

# **Master of Public Administration Program Handbook 2008-2010**

*Education for the Public Service*



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## **I. Education for the Public Service**

The Department of Political Science welcomes you to graduate study at the University of South Dakota. The USD Master of Public Administration program is designed to prepare students for careers in public service. This *MPA Handbook*, describes program requirements, programs of study, and course offerings. It also provides answers to most of your questions about graduate work at USD. Our faculty and staff are also eager to assist you during your residency on all matters, including answering any questions not covered in this *Handbook*. Please feel free to talk with us as you chart your objectives and plan your academic schedule.

Graduates of the University of South Dakota's public administration program serve at all levels of government in the United States and abroad. Many also hold responsible positions in the private and nonprofit sectors. The department, with its rich multidisciplinary faculty, diverse student body, and excellent facilities, offers a rich and challenging environment for graduate education in public administration. The department supports and encourages its students to participate in professional development opportunities, including the following for the 2008-2009 academic year:

**American Society for Public Administration (ASPA)**

March 20-24, 2009 -- Miami, FL

**Association for Public Policy Analysis and Management (APPAM)**

November 6-8, 2008 -- Wilshire Grand Hotel – Los Angeles, CA

**Association for Research on Nonprofit and Voluntary Organizations (ARNOVA)**

November 20-22, 2008 -- Sheraton Philadelphia City Center Hotel – Philadelphia, PA

**International City/County Manager's Association (ICMA)**

September 21-24, 2008 – Richmond, VA

**Academy Of Management, Public and NonProfit Research Division**

August 8-13, 2008 -- Anaheim, CA

**South Dakota Municipal League Annual Conference**

October 8-10, 2008 -- Pierre, SD

At USD you will experience the highest quality faculty and staff and learn in a supportive environment that will prepare you well for the challenges of the 21<sup>st</sup> Century. We have a generalist focus, designed to prepare you with the theoretical background to know what to do, and we require an experiential component so that you have practical experience to test out the theoretical knowledge. Our plan is that this will give you the wisdom to know and the courage to act.

The University of South Dakota is accredited by the North Central Association of Colleges and Secondary Schools to offer baccalaureate, masters, specialist, and doctoral programs. The Master of Public Administration program in Vermillion is accredited by NASPAA, the National Association of Schools of Public Affairs and Administration. As of January, 2006,

the Sioux Falls MPA is also accredited by the NASPAA Committee on Professional Accreditation (C.O.P.R.A).

The information presented here supplements the University of South Dakota's *Graduate Catalog*, which should also be consulted as a reference for relevant information. The material presented in this guide is current as of August 14, 2008. This student guide is subject to revision, which may be presented to students admitted to the program through an e-mail to student's USD e-mail account.

Enrolled students become members of the University of South Dakota, Department of Political Science, and the W. O. Farber Center for Civic Leadership, with opportunities to make contributions to each. Our department also hosts the Government Research Bureau, which has a distinguished history of conducting applied research through application of the most modern and innovative analysis tools. MPA students are welcome to participate in GRB research to hone their skills and to provide essential public service through their advanced student of public policy and evaluation research.

## **II. MPA Program Objectives**

Specifically, the mission of the program is to:

1. To prepare individuals for an administrative career in public service in public or nonprofit organizations.
2. To familiarize students with the social, economic, and political factors that influence administration and administrators in public or nonprofit environments.
3. To put theory into practice of public and nonprofit management.
4. To provide a flexible and multidisciplinary degree that will meet student needs, with an orientation directed toward broadening one's perspectives.
5. To encourage students to accept and seek responsibility for a large part of their learning and professionalization, assisted by close contact between students and program faculty.

## **III. Admission**

Applicants who hold a baccalaureate degree from a regionally accredited university or college are eligible to seek admission to a graduate program at USD. Application materials are available through the Department of Political Science, University of South Dakota, 414 East Clark Street, Vermillion, South Dakota, 57069-2390 (605) 677-5242, or through the following URL: <http://www.usd.edu/gradsch/forms/gradadmform.pdf>.

Admission to the graduate program in public administration occurs throughout the calendar year, but the MPA program begins in September of each year. Students interested in applying should do so before March 1<sup>st</sup> if they wish to be considered for a Graduate

Assistantship in the department. Students may, however, seek admission without an assistantship at any time of the year.

The Graduate School requirements for admission include the following:

- Three letters of recommendation are required.
- Two official transcripts from each college or university attended previously are required. If you have received an undergraduate degree from USD, you may submit unofficial or Webadvisor transcripts.
- In addition, applicants whose native language is not English are required to take the Test of English as a Foreign Language (TOEFL). The minimum score required is 550. No other English language proficiencies are allowed as a substitute.
- A \$35 non-refundable application fee.

#### **A. MPA Criteria for Admission**

The general prerequisite for admission to the MPA program is a Bachelor of Arts, Bachelor of Science, or equivalent degree from a regionally accredited institution of higher learning. The following factors will be considered in determining a student's admission status.

- An undergraduate GPA of 3.0 or better, based on a 4.0 scale is required for full admission for traditional students.
- The scores from the any of the following are acceptable: the general portion of the Graduate Record Exam (GRE), the Law School Admissions Test (LSAT), the Graduate Management Admissions Test (GMAT), the Medical College Admission Test (MCAT), or the EIT scores. There is no minimum score required; the score is considered along with the other application materials. Scores more than five years old will not be considered.
- A 500 word applicant-authored essay stating reasons for pursuing graduate study in public administration and a public service career.

Applicants who submit completed application packets and are fully admitted to the MPA program will receive first consideration in admissions and assistantship decisions. Further, students will be evaluated on their most recent college work (usually the junior and senior years), the grade point average for their undergraduate major, and letters of reference from individuals who indicate they can judge the applicant's potential for success in a graduate program the applicant's interest and ability in studying the public and nonprofit sectors. Finally, the applicant's work history and writing skills will be considered.

The term "graduate student" applies only to students admitted into one of the degree programs of the department. Other students holding a baccalaureate degree and wishing to take additional coursework (e.g., obtain a certificate) will be designated special students.

## **B. Full Admission**

Generally, students will be admitted unconditionally if they have a strong undergraduate record, demonstrate strong communication skills in their admissions essay, receive favorable recommendations, and have met all other minimal conditions for acceptance into the Graduate School. Students with existing advanced degrees are most often admitted unconditionally in most instances. Subject to MPA Committee approval, those who do not meet all of the criteria above may be admitted on a provisional basis. You must be fully admitted to the MPA program before you can sit for the comprehensive exam.

## **C. Provisional Admission**

Students who do not meet all of the qualifications for Full (unconditional) admission may be granted provisional admission to the program of study. The student may be admitted with specific provisions necessary for full admission. These are conditions that must be met prior to being fully admitted to the MPA program. Further, the student must complete specified requirements in the time frame stipulated by the MPA Admissions Committee. Failure to complete specified requirements can result in being denied the ability to register for additional coursework until specified conditions are met.

In short, students can demonstrate their capacity for graduate study through prior professional work experience, entrance examination scores, high quality admissions essay and letters of reference. Where there are questions about student capacity unanswered by these sources, the MPA Admissions Committee can offer provisional admission to students to facilitate their studies while their capacity can be demonstrated.

