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# Master of Public Administration

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PROGRAM HANDBOOK

Department of Political Science  
COLLEGE OF ARTS AND SCIENCES | 2023

## To: Prospective and Current Students

Welcome to the Master of Public Administration (MPA) program at Eastern Michigan University (EMU). We want to take this opportunity to introduce the program and address a number of frequently raised questions and concerns. More detail on specific questions can be found on the program website -- ([www.emich.edu/mpa](http://www.emich.edu/mpa)). Please don't hesitate to contact one of the MPA faculty and staff listed with any questions you might have; we look forward to working with you.

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## THE MPA PROGRAM

### **Educational Mission and Background**

The MPA program at EMU offers a professional degree grounded in applied social sciences that prepares students for leadership roles and careers in public and nonprofit organizations by providing the knowledge and tools to address complex and diverse public service needs.

The MPA program aims to provide graduate professional education for individuals who are currently in public service careers (in-service students) or those who are preparing to enter careers (pre-service students). The MPA program at EMU is fully accredited by the Network of Schools of Public Policy, Affairs, and Administration ([www.naspaa.org](http://www.naspaa.org)). This accreditation since the early 1990s indicates that EMU's MPA program meets all national standards for such programs.

### **Program Values**

Program faculty have articulated a set of foundational values and program competencies that are worth noting. The following five values reflect the spirit and ideals of the MPA program at EMU.

1. *Integrity*: Exercising accountability, honesty, fairness, and ethical behavior in personal and professional relationships and activities.
2. *Professionalism*: Demonstrating a commitment to personal and professional integrity, life-long learning, inclusiveness, transparency, and sound evidence-based practice.
3. *Service*: Upholding the highest ideals of citizenship and public service.
4. *Collaboration*: Supporting horizontal leadership and cooperation across multiple sectors, academic disciplines, and between the classroom and community at-large.
5. *Equality, Diversity, and Inclusion*: Recognizing the influence of race, ethnicity, gender, sexual orientation, religion, impairments, and socioeconomic differences on political, social, and organizational environments, and promoting the values of equality, diversity, and inclusion in communities and organizations.

## ADMISSION REQUIREMENTS

Within the guidelines of the Graduate School and subject to the approval of the Department Head, the Public Administration Committee sets standards for admission of students to the MPA program. Recruiting, reviewing applications, and recommending students for admission to the MPA program is the responsibility of the MPA Coordinator, with support from the MPA Faculty. Application information and materials can be obtained from EMU's Graduate School at [www.emich.edu/graduate](http://www.emich.edu/graduate) or by email, [graduate\\_school@emich.edu](mailto:graduate_school@emich.edu) or [international.admissions@emich.edu](mailto:international.admissions@emich.edu).

Qualified applicants will be admitted to Fall and Winter semesters on a rolling basis until the start of the term, but desired classes may not be available for students and delays in securing official transcripts may also delay admission decisions. Separate applications must be filed for the MPA program and any certificate programs that a student may be interested in pursuing, even if done concurrently.

### Requirements for Degree Admission

Applicants must meet the minimum Graduate School admission requirements (see [Graduate Admissions](#) or [International Admissions](#)) and complete a [Graduate Application](#).

Applicants must also meet the following program requirements:

- Undergraduate GPA of 3.0 (or 3.25 in the last half of the undergraduate program).
- A 250-word description of the applicant's academic and professional history and professional goals in public administration.
- One political science course in the fundamentals of American government, public law, state and local government, or public administration, with a C or better if taken as a part of a bachelor's degree or a B or better if taken after the bachelor's degree.

The Graduate Record Examination (GRE) is not required.

Applicants are encouraged to contact the program advisor prior to submitting their application if there are any questions about admission under the criteria above.

## **Conditional Admission**

### *Conditional Admission #1 – Curriculum Deficiencies – Program*

An applicant deficient in the prerequisite political science course may be granted admission on a conditional basis, subject to completion of the prerequisite before the second semester in the program. In lieu of the above prerequisite course, documentation of acquired proficiency and/or appropriate experience may be accepted at the discretion of the MPA Coordinator and Faculty.

