

2023-2024



COLLEGE *of*
CHARLESTON

MASTER OF PUBLIC
ADMINISTRATION



Master of Public
Administration Program
University of Charleston,
S.C.

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WELCOME TO THE COLLEGE OF CHARLESTON MPA PROGRAM

Welcome to the MPA Program at the College of Charleston. We are very pleased that you have selected the College of Charleston and are confident the mutual learning that will take place throughout your time in the program will provide benefits for all. Since its inception over 30 years ago, the MPA program has been preparing public leaders to serve in leadership positions in our region and throughout the state and nation.

Over the years our program has evolved and expanded in ways that allow our students to customize their learning through options such as: taking classes in a variety of formats and completing two graduate degrees at the same time through an MPA/MESS concurrent degree. Students can also complete an Arts & Cultural Management or Urban & Regional Planning Certificate as part of their degree program.

Our program faculty are committed to excellence in education, experiential learning, and the kind of collaboration that makes an essential difference in the work of the leaders and agencies committed to serving the Lowcountry. Moreover, our strong affiliation with the Joseph P. Riley Center, Jr. for Livable Communities means that, through the Center, faculty, staff, and student expertise is leveraged to support the economic and cultural vibrancy of the City of Charleston and other communities throughout South Carolina. As a result, our students have multiple opportunities to participate in exceptional professional education experiences through our partnership with the Riley Center as well as through applied research projects in the classroom; various internships and applied learning experiences; and through connections with alumni and other leading professionals through sponsored events, guest speakers, and professional associations such as the Southeast Chapter of Public Administration (SECOPA), Conference of Minority Public Administrators (COMPA), and the American Society for Public Administration (ASPA). Being in at the College of Charleston offers you outstanding opportunities to engage in the important work of the public service and civic life in the region.

We are also deeply committed to exploring issues of racial justice, social equity, institutional racism, and unconscious bias, and to do so with intent to dismantle systems of oppression and revise policies that perpetuate injustice. Charleston is the “Holy City”, a city with a history of violence as well as a history of resistance and resilience; a city where almost half of all enslaved Africans brought to British North America first arrived; and a city where racial disparity and segregation continue to define education, transportation, housing, and policing for all who live here. As public servants responsible for promoting the public good we have a responsibility to continuously learn about and disrupt the role of policy and bureaucratic decision making in reinforcing systems of white supremacy and oppression that dehumanize people of color, and Black people in particular. And, we must develop a deeper understanding of how race has shaped and continues to shape decision making. Together we will think critically about our own identities, power, and the ways both shape the production of knowledge.

Structurally, the MPA Program is housed within the School of Humanities and Social Sciences and is partnered with the Department of Political Science and the Joseph P. Riley Center for Livable Communities. The program office is located in the Riley Center at 176 Lockwood Blvd. Dr. Matthew C. Nowlin is the program director and his email is nowlinmc@cofc.edu and his telephone number is 843.953.6697. Marla Robertson, Program Coordinator and Community Assistance Program (CAP) Director, is also available to answer specific questions about the MPA program; her telephone number is 843.953.6690; and her email is cochranm@cofc.edu.

MPA program faculty and staff are here as a resource for you as you embark on an educational experience that will prepare you for an exciting future, whether you are building the foundation for a new career or charting the path to the next stage of your current career. We hope you will find our program exciting, engaging, and challenging and we look forward to our collective work. In addition, we hope that this is just the beginning of a long and mutually beneficial relationship you will forge with the program and the College. There will be plenty of opportunities for you to stay engaged with our work once you have graduated. You might consider guest speaking in a class, offering a workshop, hosting an intern, or something else all-together. The bottom line is that we hope you will stay engaged. Congratulations on entering the MPA program and joining the College of Charleston!

COLLEGE OF CHARLESTON MPA PROGRAM MISSION

The mission of the MPA Program at the College of Charleston is to prepare public service leaders. Upon graduation our students will have the ability to think critically and creatively about public issues; the dedication and capacity to serve a diverse community; and the skills to enter a professional position in a public organization. Our program provides the academic and applied skills necessary for upward mobility in the public service sector. To accomplish this mission, our program provides the following:

- A rigorous core curriculum that combines applied learning with an examination of the theoretical underpinnings of public service and provides concentrated areas of study in arts management, environmental policy, nonprofit management, and urban and regional planning;
- An environment that nurtures a commitment to public service;
- Opportunities to support collaboration and the creation of partnerships among communities and public service organizations.

PUBLIC SERVICE VALUES

The public service values emphasized by our program are reflected in our mission, goals, curriculum, and program activities. The MPA Program advances:

Democratic Institutional Values: public administration professionals must contribute to institutional efforts that serve the public interest and the expectations of the public and its representatives.

Professional Values: public administration professionals must serve with competence, excellence, efficiency, objectivity, and impartiality.

Ethical Values: public administration professionals must act at all times in ways that uphold the public trust.

Social Justice Values: public administration professionals' exercise of authority and responsibility must be dictated by respect for human dignity, fairness, and social equity.

STUDENT LEARNING COMPETENCIES

The MPA program at the College of Charleston is fully accredited by the Network of Schools of Public Policy, Affairs, and Administration (NASPAA). To that end, we have adopted the recommended five core competencies and implemented a competency-based curriculum so that when our students graduate from the MPA Program, they will have demonstrated the knowledge, skills, and attitudes for career success in public and nonprofit administration. Specifically, our students should hold the program accountable to ensuring student learning and professional preparedness in the following five core competencies:

- Lead and manage in the public interest;
- Participate in, and contribute to, the public policy process;
- Analyze, synthesize, think critically, solve problems, and make evidence-informed decisions in a complex and dynamic environment;
- Articulate, apply, and advance a public service perspective; and
- Communicate and interact productively and in culturally responsive ways with a diverse and changing workforce and society at large.

