Graduate Student Handbook

Updated: July 2017
# Table of Contents

General Information .................................................................................................................. 3

Overview of the Program ......................................................................................................... 3
- Success in the MPA Program ............................................................................................... 4
- Support Services .................................................................................................................. 4
- Program Points of Contact ................................................................................................. 5

Admission Requirements ....................................................................................................... 5
- GRE Waiver ........................................................................................................................ 7
- Certificate Program ............................................................................................................ 7

Degree Requirements ............................................................................................................ 8
- Core Courses and Specializations ...................................................................................... 8
  - Public Administration Core ............................................................................................. 9
  - Curriculum Specializations ............................................................................................ 10
  - Sample Program of Study ............................................................................................... 11
- Certificate Program ........................................................................................................... 12
- Capstone Project ................................................................................................................ 12
- Comprehensive Exam ....................................................................................................... 13

Additional Program Requirements ......................................................................................... 15
- Internship Policies ............................................................................................................. 15
General Information

This student handbook has been prepared as a guide for graduate students in the Clemson University Master of Public Administration (MPA) program and includes regulations, procedures, and pertinent information on both the certificate and degree programs. All graduate students should also review the Clemson University policies concerning sexual and racial harassment, fair treatment and nondiscrimination of the handicapped, and research ethics. Students should become familiar with the information presented in this document as well as the Graduate School Policy Handbook (http://www.clemson.edu/graduate/students/policies-procedures/index.html).

It is very important that each student familiarize himself or herself with all Graduate School and departmental requirements and information pertaining to the student’s program of study. Should there be discrepancies between the information presented in these two documents, the Graduate School Policy Handbook prevails over this and other departmental student handbooks.

It is our hope that this handbook is useful to both graduate students, faculty, and staff. Any inconsistencies or omissions should be brought to the attention of the graduate program coordinator.

Overview of the Program

The Clemson Master of Public Administration program is a “live”, synchronously online graduate program. The program does not require students to come to campus, however there are opportunities to do so on occasion. 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 in local government, state agencies, non-profit organizations and non-governmental organizations is a critical component to the education experience. The program has a diverse mix of students who contribute to an engaging and collaborative learning environment. Coupled with 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 nonprofit sector with the remaining employed in various private sector positions. The majority of students were drawn to the program in order to improve their management and leadership skills within their current organization or make horizontal movements into different industry sectors.

An average size of an incoming cohort 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. For the MPA program, the average time to completion is 7 semesters. The average graduation rate for a cohort is 5-7 students per semester.

**Success in the MPA Program**

The MPA program is a fast paced online program that is geared towards working professionals attending class part-time. The most important advice we can give any prospective and current students is to communicate closely with your professors and program administration when necessary. Open communication is critical and we believe that when we all strive for this and work together, we will be successful.

**Support Services**

At the beginning of each semester the MPA program holds new student technology training workshops and advising sessions. The date and time will be announced on the MPA website and a follow up email 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:

- Clemson Computing and Technology (864) 656-3494
- Enrolled Student Services (864) 656-2174
- Graduate Admissions (864) 656-3195
- Graduate School (864) 656-5202
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.

Program Points of Contact

**Dr. Lori Dickes**, Program Coordinator, Master of Public Administration, Asst. Professor.  
2023 Barre Hall  
Clemson, SC 29634

**Carolyn Benson**, Administrative Assistant, Master of Public Administration  
2021 Barre Hall  
Clemson, SC 29634

**Bianca Schuster**, Program Assistant, Master of Public Administration  
2087 Barre Hall  
Clemson, SC 29634

For more information or to contact MPA staff by phone, please call (864) 656-7831 or visit the MPA website at [http://www.clemson.edu/cbshs/departments/mpa/resources/index.html](http://www.clemson.edu/cbshs/departments/mpa/resources/index.html).

Admission Requirements

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 at [http://www.grad.clemson.edu/admission/application.php](http://www.grad.clemson.edu/admission/application.php)
To apply for the full degree use program name *Public Administration (online)* and for the Certificate application use the program name: *Public Administration 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](http://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.

The Clemson MPA is designed and dedicated to serving working professionals. In that light, the MPA admissions committee considers four primary pieces of a student’s MPA application. First, we consider an applicant’s professional experience, as discussed in their personal statement 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 are 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 some circumstances GRE waiver requests are considered. Please read more about these circumstances under the GRE waiver section that follows.

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. All applicants will be officially notified of admission decisions by the Graduate School at Clemson University.
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;
  - 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);
  - 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 the Clemson MPA certificate 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 allow for the waiver. The waiver request and materials are to be 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.

Certificate Program

The Clemson MPA program offers the only Graduate Certificate in Public Administration in South Carolina. The Graduate Certificate in Public Administration serves 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 in Public Administration can accomplish this objective.