### *Conditional Admission #2 – Senior Status – Graduate School*

Applicants who have not yet completed the baccalaureate degree and meet the above admission criteria are granted Conditional Admission #2, Senior Status. This conditional status is removed upon completion of the baccalaureate degree; the applicant must submit an official transcript to the Office of Admissions with the baccalaureate degree posted.

### *Conditional Admission #3 – English as a Second Language – ESL – Graduate School*

Applicants who are non-native speakers of English and scored below the Graduate School and/or program minimum on the English proficiency examination(s) may be granted Conditional Admission #3, which allows them to take ESL classes prior to starting the program.

### *Conditional Admission #4 – Low GPA/Academic Deficiencies – Graduate School*

If applicants do not meet the Graduate School's minimum GPA requirement and/or graduated from a non-accredited institution but demonstrate the potential to succeed in a graduate-level program, they may be granted Conditional Admission #4. Students must complete the first nine credit hours of graduate courses at EMU and establish good academic standing with a minimum 3.0 cumulative GPA, or will be dismissed.

### *Conditional Admission #5 – Fresh Start Program*

Applicants who are returning to the Graduate School may request to have their EMU graduate cumulative GPA adjusted. Students admitted under this condition must achieve a graduate GPA of at least 3.0 at the end of the semester in which they complete their first 9 credit hours at EMU. Students who do not meet this requirement will have their conditional admission rescinded automatically with no opportunity to appeal.

### *Conditional Admission #6 – Low GPA/Academic Deficiencies – Program*

Promising applicants with a minimum of five years of administrative experience that do not meet the GPA requirements for regular degree admission, and who have a GPA between 2.75 and 3.0, may be granted conditional admission. Such applicants must contact the program advisor prior to submitting their application. Applicants will be granted degree admission after completing at least three courses, two of which must be required courses for the program, with a minimum grade of 3.0 (B) in each course.

## MPA CURRICULUM

The MPA curriculum is divided into four major components:

1. An undergraduate prerequisite requirement (a single course in political science – three credit hours – for those without any background in the discipline)
2. A set of required courses (seven courses, 21 credit hours)
3. Five courses in an area of concentration (a minimum of two courses from the Political Science Department and a maximum of three courses from outside the Department)
4. Internship for pre-service students (students without work experience in the public or nonprofit sectors)

### **Required and Elective Courses**

Appendix A contains a sample Program of Study, which is a required document that lists the courses a student must take to complete the degree. The Graduate Catalog (which may be found online, <http://catalog.emich.edu/index.php>) also contains valuable information about programs, courses, and academic policies and processes. All required courses must be completed with a B or better grade; students may repeat a required course with an unacceptable grade once, and if the second grade is not acceptable, the student is removed from the program.

Concentration coursework is designed to meet a student's area of interest, although in some cases, certain courses are required depending on the student's area of concentration. For example, PLSC 565 State-Local Government Relations is a required course for students completing the local government concentration, and PLSC 544 Foundations of the Nonprofit Sector is a required course for students completing the nonprofit management concentration.

Students in public safety professions who complete EMU's Staff and Command Program for graduate credit or courses at the FBI Academy may apply up to 15 credit hours toward their MPA as electives.

### **Capstone Requirement**

All MPA students complete a capstone as part of program requirements. The capstone in the MPA program is the culmination of several years of coursework and research experience in the graduate program. Through the capstone course, students demonstrate knowledge of public administration concepts and skills in writing, analysis, research, and evaluation acquired in MPA coursework. Students typically register for PLSC 695 in their last winter semester of coursework.

The capstone course is built around individual and group problem-solving exercises. Using case studies primarily from the public and nonprofit sectors, students work through real problems professionals face in a simulated environment. Students are required to research and write



papers related to issues covered in the cases. This capstone format is intended to assess more learning outcomes and better support students in their final work for the program.

