

# ***Master of Public Administration***

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North Georgia College & State University offers a 36-hour Master of Public Administration (MPA) program in order to serve qualified, professionally oriented college graduates who aspire to employment in the public sector, in a nonprofit organization, or in a corporate setting having extensive interaction with governmental agencies. The MPA program is designed to serve students who are currently employed in a public-service organization or are contemplating a new career in public and human services. The MPA program is intended to be challenging in order to make a student's investment of time worthwhile, but also flexible enough to accommodate the schedules of both full-time and part-time students and to allow students with a variety of interests to profit from the program's curricular options.

Applications from prospective graduate students are welcome year 'round. A student accepted into the program may begin to pursue graduate study in any semester, provided that work begins within 12 months of the student's offer of admission to the MPA Program.

For additional program information, call the Master of Public Administration Program, Department of Political Science and Criminal Justice, (706) 864-1916, or write to Master of Public Administration Program, Department of Political Science and Criminal Justice, West Main Hall, North Georgia College & State University, Dahlonega, Georgia 30597-1001.

## **Graduate Admissions Procedures**

Application materials may be obtained from the Office of Graduate Admissions or from the NGCSU website, <http://www.ngcsu.edu>. Applicants must pay a one-time, non-refundable application fee. Admission requirements are listed below. When all application materials required to make an admission decision have been received by the Office of Graduate Admissions, notification will be sent to the applicant and a copy of all materials will be forwarded to the program. Upon review, a letter from the MPA program will be sent to the applicant verifying acceptance or denial.

Students who are admitted but do not enroll within one year of acceptance must reapply through the Office of Graduate Admissions. Students who were previously enrolled but have not been in attendance within the last three terms must also reapply. All documents and materials submitted to fulfill the application requirements for entry to a program at NGCSU become the property of the university and will not be returned. These materials are kept for one year for incomplete application files and for three years for students whose applications are completed and accepted but who do not enroll.

## **General Admissions Requirements for Master of Public Administration**

The following documents must be received prior to admission

1. NGCSU Graduate Admissions application and application fee.
2. Official transcripts from all institutions of higher education previously attended. Official international transcripts must have a foreign course-by-course credential evaluation by an independent evaluation service that is a member of the National Association of Credential Evaluation Services, Inc. Evaluations must include certification that the applicant has received a baccalaureate.
3. Official scores on the Graduate Record Exam (GRE) or Graduate Management Admission Test (GMAT). (Only those scores that are less than six years old will be considered.)
4. Three completed recommendation forms.

The following document must be received prior to the first day of the term

1. NGCSU Immunization Certification form in accordance with Board of Regents policy Former returning NGCSU students are required to meet any new immunization requirements.

Students who have not submitted all of the above documentation prior to the first day of the term will have a hold placed on their records and will not be allowed to register for subsequent terms until all documentation has been received.

### **Regular Admission**

To qualify for regular admission, individuals must

1. Hold an earned baccalaureate from a regionally-accredited four-year institution with at least a cumulative grade point average of 2.75 (4.0 scale) calculated in accordance with NGCSU Graduate Admission procedures.
2. Have received an acceptable score on one of the appropriate entrance tests of at least 420 on the GMAT or 800 on the GRE (verbal and quantitative combined).
3. Meet all other program admission requirements.

### **Provisional Admission**

To qualify for provisional admission, individuals must

1. Hold an earned baccalaureate from a regionally-accredited four-year institution with at least a cumulative grade point average of 2.50 (4.0 scale) calculated in accordance with NGCSU Graduate Admission procedures.
2. Have received an acceptable score on one of the appropriate entrance tests of at least 340 on the GMAT or 700 on the GRE (verbal and quantitative combined).
3. Meet all other program admission requirements.

Students admitted provisionally may register for no more than a cumulative total of 6-9 hours of graduate credit while enrolled with this status. Student status will be reviewed to determine eligibility for regular admission following the completion of 6 hours. Provisionally admitted students who earn a grade less than a B in any graduate public-administration course taken during the provisional period will not be allowed to continue in the MPA program. Students who have been removed because of a deficient grade may reapply for admission by submitting a letter to the MPA program coordinator after a period of one year from the date the student was removed. Provisionally admitted students are not eligible for financial aid.

### **Non-Degree Admission**

Individuals interested in taking graduate public-administration courses, but do not want to pursue a graduate degree, may apply for admission as a non-degree graduate student. Individuals must receive pre-approval from the MPA program coordinator before enrolling in courses and may register for no more than a total of nine hours of graduate credit.