## **D. Special Student**

Special student status allows students to complete six credit hours without applying for admission to a degree program. These liberal admission policies allow students to try out a program without seeking full admission.

Students who take classes under this designation can take up to six credits before formally applying to pursue an MPA degree. That is, without receiving admission to the program, students may not count more than six credit hours of study toward their degree.

Special students may also seek specific permission to enroll in a certificate program.

## **E. Fast Track Admission**

During the second semester of their junior year in their undergraduate studies, up to six (6) high-achieving students interested in public service careers who have successfully completed a course in either State & Local Government (POLS 210) or Public Administration (POLS 420/520) may be invited to participate in admission to a “fast-track” admission to the MPA program. These students would be eligible to take up to nine (9) hours of selected core courses in the MPA program during their senior year that would count for the nationally-

accredited MPA offered by the faculty of the Department of Political Science. Assuming satisfactory performance in these cross-listed courses, these fast-track students would be guaranteed admission into the MPA program and receive full credit for the MPA core graduate courses they took as seniors. The students in this program are restricted to courses in the first year MPA core, including POLS 721: Seminar in Public Administration, POLS 724: Organization & Management, POLS 722: Budgetary & Fiscal Management, POLS 723: Public Personnel Management, POLS 733: Administrative Law & Government, and POLS 765: Graduate Research Methods.

#### **F. Admission Deferment**

Students may petition to defer their admission for one calendar year before the next annual review. Students attending the On-Campus program in Vermillion must begin in the fall semester and can not defer admission until spring of any academic year.

#### **G. Immunization**

The University requires that you provide evidence that you have received immunization against various communicable diseases prior to registration.

Due to regulations mandated by the South Dakota Board of Regents and the State Health Department, medically signed proof of **TWO** properly administered immunizations **OR** immune titers for Measles (Rubella), Mumps, and Rubella are now required for all new, readmitted and transferred students at all State Institutions. Official documentation from a physician's office, department of health, high school or other university is acceptable. Individual shot records may be used if the injections were signed or initialed by the doctor or nurse.

If you have only one immunization, the required second immunization may be administered not less than one month after the first immunization. Students who fail to provide the required proof of immunization will be **REFUSED REGISTRATION** and **WILL NOT BE ABLE TO ATTEND CLASSES** until in compliance.

Upon completion of the immunization requirements, send or fax this form to Sanford Health & USD Student Health using the address or fax number listed above. If you are unable to locate documentation of your immunizations but know you have received both MMR injections, you may choose to receive the necessary titers to confirm your immunity. The titers are available at Student Health at a reduced fee to students. The MMR injection is also available at Student Health as a reduced fee. Please call 605-624-9111 to set up an appointment. If you have records and wish to fax them, the fax number is 605-624-6636, but please do not fax records until after speaking with a representative of Student Health and then only after they are expecting your records.

Forms can be downloaded from Student Health at:

[http://www.usd.edu/shs/required\\_immunization\\_form.pdf](http://www.usd.edu/shs/required_immunization_form.pdf)

## **H. Transfer Credit**

A student may transfer up to nine hours of graduate credit from outside USD and use these credits toward the MPA degree requirements. This transfer of credits requires the approval of the MPA Committee. Approval will be based on the following factors: the credits transferred from a regionally accredited institution of higher education at the master's level taken fewer than seven (7) years prior to conferring the USD masters degree. Further, the approval will be contingent on the similarity of transfer courses to USD courses in terms of skills, attitudes, values and behavioral requirements. Students intending to transfer credits should discuss the issue with a faculty advisor (either the Director of Graduate Studies or the chair of the student's advisory committee), and requests should be made as soon as possible.

Requests must be accompanied by an official transcript (if one is not on file with the University), and should be accompanied by a catalog description and a course syllabus for the course the student is petitioning to transfer. The student must be in good standing in the institution from which the credit is being transferred, the grades must be the equivalent of "B" or better. Grades of B, P, or S or similar designations are acceptable for one course of up to three credit hours with approval as described above.

The Director of Graduate Studies must recommend by letter to the Dean of the Graduate School and by signature on the student's program of study that such credit is to be used on the student's Program of Study. The student initiates this request for transfer by completing a form which can be found at the following URL:

<<http://www.usd.edu/registrar/OnlineForms/TransferEquivRequestForm.pdf>> (8/23/06).

## IV. MPA Program at a Glance

### Degree Requirements Plan B only (non-thesis)

MPA core	30 credit hours
MPA specialization courses	9 credit hours
<u>Internship (POLS 794)</u>	<u>3 credit hours</u>
<b>Total</b>	<b>42 credit hours</b>

### Required course work<sup>1</sup> for the Master of Public Administration (28-30 credit hours):

LDR	501	Advanced Leadership Theory and Practice	3 credit hours
POLS	721	Seminar in Public Administration	3 credit hours
POLS	722	Budgetary and Fiscal Management	3 credit hours
POLS	723	Public Personnel Management	3 credit hours
POLS	724	Organization and Management	3 credit hours
POLS	733	Administrative Law and Government	3 credit hours
POLS	765	Research Methods in Political Science	3 credit hours
POLS	766	Analytic Techniques in Public Management	3 credit hours
POLS	769	Administrative Thought and Ethics	3 credit hours
POLS	788	Professional Report	3 credit hours

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#### A. Core Classes

A full-time student without previous public sector work experience can complete the professional degree requirements in four semesters, with the completion of a summer internship between the first and second years. Students who have substantial work experience and/or prior coursework can complete the degree more quickly.

Before registering for each semester, the student should schedule a meeting with the Director of Graduate Studies to develop a preliminary plan of study for the MPA degree. This plan includes scheduling required MPA Core courses and elective interests. The student and the Director of Graduate Studies should also discuss the student's MPA Graduate Committee.

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<sup>1</sup> Required course work for the Master of Public Administration degree. In addition to the MPA core, the student must complete a specialization of 9-12 credit hours. Students without substantial professional work experience must also complete an internship or practicum of three credit hours.

## 1. Sequence of Courses

There is a deliberate order to the courses and we strongly suggest that they be taken in a sequence to facilitate student learning:

- POLS 721: Seminar in Public Administration should be completed during the first twelve hours of MPA coursework. POLS 769: Administrative Thought & Ethics, should be complete during the next to last (penultimate) or last semester.
- POLS 765: Graduate Research Methods should be completed in the first twelve hours of MPA coursework and must be successfully completed prior to POLS 766: Public Sector Analytic Techniques, and the student's professional report (POLS 788).
- The first year exam must be completed prior to registration for the third semester. Students who do not successfully complete the exam may register once for POLS 792 Exam Preparation. Students will be required to successfully complete the exam before being allowed to register for internship credits.
- First-year courses must be completed or have concurrent registration prior to registering for the second-year courses (i.e., POLS 766, POLS 769).

