

REUBIN O'D. ASKEW
SCHOOL OF PUBLIC ADMINISTRATION AND
POLICY

MPA Student Handbook
2019-2020



Florida State University
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Welcome

Dear Prospective and Current MPA Students:

We appreciate your interest and participation in the Master of Public Administration (MPA) program of the Reubin O'D. Askew School of Public Administration at the Florida State University (FSU). Located in Tallahassee, the capital city of the 3rd most populous state in the nation, the Askew School seeks to prepare our students for public service careers that make a substantial impact on our state, country, and world. Most MPA classes are offered at night to accommodate students who work during their degree program. In addition, the School is offering a completely online degree option for the MPA degree beginning in the 2019 Fall term.

The Askew School's MPA program is one of the oldest in the nation, with courses in public administration taught on campus since the 1930s. The FSU School of Public Administration was founded in 1947, and was renamed as the Reubin O'D. Askew School of Public Administration and Policy in 1994. While we offer undergraduate courses, the School is focused on graduate MPA and Doctoral degree programs. The MPA program offers career tracks in several fields, including Local Government Management, Financial Management, Evidence-Based Governance, Emergency Management, Nonprofit Management, and Leadership and Strategic Management.

Our MPA program is fully accredited by the Network of Schools of Public Affairs and Administration (NASPAA) and regularly receives commendations from its accreditation reviews. While there are no official rankings of the over 250 graduate public administration programs in the United States, the Askew School is consistently highly rated by the magazine *U.S. News and World Report*. In its 2018 rankings, *U.S. News* cited the Askew School as the top ranked program in the state of Florida and in top 5 in the Southeast. Recent studies from other organizations and academic researchers have ranked the Askew School as third in the world in both faculty and student research publication productivity.

The Askew School's exceptional faculty are focused on providing superior classroom instruction as well as regular opportunities to engage with students outside the classroom. Our Public Administration Graduation Association (PAGA) provides ongoing opportunities for students to socialize, form study groups, and network with our rich community of alumni who work in the Tallahassee area. This handbook illustrates detailed information about the MPA curriculum and requirements for students.

Sincerely,

Keon Lee, Ph.D., Askew School Director
Professor of Public Administration

Gary VanLandingham, Ph.D., MPA Program Director
Reubin O'D. Askew Senior Practitioner in Residence

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Program Goals

The MPA program seeks to prepare students for a wide range of positions in government and nonprofit organizations, with some graduates going on to successful careers in other fields. The program is open to persons from a wide range of academic and professional backgrounds. Our students fall into two general categories: pre-service students who have not yet entered the workforce and are preparing for careers in government and nonprofit organizations, and in-service students who are already working and wish improve their skills and career potential.

Students learn a wide range of analytical, communication, and leadership skills that are essential to leading modern organizations. The program is designed to help students achieve seven key competencies that are essential for successful public service careers. These competencies are developed through readings, lectures, class projects, case studies, and discussions with practitioners.

- ✓ Understanding how to successfully lead people, especially in teams, and to work with citizens;
- ✓ Knowing how to make ethical decisions in leading organizations and delivering public services;
- ✓ Developing and demonstrating excellent analytical and oral and written communication skills;
- ✓ Comprehending the policy development, implementation, and management processes used to achieve societal goals;
- ✓ Knowing how to work effectively in collaborative policy and program networks across sectors and governments;
- ✓ Understanding of the primary tools, events, participants, contexts and institutions that are used to manage public programs and policy; and
- ✓ Recognizing different ways of viewing organizations and the methods that can be used to improve the performance of public and nonprofit organizations.

Admissions

The Askew School seeks to admit a diverse group of students with strong academic ability and career potential who are committed to public service. Persons seeking regular admission to the MPA program must meet the University's quantitative standards (a grade point average of at least 3.0 on all upper division work, required scores on the Graduate Record Examination or other approved test such as the GMAT), furnish letters of recommendation (including two from professors for recent students), and provide a career goal statement. However, students may waive the GRE requirement if (1) they have an upper-division undergraduate grade point average of at least 3.5; (2) have successfully completed 12 hours or more of graduate studies at an accredited institution with a graduate grade point average of at least 3.0; or (3) have at least five years of professional work experience in a position that requires an undergraduate degree.

The School may grant provisional admission to students who meet the minimum university admission requirements, but whose records indicate some weakness in preparation. During their first semester, such students may be required to participate in programs such as the FSU Center for Intensive English Studies to enhance their chances of success and/or meet specific particular performance requirements.

The Askew School may also grant a very limited number of exceptions to the minimal university requirements that are available on a competitive basis with attention given to affirmative action. Students who do not meet minimum qualifications may attempt to prove their ability to do graduate work by enrolling as non-degree seeking "special students" (consult the *University Bulletin*). Those who seek this route to admission should enroll in a maximum of 12 hours (including PAD 5050, 5700, and two other core courses over two terms) and earn a cumulative grade point average of at least 3.0 for all graduate work. Such applicants are forewarned, however, that successful performance as a non-degree seeking student does not assure admission. A limit of twelve credit hours taken as a non-degree seeking student can be transferred into the MPA program if the individual is admitted. If a candidate does not gain admission, he or she may pursue one of the graduate certificate programs offered by the School.

Credit Hours Transfer

Students wishing to transfer course credits from graduate program are normally limited to nine semester hours of recent courses. Students seeking to transfer credits must submit specified information, including course syllabi, to the MPA director for approval. Askew School students must seek prior approval if they plan to take a class elsewhere and apply it to their MPA degree.

Financial Aid Opportunities

The School offers a limited number of graduate assistantships and scholarships to MPA students on a merit basis. This assistance is generally awarded beginning in the Fall semester of each academic year. Most of these awards are made to incoming students, although some are made to students already in the program. To be assured of consideration for such awards, students should submit applications by March 1 for the next fall term. In addition, the School regularly works with other University units to place our students in graduate assistantships that those units annually offer. Selected students will receive a tuition waiver and a financial stipend of \$8,000 per term for approximately 1/3 time service (15 hours per week). Students may be assigned as graduate research or administrative assistants.