### **Internships**

Pre-service students (i.e., those who have not worked in the public or nonprofit sectors) are required to complete an internship and register for PLSC 588 (Practicum in Public Affairs). The Program of Study will indicate whether a student needs to take PLSC 588. If a student was pre-service when he or she entered the program but has secured a public or nonprofit sector position and will work there for at least a year, the student can seek to have the internship requirement waived. This waiver will only be given after the work experience is completed and not on the promise of employment.

Pre-service students should contact the Internship Advisor at the beginning of their academic work to discuss areas of interest for assignments. Students should also consult with the Internship Advisor at least one semester before they plan on completing an internship to identify a specific placement and receive permission to register for the internship credits. Normally, the internship should be completed during the last third of the MPA curriculum and involves a minimum of 300 hours in an appropriate placement setting. Students in a placement also participate in a weekly seminar to share experiences and discuss specific issues with the faculty internship advisor and other interns. See the internship website (<https://www.emich.edu/political-science/internships/index.php>) for more information on expectations and possible placement opportunities.

### **Advising**

Early in their first semester in the program, students should schedule an appointment with an advisor to set up a Program of Study and to discuss the removal of any conditional admission status. The Program of Study is prepared during the student's first session with an advisor, and progress toward program completion is tracked with each advising session. Programs of Study are submitted to the Office of Records and Registration in anticipation of graduation (a sample Program of Study form is included in Appendix A). All students must have a Program of Study on file with the Office of Records and Registration.

While the numbering sequence of courses suggests an order for course completion, students work with an advisor to identify a schedule of courses—including required and concentration courses—that best meets their needs. A recommended course sequence is included in Appendix B. Additional advising resources may be found on the Political Science Department website: <https://www.emich.edu/political-science/grad/advising.php>.

## **Course Schedules and Registration**

All MPA students are encouraged to consult with an MPA advisor before finalizing course registration; a recommended sequence of courses is included as Appendix B. Registration for MPA courses, like all courses at EMU, is done online.

MPA classes are offered in the evenings, generally beginning around 6 p.m., to accommodate both pre-service and in-service students. Some classes are offered in a hybrid format that mixes in-class and online discussions over the course of a term. A limited number of summer offerings are also available. Courses are offered on the main campus in Ypsilanti.

For a variety of reasons, students may have trouble completing course requirements during the term in which the course is offered. When illness or other unavoidable extenuating circumstances prevent a student from completing the course, an instructor may award an Incomplete (I) to the student, with the expectation that all remaining coursework is to be completed within one year of the end of the term in which the incomplete was granted. Incompletes are only given when the student has completed a significant majority (50% or more) of coursework, with a grade of "B" or better. Except for special circumstances, after one year the Incomplete remains on the student's transcript, and the course must be repeated (Incompletes for the capstone courses may extend beyond one year).

### *Credit Transfer*

Students in the MPA program may transfer up to 9 credit hours from other accredited institutions. The MPA Coordinator will determine whether and how such transfer courses are treated in the student's Program of Study; for example, some transfer courses may be the equivalent of required courses, while others may meet elective requirements. Official copies of transcripts must be submitted to EMU for such determinations to be made.

### *Academic Load*

For financial aid purposes, graduate students are considered full-time if they take 8 or more credit hours,  $\frac{3}{4}$  time if they take 6-7 credit hours, and  $\frac{1}{2}$  time if they take 4-5 credit hours. Fall and Winter financial aid offers for graduate students are based on assumed  $\frac{3}{4}$  time enrollment. Summer financial aid is based on assumed  $\frac{1}{2}$  time enrollment.

### *Overrides*

If a student experiences an error while registering for courses, the student should contact their advisor, who will determine if an override is appropriate.

### *Wait List*

If a student is attempting to register for a class that is full, the student may be added to the wait list if one is established for the course. If a spot opens in the class, the department will contact the student with instructions on how to finalize registration.