A list of these competencies along with a description of the kinds of knowledge, skills, and attitudes expected of College of Charleston MPA Graduates can be found in Appendix A.

ADMISSION REQUIREMENTS AND ACADEMIC POLICIES

The MPA Program welcomes students from all academic and professional backgrounds interested in public service. Incoming graduate students are expected to have had previous course work in the social sciences, business administration, or public policy. Generally, a minimum of six undergraduate classes or the equivalent is expected, although exceptions can be made for those with coursework in closely related fields or with practical political or administrative experience.

Graduate students are expected to maintain a cumulative grade point average of 3.0, or a "B" average. Regular degree seeking students whose GPAs fall below 3.0 will be placed on academic probation. Students who are on probation must raise their averages to a satisfactory level (3.0 or

better) upon the completion of three additional courses, or within one calendar year from the date they were placed on probation. A student who fails to make this progress will be withdrawn from the program. Students receiving three grades below the grade of "B" or one grade of "F" in their program will be withdrawn from the College and will not be permitted to reapply to their programs for one calendar year.

Those who are conditionally admitted into the program should meet with the Program Director prior to registering to determine academic expectations and must earn the grade of "B" or better in each course taken during their first twelve hours. Failure to meet this requirement will result in dismissal from the program. Calculation of the GPA for purposes of establishing your standing in the program will only include classes taken after you have been conditionally admitted (this excludes courses taken as a non-degree student). In addition, nine of the first twelve semester hours will be restricted to core courses.

FACULTY AND STAFF

Gerald Gordon, Instructor and Riley Fellow, PhD Catholic University of America he/him/his

Dr. Gordon joined the faculty of the Graduate School of Public Administration and also serves as a Fellow at the Joseph P. Riley Center for Livable Communities. He teaches classes in Economic Development and Strategic Planning. Dr. Gordon was born and raised in Washington DC and attended The Citadel. After graduating, he returned to the DC area and worked for the United States Department of Labor and Arlington County before going to the Economic Development Authority in Fairfax County, Virginia, where he served as President and CEO for 35 years. Dr. Gordon was instrumental in creating the Emerging Business Forum and bringing the 1998 World Congress on Information Technology to Fairfax County. Dr. Gordon received a Fulbright Senior Scholarship in 2008 and has taught at Catholic University, the University of Maryland, George Mason University, and Virginia Commonwealth University; and consulted with city and state governments throughout the United States and around the world, as well as the governments of Poland, the island of Vieques in Puerto Rico, and Micronesia. Dr. Gordon is the author of 15 books, mostly on strategic planning and economic development, although the last two books have been biographies. Dr. Gordon also chaired the boards of the Fairfax Symphony, the Arts Council of Fairfax County, the Foundation for Fairfax County Public Schools and the George Mason University Honors College. He also has served on the board of the International Economic Development Council and is a Fellow Member and Honorary Life Member of the organization. In 2000, *Virginia Business Magazine* cited Dr. Gordon as the "Virginia Businessperson of the Year." Dr. Gordon and his wife (who attended the College of Charleston) live on Seabrook Island and have two grown sons and two grandchildren. Dr. Gordon can be reached at gordongl@cofc.edu or at (703) 314-6975.

Hyokyung Kwak, Assistant Professor, PhD University of Kentucky
she/her/hers

Hyokyung Kwak joined the College of Charleston in August of 2020 as an assistant professor. She will teach POLI 101 American Government and POLI 210 Introduction to Public Administration in Fall 2020. A South Korean native, Dr. Kwak completed her BA in British and American Literature at the Hankuk University of Foreign Studies and her MPA at SungKyunKwan University in Korea. Having interests in experiencing different cultures and studying abroad, she took opportunities to visit Switzerland, the UK, and Thailand, working as a student fellow or intern. She obtained her MA in Political Science at Syracuse University and her Ph.D. in Public Policy and Administration at the University of Kentucky. Her primary research interests relate to the provision of social welfare for economically disadvantaged individuals and related politics, with a primary focus on the United States. Specifically, Dr. Kwak's work seeks to understand political and socio-economic conditions that shape state welfare policies, the interplay of politics and institutions as they impact welfare policy making, and the ways in which welfare policy affects well-being of economically disadvantaged individuals and families. Her recent project explores the impact of second-order devolution on inequality in welfare provision within and across states. In her free time, Dr. Kwak enjoys cooking and loves to hear Soyeon, her 6-year-old daughter, talking about her new recipes. In the near future, she wants to take up painting and capture the beautiful scenery around Charleston on canvas.

Matthew Nowlin, Program Director, Ph.D. University of Oklahoma
he/him/his

Dr. Nowlin has been at the College of Charleston since August of 2013. He is a native of Tulsa, Oklahoma and a first-generation college student. Dr. Nowlin completed his BA in Psychology and MA in Political Science at the University of Central Oklahoma. While an undergraduate, he worked full-time as a certified pharmacy technician in a supermarket pharmacy. After graduation he worked as a case manager at the Department of Human Services and then as a data analysis at the Oklahoma Employment Security Commission while working on his Masters. Dr. Nowlin completed his PhD in Political Science at the University of Oklahoma in 2013. His research and teaching interests are in public policy, with a particular interest in environmental policy and politics. He teaches courses in American government, research methods, public policy, and environmental policy. Dr. Nowlin's current research interests include stakeholder engagement, public opinion, hazard mitigation, and governance of social-ecological systems, with a specific focus on climate change and climate policy. When not thinking about climate change, he likes to spend time with his wife, Robin and their black-lab mix, Lincoln. He also enjoys reading, music, napping, binging TV shows, and superhero movies. Dr. Nowlin can be reached at nowlinmc@cofc.edu or 843.953.0279