The following documents must be received prior to admission

1. NGCSU Graduate Admissions application and application fee
2. Official transcripts from all institutions of higher education previously attended. Official international transcripts must have a foreign course-by-course credential evaluation by an independent evaluation service that is a member of the National Association of Credential Evaluation Services, Inc. Evaluations must include certification that the applicant has received a baccalaureate with a minimum grade point average of 2.75.
3. Official scores on the Graduate Record Exam (GRE) of at least 800 (verbal and quantitative combined) or Graduate Management Admission Test (GMAT) of at least 420. (Only those scores that are less than six years old will be considered.)
4. Three completed recommendation forms.

Non-degree students wishing to apply for degree-seeking admission to the MPA program must notify the program coordinator, submit a new application, and meet all program admission requirements. All elective credit to be applied toward a degree must be approved by the MPA program coordinator.

Non-degree admitted students who earn a grade less than a B in any graduate public-administration course taken while holding a non-degree status will not be allowed to continue in the MPA program. Students who have been removed because of a deficient grade may reapply for admission by submitting a letter to the MPA program coordinator after a period of one year from the date the student was removed. Non-degree admitted students are not eligible for financial aid.

### **Transient Student Admission**

An individual currently enrolled at a regionally-accredited college or university as a graduate student in good standing may apply to NGCSU as a transient student. Individuals must receive pre-approval from the MPA program coordinator before enrolling in courses. Requests will be considered on a space-available basis.

The following documents must be received prior to admission

1. NGCSU Graduate Admissions application and application fee.
2. NGCSU Immunization Certificate form in accordance with Board of Regents policy.
3. Letter of good standing or Transient Permission Form documenting that the student is not on academic probation or suspension or on disciplinary suspension at the student's home institution. The letter or form should state that the student is in good standing and should indicate the course(s) the student is being allowed to take at NGCSU.

Transient admission is for one term only. Individuals who wish to return to NGCSU as a transient student for a subsequent term must re-apply to NGCSU.

### **Appeal of Graduate Admission**

A candidate whose application is denied because the graduate admission cumulative grade point average is below the minimum requirement for the program or because an acceptable test score for an appropriate entrance exam was not earned has the right to appeal the decision. Appeals must be made in written form to the Master of Public Administration Program, Department of Political Science and Criminal Justice, West Main Hall, North Georgia College & State University, Dahlonega, Georgia 30597-1001. The letter should clearly state the grounds for appeal. Students whose appeal is accepted will be admitted provisionally and are not eligible for financial aid. Students may not appeal for regular admission.

### **Academic Policies**

#### **Incomplete Marks**

No student carrying two incomplete ("I") marks, either of which has been extended over one semester, may enroll in additional course work without the written consent of the MPA Program coordinator. No degree will be conferred on a student who has an unresolved incomplete mark remaining on his or her transcript.

#### **Repeated Courses**

No student enrolled in the MPA program and no non-degree student taking MPA courses may repeat courses for credit in an attempt to improve a grade.

#### **Academic Standing Policy**

MPA students who have been regularly admitted and whose academic performance is unsatisfactory will be subject to the following

1. Probation – Student will be placed on probation for any of the following reasons
  - a. Student's cumulative grade point average falls below 3.00.
  - b. Student earns a U or any other grade below C.
  - c. Student earns any third grade below a B (including U).No student may be a candidate for the degree or sit for the comprehensive examination while on probation due to a GPA below a 3.00. Probation will be removed when the student's GPA reaches 3.0 or higher. Students who are on probation may not register until advised.
2. Suspension – Student will be placed on suspension for any of the following reasons:
  - a. Student earns two grades below C (including U's).
  - b. Student has already served three consecutive terms on academic probation.No student may enroll in graduate courses at NGCSU while on suspension. Courses taken at another institution during the period of suspension will not be recognized for transfer credit. If suspended, a student must apply to the NGCSU Office of Graduate Admissions for readmission. Students seeking reinstatement in the MPA program must petition the MPA program coordinator in writing presenting a rationale for their reinstatement. They will be readmitted only upon approval of the Dean of the School of Arts and Letters and the MPA program coordinator.

#### **Academic and Professional Conduct Policy**

At the end of each semester, the program faculty and/or MPA program coordinator may intervene to establish a plan of action for any student in the program whose competency is in question, for reasons including unprofessional, disruptive, and/or unethical behavior in the classroom or applied setting. The

plan should be signed by the student and the program coordinator with copies forwarded to the Dean of the School of Arts and Letters.