## Traditional Student Sequence of Core Classes (Vermillion Program)

<i>Course Number</i>	<i>Course Name</i>	<i>Credits</i>
<b>First Semester</b>		
POLS 721	Seminar in Public Administration	3
POLS 724	Organization & Management	3
POLS 733	Administrative Law	3
POLS 765	Graduate Research Methods	3
<b>Second Semester</b>		
LDR 501	Advanced Leadership Theory & Practice	3
POLS 722	Public Budgeting & Spending Decisions	3
POLS 723	Public Personnel Management	3
<b>Summer</b>		
POLS 794	Internship	3
<b>Third Semester</b>		
POLS 766	Public Sector Analytical Techniques	3
	Specialization Course(s)	6
<b>Fourth Semester</b>		
POLS 769	Admin. Thought & Ethics	3
POLS 788	Professional Report	3
	Specialization Course(s)	3
	<b>Total</b>	<b>42</b>

## **2. Waiver of Core Courses**

Students who successfully petition the MPA Advisor to waive core course requirements are not relieved of any portion of the total credit-hour requirement for their MPA degree. Waiver of a core requirement allows the MPA student to take an additional approved elective. Waiver of core courses is not automatic – approval must be granted before the program of study is filed. For all students, successful completion of a waiver exam satisfies the prerequisites of several public administration elective courses.

## **3. Independent Study**

It is expected that a student will meet all core requirements by completing designated courses or successfully waiving program requirements. A student may earn course credit, usually not more than a total of 3 credits, by enrolling in POLS 791 Independent Study. Enrollment in an independent study is reserved for students who want to do work in an area where no formal course is available or in an area where they have already completed one or more formal courses, and could individually benefit from special focused attention through guided individual instruction.

Students who want to engage in an independent study are required to compose a one-page description of their study plan, the number of credit hours being requested, the learning objectives associated with the readings, and a specific list of readings that will be used to complete the course. The request should also document the outcome of the course (i.e., paper, presentation, examination, etc.) and provide for the signatures of the sponsoring faculty member(s) and the student. The agreement should be forwarded to the Director of Graduate Studies to file in the student's permanent academic file. Approval by the supervising faculty member must be obtained prior to registration for the semester in which the independent study will be carried out. The Director of Graduate Studies must approve the independent study substitution if the course is to be used to substitute for a course specifically required to earn the MPA degree.

## **B. Specialization Courses (9 credit hours)**

The remaining 9 hours are to be taken in one of the following recommended fields of specialization: State and Local Government Administration, Leadership Theory and Practice, Nonprofit Administration, Criminal Justice, or Health Services Administration. Not all specializations are available in all locations – most notably, Leadership Theory and Practice and Criminal Justice are not available in the Sioux Falls program.

Students may apply in writing for other (or individualized) specializations. The Director of Graduate Studies will review applications for additional specializations, with particular concerns for student expertise, career interest and/or need.

### **C. Internship (3 credit hours)**

The purpose of the internship is to provide the student with a realistic exposure to a public or nonprofit organizational environment. The internship must entail at least 160 hours of employment, or be a part-time internship of proportionate length. The internship must include an internship diary, a project report, and a proficiency report from the agency supervisor.

Internships are required for students who lack significant previous experience or students moving in new professional directions. The purpose is to enable students to gain valuable experience in governmental and not-for-profit agencies, while providing agencies with the services of graduate students with high potential for future achievement. In addition, internships allow for application of classroom learning and service to integrate academics with professional experience.

The school will aid in internship placement although it does not guarantee a position for everyone who desires one. Students are encouraged to begin work securing an internship early in their academic program of study.

Professionals with significant public sector work experience may petition the Director of Graduate Studies to replace the internship experience with a 3 credit practicum focused on applying the student's professional experience to their graduate studies in the MPA program. If a student with 4-6 years (or more) of professional experience in their chosen specialization area pursues the practicum as a replacement for the internship requirement, their course work for the practicum, including a 20 pages practicum paper, should be complete by the start of their last semester of study.

Additional details are available in the MPA Internship Handbook, available online at [www.usd.edu/polsci/grad/mpa.cfm](http://www.usd.edu/polsci/grad/mpa.cfm).

### **D. Additional Opportunities**

#### **1. State Executive Internship Program**

Students may access information about summer internship opportunities with the state through a number of channels:

- Stopping in the Career Development Center at the Burr House, where complete State and Federal job listings and application materials are available.
- Visiting any One-Stop Career Center in the state (Job Service)
- Directly visiting the state's web site:  
[http://www.state.sd.us/jobs/Jobs/jobs\\_openings.htm](http://www.state.sd.us/jobs/Jobs/jobs_openings.htm) and select Intern Openings.

Fall deadline is usually in July (announced through e-mail listserv)

Spring Deadline is usually in November (announced through e-mail listserv)

Summer deadline is usually in February (announced through e-mail listserv)

## **2. Presidential Management Fellows Program**

The Presidential Management Fellows Program (formerly the Presidential Management Internship or PMIP) is a nationwide competition for prestigious two-year post-graduate internships with the federal government. Students are nominated for this honor by the School and must compete with graduate students from across the country. Presidential Management Fellows are designed to groom outstanding recent graduates for careers in the Federal Service. PMF awardees are considered “stepping stones” to a highly visible and respected leadership position in the federal government. The rigorous two-year paid program includes 80 hours of training each year, challenging rotations, accelerated promotions, and opportunities to network between agencies. PMI assignments include domestic and international issues, technology, science, criminal justice, health, financial management and many other fields in support of public service programs.

The deadline for applying for the PMF program is in October 15 of each year. You are eligible to apply for this program the year you complete masters/doctoral degree requirements. That is, students who program of study will allow them to graduate in May, are urged to apply the prior October. For more information, please use the following URL: <http://www.pmi.opm.gov/> (1/29/2005) or contact the internship coordinator.

## **3. Local Government Management Fellowship**

The Local Government Management Fellowship, a year-long full salary fellowship that places qualified MPA/MPP grads in local government management training positions, accepts applications from foreign students. These students just need to be eligible to work in the United States per local government regulations. Contact Rob Carty at ICMA: [rcarty@icma.org](mailto:rcarty@icma.org).

## **V. First Year (Comprehensive) Examination**

Students are required to pass a Comprehensive Examination when they have completed the first seven core MPA courses (LDR 501, POLS 721, POLS 724, POLS 722, POLS 723, POLS 733 and POLS 765) and as a prerequisite to all other MPA courses. The timing of the examination may be subject to a waiver by the Director of Graduate Studies for “extraordinary circumstances.” The examination will be given Friday May 15, 2009. Additional exams are offered in the last week of July and second week of January – January exam dates correspond with the first day of classes of the spring academic semester.

The comprehensive examination is evaluated by a committee of MPA faculty. The examination committee may recommend a Pass, a High Pass, a Pass with Distinction, or a “No Pass” to the Director of Graduate Studies. Students who are unable to pass the Comprehensive Examination may retake it at the next regularly scheduled administration, provided the student commits to further independent study. Students who fail to pass the Comprehensive Examination a second time will not be able to continue in the MPA program. Failure to complete the exam in a timely manner may be cause for dismissal from the MPA program due to unsatisfactory academic progress.

## VI. Specialization Areas

The Master of Public Administration program combines in-depth study of core administration subjects with beginning specialization in one of several option areas. The following option areas are available for concentration by the student: Leadership, State/Local Government Administration; Nonprofit Administration; Criminal Justice; Law (joint M.P.A./J.D. program with the Law School); and, Health Services Administration. We cannot stress enough that these specialization courses are to enable the student to have the skills required to be employed in the field.

Students may choose to create their own option areas with the approval of the Director of Graduate Studies. This flexible multi-disciplinary approach enables students, in conjunction with their faculty advisor, to develop a program tailored to the student's particular career interests and academic background. Students earning concurrent degrees (i.e., law, clinical psychology) are considered to take their specialization through courses taken in the other degree program.