*Robert (Bob) O'Neill, Instructor and Riley Fellow, MPA Syracuse University
he/him/his*

Mr. O'Neill joined the College of Charleston in 2018 as a Riley Fellow and an MPA adjunct professor. He grew up in an Air Force family and lived throughout the US, France, and Germany. He started his public service career as a 20-year-old intern in the City Manager's Office in his hometown of Hampton, Virginia. The work was exciting and a career interest in effective government was launched. Mr. O'Neill completed his undergraduate degree in Political Science from Old Dominion University and earned an MPA from the Maxwell School at Syracuse University. He returned to Hampton after graduate school and held several positions, becoming the City Manager in 1984. Getting an opportunity to be the Manager in your hometown is a wonderful and humbling opportunity. The "reinvention" of Hampton during his thirteen-year tenure was widely recognized and described in several books and publications. Mr. O'Neill was the County Executive of Fairfax County, Virginia from 1997-2000 and focused on financial restructuring and revitalizing older areas of the County. In 2000, he became the President of the National Academy of Public Administration and in that capacity served as Counselor to the Director of the Office of Management and Budget for management issues from May to September of 2001. In 2002, he was named Executive Director of ICMA. Mr. O'Neill led efforts to develop leadership and management development programs for local government professionals and provided technical assistance and support to local governments around the world. Among Mr. O'Neill's commendations are the National Public Service Award from ASPA/NAPA, the Spirit of Public Service Award from the Maxwell School, and an Honorary Doctor of Laws from Old Dominion University. He is married to Karen, a retired nurse and professional chef, and is the father of four daughters, and grandfather to seven wonderful grandkids! Mr. O'Neill can be reached at oneilljrrj@cofc.edu.

*Douglas Rivet, Assistant Professor, Ph.D., University of Western Ontario
he/him/his*

Dr. Rivet joined the College of Charleston in August of 2019. Born and raised in the middle of automotive alley in suburban Detroit he developed an interested in transportation systems and their effects on planning and urban environments. These interests lead him to earn a BS from Eastern Michigan University, MA from Western Michigan University, and PhD in Geography from the University of Western Ontario. His research interests are focused on the relationship between urban environments, policy, and development and rehabilitation outcomes. His personal experiences with disability and mobility have also made him a passionate advocate for urban systems that accommodate all means and methods of transport for people across the urban space. He teaches courses on urbanization, planning, geography, and geographic information systems. In his spare time, he nurtures a unique relationship with college football and a tortured relationship with Detroit professional sports. Dr. Rivet can be reached at rivetdm@cofc.edu or 843.953.1036.

***Kendra B. Stewart, Professor, Ph.D., University of South Carolina
she/her/hers***

Dr. Stewart is Professor of Political Science and Public Administration and Director of the Joseph P. Riley, Jr. Center for Livable Communities at the College of Charleston. Her research interests include South Carolina government, non-profit management, state and local government, food policy, and women and politics. She is co-editor of a book entitled *The Practice of Government Public Relations*. The articles she has authored have appeared in various journals including *Urban Affairs Review*, *Public Finance and Management*, *Perspective in Politics*, *Journal of Public Affairs Education*, *Journal of Hunger and Environmental Nutrition* as well as in various scholarly books. Dr. Stewart is a fellow of the National Academy of Public Administration (NAPA), an independent, nonprofit, and non-partisan organization chartered by Congress to assist government leaders in building more effective, efficient, accountable, and transparent organizations. She was also elected to serve as President of the American Society for Public Administration (ASPA) for 2020-2021. Dr. Stewart has conducted political analysis for a variety of print, radio and television media, including *Good Morning America*, Fox News Channel, the Associated Press, *The New Yorker*, and *National Public Radio*. Dr. Stewart received her undergraduate degree from the University of Central Florida and her Master of Public Administration and Ph.D. in Political Science from the University of South Carolina. Prior to her current position, Dr. Stewart was a faculty member at Eastern Kentucky University and worked for the state of South Carolina Budget and Control Board. In addition, she has conducted program evaluations and strategic planning assistance to a variety of public and nonprofit organizations. Dr. Stewart is very involved in the community as well, serving on the boards of several professional and non-profit organizations. She has two children (Paxton and Paisley) and three stepchildren (Grace, Henry and Ella). She enjoys traveling, cooking and reading. Dr. Stewart can be reached at stewartk@cofc.edu or 843.953.6691.

***Marla Robertson, Program Coordinator and CAP Director, MPA College of Charleston
she/her/hers***

Marla is a 2006 undergraduate of the English Department and a 2019 graduate of the College of Charleston's MPA Program. She spent the last 13 years working on campus at the College in Academic, Student, and Business Affairs. Marla is a board member of the Post Landfill Action Network (PLAN), which focuses on educating campuses and students on zero-waste and landfill aversion initiatives. Marla has served as the Black Student Union staff advisor for the last 8 years. She also serves on the executive board for the Gender Sexuality and Equity Center (GSEC) at the College of Charleston. She volunteers in other capacities as needed across campus and remains vehemently dedicated to the support, encouragement, and advancement of underrepresented students on the College of Charleston campus. Marla can be reached at cochranm@cofc.edu or 843-953-6690

Adjunct Faculty

Stephen Bedard, Instructor, MBA, University of Georgia

Area of expertise: Municipal Budgeting

Mr. Bedard can be reached at bedards@cofc.edu

Scott Barhight, Instructor, JD Washington and Lee University, School of Law

Areas of expertise: Land Use Law

Mr. Barhight can be reached at barhughts@cofc.edu

Michelle Mapp, JD Charleston School of Law

Areas of expertise: Housing Development and Policy

Mrs. Mapp can be reached at mappma@cofc.edu

MPA PROGRAM REQUIREMENTS

The MPA is a professional degree requiring:

- 36 semester hours, including the following:
 - a. 18 hours of core required courses.
 - b. 15 hours of electives (18 if the internship requirement is waived for previous work experience).
 - c. A three-hour credit internship. Internships are graded on a satisfactory/unsatisfactory basis.

