect any records and files pertaining to confidential discussions from inspection by all other persons, including management.

The ombudsman will not testify in any formal judicial or administrative hearing about concerns brought to his attention. When making recommendations, the ombudsman has the responsibility to suggest actions or policies that will be equitable to all parties.

Concerns can be directed to the University ombudsman by letter, walk-in, appointment, or telephone. Additional information about the ombudsman's standards, practices, and confidentiality, plus office location and contact information are available at the University Ombudsman webpage.