The student shall propose the alternate area of specialization by specifying the courses and the logic behind the specialization in writing to the Director of Graduate Studies and to obtain written approval prior to beginning an individualized area of specialization. These specializations may be approved by the MPA Program Coordinator if the student demonstrates career interest, developed expertise, or labor market need.

Each student is required to complete 9 specialization

### A. State and Local Government Administration

*Goal: To permit students who wish to specialize in government administration to develop the background and skills necessary to administer a government or a unit thereof.*

Courses:

POLS 714	State and Local Government Administration [pending approval]
POLS 504	Local Government Administration
POLS 517	American Indian Government and Politics
POLS 523	Geographic Information Systems
POLS 524	Planning Principles and Techniques
POLS 526	Public Policy and Evaluation
POLS 592	Topics: Economic Development
ECON 532	Economics of State and Local Governments
SPCM 510	Organizational Communication (Fall annually)
SPCM 587	Team Building and Group Decision Making (Spring annually)
SPCM 744	Managing Cultural Diversity (biennially or more frequently)

## **B. Leadership Theory and Practice**

Goal: *To help students recognize the importance of leadership in public organizations and develop leadership capacities that they can meaningfully implement to complement their work in public administration and civic engagement.*

### Courses:

#### Leadership Enhancement

LDR 506	Skills of Leadership
BADM 564	Organizational Communication
SOC 520	Leadership and Organizations
SPCM 595	Team Building and Group Decision Making
SPCM 510	Organizational Communication

#### Management Improvement

LDR 504	Leadership Communication and Conflict Resolution
BADM 761	Organizational Behavior & Theory
BADM 563	Organizational Problems
SPCM 744	Managing Cultural Diversity
SPCM 754	Managerial Communication

#### Civic Engagement and Partnership

LDR 580	Service Learning Experience in Civic Leadership
LDR 564	Politics and Leadership in Literature
POLS 526	Public Policy and Evaluation
SPCM 517	Political Communications

### **C. Non Profit Management Specialization**

Goal:

*To permit students who wish to specialize in nonprofit administration to develop the background and skills necessary to administer a nonprofit organization.*

Courses:

POLS 592	Topics: Nonprofit Sector
POLS 715	Non-Profit Administration
POLS 522	Fund Raising in Public and Nonprofit Organizations
POLS 526	Public Policy and Evaluation
LDR 504	Communication and Conflict Resolution
SPCM 517	Political Communications
POLS 794	Internship (Practicum in non-profit administration) <sup>2</sup>

### **D. Health Services Administration**

Goal:

*To permit students who wish to specialize in healthcare administration to develop the background and skills necessary to administer a program or a unit of a health care facility.*

Courses:

HSAD 740	Advanced Health Care Systems
HSAD 710	Advanced Strategic Management of Health Care Organizations
HSAD 770	Advanced Health Care Management
HSAD 795	Health Care Practicum (internship in Public Administration waived)

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<sup>2</sup> Students pursuing a nonprofit administration specialization must complete an internship in a nonprofit organization.

## **E. Criminal Justice Administration**

### Goal:

*To prepare students for leadership roles in the administration of police, courts, community corrections, and traditional corrections.*

### Courses:

CJUS 525	Police Administration (Spring, annually)
CJUS 529	Courts, Politics, and Administration
CJUS 556	Community Corrections (Spring, annually)
CJUS 552	Prisons and Penology (Fall, annually)
CJUS 557	World Criminal Justice Systems (Spring, annually)
CJUS 536	Juvenile Justice (Fall, annually)
CJUS 515	Ethics in Criminal Justice (Spring, annually)
LDR 505	Communication and Conflict Resolution (Fall, annually)
SPCM 744	Managing Cultural Diversity (biennially, or more frequently)
POLS 523	Geographic Information Systems

## **VII. Professional Report**

### **A. Background information**

A professional report is a project designed to allow participants to integrate and use the material learned while in the MPA program to make better decisions while in the public service.

The professional report is a significant research project that often grows out of the student's internship, mid-career student's workplace, and from policy workshops. Each project involves an analysis of a real policy problem of a public, quasi-public, or nonprofit agency.

The student conducts a comprehensive and systematic analysis of the problem integrating coursework and professional literature in the program's core areas (legal, managerial, and political). The student then makes recommendations designed to address the problematic conditions. The professional reports are completed under the supervision of a three person faculty committee.

During the summer or second to last semester of study, MPA students must work to find a faculty member who will serve as their Professional Report Committee Chair. Soon after, the rest of the committee, including two additional members of the USD Graduate Faculty, should be developed. Once a topic and committee are in-hand, the student may register for POLS 788 (Professional Report). Upon completion of the professional report and submission of the final version to the Director of Graduate Studies, the student will be issued a final grade.

When students have completed their report under the guidance of their Committee Chair and Sponsor, students schedule a time with all committee members for a defense of the Report, distribute paper and electronic copies of the Report to all committee members at least one week in advance of the defense date, and defend their research and findings in front of the committee so noted.

A final oral presentation summarizing the findings is presented in a briefing attended by agency personnel and representatives from the school, including the student's policy paper supervisor and the remainder of the student's graduate committee. The MPA Committee may require these papers to be presented again at a day-long public service colloquium.

### **B. Roles**

#### **1. Role of the Director of Graduate Studies**

The MPA coordinator is not necessarily your Graduate Committee Chair (or Advisor). It is the student's responsibility to secure an advisor by approaching a faculty member with the student's ideas for a professional report. Ideally, a student should arrange a faculty advisor during the first year spring or summer terms. The sooner you pick an advisor, the better your chance of working with the person you feel best fits the substantive needs of the project and the person you most want to work with.

Specific duties of the Director of Graduate Studies:

- Considering the merits of Professional Report Topic Proposal for (attached here in Appendix A). This form is due early in the fall of the second year for full-time students or after the completion of 21 credits for part-time students.
- Overseeing student progress in the completion of several milestones of the professional report process and, more specifically the professional report class, POLS 788.
- Reviewing the executive summaries and meeting with all students in anticipation of their presentations, scheduling presentations for the academic and general practitioner community,
- Recording a grade for your project,
- Collecting your bound copies of the professional report (two bound copies) for the School and program collections.

## **2. Role of the Advisor**

A professional report advisor, or chair, has real responsibilities to the project and the student's performance. They are the primary facilitators of the project and will assist the student researcher in virtually all areas related to the development and execution of the project. If human subjects research approval is required through the Institutional Review Board (IRB), advisors become the principal investigator for the project and serve in a similar, though less formal, role where IRB review is not required. Professional report advisors are responsible for establishing timelines for topic development, establishment of committees, troubleshooting and a host of other mentor-type responsibilities. Ideally, the report advisor will serve as a formal as well as informal mentor to the student researcher and will facilitate post-report dissemination and publication of the work when justified by the quality and necessity of the project.

Selecting and securing an advisor is crucial step toward a successful completion of the professional report. To gain maximum benefit from this relationship, you need to find a professor with substantial knowledge about the field you expect to deal with and one with whom you communicate with well. Psychologically, you need to pick someone whose knowledge you trust sufficiently to accept his/her judgment; you need someone who can accurately hear what you say and, equally important, whom you can hear accurately. Communication problems between graduate students and their faculty advisors can lead to weak papers in which no one takes pride.