Transfer Credit

- A minimum grade point average of 3.0.

The Director must approve all transfer credits completed at another institution: a maximum of 12 credit hours can be transferred into the program. Decisions on transfer credits are made after the student has been admitted to the program.

Core Curriculum

The program's core curriculum is designed to explore the essential elements of public management and policy, as well as to prepare students for increasingly complex responsibilities in state and local government, nonprofit organizations, public/private partnerships, and in regional and federal agencies. The core curriculum emphasizes knowledge, skills, and attitudes required to effectively manage and develop organizational resources and to understand the larger constitutional and political setting in which policy is developed and administrative tasks are defined and assessed. Throughout the curriculum, students are regularly challenged to examine issues of unconscious bias, institutionalized racism, and structural oppression.

Foundations of Public Sector Management and Leadership (PUBA 600) provides the foundation for the study of public administration and should ideally be taken during the student's first semester in the program. This course explores the evolution and current status of the public sector in the United States. Students will study the ethical, legal, political, and professional dimensions of public service. Many of these central themes will be re-examined and applied in the Capstone Seminar (PUBA 701).

The core curriculum consists of the 18 semester hours of coursework listed below and a 3 hour internship:

- PUBA 600 Foundations of Public Sector Management and Leadership
- PUBA 601 Research and Quantitative Methods for Public Administration
- PUBA 602 Public Policy
- PUBA 604 Managing Human Resources
- PUBA 605 Managing Financial Resources
- PUBA 701 Capstone Seminar
- PUBA 777 Internship in the public sector.

Elective Courses

In addition to the core courses and three-hour internship, students will take 15 hours of elective courses (18 hours if the internship requirement is waived for previous experience). Elective courses are available in four areas of specialized study

- Nonprofit Administration

- Arts and Cultural Management
- Municipal Government and Urban Planning
- Environmental Policy and Administration

Electives should be carefully chosen, in consultation with your advisor (who is usually the MPA program director, unless you have selected another faculty member as your advisor) to develop the expertise and skills relevant to the student's career path. If a student desires to earn a certificate in one of the elective areas, all requirements for the selected certificate must be met.

Internship Requirement

Students without prior relevant public service work experience (currently employed full time in public service or previously employed for at least one year full time in public service) are required to complete PUBA 777 Internship (3). The student's work history will be reviewed as part of the application process and students will be notified at the time of acceptance if an internship is required. To satisfy the requirement, students must work no fewer than 150 hours over the course of the semester for three hours of internship credit. Every internship requires a written agreement between the supervisor, student, and program director outlining the expectations of the internship. At the conclusion of the internship, both the student and the internship supervisor will be asked to evaluate the work and the overall experience. Students must also fulfill the academic expectations of the internship which are likely to require written reflection of their experiences in relation to public service competencies.

A student that gains full-time employment in the public or nonprofit sector after they are admitted may be exempted from the internship requirement by submitting the internship waiver request form to the MPA Director. If granted, the student is required to take an additional elective course.

Thesis/Capstone Requirement

All students must register for a culminating experience to complete the MPA program, choosing either Capstone or Thesis. The format of the Capstone is a Portfolio which documents student learning throughout the program, focusing on how each student achieved mastery of the five MPA/NASPAA competencies.

In order to complete the thesis requirement a student must have a core MPA faculty member as their advisor along with a committee of three other faculty. In order to register for thesis hours, the student must develop an independent study contract with their advisor containing an agreed upon research proposal and timeline. The final thesis must adhere to all the guidelines set forth in the Graduate School's Thesis Manual.

Being an MPA Student at the College of Charleston

All students are held to the highest academic and professional standards. Academically, students are expected to submit work on the date due and in ways that conform to assignment guidelines.

All written assignments must follow APA guidelines and should be appropriately formatted with no spelling or grammatical errors; appropriate sentence structure; and writing that is concise yet thorough. Attached as Appendix B is a writing tip sheet.

Whether you serving as a Graduate Assistant, doing research, or finishing your degree, you will be working as a representative of the College. The MPA provides a dynamic educational environment that substantively combines academic vigor with applied practical fieldwork. Faculty, staff, and students work in collaboration on innovative research and projects that serve the region.

A meaningful and successful graduate experience is dependent upon individual student commitment to be engaged, professional, and responsible. Students are provided with materials and orientation sessions to increase their understanding of all facets of academic and applied learning experiences. The final responsibility for a successful education and experience lies with the student.

MES/MPA CONCURRENT DEGREE PROGRAM

The College of Charleston is one of a few programs in the country to offer a concurrent Master's degree program in Public Administration and Environmental and Sustainability Studies (MES). The concurrent MES/MPA program allows a student to attain two Master's degrees in three years rather than four without compromising any of the academic content in either program. This program is aimed at preparing students for professional level positions in public organizations that address environmental issues. Please see the Concurrent Degree Student Handbook for more detailed information.

CERTIFICATE PROGRAMS

The College of Charleston offers two graduate certificates. One is in Arts and Cultural Management and the other in Urban and Regional Planning. Students can earn either certificate independent of or as part of the MPA degree. Students must go through the admissions process and be accepted for the certificate program in order to be eligible to earn a certificate.

Along with the required coursework for the MPA and the certificate program, students must complete an internship that is relevant to the field in which they are obtaining their certificate unless the internship has been waived based on public and/or nonprofit work experience. Applications for each certificate program are reviewed by both the certificate's program director and the MPA program director.