In addition, students with strong undergraduate grades and GRE scores may apply through the School for Florida State's very competitive University Fellowships. Applications must be submitted by January 10th for the following fall semester. These fellowships include an out-of-state tuition waiver. Other fellowship opportunities are announced throughout the year. The Graduate School maintains current information about sources of financial aid on their website at: <http://gradschool.fsu.edu/funding-awards>. Application forms for loans and financial assistance may be obtained from the Office of Financial Aid (<http://financialaid.fsu.edu>). In addition, the Division of Student Affairs has information on assistantships available elsewhere in the university.

Florida State also offers a number of financial aid programs for economically disadvantaged students. The deadlines are typically early January, and require separate applications. Qualified students are encouraged to apply for the following scholarships:

- The Auzenne/Wilson Assistantship program for Black graduate students offers stipend which may be supplemented by the Askew School (application due in early January).

- The FAMU Feeder Fellowship for Black graduate students provides support which may be supplemented by the School (application due in early February).

Florida State additionally offers a full array of general financial aid programs, and interested students should apply far in advance to the Office of Financial Aid. Students receiving aid through the College Work/Study Program may request assignment to the Askew School where their work experience can be designed to complement academic interests. Participating students must register for at least six hours of coursework (some financial aid sources require nine or 12 hours). Note that changing federal laws may impact how financial aid affects your personal income taxes. You should check with the Financial Aid Office for current information, and consult the IRS web site for information about Lifetime Learning Tax Credit to possibly reduce tax liability. Apply for, or renew, financial aid each academic year, usually in late spring (even if you already receive aid) at <http://studentaid.ed.gov/>

Internships

The Askew School encourages all students to seek a wide range of practical experiences during their program, as these opportunities both help to make course topics “real” and build strong resumes that are helpful when students graduate and seek professional positions. Dr. Portia Campos, Internship Coordinator, has information about volunteer and internship opportunities available in the Tallahassee area, other parts of Florida, and the nation. Students should begin their internship search at least one semester prior to when they register for PAD 5946: Public Service Internship. (Note: the Askew School does not directly make internship placements; however, assistance is provided to students who are conducting their internship search.) Organizations offering internships usually expect students to have completed at least a semester of course work.

Pre-service students are required to complete an internship during their program. This requirement may be waived by the MPA director for students who have more than a year of full-time professional work experience, defined as a job requiring a BA degree and totaling 2,000 work hours. Students may also qualify for a waiver for jobs that they hold during their master’s program, and more than one job can be used to compile the required work experience. Students seeking a waiver must submit appropriate documentation to the MPA director, including an agency job description (including that it requires a bachelor’s degree) and a supervisor’s letter indicating how long the position was held and whether it was part- or full time.

While some internships offered by public and nonprofit organizations are unpaid, many offer stipends and some are prestigious. Notable local internships include those offered by the Tallahassee Mayor’s Office, the Florida Legislature, and the Executive Office of the Governor. These internships are highly competitive and offer both tuition waivers and stipends. Interested students should consult the Tallahassee, Legislative, and Governor’s websites for details; applications are normally due early in each calendar year.

Student Advising

All students are assigned a faculty advisor when admitted to the School. Students are required to make an appointment to see their designated faculty member early during their first term, and it is highly recommended that they do so prior to registering for classes. This advisor seeks to help

students get started in the program; afterwards students generally seek advice from one of the faculty members listed within the career path(s) that best fit their goals. All faculty are experienced in both the practice and teaching of public administration and any faculty member can sign advising forms.

The MPA Director serves as the secondary adviser for all MPA students. In addition to offering advice about electives and career placement, the Director will make all decisions regarding individual program requirements, such as whether a student has enough relevant professional experience to be exempt from the internship requirement.

MPA Degree Requirements

Students must complete eight required courses and at least six elective courses for a minimum of 42 semester hours (24 hours of required credits and 18 hours of elective credits) to qualify for the degree. The required courses include a substantive core of five courses, a two-course methodology sequence and an applied research project called the Action Report (see below). Students who lack one year of full-time professional experience must also take the internship class (PAD 5946) for an additional three (3) credit hours. The University "Recency of Work" requirement stipulates that all courses must be completed in seven years.

Successful completion of required courses is defined as receiving a grade of B- or better in each class. Students who receive grades of C+ or less in any required courses must repeat the course(s). However, those who receive grades of C or below in an elective course are not required to complete the course(s) so long as their overall grade point average remains at or above a 3.0.

Core Courses (15 hours)

- PAD 5050 - The Profession of Public Administration
- PAD 5106 - Public Organizations
- PAD 5227 - Public Financial Management
- PAD 5417 - Human Resource Management
- PAD 5035 - Policy Development and Administration

Methodology Courses (6 hours)

- PAD 5700 – Research Design in Public Administration
- PAD 5701 – Quantitative Analysis in Public Administration

Internship (3 hours if not waived)

- PAD 5946 – Public Service Internship

Applied Research Project (3 hours)

- PAD 6908 – Action Report

Students must also complete 18 hours of elective classes.

Prerequisites and Sequencing of Required Courses

Students may begin their MPA program in any academic term. We highly recommend that students take PAD 5050 and PAD 5700 during their first semester. PAD 5700 is the first of the two required methodology courses and is a prerequisite for PAD 5701, which should be taken the following term. PAD 5035 should be taken after PAD 5701 and before taking PAD 6908. This sequencing is designed to help students develop strong research and writing skills.

For most students, four graduate-level courses is a full class load. However, students receiving assistantships or fellowships should generally take three courses due to their work requirements. Students who work full time should not attempt more than six credits per term. The following schedule provides a recommended sequence of courses for a program of study that spans five terms:

First term:	PAD 5050 - Profession of Public Administration PAD 5700 - Research Design One (or two) elective course(s)
Second term:	PAD 5701 - Research Methods One additional core course One (or two) elective course(s)
Third term:	PAD 5035 - Policy Development and Management PAD 5946 – Public Service Internship (if required) One core course One elective course
Fourth term:	One core course Two elective courses
Fifth term:	PAD 6908 – Capstone Project One elective course

Core courses are typically offered every term, including summer sessions. Elective courses are taught usually once a year, although some are offered less frequently; consult your advisor. You should take relevant core course(s) for your chosen Career Path (see below) as soon as possible to be ready to take the applicable elective courses; be aware that some advanced courses (such as 6000-level courses) may require additional prerequisites. For example, PAD 6226 - Public Budgeting Simulation and Issues requires students to take PAD 5227 – Public Financial Management as a prerequisite, and PAD 5700 should be taken before PAD 5701. During the summer semester, most core classes but only a few elective courses are offered. Students enrolling in the summer should plan to “save” one or more core courses to take at that time, and should also look at course offerings in other departments.