It is important to note that a faculty member may decide to not accept the Advisor's role for your project. Some may feel they do not have expertise in the particular area you wish to investigate; others may already have accepted too many advisees to devote sufficient time to your project. The longer you delay choosing an advisor, the more difficult the task becomes.

### **C. Good Progress**

To make good progress toward completion of the Professional Report a student should identify a problem and review background material to help identify a proposed topic and plan of study in the summer before their second year of study. During this summer, or early in the fall of the second year, students should write a 2-3 page prospectus that can be used in discussions with prospective professional report committee members. This document should be used to initiate a conversation with a desired chair to see if they are willing and able to serve as advisor for the proposed project.

At this point, students should submit a Professional Report Topic Proposal to the Director of Graduate Studies for initial consideration, advice and assignment of a full committee to oversee the professional report project.

In the spring semester of the second year, or last semester of study for part-time students, a student should register for POLS 788 and complete the report in stages, beginning with a comprehensive review of relevant literature, development of a research design and execution of planned design with the professional report committee. POLS 788 will help students identify an appropriate timeline for deliverables, though the final expectations for student progress is set by the professional report advisor, in consultation with the professional report committee.

### **D. Project Defense**

Once a professional report has met the expectations of the committee chair, it may be presented to the entire committee for written review, followed by oral defense. Students should expect to give their committees at least 14 days with the final draft of their report prior to the scheduled defense of the project.

In the defense, students must make a formal presentation of the research to their committee. These presentations are open to the public and students may invite colleagues to the defense who might be able to advance the discussion of their research questions after the formal presentation.

Presentations of the research typically require a 20-30 minute presentation supported by any electronic media or handouts needed to clarify project goals, research design or findings and discussion. Student presentations are followed by a round of questions from committee members and others in attendance. This stage of the defense is designed to insure that student presenters are conversant in the area of their professional report research and capable of demonstrating expertise in the subject area.

### **E. Project Completion**

After a student successfully defends their project to their committee and makes all required updates to a final draft of the project, a print and electronic copy of the final draft must be submitted to the Director of Graduate Studies.

The professional report project is complete only when two bound copies of a student's report (signed by committee members) and one electronic copy are submitted to the Director of Graduate Studies. At that point, a grade can be given for the professional report course, POLS 788, and the Graduation Approval Form can be submitted to the graduate school.

An sample title page is provided in Appendix A of this Handbook, which should be used by students in the presentation of the final drafts of the professional report submitted to the department.

### **F. Additional Information:**

The University of South Dakota requires that human subjects protections be identified and utilized. Students may need to complete training in human subjects protection prior to data collection for their professional report. The forms required for human subjects protection are a good way to think about your project – what questions you are asking, what data will answer those questions, and how will your method and the answers will affect the stakeholders.

Professional Reports are not master's theses. The statement of purpose for the professional report is not a binding document for the advisory committee. For personal or professional reasons, a student may wish to write a master's thesis in lieu of the professional report. With the approval of the chair of the student's MPA advisory committee, a thesis can be an acceptable alternative to the professional report. However, selecting this alternative does not relieve the student of the obligation to take the written examination required of all MPA candidates.

## **XIV. Concurrent MPA/JD Degree**

The faculty of the Department of Political Science and the faculty of the School of Law have collaborated to devise a system where students concurrently earn the Master of Public Administration and a *Juris Doctor*. Individuals with degrees in both law and public administration are especially in demand at the highest policy making levels where both managerial, leadership, and legal skills are essential. Such skills can lead to employment in national, state, and local government agencies (executive, legislative, and judicial) and in such areas as planning, personnel, financial administration, and public relations.

The faculty of the Department of Political Science and the faculty of the School of Law are uniquely capable of providing this combined training by offering these degrees which can be concurrently earned in three years.

The Department of Political Science offers the following courses which have been deemed acceptable by the School of Law for earning a *Juris Doctor*.

POLS 504: Local Government Administration	POLS 722: Budgetary & Fiscal Management
POLS 505: Urban Politics	POLS 723: Public Personnel Management
POLS 506: Government and the Economy	POLS 724: Organization and Management
POLS 516: State Legislative Issues	POLS 731: Seminar in Public Law
POLS 524: Planning: Principles and Techniques	POLS 751: Seminar in Internat'l Relations
POLS 526: Public Policy Analysis & Evaluation	POLS 765: Research Methods in Political Science
POLS 529: Courts and Judicial Politics	POLS 766: Public Sector Analytic Techniques
POLS 532: American Presidency	POLS 769: Administrative Thought & Ethics
POLS 536: Campaign and Democracy	POLS 788: Professional Report*
POLS 538: Lawmakers & Lawmaking	POLS 791: Independent Study*
POLS 711: Seminar in American Political Institutions	POLS 794: Government Internships
POLS 721: Seminar in Public Administration	POLS 798: Thesis*

The following School of Law courses have been determined to be acceptable to the Department of Political Science for the MPA program.

LAW 704: Criminal Law (Fall)	LAW 843: Federal Public Lands (1-3)
LAW 754: Criminal Procedure (Sp)	LAW 863: Selected Topics in Natural Resources Law (3)
LAW 805: Administrative Law <sup>3</sup>	LAW 865: Employment Law
LAW 807: Public International Law (2)	LAW 875: Advanced Criminal Procedure (3)
LAW 810: Constitutional Law (4)	LAW 876: First Amendment Rights <sup>3</sup> (3)
LAW 824: Federal Income Tax (4)	LAW 878: Environmental Law (3)
LAW 827: Legislation (3)	LAW 883: Indian Law (3)
LAW 830: Water Law (3)	LAW 896: Indian Jurisdiction (3) <sup>4</sup>
LAW 842: Constitutional Rights <sup>3</sup> (3)	
LAW 846: State and Local Government Law	

The MPA faculty will be reviewing this revised list during the 2005-2006 school year. Students may petition to the Director of Graduate Studies for courses not on this list to be on the student's program of study. Approval will be based on the appropriateness for the study of public administration, and the student's career interests.

The Seminar in Public Administration is to be taken within the first twelve credit hours of a student's program of study. Students are cautioned that some core courses have prerequisites and may not be offered in every semester or summer session.

#### **A. Specialization Courses**

Effectively, nine hours of courses offered by the Law School constitutes the specialization for students enrolled in the MPA-JD program. Students who wish, may designate another specialty area, complete the coursework, and receive the notation of the specialization.

#### **B. Concurrent Degree Requirements**

The table that follows is a plan of study indicating suggested courses and enrollment in courses designed to achieve both degrees in a three-year time frame.

The USD School of Law requires that students complete the MPA degree prior to, or simultaneously with completion of courses necessary for the Juris Doctorate. Please contact the Registrar, USD School of Law for specific details.