Arts and Cultural Management Certificate

The Graduate Certificate Program in Arts and Cultural Management requires a minimum of fifteen (15) hours and the following courses:

- ARCM 560 Leading Arts and Cultural Organizations in a Global Society (3)
- ARCM 561 The Patron-Based Arts Organization (3)
- ARCM 562 Managing Arts and Cultural Resources (3)
- ARCM 563 Data Management and Cloud-Based Technologies for Arts and Cultural Organizations (3)
- ARCM 564 Arts Education, Community Engagement, and Advocacy (3)

Urban and Regional Planning Certificate

The Graduate Certificate Program in Urban and Regional Planning requires the completion of thirteen (13) credit hours of graduate coursework. Accepted students are required to complete PUBA 612 History and Theory of American Urban Planning and select one elective from each sub-field of study: Policy and Policy Management, Legal Issues, and Development Practice.

Core Course (required)

PUBA 518: History and Theory of American Urban Planning

Policy and Management (complete 1 course)

PUBA 511 Urban Policy

PUBA 516 Local and Regional Economic Development: Policy and Practice

PUBA 517 Urban Transportation: Problems and Prospects

PUBA 520 Local Government Politics and Administration

Legal Issues (complete 1 course)

PUBA 513 Planning Law

PUBA 531 Administrative Law

PUBA 535 Land Use Law

EVSS 605 Environmental Law and Regulatory Policy

PUBA 534 Environmental Law and Regulatory Policy

Geographic Information Systems (complete 1 course)

PUBA 514 Urban Applications in GIS (Geographic Information Systems)

EVSS 549 Geographic Information Systems

Arts Management and Master of Public Administration 4+1 Program

Overview

The Accelerated Program will allow students to study contemporary methods of arts management within the arts that intersect with skills essential for careers in the public sector. With this program, undergraduate students in arts management are able to take 12 graduate credit hours in place of undergraduate hours. The accelerated curriculum allows students to complete the ARTM undergraduate degree and MPA graduate degree with electives in arts and cultural management (ARCM) and/or nonprofit management (PUBA). Students may apply for and earn the ARCM certificate outside of the accelerated program.

Curriculum

- Six PUBA core courses would be taken during the student's fifth year. An additional elective course would be needed to achieve the required 36 credit hours required for the MPA program.
- No more than 12 graduate hours can be counted toward the undergraduate major in an accelerated bachelor's-to-master's program.
- A for-credit internship is required in the ARTM program. The required MPA internship requirement is waived if the student completed an internship in a public arts context, with extensive public partnerships, etc. Program Directors have final approval and will determine if the applicant needs to complete a second internship upon admission to the MPA program. If the PUBA 777 internship is waived, then students must complete an additional elective course to meet the MPA credit hour requirements.
- 152 total institutional (undergrad + graduate) hours are required for accelerated programs. If a student earned the 122 minimum and double-counted all 12 graduate credit hours, they'd need to take an additional 6 credits to meet the 152-hour requirement. The student will need 140 unique credit hours upon graduation (this does not include the 12 double-counted hours)

OTHER COURSE DESIGNATIONS AND OPPORTUNITIES

Opportunities to develop higher-level skills and specialized study include a thesis project (PUBA 710), a directed independent study (PUBA 711), and advanced special topic seminars (PUBA 502). In addition, courses are often available through other graduate programs on campus, through the Medical University of South Carolina's Health Administration program, and various Master's programs at the Citadel. All of these course options require permission from the MPA Director at the College of Charleston and the Graduate School Dean at both the home and host institution. Cross registration forms are in the Graduate School Office, 3rd Floor, Randolph Hall.

PROGRAM ASSISTANCE

Academic Advising

It is essential for students to meet with the MPA Director or their assigned advisor to design a program of study that develops the skills, substantive knowledge, and practical experience that will best serve the student's career goals upon acceptance into the program. While the core curriculum is designed to serve all who desire a public sector career, the choice of electives, the nature of the internship experience and the need for remedial coursework will vary from student to student.

Course Scheduling

The program is designed to meet the needs of both full-time professional administrators and pre-service students. Students enrolled in 9 hours of classes are considered full time; 12 hours is the maximum course load. Courses are scheduled during evening hours, typically from 5:30 – 8:15 pm. If you are employed full-time, please be sure that your employer understands that some flexibility is necessary in order to pursue your advanced degree. If your employer is not willing to make these accommodations, you should plan your curriculum accordingly. A curriculum planning sheet is attached as Appendix C. Students are required to finish their degree within 5 years of obtaining degree-seeking status.

Withdrawing from Courses

It is extremely important that any student withdrawing from a course procure a withdrawal form from the graduate school office. The importance of formally withdrawing from a course cannot be overstated. Students who withdraw from classes without notifying the graduate school office will receive the grade of "F" from their instructors. It is expected that students will familiarize themselves with due dates and deadlines.

MyPortal

MyPortal is the College of Charleston's quick, easy way to access a variety of departments online. Your student ID and password allow you to log on to a personalized account and complete a variety of tasks. These include searching the course catalog and registering for courses, checking grades, paying tuition, applying for parking permits, and obtaining a degree audit.

Graduate Assistantships

The MPA program offers five graduate assistantships on a competitive basis for full-time students. Students receiving assistantships must enroll in nine hours of coursework per semester and work 20 hours a week on research and other program-related projects.

- Four MPA students are annually selected to serve as graduate assistants for the Community Assistance Program (CAP). CAP is housed within the MPA office and provides research and capacity building services to nonprofit and governmental organizations.
- One MPA student is selected annually to serve under the direction of the MPA Program Director, providing programmatic support and research assistance.