### *Auditing Courses*

Graduate students who wish to audit a course must register for audit status and pay the same tuition and fees as for academic credit enrollment. Courses appear on the graduate transcript with a grade of “AU” but are not used in graduate academic calculations (including, but not limited to, academic standing and hours toward graduation). Courses taken as audit may not be used toward a graduate degree or certificate. See the Office of Records and Registration website for more information: <http://www.emich.edu/registrar/index.php>.

### *Independent Study*

Independent studies are sponsored by full-time faculty and lecturers. The independent study is designed for students who wish to study material in more depth than what is covered in existing courses or material not currently covered in existing courses. Students are required to design their own study proposals. Application forms are available in the Political Science Department office. A maximum of six (6) hours of independent study may be used on a degree program.

## ACADEMIC STANDARDS

### **Degree Requirements**

To complete the MPA at EMU, students must earn a grade of “B” or better in all seven required courses and a “B” average overall in the program. Students who receive less than a “B” in a required course are allowed to repeat the course once.

### **Graduation**

All graduation requirements must be completed in six years from the time a student starts taking classes in the MPA program. This period can be extended on petition to the Graduate School (under no circumstances past ten years), but students may be required to retake courses. Candidates for a degree and/or certificate must submit a formal application for graduation in the final semester in which they will complete all requirements before a degree/certificate can be awarded. Students apply to graduate via My.Emich Student Services. If a student is applying for more than one degree and/or certificate, the student must complete an application for each. To read more about graduation requirements, visit the Office of Records and Registration website: <https://www.emich.edu/registrar/graduation/grad.php>. EMU hosts graduation ceremonies in April and December for graduates.

### **Research Expectations**

Almost all MPA courses require extensive research and writing requirements, and it is the policy of the MPA program to utilize the Chicago Manual of Style. This writing style, often referred to as the author-date style, is required by most publications in public administration and the social sciences more generally.

A particularly useful web resource is the Chicago Manual of Style Online found at [http://www.chicagomanualofstyle.org/tools\\_citationguide.html](http://www.chicagomanualofstyle.org/tools_citationguide.html). The Quick Guide and the Q&A links offer many resources about the process of citation and writing more generally. MPA students have opportunities to disseminate their research on campus through the Graduate Research Conference or through professional conferences and publications.

### **Graduate School Policies**

Classes taken for a graduate certificate program are only considered valid for three years, while classes taken for the MPA program are considered valid for six years. Students who have finished the MPA degree and then wish to earn a certificate must take at least nine new (not double-counted) credits.

Students are advised to read the Graduate School Policies, including policies on Incomplete (I) and In-Progress (IP) Grades, Withdrawal, Interrupted Enrollment and Readmission, Residency Requirements, and Academic Probation and Dismissal:

<https://www.emich.edu/graduate/about/policies/index.php>.

### **University Policies**

For general EMU policies regarding disciplinary action and dismissal as a result of academic deficiencies, disciplinary action and dismissal as a result of non-academic behavior, academic misconduct, grade grievance, appeal process, and student rights, please refer to the EMU Student Handbook: <http://www.emich.edu/studenthandbook/index.php>. The EMU Student Handbook describes the strict timelines for the processes mentioned above.

## COMBINED BACHELOR'S/MPA DEGREE

The Combined Bachelor's Degree in Political Science (PLPA) or Public and Nonprofit Administration (PAPA) and Master of Public Administration Degree is an accelerated five-year program in which exceptional students earn both undergraduate and graduate degrees. Students spend their first three years engaged in undergraduate studies and their final two completing the graduate program. The total number of credits needed for the program is 151. At the undergraduate level, students complete their General Education requirements, a minor, and an abbreviated version of the undergraduate Public and Nonprofit Administration or Political Science major. Starting their fourth year, students complete all 39 hours of the MPA program, and a portion of the credits double count toward the undergraduate BS degree.

The curriculum requires two internships -- one as part of the undergraduate major, the second in the MPA portion. Thus, students have substantial field experience in public administration upon completing the full BS/MPA degrees.