Electives and Career Paths

The School expects all students to take a coherent set of elective courses that enhance their abilities and future public service careers. Young professionals typically begin their careers in positions that require technical skills and they then progress to higher-level leadership positions over time. The School offers many elective courses that help students develop technical skills. We encourage students to choose elective courses in a way that best fits their career aspirations, so long as this is done with prior faculty advice.

To assist students in choosing elective courses, the School has listed elective courses that fit several career paths (see Appendix A). While most students take electives from one of these career paths, you are free to select other courses that fit your career plans. Elective courses may also be taken outside of the School, with approval of your faculty advisor.

An advantage of attending a large, diverse institution like Florida State is that it offers many courses relevant to public service careers. Students may enroll for six hours of elective coursework in another department on a pass/fail basis. This may be advisable when taking elective courses in other fields where you might be in competition with those who have had years of preparation in that discipline. Any course taken from the School of Law should be taken on the S/U basis as the Law School follows a different basis for determining grades. Public administration courses, however, may not be taken on the S/U basis. Students should seek advice from their chosen faculty advisor when selecting elective courses. Your advisor will sign the *MPA Student Advising Form* [see Appendix B] to approve elective courses. Caution: electives outside the School that are not approved on the form might not be accepted toward graduation.

Graduate Certificates

Students may work toward completing one of the School's five graduate-level certificates. These certificates are not a part of the MPA program and may be obtained by persons who have not been admitted to the program. However, some MPA students complete a certificate to show that they have attained a high level of competency in the area. Students must apply for admission to a certificate and should do so before completing the second course in the certificates' course of study. Application information can be found on the Askew School website, as are lists of required courses for each certificate.

- General Public Administration
- Financial Management
- Emergency Management and Homeland Security
- Florida City and County Management
- Civic and Nonprofit Leadership
- U.S. Intelligence Studies

Non-Degree Seeking Student Status

Students may obtain graduate-level certificates as a non-degree seeking student (those with bachelor degrees who take graduate courses without being admitted to graduate standing). Such students may transfer a maximum of 12 semester hours earned as a non-degree seeking student into the MPA program, once accepted into the MPA program. Some persons who do not qualify

for regular admission take courses as non-degree seeking students in hopes of proving their ability to do graduate work; however, success as a special student does not guarantee admission. The School is strictly limited in the number of students it can admit who do not fully qualify for admission as degree seeking students (see "Admissions" above).

Joint Pathway Programs and the Public Administration Ph.D. Program

The Askew School offers several joint graduate degrees with other departments at Florida State, including Urban and Regional Planning, Social Work, Criminology and Criminal Justice, and the College of Law. Students who are interested in a Joint Pathway program should first apply to one program to obtain admission to the graduate school and then petition the sister program for acceptance into a Joint Pathway status. The joint MPA/College of Law program is limited to students who have been admitted to the School of Law, and admission to graduate standing in other programs does not constitute admission to the School of Law.

Acceptance by both programs is required for students to seek Joint Pathways. Students must apply for a Joint Pathway before completing 24 hours of graduate credit in one of the programs. For further details, interested persons should contact their adviser. Online descriptions outline the requirements for Joint Pathways (a link to these descriptions is available on the School's website). Joint Pathway students generally complete each degree's core courses, take research methods courses from one department, do a single internship, and take fewer electives. Joint Pathway programs reduce the time required to obtain the two degrees by as much as two terms of study, when compared to doing the degrees separately.

The Askew School offers a Doctor of Philosophy degree, intended to prepare persons for careers in academia or other positions that require advanced research skills and theoretically advanced knowledge. Attainment of an MPA does not assure admission to the doctoral program, which requires at least a 3.5 graduate grade point average in addition to other qualifications. It is possible for persons who possess a baccalaureate to be directly admitted to the doctoral program. As these students must satisfy most MPA requirements in route to their Ph.D., they typically obtain the master's degree as well. Interested individuals should consult with the MPA and doctoral program directors.

Course Loads, Dropping Classes, and University Withdrawal

We recognize that many students are under financial and other pressures to obtain their degree as soon as possible. However, students who attempt to take too many courses may hurt themselves, their career potential, and their academic record. Twelve credits per semester constitutes a full-time course load. Given the high level of reading and analytical work required, students should be very cautious in attempting to take more hours per term. The program is designed for students to complete over two full academic years, including summers. Those completing the program on a part-time basis should expect to spend at least three years in doing so. Students who work 30 or more hours per week should generally attempt no more than six credits per term until he or she is well established in graduate work.

We recognize that students may encounter professional and personal problems and need to drop a class; we will work with students to try to address these challenges. However, we also believe

students have a professional responsibility to diligently apply themselves when taking graduate classes. Students who register for courses, but fail to attend classes will receive an "F" if the courses are not officially dropped. During the first four days of classes, individual courses may be added or dropped without penalty. After that time, students are financially liable for all courses that remain on their schedule even if dropped later in the term. The university allows courses to be dropped through the seventh week of classes and these courses will not appear on a student's transcript. After the seventh week, courses may be dropped only with the approval of the MPA Director and the Associate Dean of the College of Social Sciences. These classes will appear on the student's transcript with the notation "WD."

Students must obtain permission from the MPA Director to withdraw from the university. Failure to register for courses for two consecutive terms, including either the Fall or Spring semester, constitutes an automatic withdrawal and requires readmission, which is restricted to those who have maintained a 3.0 average. Students experiencing work, personal, or other problems that interfere with academic performance should discuss the problems with their advisor, the MPA Director, or the School Director. FSU also offers counseling services to students to help them address these problems.