**Academic Regulations**

Students are expected to perform in accordance with the regulations stated in the Academic Regulations section of this bulletin. All of the rules, regulations, and standards published in the "Regulations of the MPA Program" are incorporated by reference in this bulletin. Each student is responsible for obtaining a copy of this document and for adhering to its contents.

**Transfer Residency Requirement**

To be awarded a Master of Public Administration degree, students must earn a minimum of 27 hours of graduate degree requirements in residence. In addition, no more than 9 hours of transfer credit may be applied toward meeting NGCSU's Master of Public Administration degree requirements. The MPA program coordinator and the Dean of the School of Arts and Letters must approve all transfer credit. Transfer credit will not be given for any course in which a grade of less than a B was earned.

**Degree Requirements**

Graduation requirements for the Master of Public Administration student include

1. Completion of 27 designated semester hours of core courses.
2. Completion of 9 semester hours of courses in one of the designated concentration areas.
3. Cumulative grade point average of 3.0, with no more than two courses with a grade of C.
4. Two years of documented professional experience or successful completion of the internship requirement.
5. Successful completion of the comprehensive written exam.
6. Completion of at least 27 hours of graduate degree requirements in residence, with no more than 9 hours of transfer credit.
7. Completion of all degree-related course requirements, including transfer credit, within a six-year period.

**Master of Public Administration, Curriculum Requirements**

<b>Core Courses (27 Semester Hours):</b>	
POLS 7200	Leadership and Organizational Theory (3)
POLS 7220	Politics and Bureaucracy (3)
POLS 7290	Ethics for Public Service (3)
POLS 7300	Public Budgeting (3)
POLS 7320	Public Policy Analysis (3)
POLS 7380	Public Personnel Administration (3)
POLS 7600	Statistics for Public Management (3)
POLS 7660	Information and Operations Management (3)
POLS 7890	Public Management (3)
<b>Concentration (9 Semester Hours):</b> Each student selects a concentration involving three courses accounting for 9 semester hours of credit. Selection of a concentration and of any electives in the concentration requires the approval of the faculty advisor. Not every concentration and elective course may be available at all times.	
<b>Criminal Justice Administration</b>	
<b>Three of the following:</b>	
CRJU 6003	Court Administration (3)
CRJU 6004	Correctional Administration (3)
CRJU 6020	Law Enforcement and Management Systems (3)
CRJU/POLS 6112	The Judicial System and Judicial Process (3)
CRJU 6440	Criminal Justice Administration
CRJU 6550	Law and Society (3)
CRJU 7900	Special Topics in Criminal Justice (3)
CRJU 7940	Independent Study in Criminal Justice (3)

**Public Affairs**

This is a traditional track. Students pursuing this concentration may select 9 semester hours of electives from any of the courses listed in the other concentrations or from the following list, subject to approval by the faculty advisor.

POLS 6106	State and Local Government (3)
POLS 6111	The Presidency (3)
POLS 6310	Political Leadership (3)
POLS 6380	Marketing for Nonprofit Organizations (3)
POLS 7250	Government and Business (3)
POLS 7420	Seminar in Intergovernmental Administration (3)
POLS 7460	Local Government Administration (3)
POLS 7580	Raising Funds and Attracting Grants (3)
POLS 7640	Technology in Public Management (3)
POLS 7810	Administrative Law (3)
POLS 7900	Special Topics in Public Administration (3)
POLS 7940	Independent Study in Public Administration (3)
PSYC 6690	Organizational Behavior (3)

**Public Health Administration**

HADM 5501	Health Care Systems (3)
HADM 5502	Public Health Administration (3)
HADM 5801	Research Methods in Health Care (3)

**Internship: Variable Credit (0-3)** An internship (POLS 7980, Internship in Public Administration) is required of all students who do not have at least two years of professional experience in public-service organizations as determined by the MPA Program coordinator. The internship requires a full-time professional experience in a public-service organization for ten weeks.

**Comprehensive Examination:**

Each student is required to pass a written comprehensive examination during his or her last semester of enrollment.

# ***MPA Course Descriptions***

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## **MPA Courses**

### **POLS 6106 State and Local Government (3)**

Study of the laws and traditions that determine the structures and operations of state and local governments in the United States.

### **POLS 6111 The Presidency (3)**

This course provides students with both a historical and analytical perspective of the American presidency. The president's roles as chief executive, ceremonial head of the U. S. government, chief diplomat, titular head of his party, and others are examined. The president's relationship and interaction with the legislative and judicial branches, other governmental institutions, interest groups, and the electorate will be studied.

### **POLS 6112/CRJU 6112 The Judicial System and Judicial Process (3)**

A systematic study of the judicial system and its role in the administrative process.