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<sup>3</sup> Prerequisite, LAW 810 Constitutional Law (4 credits)

<sup>4</sup> Prerequisite, LAW 883 Indian Law (3 credits)

## JD/MPA Concurrent Degree Worksheet

		Actual Hours	JD Hours Cumulative	MPA Hours Cumulative
<b>Year 1</b> Law School courses only	Semester total	30	30	30
<b>Year 2</b>				
Summer				
Public Personnel Management (POLS 722)		3		
Public Budgeting (POLS 722)		3	3	
Semester total		6	33	6
<b>Fall (year 2)</b>				
Evidence (LAW xxx)		3		
Constitutional Law (LAW 810)		4		
Administrative Law - dual credit (LAW 805)		3	3	
<i>Seminar in Public Administration (POLS 721, Required this semester)</i>		3	3	
<i>Research Methods in Political Science (POPLS 765)</i>			3	
Semester total		13	9	15
<b>Spring</b>				
Legal Profession		3		
Law School elective (LAW xxx)		4		
Law School elective (LAW xxx)		3		
Law School elective (LAW xxx)		3	3	
<i>Organization and Management (POLS 724)</i>			3	
Semester total		13	6	21
<b>Year 3 Summer</b>				
Externship/Internship		6	3	
Semester total		6	3	6
<b>Fall</b>				
Law School elective (LAW xxx)		4		
Law School elective (LAW xxx)		4		
Law School elective (LAW xxx) (see list)		3	3	
<i>Adv Leadership Theory &amp; Practice (LDR 501)</i>			3	
<i>Public Sector Analytic Techniques (POLS 766)</i>			3	
Semester total		11	9	17
<b>Spring (additional law classes required if no Law externship)</b>				
Law School elective (LAW xxx)		4		
Law School elective (LAW xxx)		4		
Law School elective (LAW xxx)		3	3	
<i>Admin Thought &amp; Ethics (POLS 769)</i>			3	
<i>Professional Report (POLS 788)</i>			3	
<b>TOTAL</b>	Semester total	11	9	17
			90	42

## **XV. Additional Graduate Degrees**

MPA students may arrange to complete the MPA and a second graduate degree on a concurrent basis. Admission to a concurrent MPA/MA program requires an application for admission even if a student is already matriculated in the other program. To be complete, the application must be current and accompanied by transcripts for all prior undergraduate and graduate work, graduate test scores (MPA only), and letters of recommendation from USD faculty including approval from the other program's graduate advisor.

If admitted to the MPA program, enrollment is required in POLS 721 (Seminar in Public Administration) within the first twelve credit hours earned in Public Administration. To pursue the MPA/MA and another degree concurrently, a student should expect to be in residence at least one or two full academic semesters longer than if only one degree were being pursued.

The Department of Political Science offers courses to satisfy each core requirement on a regular basis, and at least once annually. The department, however, cannot guarantee that a course in every core area will be available during every semester. Internship credit in the Department of Public Administration may not be used to meet MPA/MA concurrent degree requirements.

While just about any combination of areas of study is possible; some recent examples of concurrent degrees completed include graduate study in Public Administration combined with Psychology, Economics, and Higher Education Administration.

Additional master's degrees may be earned by a student at USD with the following restrictions.

1. No more than nine (9) hours of credit from a previous master's degree may be applied toward another degree at USD.
2. Any courses to be applied cannot exceed the seven-year time limit.
3. Approval of the program must be obtained from the chairperson of the major department, the Dean or chairperson of the supporting field, and the Graduate Dean.
4. No hours outside the major area are required, other than required courses for the second master's degree.

## **XVI. FINANCIAL SUPPORT**

The Department of Political Science provides financial aid for qualified students by means of direct financial assistance through the Farber Travel and Internship Fund, teaching assistantships, and research assistantships.

### **A. The Farber Travel and Internship Fund**

The Farber Fund provides exceptional opportunities to Political Science and Public Administration students. The fund was established in 1976 to honor Dr. W. O. Farber, longtime professor of political science here and Chairman of the Department for 38 years. The income from the fund, approximately \$90,000 per year is available to support international and domestic travel as well as scholarships and internships. In some instances, travel associated with research will be supported. Written applications for Farber Fund assistance must be supported by a core MPA faculty member and then submitted to the Chair of the Department of Political Science. Forms are available on-line at the following URL: <http://www.usd.edu/farbfund/docs/farberfundstudyap.pdf>

### **B. Graduate Assistantships**

Graduate Teaching, Research and Administrative Assistants (GA) are hired for positions in the Graduate School. Students supported via departmental funds must be pursuing the MPA degree in the School. The awards are academically based. Academic credentials as demonstrated by grade average and standardized test (i.e., GRE, LSAT, etc.) scores are initial criteria used in evaluating candidates. Additional consideration is given to pertinent work experience and special skills.

All graduate students are expected to pursue a full-time schedule of 12 graduate credit hours per semester. Exceptions (to this rule) will be considered on an individual basis and only for limited periods of registration (e.g., fall of the first year). Requests for a waiver must be submitted to the Director of Graduate Studies.

Students receiving assistantships must maintain the scholastic standards established for graduate students in good standing. Also, students receiving assistantships must not be otherwise gainfully employed during the tenure of the assistantship.

**1. Terms of Appointment.** Most appointments are made for the academic year beginning in September and ending in May. Summer semester appointments are not available, generally. However, individual faculty may have grant funds to help support summer study. Most M.P.A. students pursue paid summer internships. The 2006-7 stipend level for graduate students is about \$2,415 per semester. Stipend increases are made according to Graduate School Guidelines and are effective September 1. Failure to maintain a 3.0 grade average for graduate courses in any semester ends assistantship funding.

Students selected as graduate assistants or associates receive a letter of offer which states: number of semesters of support, number of hours per week of work required, monthly stipend amount, any choices the student has about the nature of the assistantship work, the

terms of the appointment including a prohibition concerning employment or internship outside their assistantship, and a date for indicating acceptance or declination of the offer. Students must indicate their acceptance or declination in writing to Rich Braunstein, Director of Graduate Studies, Department of Political Science.

- 2. Duties.** Based on the research and administrative needs of the School, students are assigned work for a specific faculty or staff person. Typical Graduate Assistantship (GA) assignments are: student recruitment, alumni publications/affairs, and assisting with grading and test proctoring.

Research Associates work with faculty in the areas of policy, leadership, quantitative methods and computers, criminal justice, etc. Research Associates are assigned to and supervised by a specific faculty member.

Graduate Assistants work with their supervisor to establish regular work hours, work duties, office space, and use of School resources such as the copier and telephones as they relate to the job. Students are to use School resources for assistantship projects. The School copier, printers, telephones, etc. are not for personal use. Time off during semester breaks is permitted, but associates must check with their supervisors to determine when they are expected to be on duty.

- 3. Conflicts and Grievance Procedures.** Any questions about duties, work space, or use of facilities are to be discussed with the GA's supervisor. Should questions persist, issues may be taken to the Director of Graduate Studies. Both the supervisor and student will be consulted.
- 4. Reassignment.** Associate reassignments will be made by the Director of Graduate Studies. The Director of Graduate Studies may reassign students should work demands of the School require a change in where personnel are needed. In such a case, a new supervisor will be assigned, and the duties, responsibilities, work space, and use of School resources will again be specified.
- 5. Evaluation.** End of the year evaluations by supervisors indicate whether or not the student has performed satisfactorily. The Director of Graduate Studies will review unsatisfactory evaluations with the affected student. The student may then request a hearing before the Director of Graduate Studies with both the student and the supervisor present. The final refunding decision is that of the Departmental Chair.

Should academic misconduct, breeches of confidentiality, failure to work the assigned 20 hours per week, or neglect of responsibilities occur, termination of appointment may occur after a hearing before the Director of Graduate Studies. Any written statement is available for student review and written comment.