Bypassing Core Courses

Students who enter the program with relevant undergraduate coursework in public administration may at times skip PAD 5050 (Profession of Public Administration) and/or PAD 5227 (Public Financial Management) with the approval of the MPA Director and the faculty member responsible for the course. To qualify, students must have completed at least two appropriate undergraduate courses with a grade of A; to bypass PAD 5227, one of the undergraduate courses must have been in public budgeting and include an introduction to financial administration. Students who receive a bypass to PAD 5050 may take any other public administration course, while those who bypass PAD 5227 should take another financial management course. Skipping one of these core course does not reduce the total credits needed to complete the MPA; rather, it allows students to better fit courses to their level of knowledge. Those who have taken graduate coursework at other institutions should consult the section of this Handbook that deals with transfer credits.

Directed Independent Study

Students may undertake individual study through Directed Independent Study (DIS). Students may register for a DIS (PAD 5907-section number) after completing twelve semester hours in the MPA core and the required research methodology courses. Prior to registration, these students must talk to the professor s/he is interested in working with to get their agreement to oversee the tutorial project. Students are limited to nine hours of DIS S/U credits. Students seeking to take a DIS should have a reasonably complete idea of what they wish to accomplish before requesting a conference with a faculty member. While there is no schedule class meeting time, FSU requires DIS students to schedule one conference a week with their professor on campus; equivalent forms of student-faculty interaction may be substituted. As faculty have research and public service responsibilities in addition to teaching loads, students should be prepared to convince their chosen professor about the merits of their proposal. The student is responsible for completing and returning the appropriate university DIS study form to the MPA office.

Mid-program Review

Students may request an optional mid-program review of their progress after completing 15-18 hours of coursework (generally after their second term). This review, conducted by the MPA Director and faculty in the student's chosen career path, will examine the student's academic achievement, progress toward degree, internship completion, and selection of elective courses. The school may also schedule a review of students who are not making satisfactory progress in their classes; such students will receive a written assessment of their situation after meeting with the MPA Director and other faculty.

Action Report

All students are required to complete a Capstone Project (PAD) during their final semester. This applied research project requires students to integrate theory to practice in a major study of a public organization, program, or policy issue. Action Reports must include a comprehensive literature review and appropriate methods of inquiry, and produce a professional product which provides actionable recommendations to deal with a significant problem.

Students should identify the problem that they will address in their Action Report well in advance of registering for PAD 6908 and begin to work on it during the preceding term. Students will receive an email from the professor who is leading this class approximately 60 days prior to the start of the term, and this email will specify due dates for required preliminary work. Consultations with the instructor should begin shortly thereafter. Students should develop a problem statement outlining their proposed research topic before this consultation, and they must submit a formal proposal at least 21 days prior to the beginning of the term in which they will undertake their Action Report. Students must earn at least a B- for their Report or their graduation will be postponed until an appropriate performance level is achieved.

Graduation Procedure

Students must apply for graduation in the Student Central portal of the FSU website. The application deadline is posted on the Registrar's site each semester. Students must reapply for graduation if they do not graduate in the requested semester.

Online graduation application steps:

- ✓ Login at my.fsu.edu.
- ✓ Under **myFSU Links** on the left-hand side of the screen, click the **SC** icon.
- ✓ Under the Academics area, click the drop down box arrow and select Apply for Graduation.
- ✓ For further instructions, visit <http://www.sc.my.fsu.edu/Students/How-To/Apply-to Graduate>.

Other helpful links:

<http://registrar.fsu.edu/graduation/checklist/>

<http://registrar.fsu.edu/graduation/>

<http://registrar.fsu.edu/graduation/calendar/>

Career Placement

FSU's Career Center offers comprehensive career and employment services to students and alumni. They assist students with finding employment and internships by offering a multitude of workshops, events, and services throughout the year. For instance, they sponsor an annual government and social services career fair which provides students with networking and employment prospects. Students can also showcase professional skills and accomplishments through Career Portfolio, an online tool which students can share with potential employers. And the Career Center's online jobs database, SeminoleLink (*powered by Handshake*) allows students to access full-time job listings, employ job search agents (which send job notifications via email) and have résumés referred to employers. More information on these services can be found at <https://www.career.fsu.edu/>

The Career Placement Service sponsors a government career day each year which is attended by representatives of many public agencies. Plan to attend. Students should also take advantage of opportunities to join local professional organizations such as the North Florida Chapter of the American Society for Public Administration, the Florida City & County Management Association, and the Tallahassee Area Chapter of the National Institute of Government Purchasing, the Florida Personnel Management Association, the Southeastern Evaluation Association, and the Florida Government Finance Officers Association. Developing of a network of professional contacts--through the internship, professional memberships, and conference attendance--is essential to a successful employment search.

Those interested in professional placements both statewide and nationwide should become familiar with America's Job Bank <http://www.ajb.dni.us>. Vacancies in Florida's cities and counties, as well as such organizations as the Florida League of Cities and State Association of Counties, can be accessed via the state's MyFlorida.com portal or its People First website. <https://peoplefirst.myflorida.com/peoplefirst>. Information on jobs with the federal government can be found at USAJOBS.gov. Students should become knowledgeable about prospective employers prior to an interview by reviewing the organization's website and talking to faculty. As few applicants take the time to learn about the operations and problems of a prospective employer, those who do gain an advantage.

Many competitive post-graduate internships require early submission of applications (e.g., the deadline for the Presidential Management Fellows Program is usually in October). Deadlines for these and other placement opportunities are posted on the Askew School's student list serve. You should begin placement efforts at least six months prior to graduation.

As you pursue your MPA, you should feel free to reach out to your professors for mentorship and career guidance. Overall, doing your best work in each class is the key to obtaining strong letters of recommendation from faculty.

Student Conduct Policy

The School exists to prepare, and to public servants who conduct themselves according to high ethical standards. Public servants must act with a sense of responsibility toward others. Such conduct begins with a strong sense of personal responsibility. We, therefore, endorse the essential

concept upon which Florida State's Student Academic Honesty Policy is based -- personal responsibility. The Student *Handbook* delineates the Policy, identifies student rights and responsibilities, the procedures to provide due process, and penalties. The Policy states that students are responsible for their own academic honesty and that of others. Academic dishonesty as well as student and faculty responsibility, is also defined. Breaches of the Policy are taken very seriously in the School. The University Academic Honesty Policy can be found at <http://regulations.fsu.edu/sites/g/files/imported/storage/original/application/f5e4cca9277f888090218a02eadd59e7.pdf>

Equal Opportunity, Sexual Harassment, and Disabilities

In a diverse nation and globe, the future of children depends upon how well we learn to live together as fellow citizens and human beings. The public servants of a diverse democracy must respect the diversity of those served. Consequently, the School strongly supports both the spirit and the letter of all laws against discrimination. Nearly all of our students will go on to exercise some form of organizational authority over others. Consequently, we strive to represent and perpetuate high standards with respect to the use of power and authority.