### **POLS 6310 Political Leadership (3)**

This course will focus on a variety of historical and contemporary figures to determine how their leadership styles and ideas on leadership have influenced and motivated both individuals and groups of people in the political sense. Assignments and discussion will center on what strategies, motivations, tactics, and actions constitute an effective political leader.

### **POLS 6380 Marketing for Nonprofit Organizations (3)**

This course examines marketing concepts, methods, and activities as they are applied in public and nonprofit organizations.

### **POLS 7200 Leadership and Organizational Theory (3)**

This course examines how people behave in organizations and how organizations function. We assume that the behavior of people in an organization ultimately determines the success or failure of that organization.

### **POLS 7220 Politics and Bureaucracy (3)**

A survey of the political relationships that permeate bureaucratic organizations, especially government bureaucracies. The course will focus on relationships among levels and branches of government, government agencies, political parties, news media, and interest groups. Uses of power by government agencies, the role of expertise in enhancing administrative influence, the implications of governmental organization and reorganization, and ethical and unethical behavior in public service will be examined.

### **POLS 7250 Government and Business (3)**

A study of the impact that the public and private sectors exert on one another. The seminar will focus on governmental regulation of business, government's role as referee of commercial disputes, business's influence on public policy making, and the opportunity for the rank and file of the public and labor to influence decision making by elected officials and management.

### **POLS 7290 Ethics for Public Service (3)**

A study of ethical and unethical behavior in the public service. Topics will include legal standards, mores affecting ethical behavior, corruption, whistle-blowing, privacy, equity, and the countervailing demands for government activism and individualism.

**POLS 7300 Public Budgeting (3)**

An examination of the development and structure of the public financial sectors, the principles and roles of operating and capital budgets in public organizations, and the relationships between funding mechanisms and public policy. The course includes an introduction to public economics and financial reporting.

**POLS 7320 Public Policy Analysis (3)**

A study of models explaining the development of public policies and of empirical methods of analyzing and evaluating public policy. The course includes discussions of principles of strategic planning and public economics, designs for conducting policy research, and ethics as a criterion of sound public policy.

**POLS 7380 Public Personnel Administration (3)**

Study of systems of employee recruitment, appointment, career development, reductions in force, and termination of employment in the public service. Employee-management relations, including public-employee unions, will be examined. Fair employment practices will be discussed.

**POLS 7420 Seminar in Intergovernmental Administration (3)**

Seminar examining the laws, regulations, processes, and results that are involved in administering programs jointly involving the various levels of government in the United States.

**POLS 7460 Local Government Administration (3)**

An examination of the characteristic managerial problems of the several functions of local government such as police, fire, health, social services, transportation, traffic, public works, parks, recreation, and zoning.

**POLS 7580 Raising Funds and Attracting Grants (3)**

A survey of methods and strategies of implementing a fund-raising program and applying successfully for grants. Students are encouraged to complete POLS 6380 before or while taking POLS 7580.

**POLS 7600 Statistics for Public Management (3)**

Prerequisite: Students may be required to complete remedial preparation as a condition of admission to the MPA Program. For students not enrolled in the MPA Program, permission of the instructor is required. Study of quantitative methods oriented toward decision-making in the public sector. Probability and statistical inference will be introduced. Methods for determining associations between interval-, ordinal-, and nominal-level variables will be presented, including chi-square, gamma, lambda, and linear regression. Research methods and forecasting will be discussed.

**POLS 7640 Technology in Public Management (3)**

Study of the use of computer technology in public management. Topics include operating systems, word processing, spreadsheet applications, statistical applications, and the role of computers in such public-management functions as capital and human-resource management. The impact of computers on management, labor, and clients will be examined.

**POLS 7660 Information and Operations Management (3)**

This course presents two approaches to operating a public or nonprofit agency productively. One approach involves the use of information technology with such software as Microsoft Excel and Microsoft Access. The other approach involves the application of operations management for optimizing the efficiency of the agency. Operations-management methods include linear programming, computer simulation, job design, facility location, forecasting, aggregate planning, inventory control, scheduling, and quality assurance.

**POLS 7810 Administrative Law (3)**

Study of the basic legal framework of administrative organization and the rules governing administrative powers and their exercise. The legal procedures for the enforcement of bureaucratic responsibility in a democratic state will be examined.

**POLS 7890 Public Management (3)**

Prerequisite/Corequisite: Completion of other core courses and courses in concentration. A capstone course which integrates the study of managerial techniques to develop professionals who are capable of managing public-service organizations effectively and ethically. Discussion and practice in strategic planning and financial reporting are included.