Applications for graduate assistantships are available on the Graduate School website. To be considered for an assistantship for the fall semester, we prefer the application to be completed by April 15th, and for spring semester, by October 15th. Graduate assistants are expected to work up to 20 hours per week. In some cases, they may be assigned to individual faculty for research projects.

There are other assistantships available on campus in some administrative departments, which are **open to all full-time graduate students**.

Special Accommodations

If you need accommodations for your courses due to a disability, please contact the Center for Disability Services at SNAP@cofc.edu or (843) 953-1431. MPA instructors are very willing to make any adjustments necessary to address student needs.

Student Grievance Procedure

Students may obtain a copy of the grievance procedures from the Graduate School Office at 843-953-5614. Students may also refer to the College of Charleston Student Handbook for policies and procedures <http://studentaffairs.cofc.edu/honor-system/studenthandbook/index.php>

Pi Alpha Alpha Honor Society

Pi Alpha Alpha is the national society formed to recognize and promote excellence in the study and practice of public affairs and administration. The MPA program has hosted a local chapter of the honor society since 1994. Membership is open to graduate students who have completed 30 hours of coursework, maintained a GPA of at least 3.7, and who are in the upper twenty (20%) of their class. Induction into Pi Alpha Alpha occurs every spring semester. You will be contacted by the program director if you are eligible and invited to join and participate in the induction ceremony. This honor is especially important as you make yourself uniquely qualified for potential employment.

Graduation

Students must apply for Graduation to the Graduate School Office by the dates indicated on the academic calendar for the semester in which they expect to graduate. If a candidate for graduation fails to complete his or her degree requirements, the graduation application must be canceled at least two weeks before the end of the semester. The application must be resubmitted in the semester the requirements are completed. Students must also pay a graduation fee at the time of submission or resubmission of the application. Fees may be paid at the Treasurer's Office. No bill will be sent. Additionally, students **MUST** be enrolled in courses or in one-hour of continuous enrollment (PUBA 900) in the semester in which they intend to graduate.

CAREER DEVELOPMENT

Graduates of the MPA program have found employment in a wide variety of public settings at all levels of government as well as with nonprofit organizations. Securing meaningful employment requires efforts by program faculty, staff, and the student. In addition to the Director, program faculty can provide valuable academic and professional guidance. It is particularly important to develop clear and realistic career goals, design an appropriate program of study, and to develop basic skills and competencies to be competitive in the job market. It is also important to begin networking with professionals in the public sector – especially in the student's area of interest. Students are encouraged to take advantage of the following organizations and opportunities to develop academic skills, practical experience, and professional contacts. Additionally, the College of Charleston Career Services office offers a wealth of knowledge and is available to both undergraduate and graduate students. Be sure to take advantage of their expertise and helpfulness.

Master of Public Administration Student Association (MPASA)

Fellow students have a wide range of experience and knowledge to share. The MPASA serves students through hosting social and professional opportunities. Elections for 5 positions are held during the spring semester. New and returning students are encouraged to participate; both part-time and full-time students are eligible to run for one-year terms. MPASA also appoints 2 student representatives to the Graduate Student Association's Senate Council. MPASA encourages all students to network with each other outside of classes. The president of MPASA is appointed a role on the MPA Advisory Committee and granted an opportunity to have a conference registration sponsored by the MPA program.

Academic Support Services on Campus

The Center for Student Learning, the Reference Desk at Addlestone Library, and the Office of Career Services offer valuable campus wide services. See "College of Charleston Facilities" (page 30) for contact information.

Workshops, Speakers, and Roundtables

Periodic workshops, training sessions, and speakers are sponsored through the MPA program, MPASA and the Graduate School. Topics are open for student input and designed around their needs. Some recent topics included: grant writing, public/private partnerships in the Lowcountry, GIS training, time management, growth management in the Lowcountry, community nonprofit organizations, and an open meeting with a career panel. The MPA program also hosts monthly Lunch and Learn sessions, designed to highlight the diverse representation among public administrators.

Master of Public Administration Advisory Committee

The Master of Public Administration Advisory Committee is composed of alumni from the MPA program, established members of the public and nonprofit sectors in the Lowcountry, and student representation. The Advisory Committee serves as an important bridge between the program and professionals working in the field and provides advice on a number of program issues.

South Carolina Chapter, American Society for Public Administration (ASPA)

The Lowcountry ASPA is the local chapter of the American Society for Public Administration. ASPA membership provides extensive networking opportunities in the Lowcountry, access to national organization resources, and a subscription to *Public Administration Review*, the leading journal in the field. Applications are available from the MPA office and online at www.aspanet.org. The Lowcountry Chapter is eager to include MPA students in their membership, and currently maintains two board seats for students in the MPA program. You are encouraged to contact ASPA to ascertain if these positions are currently available and for further information about ASPA opportunities and membership. The MPA Program provides a complimentary ASPA membership for all students during their enrollment.

The Joseph P. Riley, Jr. Center for Livable Communities

The MPA Program is physically located in the Riley, where the majority of our courses are offered. The Riley Center serves as the primary outreach vehicle of the College. They provide public assistance to local and state governments and nonprofit organizations. The Center's technical assistance and research capabilities include survey research, formal evaluation design, data collection and analysis, planning, personnel studies, compensation studies, economic impact analysis, and budgeting. Students are encouraged to become involved in Center activities. In addition, the Center often sponsors national and local conferences that are open for student participation and attendance. Please see Dr. Kendra Stewart, Director of The Riley Center, for more information or visit the website at riley.cofc.edu.