Sexual harassment, for example, is not tolerated in any form; it is a violation of an individual's human rights and a form of sex discrimination. Male and female employees and students who engage in sexual harassment are subject to applicable disciplinary processes, and acts of harassment which also constitute sexual battery will be referred to the appropriate authorities for prosecution. The FSU policy on Sex Discrimination and Sexual Misconduct can be found at: <https://regulations.fsu.edu/sites/g/files/upcbnu486/files/policies/president/FSU%20Policy%202-2.pdf>

Students with disabilities are protected under the Americans with Disabilities Act. Those with disabilities needing academic accommodations should register with the Student Disability Resource Center and bring a letter to class from the Center indicating that the student needs accommodations. This should be done within the first week of class.

PAGA, Pi Alpha Alpha and ASPA Membership

The School supports active student participation in School governance, and a voting student member serves on each of the School's principal committees -- the Policy Committee, the MPA Committee, and the Ph.D. Committee. These students are selected by the School's Public Administration Graduate Association (PAGA). All students are encouraged to participate fully in PAGA's business, social activities, and community service efforts as well as to strive for the high standards of scholarship that will earn them membership in the local chapter of Pi Alpha Alpha, the national honor society in public administration.

To become full-fledged professionals, students should join the American Society for Public Administration (ASPA), the primary professional association for public administrators. The North Florida chapter of ASPA meets periodically throughout the year. Numerous sections of ASPA exist to meet the needs of students with specialized interests. More information on ASPA can be found at <http://www.aspanet.org/>.

The School's faculty have served in leadership of numerous professional organizations and many have received prestigious national awards. For example, several faculty have been honored as appointed members of the National Academy of Public Administration, and many have served as presidents of the American Society of Public Administration, the National Association of Schools of Public Affairs and Administration, the Southeastern Conference for Public Administration, the National Legislative Program Evaluation Society, the Southeast Evaluation Association, and the National Conference of State Legislatures. Faculty regularly serve in leadership positions with ASPA chapter presidents and section chairpersons. They will be happy to assist students in joining these professional associations.

Listserv, Social Media, Mail Center, and Newsletter

To promote regular communication, students are required to sign up on the School website for the student email listserv at <https://lists.fsu.edu/mailman/listinfo/pastudt> and are strongly encouraged to follow the School on our social media, which include Twitter, Snapchat, and Facebook and LinkedIn pages. The School also publishes a newsletter and student contributions are always welcome.

The School maintains a student mail center in the hallway next to the School's main office. Students who wish to use the mail center should prepare their own folder and ensure it is filed in correct alphabetic sequence. The mail center may be used by faculty to return student papers, or for students to distribute announcements to other students. The mail center should not be used to distribute inappropriate materials. All student folders will be emptied at the end of each academic term.

FSU Help Centers

FSU's Reading/Writing Center (644-6495) offers individualized and group tutoring in both reading and writing. FSU's ACE Learning Studio (645-9151) provides computerized tutorials that can help to prepare math-deficient students in the required quantitative methods course sequence. The Statistics Department's Statistical Consulting Services provides assistance to graduate students in their programs (644-3218). Some students may be required to attend these centers as a condition of admission.

The Student Counseling Center (Thagard Student Health Center, 644-2003) offers individual and group counseling and a support group for international students. If you feel you need help, of an academic or personal nature, please contact your adviser. The Student Disability Resource Center (644-9566) assists in accommodations to enhance access and success.

APPENDIX A

MPA CAREER PATHS AND RECOMMENDED ELECTIVES

The MPA program is designed to enable students to select the combination of elective courses that best fits their expected career direction. To assist in that goal, the School has developed several career paths that identify elective courses that teach relevant skills and content. As many career options require multidisciplinary study, the recommended electives include courses taught by both the School and other FSU departments. While students are not required to select a career path, it is generally a good idea to do so. Those who enter program directly from an undergraduate liberal arts and social science major will enhance their job prospects by selecting a career path. Students who enter from highly specialized undergraduate programs such as engineering or accounting, or who have become specialists through on-job training and experience, may want to select from a wider range of electives.

Career paths:

- Local Government Management
- Leadership and Strategic Management
- Public Financial Management
- Evidence-Based Policymaking
- Managing Nonprofit Organizations
- Emergency Management and Homeland Security
- U.S. Intelligence Studies
- International and Non-Governmental Organizations

Local Government Management

(Advisers: Berry, Bowman, Feiock, VanLandingham, Yang)

Many graduates work in local government, which delivers many of the most critical public services, and these jobs offer the satisfaction of seeing things being accomplished. This career path prepares students for a wide variety of jobs in local governments such as serving as city or county managers and staff and management positions in local agencies, special districts, and regional councils of government. As the state and federal governments need people with local government experience, graduates can also work in state or federal agencies.

The recommended electives introduce students to the local government policy environment and the key skills needed to succeed in this world. Local administrators have told us, without exception, that training in financial management is critical to their success, as are skills in organization development, data analysis, ethics, intergovernmental relations, and collective bargaining. Courses in land use and growth management can also enhance a student's career potential, and the Joint Pathway program with the Department of Urban and Regional Planning offers an opportunity to begin a local government career with a range of knowledge and skills possessed by very few persons.