Admission requirements are as follows:
• Baccalaureate degree from an accredited institution;
• An online application form at http://www.grad.clemson.edu/admission/application.php;
• Select program code 008 (Public Administration is housed in the College of Health Education and Human Services);
• Unofficial transcripts from all prior institutions;
• A personal statement outlining the purpose for pursing a certificate in PADM; and
• Two letters of recommendation.

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 application fee waiver code. For additional information on the certificate option, please contact Carolyn Benson.

Degree Requirements

The course of study requires 39 or 42 semester hours to earn an MPA degree. This is dependent on the student’s choice of taking the comprehensive exam or a semester-long Capstone research project as their end of program requirement.

Professional and applied experience is an integral component of a public administration education. Consequently, all MPA students who have not had adequate professional experience are advised to complete an internship. Because the internship experience often leads to job opportunities, MPA students without public sector or non-profit experience are strongly encouraged to consider the internship as a step in their career development. Students that choose an internship serve across a wide range of non-profit organizations or government agencies.

Core Courses and Specializations

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.
Public Administration Core

- **Perspectives of Public Administration**—outlines the study and practice of public administration in the US in the 20th century, the historical development of the field of public administration, and current approaches to the study and practice of the discipline.

- **Public Policy Process**—covers the major models of policy making, including incrementalism, rationalism, pluralism, and elitism. Selected areas of public policy case studies include transportation, housing and urban development, energy, environment, and civil rights.

- **Research Methods for Public Administration**—covers the use of social science research methods for addressing issues in public management and policy such as: research design, measurement, sampling and polling. Examined are various aspects of locating, collecting, and processing data, including survey design and archive searches.

- **Public Data Analysis**—focuses on database management, storage and retrieval, data description, univariate, bivariate, and multivariate analysis in policy studies and decision-making theory.

- **Public Financial Management**—explains the organization and techniques of public financial management, budgetary theories, and intergovernmental financial relations.

- **Public Personnel Administration**—offers a theoretical analysis of personnel management in the context of changing conditions in the sphere of public service. Particular focus is placed on interpersonal relations, personnel change and development, unions, collective bargaining, and ethics.

- **Administrative Leadership**—covers the foundations of leadership in public organizations, and personal and organizational values underlying decision making processes in public and non-profit organizations.

- **Government Course**—chosen from:
  - **Local Government**—examines the administration of local government from the perspective of the professional administrator. Analyzes the role of local government administrators with regard to policy making, management, and the delivery of services.
  - **State Government**—follows state government problems and policy issues emphasizing the modernization of government institutions and comparative state politics.
o **American Government**—examines literature of the American political system, its institutions, and processes. Some discussion of federalism and its impact on state governance is also discussed.

o **Administrative Law**—comprises the legislative, adjudicatory and general policy-making powers of administrative agencies and regulatory commissions, as well as the scope of judicial review of administrative action. Directed primarily toward the analysis of the political nature of bureaucracy.

The MPA program also offers Selected Topics courses in the government area. We will notify students when these courses are being offered.

**Curriculum Specializations**

Students may choose coursework from any of the program’s five (5) specializations. While some students choose to take all of their coursework from one (1) specialization area, others may choose to create a hybrid mix of courses that meet their professional and academic interests. The program offers coursework every semester in each specialization along with courses that cover material across specializations.

The MPA program regularly offers special topics courses that can be used as elective course(s) in any specialization.

Below is a list of specializations and courses that are offered in each:

- **Emergency Management**
  - Introduction to Emergency Management
  - Emergency Management Planning & Preparation
  - Resilience in Disaster Recovery
  - Advanced Seminar in Emergency Management

- **Homeland Defense and Security**
  - Introduction to Homeland Security
  - Intelligence Gathering and Analysis
  - Advanced Seminar in Homeland Security
  - Cybersecurity & Public Systems
  - Critical Infrastructure and Cybersecurity

- **Regional Sustainability**
  - Sustainability and Public Administration
  - Sustainable Rural Economic Development
- Regional Economic Development
- Applications of Sustainability Principles
- Sustainable Public Infrastructure

**Non-profit Management**
- Non-profit Fundraising
- Grant Writing and Public Administration
- Non-profit Fiscal Management
- Legal Aspects of Non-profit Management
- Current Issues in Non-profit Management

**Local and State Government**
- Local Government Administration
- State Government Administration
- Strategic Planning in Public Administration
- Managing Information Systems in Public Administration
- GIS for Public Administrators

**Sample Program of Study**

The table below illustrates a sample program of study for a part-time student taking 2 courses a term. We strongly suggest that students with full time employment do not take more than 2 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.

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.