COLLEGE OF CHARLESTON FACILITIES

DEPARTMENT	PHONE	WEB	SERVICES PROVIDED
Career Services	953-5692	careercenter.cofc.edu/	Provides career counseling, workshops, and occupational information.
Center for Student Learning	953-5635	csl.cofc.edu/	Offers students personalized assistance in the areas of reading and studying skills, writing skills, math, and the sciences. Free of charge. Located in the Addlestone Library.
Computer Facilities	Help Desk 953-3375	it.cofc.edu/computing/	The Addlestone Library houses over 250 Dells and Macs. The JC Long Computer Lab has 100 personal high-performance Pentiums and Macs. Printing is handled by three high speed Laser printers.
Health and Wellness	953-5640	wellness.cofc.edu/	Provides professional counseling and testing services.
Health Services	953-5520	studenthealth.cofc.edu/	Provides routine office care and referrals to local physicians, hospitals, and laboratories. Information about student health insurance is also available.
Financial Aid and Veteran's Affairs	953-5540	finaid.cofc.edu/	Assists in applying for federal financial aid programs, scholarships and work-study programs.
Library	953-5530	cofc.edu/library/	Reserve readings for graduate courses are kept at the front desk.
Parking	953-7834	parkingservices.cofc.edu	Student parking lots are available after 5:00 PM at no cost. A parking permit application is available through Parking Services if you would like a reserved parking place.
Residence Life and Housing	953-5523	reslife.cofc.edu 40 Coming Street	There are no campus facilities for graduate students, but information concerning off-campus housing is available.
Stern Student Center	953-5726	sterncenter.cofc.edu/	The student union includes a food court, automatic teller machines, a swimming pool and gym, and bulletin boards with campus information.
Social Campus Events		www.cofc.edu/sota www.cofcsports.com	Lectures, dances, concerts, sporting events, etc. are open to all students with college identification.
Sports Facilities	953-5556	Campusrec.cofc.edu	Tennis courts, handball courts, gym, classes, and intramurals.

College of Charleston
MPA Program
Operationalization of the NASPAA Competencies

The Master of Public Administration at the College of Charleston operationally defines the five NSAPAA competencies, within the context of the program's mission, vision, and values as follows:

Lead and Manage in the Public Interest

Mastery begins with a value system that shapes behavior, and then relies on vision, leadership, and technical skills to affect positive change. Upon graduation students will be able to:

- Describe approaches to and context of public sector leadership
- Demonstrate proficiency in executing administrative functions and motivating people
- Value people and display effective leadership qualities

Contribute to, and Participate in, the Policy Process

Mastery requires a strong sense of civic duty coupled with the technical skills to tackle complex social problems and an overarching respect for policy as a useful tool for change. Upon graduation students will be able to:

- Explain various policy frameworks, the policy process, and democratic systems
- Analyze policy problems; conduct and evaluate policy research
- Demonstrate an appreciation for how the past and present affects policy development and direction as well as the importance of including people affected by policy to participate in the process

Analyze, Synthesize, Think Critically, Solve Problems, and Make Evidence-Informed Decisions in a Complex and Dynamic Environment

Mastery requires an ability to make difficult decision alongside of those affected by the decisions in ways that are informed by logic, research, and reason with the ultimate goal of advancing the common good. Upon graduation students will be able to:

- Describe the scientific method/evidence-based methods and identify reliable data sources to inform decision making
- Employ appropriate qualitative or quantitative data collection and analysis methodologies to aid in decision making or problem solving
- Demonstrate a spirit of inquiry that values diverse perspectives, reflection, and transparency

Articulate, Apply, and Advance a Public Service Perspective

Mastery requires a commitment to justice when considering solutions to systemic inequalities that threaten the common good. Upon graduation students will be able to:

- Define the role of the public sector in creating public value
- Explain how the reconciliation of competing values, expectations, and goals build public trust and strengthen individual and institutional relationships
- Practice the values of fairness, justice, equity, responsiveness, empathy, and co-creation

Communicate and Interact Productively and in Culturally Responsive Ways, with a Diverse and Changing Workforce and Society At-Large

Mastery requires attention to the biases that may influence understanding, action, and decision making as well as a commitment to remedy barriers to active participation. Upon graduation students will be able to:

- Recognize bias and the ways privilege and power have shaped public sector institutions and outcomes
- Incorporates various communication tools and strategies (e.g., written reports, social media, oral presentations) that are appropriate to the context and audience in the management of public service organizations
- Demonstrate curiosity about and respect for individual and group differences; seek to engage diverse perspectives

College of Charleston
Master of Public Administration Program
Writing Tip Sheet

All assignments are expected to reflect these general guidelines:

General Writing Expectations:

- Follow APA guidelines for all in-text citations (i.e., quotations are framed effectively and properly attributed) and references
- Use Times New Roman 12-point font
- Indent the first line of each paragraph by ½ inch
- Spell out numbers under ten (e.g., six, *not* 6)
- Use precise, unambiguous, real words (e.g., thru is not a word)
- Do not use an undefined acronym
- Be sure your paper does not include unspecified pronouns
- Use proper tense
- Refer to people as “who” and things as “that” (e.g., Sally is a person who...; Yesterday, there was a meeting that...)
- Insert page numbers
- Follow assignment guidelines regarding length, formatting, submission details, deadlines, etc.
- Proofread to assure submissions are free from spelling, punctuation, and grammatical errors

Content:

- Submission incorporates and applies course concepts and ideas with facility
- Key points/central arguments/core concepts of the assignment (e.g., book review, presentation, literature review) are easily identified and well-articulated
- Writing demonstrates comprehensive grasp of theoretical concepts, major themes, or underlying assumptions of reference material
- Avoids extraneous detail (e.g., arbitrary reference to work experiences)
- Evidence used to support key points is rich, detailed, and well-chosen
- The conclusion logically flows from the material presented, bringing closure; which means that new concepts are not presented at the end of the paper/presentation unless relevant to the central arguments or couched in terms of directions for future research or study
- All recommendations include a clearly articulated rationale that flows logically from previously presented ideas, themes, or concepts