- 6. Application Process.** Students interested in being funded via assistantships and associateships should complete an application by March 15. Applicants who have been fully admitted will receive first preference, followed by students granted provisional

admission. An additional letter of interest outlining special administrative and/or research skills can be sent to the MPA Program Director, Department of Political Science, USD, 414 East Clark Street, Vermillion SD 57069. The URL for the Graduate School form is as follows: <http://www.usd.edu/polsci/grad/asstapp.pdf>

**7. Third-Semester Funding.** First priority in funding a third semester for masters students is given to those who received assistantships for their first year in the program. This is done budget permitting and pending satisfactory job performance and reasonable progress toward degree completion.

Funding for MPA students is for three semesters only. Individual faculty may have grant funds to support additional semesters of study.

## **IX. Computer Proficiency**

Students should have proficiency in basic computer applications (i.e., navigation of the world wide web, working with spreadsheets, word processing, and a presentation programs). Students may achieve this proficiency through prior experience, short courses, or through undergraduate coursework (e.g., TTD 200, CSCI 105, BADM 323, etc.).

Students who do not have proficiency in these areas should talk with the Director of Graduate Studies to develop a strategy for acquiring these skills in their first semester of MPA study. Students who do not have or develop these skills can suffer considerable deficits in MPA and related graduate coursework – it will put you behind and not always with support from course instructors.

## **X. Academic Standards and Progress**

Students' progress through the MPA program is reviewed on a semester basis. If a student is not making satisfactory academic progress toward their degree, they may be dismissed from the MPA program for cause. Students achieving a 3.0 grade point average, completing examinations on time, and completing courses on time will not be dismissed for unsatisfactory academic progress, all else being equal.

Passing grades for graduate students are all grades within the general A, B, and C categories. Since Graduate School rules require at least a 3.0 average for work comprising the student's entire program, **a grade of C or lower** in any course should be regarded as a very strong warning that work in the course was below faculty expectations.

The symbol of I (Incomplete) may be granted to a student *only* if it can be demonstrated that it would be unfair to hold the student to the normal time limits of the course. Illness or other exceptional circumstances are the usual bases for consideration. Students should not assume that an incomplete will be granted automatically upon request. Rather, a student who believes that her/his circumstances warrant an incomplete is advised to consult with the course

instructor. The instructor will specify the work required to be completed by a date certain to remove the incomplete grade.

The Department calculates an incomplete grade as an F (zero grade points) in the grade point average until a grade is recorded for the course. Failure to remove the incomplete by the date specified will trigger the University Registrar to change the grade from I (incomplete) to NCI.

### **A. Academic Honesty**

USD Code of Student Conduct contains the University's policy on academic honesty.

Acts of dishonesty, include, but are not limited to the following:

1. Cheating, which is defined as, but not limited to the following:
  - a. use or giving of any unauthorized assistance in taking quizzes, tests, or examination;
  - b. use of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments; or
  - c. acquisition, without permission, of tests or other academic material belonging to a member of the institutional faculty or staff.
2. Plagiarism, which is defined as, but is not limited to, the following:
  - a. the use, by paraphrase or direct quotation, of the published or unpublished work of another person without full and clear acknowledgment consistent with accepted practices of the discipline;
  - b. the unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials.
3. Other forms of dishonesty relating to academic achievement, research results or academically related public service;
4. Furnishing information known or believed to be false to any institutional official, faculty member or officer;
5. Forgery, fabrication, alteration, misrepresentation or misuse of any document, record or instrument of identification, including misrepresentations of degrees awarded or honors received;
6. Tampering with the election of any institutionally recognized student organization;
7. Claiming to represent or act in behalf of the institution when not authorized to represent or to act.

Source: <http://www.usd.edu/cgi-bin/byteserver.pl/infodesk/studenthandbook.pdf> (page 35 of printed document, 8/11/2003)

The Department of Political Science believes plagiarism has no place in academic work. Plagiarism involves using without attribution, the words and ideas of someone else. Such failure to attribute may or may not be intentional.

While there is a strong presumption that a student will do original and distinctly different papers for each class, it is possible that under special circumstances, and with the full knowledge and concurrence of both instructors, the same or closely related data or theoretical

concerns in the literature may constitute a substantial part of the basis of academic papers in two different courses.

Be certain that you understand plagiarism and the Department's policy. Students who violate the academic honesty policy may face disciplinary penalties up to and including expulsion from the MPA program or from South Dakota Board of Regents institutions.

## **XI. Graduation/Commencement**

The student is responsible for fulfilling the graduate school's responsibilities and meeting their deadlines. These can be found at any time through the following URL: <http://www.usd.edu/gradsch/acadSchedule.cfm> (8/23/06). Students should complete a program of study and file a copy with the program director and the Graduate School the last month of the semester prior to the one in which they plan to graduate (e.g., December for a May commencement). The program of study contains the classes taken by semester, and the grade received. The program of study is the Graduate School's mechanism for verifying you have completed degree requirements so the university can award you a degree. You are to file the form with the signatures of your advisor (for your professional report) and two committee members, and the Chair of the Department. After getting the signatures of your committee members, take the completed form to the MPA secretary who will get the Department Chair's signature and make a copy for our files and file the form with the Graduate School.

The second form is the Degree Application due near the end of the first week of the semester in which you intend to graduate. The form is available from the same URL (above) which you can fill it in with Adobe Acrobat Reader. Please fill in the form, print it, bring it to the department for the MPA Advisor's signature and leave the form with the MPA secretary. We will photocopy it and ensure that it is filed with the graduate school.

Here are the most important things about this form.

1. Your name on this form will be the name on your diploma.
2. The hometown you list will be the hometown that receives the press release announcing that USD has awarded you a Master of Public Administration degree.
3. The address listed is where they will mail your diploma.
4. Leave the title of the thesis or dissertation blank – the professional report is not a thesis or dissertation.
5. The previous degrees earned is the Bachelor of Science or Bachelor of Arts or whatever degree you have earned previously (presently held), and the name of the institution from which you obtained this degree. This will show on the graduation program.

The next deadlines involves the professional report. You must give your committee one week to read your report prior to your defense date. When you successfully defended your professional report and made the changes deemed necessary by your committee, you will present a copy to your advisor for review and approval. The committee may wish to see the

final version of the report or may delegate that responsibility to the Committee Chair. When you have obtained final approval by the committee as outlined in the prior paragraph, deliver a copy signed by your advisor and an electronic copy (MS Word, WordPerfect, or Adobe's Portable Document Format) to the Director of Graduate Studies. The Director of Graduate Studies will prepare your graduation approval form and file it with the graduate school. The deadline is usually two or three weeks prior to the end of the semester in which you intend to graduate (December 1 for Fall commencements, April 21 or so for Spring commencements). As of January, 2006, the absolute "drop dead" date for completion is one month after the date of the commencement ceremony, with the permission of the Graduate Dean.

### **Political Science Department Faculty**

**William D. Anderson**, Assistant Professor and Director, Government Research Bureau, Ph.D., The Ohio State University. Specialization: American Politics, Congress and the Presidency, Political Methodology, and Political Economy.

**Richard Braunstein**, Associate Professor and Director of Graduate Studies, Ph.D., University of Colorado-Boulder. Specialization: American Politics and Constitutional Law, Nonprofit Management.