**POLS 7900 Special Topics in Public Administration (Variable Credit)**

Prerequisite: Determined by course content. A seminar on topics which will vary according to instructor and student interest. With a change in topic, this course may be repeated for credit.

**POLS 7940 Independent Study in Public Administration (Variable Credit)**

Prerequisite: Permission of MPA Program coordinator. Research conducted by a student under the supervision of a faculty member, with regular conferences between instructor and student. A written research report is required; a copy must be filed in the office of the MPA Program coordinator before a final grade is recorded. With a change in topic, this course may be repeated for credit.

**POLS 7980 Internship in Public Service (Non-credit)**

Prerequisite: Permission of MPA Program coordinator. Corequisite: POLS 7890. The advanced MPA student, once obtaining a placement in a public-service organization, will gain on-site experience and utilize skills obtained in the academic setting. The placement will involve a minimum of 10 weeks of full-time activity under supervision by a qualified manager.

***Criminal Justice Concentration Courses*****CRJU 6003 Court Administration (3)**

An overview of the criminal court system, focusing on the policy roles maintained by its key participants. This course will pay particular attention to the nature of the court as an informal organization and the interrelationships that determine its operation. The models of the justice system will also be reviewed with an analytic examination of issues as they relate to due process, operational concerns, and policy makers.

**CRJU 6004 Correctional Administration (3)**

An analysis of policy, theory and research pertinent to the management of jails, prisons, and community correctional facilities. Also included are a review of the historical development of correctional policies and a critical analysis of current and future issues of corrections and correctional administration.

**CRJU 6112/POLS 6112 The Judicial System and Judicial Process (3)**

A systematic study of the judicial system and its role in the administration of justice.

**CRJU 6020 Law Enforcement and Management Systems (3)**

This course will discuss factors and issues associated with the management of law-enforcement agencies. Supervisory issues such as morale, hiring personnel, and personnel grievances will be examined. Management skills associated with employee motivation, communication, and managing stress will also be discussed.

**CRJU 6440 Criminal Justice Administration (3)**

Prerequisite: CRJU 1100 Introduction to Criminal Justice. The course includes an overview of management and administration in criminal justice agencies. The course examines organizational structure, communication, leadership, motivation, employee evaluation and supervision as well as external environmental demands and situations. There is an emphasis on the role of the criminal justice administrator in policy formulation and program development.

**CRJU 6550 Law and Society (3)**

A general overview of how laws can affect society and how people's attitudes can affect the law. It will deal with several landmark cases and laws including *Brown v. Board of Education* (desegregation), *Roe*



v. *Wade* (abortion), prohibition laws, drug-abuse laws, and laws against homosexuality. The course will be taught in a seminar format.

**CRJU 7900 Special Topics in Criminal Justice (Variable Credit)**

Prerequisite: Determined by course content. A seminar on topics which will vary according to instructor and student interest. With a change in topic, this course may be repeated for credit.

**CRJU 7940 Independent Study in Criminal Justice (Variable Credit)**

Prerequisite: Permission of MPA Program coordinator. Research conducted by a student under the supervision of a faculty member, with regular conferences between instructor and student. A written research report is required; a copy must be filed in the office of the MPA Program coordinator before a final grade is recorded. With a change in topic, this course may be repeated for credit.

### ***Health Administration Concentration Courses***

**HADM 5501 Health Care Systems (3)**

A comprehensive study of health-care delivery systems is presented from an international perspective. Emphasis is on comparison/contrast of types of systems, settings for delivery of care, and public versus privately managed care. Variables relative to sociopolitical, cultural, economic, legal, and ethical factors are discussed in relation to health-care systems.

**HADM 5502 Public Health Administration (3)**

An in-depth study of public policy, power, authority, responsibility, and accountability related to public-health administration. Topics include public-health organizational structures, the role of the government, intradisciplinary/interdisciplinary relationships and communication, scope of practice for various health-care personnel, administrative/leadership theories, change, advocacy, and budgeting. Practicum experience may be negotiated.

**HADM 5801 Research Methods in Health Care (3)**

This course explores the conduct, critique, and utilization of research in health care. Topics include an overview of health-care research including qualitative and quantitative research methodology, planning the research process, and the pragmatics of implementation, interpretation, and utilization of research findings. Ethics and funding sources are presented. Students will design a research proposal and conduct a political study for a selected health-care topic.

### ***MPA Courses in Other Departments***

**PSYC 6690 Organizational Behavior (3)**

The study of public and private sector organizations and the role of individual personality group dynamics, internal and external political influences, interpersonal communication, and ethical behavior.