Formatting and Flow:

- Overall organization is logical and quickly apparent, typically achieved with a strong introductory paragraph that lays out the topic, a nuanced central argument, and structure of the submission
- Connections among paragraphs are clearly articulated and transitions are smooth
- Each paragraph advances one distinct and coherent point that is clearly expressed
- All concepts are referred to in the same way (e.g., employee satisfaction is referred to as employee satisfaction throughout the paper; not as morale in one section and engagement in another)

General Tips about Language and Writing that are Likely to Affect your Grade:

- If you have received feedback on a previous assignment on any of the expectations above, be sure to incorporate that feedback into future assignments
- Public agencies are not “companies.” This is a public administration program; do not refer to public sector or nonprofit organizations as companies
- Refrain from using passive voice (if you do not know what this is, look it up)
- Critical writing is not always negative
- Avoid stringing together numerous quotations from various (or the same) source and submitting as your research paper, literature review, or some other summary-type assignment. These kinds of synthesis-related assignments require you to do independent research; identify key points, main ideas, or central arguments; and then reveal your interpretation of what was discovered



MPA PROGRAM OF STUDY FORM

NOTE: The number of required credit hours is 36

NAME: _____ STUDENT ID# _____

I. CORE COURSES

All students must complete the following core courses

COURSE NUMBER	TITLE	CREDIT HOURS	SEMESTER/YEAR
PUBA 600	Foundations of Public Sector Management and Leadership	3	
PUBA 601	Research and Quantitative Methods for Public Administration	3	
PUBA 602	Public Policy	3	
PUBA 604	Managing Human Resources	3	
PUBA 605	Managing Financial Resources	3	
PUBA 701	Public Administration Capstone	3	

Capstone can be waived and replaced with PUBA 710 Thesis (3)

TOTAL CORE CREDIT HOURS: 18

II. INTERNSHIP

Students without relevant work experience are required to complete PUBA 777 Internship (3). **Students that receive an internship waiver must complete an additional three hours of electives.**

AGENCY / ORGANIZATION	SEMESTER /YEAR

TOTAL INTERNSHIP CREDIT HOURS: 3

OR

CHECK IF INTERNSHIP WAIVER: _____

III. ELECTIVE COURSES

Students must complete 18 credit hours (OR 15 credit hours plus an internship) of electives.

COURSE NUMBER	TITLE	CREDIT HOURS	SEMESTER/YEAR

TOTAL ELECTIVE CREDIT HOURS: _____

IV. TRANSFER CREDITS

Students may transfer up to 12 credit hours earned outside of the MPA Program:

COURSE NUMBER	TITLE AND INSTITUTION	TERM	CREDIT HOURS	GRADE	INSTRUCTOR

TOTAL TRANSFER CREDIT HOURS: _____

TOTAL CREDIT HOURS: _____

URBAN AND REGIONAL PLANNING CERTIFICATE

If you are planning to graduate with an Urban Planning certificate, four of your elective courses must be selected from the following list:

Required Course	Anticipated Completion	Semester Completed
PUBA 518 History and Theory of American Urban Planning	_____	_____
Policy and Management (Complete 1 Course)		
PUBA 511 Urban Policy	_____	_____
PUBA 516 Local and Regional Economic Development: Policy and Practice	_____	_____
PUBA 517 Urban Transportation: Problems and Prospects	_____	_____
PUBA 519 Community Planning	_____	_____
PUBA 520 Local Government Politics and Administration	_____	_____
Legal Issues (Complete 1 Course)		
PUBA 534 Environmental Law and Regulatory Policy	_____	_____
PUBA 513 Planning Law	_____	_____
PUBA 531 Administrative Law	_____	_____
PUBA 543 Environmental Law and Regulatory Policy	_____	_____
PUBA 535 Land Use Law	_____	_____
Geographic Information Systems (Complete 1 Course)		
EVSS 549 Geographic Information Systems	_____	_____
PUBA 514 Urban Applications of Geographic Information Systems	_____	_____

ARTS & CULTURAL MANAGEMENT CERTIFICATE

If you are planning to graduate with an Arts & Cultural Management certificate, you must take the following elective courses:

Required Courses	Anticipated Completion	Semester Completed
ARCM 570 Leading Arts and Cultural Organizations	_____	_____
ARCM 571 Arts Education, Community Engagement, and Advocacy	_____	_____
ARCM 572 Data Management and Cloud-Based Technologies	_____	_____
ARCM 573 The Patron-Based Arts Organization	_____	_____
ARCM 574 Managing Arts and Cultural Resources	_____	_____

ADDITIONAL USEFUL LINKS

College of Charleston

MPA Program	puba.cofc.edu
The Graduate School at the College of Charleston	gradschool.cofc.edu
Financial Aid Office	finaid.cofc.edu
College of Charleston Career Services	careercenter.cofc.edu
CISTERNonline - On-Campus Jobs	cisternonline.experience.com
Academic Calendar	registrar.cofc.edu/calendars/

Municipalities & Employers

City of Charleston, SC	www.charleston-sc.gov
Charleston County	www.charlestoncounty.org
Town of Summerville	www.summerville.sc.us
State of South Carolina - Jobs	www.jobs.sc.gov
Town of Mount Pleasant	www.tompsec.com
South Carolina Association of Nonprofit Organizations	www.scanpo.org

Associations

American Society for Public Administration (ASPA)	www.aspanet.org
International City/County Management Association (ICMA)	www.icma.org
Municipal Association of SC	www.masc.sc
Charleston Young Professionals	www.charleston-yp.com