Recommended related Electives

PAD 5041 Public Service Ethics
PAD 5057 Managing the Performance of Public Organizations
PAD 5121 Managing Florida's Government and its Key Policy Issues
PAD 5859 Managing Public Procurement
PAD 5935 Local Government Administration
PAD 6207 Financial Resources Administration
PAD 6226 Public Budgeting Simulation and Issues
POS 5227 The Executive
ECP 5606 Urban and Regional Economics
URP 5101 Planning Theory and Practice
URP 5847 Growth and Development of Cities
URP 6846. Seminar in Urban Theory

Leadership and Strategic Management

(Advisers: Berry, Bowman, Fay, Klay, Yang; also Vickers of the School's Center for Public Management)

Organizations of all types, especially those that serve the public, need leaders who are knowledgeable about the trends and conditions that are shaping the world as well as those who how to enhance organizational effectiveness. The leadership and strategic management career path is especially suited to students with several years of practitioner experience. Located in the capital city of a "mega-state," the Askew School offers unique opportunities to study leadership and strategic management in the context of policy development and implementation.

Recommended Electives

PAD 5041 Public Service Ethics
PAD 5057 Managing the Performance of Public Agencies
PAD 5121 Managing Florida's Government and its Key Policy Issues
PAD 5142 Managing the Nonprofit Organization
PAD 5327 Public Program Evaluation
PAD 6109 Institutions and Society
POS 5227 The Executive
PAD 6418 Human Resource Management
PAD 6721 Policy Analysis Research Seminar

Public Financial Management

(Advisers: Berlan, Klay, Lee, Tang)

Managing financial resources is one of the core functions of government. Financial management encompasses budgeting, forecasting, revenue administration, treasury and investment management, risk management, payroll and pension management, procurement and contracting, grant management, auditing and, of course, governmental accounting. The study of budgeting also includes the economic and political contexts within which budgets are decided, as well as the policy process (many policy choices originate in budget shops). This career track is especially appropriate for those who seek to start careers in positions such as budget analyst, performance auditor, or purchasing specialist; these jobs often lead to positions in senior management.

The *Certificate in Public Financial Management* is available for students who wish to become especially well prepared in this field. The certificate conforms to recommendations of the American Society for Public Administration's Section on Budgeting and Financial Management. Students who wish to obtain this certificate should take PAD5227, PAD6207 and PAD6226 as well as three elective courses from the list below, for a total of 18 semester hours of credit. Persons who complete this certificate will generally meet the education requirements to sit for the national accreditation examination to become a Certified Government Financial Manager.

Recommended Electives

PAD 5041 Public Service Ethics

PAD 5057 Managing the Performance of Public Agencies

PAD 5121 Managing Florida's Government and its Key Policy Issues

PAD 5208 Budget and Finance in Nonprofit Organizations

PAD 5327 Public Program Evaluation

PAD 5859 Managing Public Procurement

PAD 5935 Health Care Finance

PAD 6207 Financial Resources Administration

PAD 6226 Public Budgeting Simulation and Issues

COM 5450 Introduction to Project Management (or) ISM 5315 Project Management

ACG 5505 Government and Not-for-Profit Accounting and Auditing (Prerequisite: ACG 4201)

ECO 5505 Public Finance

EDH 6505 Finance in Higher Education

URP 5540 State and Local Economic Development

URP 5731 The Planning of Community Infrastructure

URP 5540 State and Local Economic Development

SOW 5376 Budgeting and Finances in Social Services

SOW 5455 Grant Writing and Grant Management

Evidence-based Policymaking

(Advisers: Berry, Bowman, Fay, Feiock, Lee, Tang, VanLandingham, Yang)

State and local governments are under continuing pressure to “do more with less” yet meet the needs of Florida’s growing population. The Evidence-Based Policymaking career track provides students with the tools needed to help public officials and agency leaders address this challenge through rigorous evidence about the effectiveness of current programs and the potential impacts of alternative policy approaches. The career path includes training in program evaluation, performance management, policy analysis, as well as strong methodological, statistical, and communication skills. Collectively, these tools and abilities enable students to study emerging problems and needs, assess whether current programs are effectively achieving desired results, and project the likely consequences of proposed policy and management choices. Graduates who are well prepared in these skills can become valued advisers to public officials. They often pursue careers in government agencies, policy oriented associations and think tanks, consulting firms, and legislative committees.

Developing quantitative analysis skills is a must for this career path. The primary course is PAD 5327 Public Program Evaluation, which provides an overview of the political and organizational context of evaluation activities. Students may choose from many research design and quantitative analysis courses. Students wishing to work in a special policy area, such as health policy, should obtain substantive knowledge about the particular topic.

Recommended Electives

PAD 5041 Public Service Ethics
PAD 5057 Managing the Performance of Public Organizations
PAD 5121 Managing Florida’s Government and its Key Policy Issues
PAD 5327 Public Program Evaluation
PAD 5859 Managing Public Procurement
PAD 6721 Policy Analysis Research Seminar
PAD 6025 Theoretical Perspectives in Public Policy
PAD 6108 Institutions, Policy & Management
PAD 6705 Analytic Techniques for Public Administrators
PUP 5005 Public Policy: Institutions and Processes
PUP 5006 Policy Implementation and Evaluation
PUP 5007 Models of Public Policy-making
PUP 5015 Comparative Public Policy
PUP 5607 Politics of Health Policy
POS 5276 Political Communication and Message Development
POS 5335 Political Research
URP 5427 Environmental Legislation and Policy

Quantitative Electives:

STA 5206 Analysis of Variance and Design of Experiments
STA 5207 Applied Regression Methods
STA 5225 Sample Surveys
STA 5507 Applied Nonparametric Statistics

STA 5707 Applied Multivariate Analysis
EDF 5464 Qualitative Methods for Program Evaluation
SYA 5406 Multivariate Analysis
SYA 5407 Advanced Quantitative Methods
ECO 5405 Introduction to Mathematical Economics
ECO 5420 Basic Applied Econometrics
POS 5746 Quantitative Analysis in Political Science
POS 5747 Advanced Quantitative Analysis in Political Science

Health Policy Substantive Courses

The School is a participant in the College of Social Sciences' Master of Public Health (MPH) degree program. Faculty teach two courses required for that degree and occasional elective courses, which are highly recommended for MPA students who wish to pursue careers in policy analysis and evaluation, particularly if they are likely to work in the health policy arena.