<table>
<thead>
<tr>
<th></th>
<th>Fall 1</th>
<th>Spring 1</th>
<th>Summer 1</th>
<th>Fall 2</th>
<th>Spring 2</th>
<th>Summer 2</th>
<th>Fall 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Class</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Perspectives on PA PADM 8210</td>
<td>✔️</td>
<td>✔️</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Policy Process PADM 8220</td>
<td>✔️</td>
<td>✔️</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Research Methods for PA PADM 7020</td>
<td>✔️</td>
<td>✔️</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Data Analysis PADM 8620</td>
<td>✔️</td>
<td>✔️</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative Leadership PADM 8620</td>
<td>✔️</td>
<td>✔️</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Personnel Administration PADM 8270</td>
<td>✔️</td>
<td>✔️</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Financial Management PADM 8290</td>
<td>✔️</td>
<td>✔️</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electives</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1) Elective 1</td>
<td>✔️</td>
<td>✔️</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2) Elective 2</td>
<td>✔️</td>
<td>✔️</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Certificate Program

The certificate consists of five (5) graduate classes tailored to provide specialized training and education in any of the concentration areas. However, students can take coursework from a combination of MPA program core and elective courses. Courses taken as part of the certificate are fully transferable to the MPA degree.

Specifically, the program requires the completion of fifteen (15) credit hours, for a total of five (5) courses. Students are required to take at least one (1) core class, but may take more than one core course if these courses are a better fit for the student’s academic and professional development goals.

Capstone Project

MPA graduate candidates may elect to complete a capstone research project in place of the comprehensive exam as their “final” MPA academic requirement. The capstone course may be taken near the end of a student’s academic program and a research topic has been approved by the MPA program director. A capstone course bears 3 credits and is similar to a master’s thesis. 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 (the MPA program director is one of these members).

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. The MPA program coordinator 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 found here: https://www.clemson.edu/cbshs/departments/mpa/program-information/capstone/capstone-projects.html
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 present a summary of their final research results to their committee. All defenses must be scheduled in careful coordination with Graduate School deadlines for 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 completed all of their MPA core coursework. The exam is administered online approximately 3-4 weeks before the end of every semester. The exam date and times are announced by the MPA program director at the beginning of each semester.

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
- 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 grader is 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.

Sample questions will be sent to all students taking the exam 4-6 weeks before the exam. The exam is offered online and open note, open book. However, students should not use this as a crutch because there are time constraints and this will slow you down if you are over dependent on this.
All exam questions have two graders consisting of different faculty and the program coordinator. Comprehensive exams will be graded on a High Pass, Pass, Marginal Pass, or Fail basis. To pass the exam, students must receive a Pass or High Pass on all questions. If a student receives anything less than a grade of Pass or High Pass, the student is required to take an oral exam with the MPA program coordinator or an appropriate faculty member as soon as can reasonably be scheduled, or retake the exam no less than 30 days after their results are posted.

If a student receives a Marginal Pass on any question, the student is required to follow up with an oral exam for that question. If a student Fails one section of the exam, and receives a Pass or High Pass on all other sections, the student is required to take an oral exam on that section of the exam. Students that receive two or more 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. In cases where a student demonstrates acceptable knowledge in some areas but inadequate knowledge in others, a student may be required to only retake a portion of the written exam. This decision is made by the MPA program director and other related faculty.

The oral examination is designed to explore areas of deficiency in the written exam. The oral exam offers the student an opportunity to demonstrate a command of their knowledge from identified weaknesses in their written response(s). All questions will focus on written responses that received at least one grade of marginal or fail and any related material. Before the oral examination, the MPA Director will review with the student areas of deficiency as indicated by faculty evaluations of the written responses.

A student who has passed the oral examination has passed the entire comprehensive exam. A student who fails the oral examination will have to retake the entire written examination. The student may retake the exam no less than 30 days after their oral examination results are discussed. In cases where a student demonstrates acceptable knowledge in some areas but inadequate knowledge in others, a student may be required to only retake a portion of the written exam. This decision is made by the MPA program director and other related faculty.

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 chair of the advisory committee will inform the Graduate School of the exam results via the GS7M form within three weeks following completion of all components of the examination.
Additional Program Requirements

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 nonprofit 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, an internship may be suggested by the admissions committee but this will be handled on a case by case basis.

**Internship Policies**

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 and the primary objectives 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 director will 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 director must approve their choice.

**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 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 working as interns must enroll in PADM 8790 – Public Administration Internship. Successful completion of the internship requirement carries three hours of academic credit. The student’s performance is graded on a Pass/Fail basis. Grades are assigned by the MPA director, taking into consideration the evaluation of the agency supervisor. 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 must, therefore, meet the 45 contact hour requirement expected of all three (3) credit hour courses. How students meet this requirement is somewhat flexible. 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 program director 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 projects must be completed for the required length of time and the student must secure the prior approval of the MPA director.

**Evaluation**: Evaluation is conducted at two (2) points in the internship experience. At the approximate midpoint of the internship, a meeting will be held with the intern, the intern’s supervisor, and the MPA program coordinator to assess the progress of the internship and make any adjustments deemed necessary. This discussion will focus on the quality of the internship position and the duties of the intern. 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. The final report is graded by
the MPA program director and in some cases additional feedback may be sought from
the supervising agency.

Intern performance will be assessed in 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 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. All decisions regarding reassignment will be made by the MPA director, in coordination with the MPA curriculum committee and the student. 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 by the MPA curriculum committee and the MPA director.