**Michael A. Card**, Associate Professor, Ph.D., The Ohio State University. Specialization: Public Administration: Organizational Theory & Strategic Management, Leadership, State, Local and Tribal Government.

**Matthew R. Fairholm**, Assistant Professor & Acting Chair, W. O. Farber Center for Civic Leadership, Ph.D., The George Washington University. Specialization. Public Administration, Leadership Theory and Practice, Organization Theory and Behavior, American Government.

**Steven Feimer**, Associate Professor, D.P.A., Oklahoma University. Specialization: Criminal Justice, Public Administration, Research Methods, Environmental Law, and Geographical Information Systems.

**Eric M. Jepsen**, Assistant Professor, Ph.D., The University of New Mexico. Specialization: Comparative/International Political Economy, Latin American Politics, South Asian Politics.

**Cassandra (Sandy) McKeown**, Assistant Professor, J.D., University of South Dakota. Specialization: Legal writing and research, litigation, client counseling and negotiation.

**Matthew C. Moen**, Professor, Ph.D., Oklahoma University. Dean, College of Arts and Sciences. Specialization: American Politics, Congress, and State Legislatures.

**Anthony DeForrest Molina**, Assistant Professor and Director, Master of Science in Administrative Studies Degree Program, Ph.D. Cleveland State University. Specialization: Public Administration, Political Theory, Administrative Ethics, American Government, and Urban Policy.

**Shane Nordyke**, Assistant Professor, PhD (abd), Indiana University. Public Policy and Management, Intergovernmental Relations, Methodology.

**William Richardson**, Professor, Ph.D., University of New York-Buffalo. Department Chair. Specialization: Political Philosophy, American Politics, Leadership, and Ethics.

**Michael P. Roche**, Professor, S.J.D., University of Virginia. Specialization: Criminal Law, Criminal Procedure, and Justice and Compassion.

**Jamison Rounds**, Assistant Professor, J.D., University of South Dakota. Specialization: Campaign Politics, Economic Development, Public Policy and Management.

**Lila Rucker**, Associate Professor, Ph.D., Michigan State University. Specialization: Domestic Violence, Drugs and Gangs, Research Methods, and Alternatives to Violence.

**Timothy J. Schorn**, Associate Professor, Ph.D. University of Notre Dame. J. D. Notre Dame Law School. Specialization: International Relations, Human Rights, Terrorism, and Middle East Politics.

**Elizabeth T. Smith**, Associate Professor, Ph.D., University of Connecticut. Specialization: American Politics, Public Law, and Public Administration.

**Dean J. Spader**, Professor Emeritus, M.P.A., J.D., University of Denver. Specialization: Administrative Law, Legal Writing, Ethics, and Trial and Evidence.

**Robert Swan**, Assistant Professor, M.S. and Ph.D.(abd), Portland State University. Specializations: Criminology and Corrections, Criminal Justice Administration, Correctional Management, Public Policy.

## **APPENDIX A: Additional Resources**

### **University Writing Center**

The USD writing center is a place where students meet with writing consultants to discuss the student's writing, from conception to final proofreading. The writing center provides knowledgeable, experienced writers (undergraduate and graduate students) who will work with you on a variety of writing: academic papers you're writing, professional reports, homework that involves writing, application letters, and more creative writing projects.

Students are encouraged to bring drafts of their assignments to the Center along with a copy of the instructions if they can provide them. The MPA program provides writing assignments as part of the syllabus or as class handouts.

It is best to make an appointment for a few days before your assignment is due. Schedule an appointment either in person in Dakota Hall 201, by calling 677-5626 during open hours, or by e-mailing [wcenter@usd.edu](mailto:wcenter@usd.edu). Appointments last 50 minutes, but that is not a requirement. You can make two appointments back-to-back or schedule less than 30 minutes.

Evening hours in the ID Weeks library are from Sunday to Thursday from 8-10 p.m. and are *drop in* only. That means no appointments are taken. There are office hours on M,T,W from 9:00am – 5:00pm; on Thursday from 9:00am to 4:00pm; and on Friday from 9:00am to 3:00pm. All sessions are free of charge to the student.



UNIVERSITY OF  
SOUTH DAKOTA

Professional Report Topic Proposal

**I. Background Information**

Name:	Date:
Street:	Home Telephone:
City:	Cell Phone:
Zip Code:	MPA Specialization Area:
Proposed Report Chair:	Has Chair Accepted: Yes / No
Proposed Second Reader:	Has Second Reader Accepted: Yes / No
Proposed Third Reader:	Has Third Reader Accepted: Yes / No

**II. Report Topic**

1. Problem Statement (a specific statement of the issue or problems, including the population affected).

2. How do you plan to incorporate the problem statement into your research paper?

3. What is your personal involvement in the problem? What challenges should be expected conducting this study or writing this project for the sponsoring organization?

4. Specifically, in what ways will the situation improve if the issue is addressed or if the problem is resolved? How will your organization benefit?

5. How will this project contribute to your professional goals?

\_\_\_\_\_  
Committee Chair Approval/Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Director of Graduate Studies Approval/Signature

\_\_\_\_\_  
Date

{ Sample title page }

**THE UNIVERSITY OF SOUTH DAKOTA  
GRADUATE SCHOOL (OR PUBLIC ADMINISTRATION)**

**THE TITLE OF YOUR PROFESSIONAL REPORT**

**By  
Your full name  
title of bachelor's degree, institution, and year**

**A professional report submitted in partial fulfillment for the  
Master of Public Administration**

**academic term , Year**

**Approved by ( signature line)\_\_\_\_\_**  
**Typed name of your committee chair**

**Typed name of committee member 2**

**Typed name of committee member 3**



UNIVERSITY OF  
SOUTH DAKOTA

414 East Clark Street  
Vermillion, SD 57069-2390  
605/677-5242; Fax 605/677-6302

[www.usd.edu/polsci/](http://www.usd.edu/polsci/)

**APPLICATION FOR ASSISTANTSHIP**

This form should be returned to the Director of Graduate Studies in the department to which you are applying.

\_\_\_\_\_

	Last	First	Middle
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Maiden \_\_\_\_\_

Student ID# \_\_\_\_\_

Present Address  
\_\_\_\_\_

Permanent Address  
\_\_\_\_\_

Home Phone \_\_\_\_\_ Office Phone \_\_\_\_\_

Colleges or Universities attended including the one in which you are currently enrolled. (List most current one first.)

College/University Major	Dates Attended	Degree Earned
_____	_____	_____
_____	_____	_____
_____	_____	_____

Proposed major area of study (department)  
\_\_\_\_\_

Degree being sought  
\_\_\_\_\_

What semester do you plan to begin your graduate study?

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If you have taken the Graduate Record Examination or other standard examination, include results and year of test.

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List names and titles of at least three persons who have been closely acquainted with your academic program.

Name	Title	Institution
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Academic honors and distinctions (including membership in honorary societies):

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Educational, scientific, or professional work in which you have been engaged since graduation. If you have teaching experience, indicate the subjects taught.

Position	Location	Date
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What are your plans after completing this degree?

Teaching: College \_\_\_\_\_ Secondary School \_\_\_\_\_

Research (detail):

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Other:

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What research skills or computer proficiency do you possess, or foreign languages do you read with facility?

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Signature

Date