PAD 5846 Health Policy and Public Administration (MPH core requirement)
PAD 5xxx Health Care Finance (MPH core requirement)
PAD 5xxx Health Systems Policy and Management

The *Certificate in Health Services Administration and Policy* is available from the School. Requirements include completing five courses for a total of 15 credits. Two courses are required -- PAD 5846 Health Policy and Public Administration and PAD 5xxx Health Care Finance. Other acceptable courses are listed in the University Bulletin. This certificate is not intended to prepare inexperienced persons to enter health careers but is designed to serve persons in the field who seek advanced training.

Managing Nonprofit Organizations

(Advisers: Brower, Berlan)

Many MPA graduates pursue careers in nonprofit organizations, which play a major role in delivering public services. The Institute for Nonprofit Innovation and Excellence's 2017 State of the Sector Report identified over 2,000 registered nonprofits in Leon County that account for over 10% of the county's employment. Many nonprofit organizations – sometimes called the Independent Sector – work closely with governments, especially as contractors providing social, health, and as other types of services such as environmental monitoring. Some nonprofit associations serve the needs of constituent members. As the state capitol, Tallahassee is the seat of several hundred professional associations.

This career path helps to prepare students to become thoughtful, innovative, and informed leaders of nonprofit organizations. Leaders in this sector face increasingly difficult social, political, and economic challenges, and the recommended electives emphasize the distinctive features of nonprofit organizations and the management skills and knowledge that are needed to address these challenges.

The *Certificate in Civic and Nonprofit Management* is available to students who seek to become especially well prepared in this field. The certificate requires completion of six courses. Three are required: PAD 5142 - Managing the Nonprofit Organization; PAD 5174 - The Independent Sector, and then two of the following three courses: PAD 5335 Strategic Leadership for Communities, PAD

5206 Fundraising and Fund Development, OR PAD 5208 Budget and Finance in Nonprofit Organizations. The remaining three courses may be selected from the following list or as approved by an adviser; for students pursuing only the certificate, PAD 5946 Public Service Internship or PAD 5417 Human Resource Management can also serve as electives.

Recommended Electives

PAD 5041 Public Service Ethics
PAD 5057 Managing the Performance of Public Organizations
PAD 5142 Managing the Nonprofit Organization
PAD 5173 Non-Governmental Organizations (NGOs)
PAD 5208 Budget and Finance in Nonprofit Organizations
PAD 5206 Fundraising and Fund Development
PAD 5327 Public Program Evaluation
PAD 5859 Managing Public Procurement
ACG 5505 Government and Not-for-Profit Accounting and Auditing (Prerequisite: ACG 4201)
ARE 5665 Leading the Arts Organization
ARE 5865 Cultural Policy
ARE 5930 Grant Writing for Arts Organizations
MAR 5816 Marketing Strategy (check with instructor)
POS 5465 Lobbying (check with instructor)
SOW 5282 Legislative Advocacy
SOW 5455 Grant Writing and Grant Management
URP 5122 Planning Dispute Resolution
URP 5743 Neighborhood Planning

Emergency Management and Homeland Security

(Advisers: Brower, Merrick, Heffron-Casserleigh)

Florida is no stranger to disaster. Some 80 percent of Floridians live in the state's hurricane-vulnerable coastal areas, so an aggressive emergency management system is a necessity. The state consistently leads the nation in emergency management policy, practice, and technology. The Emergency Management career track has strong ties to the emergency management community, through its nationally and internationally known researchers and faculty. The career track prepare managers with the skills and knowledge to navigate their organizations through crisis events or to take entry positions in the emergency management field. The following is a list of electives taught by the School. Students may also wish to apply electives toward a five-course *Graduate Certificate in Emergency Management* (for certificate requirements go to [the EMHS website](#)).

Recommended Electives

PAD 5376 Introduction to Terrorism: Preparedness and Response
PAD 5377 Advanced Topics in Terrorism
PAD 5378 Disaster Systems
PAD 5397 Foundations of Emergency Management

PAD 5398 Emergency Management Programs, Planning, and Policy
PAD 5859 Managing Public Procurement
PAD 5845 Public Health and Emergency Management
PAD 5373 Leadership and Communications in Emergency Management
PAD 5835 International Comparative Emergency Management
PAD 5837 International Terrorism Policy
PAD 5895 Homeland Security Policy and Practice
PAD 5388 Disaster Recovery and Mitigation
PAD 5310 Disaster Management Planning for Urban Poor Communities
PAD 5589 Global Security and Fusion
PAD 5849 U.S. Intelligence Policy
GEO 5345 Disaster Preparedness and Hazards Mitigation
GIS 5034 Introduction to Remote Sensing
GLY 5885 Geologic Hazards Assessment
URP 5422 Coastal Planning

International and Non-governmental Organizations

(Advisers: Berlan, Brower, Klay, Yang)

Government agencies that deal with international relations and foreign businesses, as well as the hundreds of nongovernmental organizations (NGOs) that provide development; oriented services in other countries, need to be managed well. Designed for persons with strong undergraduate preparation in topics such as international affairs, cultures, and languages, this career track provides a solid preparation for managing such organizations. Officials in this field must become adept at such things as contracting, managing projects, evaluating performance, and exercising leadership in challenging cultural contexts.

While the Askew School offers a limited number of internationally-oriented courses, other FSU departments offer many such classes. The School can also assist in arranging internships in state and local governments and Florida-based nonprofit organizations, and FSU's Office of International Programs has considerable experience at assisting students obtain international internship placements.

Recommended Electives

PAD 5057 Managing the Performance of Public Organizations
PAD 5142 Managing the Nonprofit Organization
PAD 5208 Budget and Finance in Nonprofit Organizations
PAD 5327 Public Program Evaluation
PAD 5859 Managing Public Procurement
PAD 5142 Managing Nonprofit Organizations
PAD 5173 Nongovernmental Organizations (NGOs)
PAD 5835 International Comparative Emergency Management
INR 5012 Problems of Globalism
ECO 5005 Economic Principles for International Affairs
ECS 5005 Seminar in Comparative Economic Systems

ECS 5015 Economic Development: Theory and Problems
ECS 5335 Economies in Transition
GEO 5358 Environmental Conflict and Economic Development
CPO 5740 Comparative Political Economy
INR 5036 International Political Economy
SYO 5335 Sociology of Political Economy
URP 5424 Sustainable Development Planning in the Americas
URP 5544 Gender and Development
URP 5610 Introduction to Development Planning
URP 5611 Strategies for Urban/Regional Development in Less Developed Countries
URP 5614 Population and Development Planning
URP 5615 Infrastructure and Housing in Less Developed Countries
URP 5616 Project Planning in Developing Countries
URP 5847 Growth and Development of Cities
EDF 5625 Education and Economic Development

APPENDIX B: Course Frequency

This is a general guide; check the School schedule each term. Key: F= Fall term; SP – Spring term; SU = Summer term; E = every semester (F, SP, and SU); A=annually, either F or SP; B=biennially. NOTE: PAD 5935 classes are used to teach special topics and thus the course number applies to multiple classes.