A small number of students, with a minimum undergraduate GPA of 3.3, are selected for the program. Applications require letters of recommendation, a personal statement focusing on career goals and reasons for applying to the program, and an interview with the MPA Director

(or a designate). Since its inception in 2006, the program has admitted only a very small number of students, indicating the competitive nature of the application process. Students will be invited to apply to the Combined Degree Program by February 1 of their junior year and will be offered admission by March 1 of their junior year.

## GRADUATE CERTIFICATES

In addition to the MPA degree and the combined bachelor's/MPA program, the Department offers eight graduate certificates, listed below, that build upon the MPA curriculum. The primary goal of these graduate certificates is to provide students with graduate level training that complements and supports professional development needs in public management and the desire for personal enhancement, short of a full master's degree.

- General Public Management (GPM; 5 courses; 15 hrs)
- Local Government Management (LGM; 5 courses; 15 hrs)
- Management of Public Healthcare Services (MPH; 5 courses; 15 hrs)
- Nonprofit Management (NPMG; 5 courses; 14-15 hrs)
- Public Budget Management (PBM; 5 courses; 15 hrs)
- Public Land Planning and Development Management (PLP; 5 courses; 12-14 hrs)
- Public Personnel Management (PPM; 5 courses; 15 hrs)
- Public Policy Analysis (PPA; 6 courses; 17-18 hrs)

A separate admission process is required for certificate programs, even if a student already has been admitted into the MPA program, and a separate application for graduation is also required on completion of the program. Discussion with an advisor on the process is helpful.

Credits from only one completed graduate certificate may be applied to a master's degree in a relevant field of study. Students completing multiple certificate programs must have a minimum of 9 unique credit hours per certificate. For graduate certificate programs, at least 9 graduate hours beginning the semester of acceptance and enrollment into the program must be earned at EMU – this means that students must accrue at least 9 credit hours post acceptance in the certificate program.

Students who begin with certificate coursework and decide to finish the master's program can apply the certificate courses to the MPA degree. Alternatively, students in the MPA program can complete additional coursework to meet certificate requirements concurrently with the MPA, as long as at least 9 credit hours are taken post acceptance in the certificate program.

For a list of courses required for each certificate program, see Appendix C. More information is available on the MPA website: (<https://www.emich.edu/political-science/grad/certificates.php>).

Classes taken for a graduate certificate program are only considered valid for three years (unlike six years in the MPA program). Students who have finished the MPA degree and then wish to earn a certificate must take at least nine new (not double-counted) credits. To read more about EMU’s Graduate School policies, access the Graduate Catalog (<http://catalog.emich.edu/index.php>). Students are to select the academic year in which they are admitted and then click on “Academic Policies and Processes” on the left.

## MPA LEADERSHIP

### Political Science Department Head

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### MPA Program Coordinator

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## PUBLIC ADMINISTRATION COMMITTEE MEMBERS

Name	Research and Teaching Fields
<b>Heather Khan Welsh, PhD</b> Professor Geography & Geology Department	Urban and Regional Planning, State and Local Community Development
<b>Barbara Patrick, PhD</b> Professor Political Science Department	Performance Management and Budgeting, Fiscal Federalism, Evaluation, Cultural Diversity, Education Policy Reform
<b>Gregory Plagens, PhD</b> Professor Political Science Department	Public Personnel Administration, Organizational Theory, Public Administration, Public Policy, Research Methods
<b>Tucker Staley, PhD</b> Associate Professor Political Science Department	Public Management, Nonprofit Management, Public Budgeting, Public Policy, Cross-sector Collaboration, Program Evaluation, Federalism, State and Local Government
<b>Shu Wang, PhD</b> Assistant Professor Political Science Department	Public Policy Analysis, American Federalism, State- Local Relations, Local Financial Management

## MPA EMERITI FACULTY

Several retired faculty and staff members will also occasionally teach courses in the MPA program; they are listed below.