Core courses:

PAD 5035 Policy Development and Administration (F, SP, often SU)

PAD 5050 The Profession of Public Administration (F, SP, often SU)

PAD 5106 Public Organizations (F, SP, often SU)

PAD 5227 Public Financial Management (F, SP, often SU)

PAD 5417 Human Resource Management (F, SP, often SU)

PAD 5700 Research Design in Public Administration (F, SP)

PAD 5701 Quantitative Analysis in Public Administration (F, SP)

PAD 5946 Public Service Internship (F, SP)

PAD 6908 Action Report (E)

Electives

PAD 5041 Public Service Ethics (A)

PAD 5076 Professional Pathways in Emergency management (1 credit hour, E)

PAD 5142 Managing the Nonprofit Organization (A)

PAD 5327 Public Program Evaluation (F, SP)

PAD 5208 Budget and Finance for Nonprofit Organizations (A)

PAD 5310 Disaster Management Planning for Urban Poor Communities (E)

PAD 5373 Emergency Management Leadership and Communications (A)

PAD 5376 Introduction to Terrorism: Preparedness and Response (E)

PAD 5377 Advanced Topics in Terrorism (E)

PAD 5378 Disaster Systems (A)

PAD 5388 Disaster Recovery and Mitigation (A)

PAD 5389 Disaster: From Shock to Recovery (E)

PAD 5397 Foundations of Emergency Management (E)

PAD 5398 Emergency Management Programs, Planning, and Policy (E)

PAD 5475 Women, Disaster and Conflict (SU)

PAD 5589 The Spy Lit Review (SU)

PAD 5826 Intergovernmental Management and Relations (A)

PAD 5828 The Third Sector – Nonprofits, NGOs, and Disaster (SU)

PAD 5835 International Comparative Disaster Management (A)

PAD 5837 International Terror Policy (F, SP)

PAD 5838 Terrorism and Security in Africa (F, SP)

PAD 5839 International Conflicts and Terrorism (SP)

PAD 5845 Public Health and Emergency Management (E)

PAD 5848 U.S. Intelligence Community (E)

PAD 5849 U.S. Intelligence Policy (E)
PAD 5895 Homeland Security Policy and Practice (F, SP)
PAD 5896 Global Security and Fusion (E)
PAD 5935 Local Government Administration (A)
PAD 5935 Health Care Finance (A)
PAD 5935 Health Systems Policy and Management (A)
PAD 5935 Managing the Nonprofit Organization (A)
PAD 5935 The Independent Sector (B)
PAD 5935 Fundraising and Fund Development (B)
PAD 5935 Nongovernmental Organizations [NGOs] (A)
PAD 5869 Managing Public Procurement (A)
PAD 5935 Critical Infrastructure Protection (SU)

6000 courses are advanced electives that require prerequisites and/or instructor permission for MPA students.

PAD 6025 Theoretical perspectives in Public Policy (A)
PAD 6054 Intellectual History and Future of Public Administration (A)
PAD 6102 Administrative Behavior in Public Organizations (A)
PAD 6103 Cultural Analysis and Organizations (B)
PAD 6109 Institutions and Society (A)
PAD 6207 Financial Resources Administration (A)
PAD 6226 Public Budgeting Simulation and Issues (B)
PAD 6705 Analytic Techniques for Public Administrators (A)
PAD 6707 Logics of Inquiry (A)
PAD 6721 Policy Analysis Research Seminar (B)

Remembering Reubin O'D. Askew



In 1994, our faculty voted unanimously to name ourselves the ‘Reubin O’D. Askew School of Public Administration and Policy’ to honor our most distinguished alumnus. His public service began as a paratrooper in the US Army, continued as a captain in the US Air Force, as a member of both the Florida House of Representatives and Senate, and culminated in serving as Governor of Florida from 1971 to 1979 and as US Trade Ambassador from 1979 to 1981.

We were well aware that a study at the Kennedy School at Harvard had identified Governor Askew as one of the ten best American governors, all states included, over the 20th century. But what most influenced our decision was Governor Askew’s reputation for embodying and demonstrating the values of integrity and public service. When he was protected by federal agents, the agents themselves decided to assign the

nickname “Integrity” to Governor Askew.

As Florida Governor, Reubin Askew made fundamental changes to the state’s constitution and governmental processes. He led successful efforts to change Florida’s tax structure to make it fairer, to bring far greater transparency through some of the first and toughest ‘Sunshine’ laws, to modernize the state’s antiquated courts system, and to establish a framework for managing growth and environmental protection. Especially important were his efforts, as one of the first ‘New South’ governors, to promote civil rights. His actions in this arena included appointing the first Floridians of African ancestry in modern times to top positions in the Supreme Court and state agencies.

In 1995, Governor Askew joined the faculty of our school and continued teaching as an active colleague until his passing in 2014. He worked hard to give our school a firmer financial footing by raising endowed funds that were sufficient to support both the Askew Educational Endowment Fund and the Askew Eminent Scholar Chair in Florida Government and Politics. He was widely recognized for his many contributions with such honors as being elected as a Fellow of the National Academy of Public Administration, honorary doctorates from fifteen universities including FSU, and other awards such as those he received from the governments of Israel and Japan.

The members of the Askew School are dedicated to making our school a living memorial to our friend and colleague by doing all we can to live up to our mission statement – “Promoting Scholarship, Democratic Governance, and Integrity.”

Mission Statement

The Mission of the Askew School’s Master of Public Administration program is to promote ethical and competent leadership in the management of public and non-profit organizations through training that emphasizes the integration of theory and practice, creative problem solving, integrity and stewardship, and skills in research and administration.