**Benjamin Hourani, PhD**, Professor Emeritus  
Organization Theory, Ethics

**Dogan (Don) Koyluoglu, PhD**  
Public Administration, Research Methods, Public Personnel Administration, Public Health Policy

**Karen Lindenberg, PhD**, Professor Emerita  
Public Personnel Administration and Labor Relations, Arbitration

**F. Elaine Martin, PhD**, Professor Emerita  
Judicial Politics, Women in the Judiciary, Local Government Management, State and Local Government

**Charles (Chuck) Monsma, PhD**, Professor Emeritus  
Public Administration, State and Local Government, County Government

**Joseph (Joe) Ohren, PhD**, Professor Emeritus  
Public Administration, Public Budgeting and Financial Management, Local Government Politics and Management

## MPA ADJUNCT FACULTY

In addition to the core faculty identified above, several adjunct or part-time faculty make significant contributions on a regular basis to the MPA program in specialized fields. Their names, credentials and backgrounds, and specialized courses are listed below:

**Michael Montgomery, MA**  
Fundraising, Economic Development

**Vince Pastue**  
Local Government Management

**Bill Richards, Jr., MA**  
State and Local Politics, Local Government Management

**James Tatum, MPA**  
Budgeting and Finance

**Kevin Welch, MPA**

Public Personnel Management, Local Government Management

**Matthew Zalewski, J.D., M.A.**

Administrative Law

**Stephanie Zorn-Kasprzak, MOL, CCAP**

Nonprofit Management, Strategic Management

## MPA ADVISORY BOARD

The MPA program established an Advisory Board in 2001. The Advisory Board includes a diverse group of professionals in the field, several of whom are program alumni, who represent the various sectors in which our graduates work. Program faculty invite individuals with significant work experience to serve on the MPA Advisory Board. The purpose of the Advisory Board is to provide guidance and recommendations to program faculty and the department on a) recruiting and retaining students; b) identifying new or changing curriculum needs to respond to workforce demands; c) changing mission of the program, if any; and d) fundraising to support special programmatic needs.

**Nickie Bateson**

Chief Financial Officer/Treasurer, Great Lakes Water Authority, Detroit, MI  
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**Steve Brummer**

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**Joe Ohren**

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**Caitlin Walton**

Business Manager, Stamps School of Art & Design, University of Michigan, Ann Arbor, MI  
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**TUITION AND FINANCIAL AID**

**Tuition Costs**

Students may use EMU's Tuition and Fees Calculator to estimate costs: <https://www.emich.edu/sbs/basics/calculator.php>. As of September 2023, based on current tuition and fee levels, the total cost is estimated to be the following:

<b>STUDENT TYPE</b>	<b>MPA</b> <i>Based on 36 on-campus credits at the 500-699 level.</i>	<b>GRADUATE CERTIFICATE</b> <i>Based on 15 on-campus credits at the 500-699 level. Please note some certificates require fewer or more credits.</i>
<b>Michigan Resident</b>	\$34,516.00	\$14,413.75
<b>Out-of-State Resident, Non-U.S. Resident</b>	\$59,779.00	\$24,940.00

### **Graduate Assistantships**

Eastern Michigan University provides financial support for graduate study through several different loan and award programs. A small number of graduate assistantships are available in the Political Science Department through a competitive application process. These awards, typically available for up to two years, provide tuition remission for 18 credits each academic year as well as a stipend. Full-time graduate assistants are assigned a variety of research and administrative responsibilities under faculty supervision for 20 hours per week. Other campus departments also have such assistantships available.

The Political Science Department begins to accept applications for assistantships in February of the calendar year for awards for the following academic year. Given the limited number of awards available in the Political Science Department, MPA students interested in a graduate assistantship should also contact other departments on campus for possible appointments. Job opportunities at EMU (including graduate assistantships across campus) may be found on the EMU Jobs Website: <https://www.emich.edu/hr/working/employment/index.php>. The Graduate School website ([www.emich.edu/graduate](http://www.emich.edu/graduate)) provides additional information about assistantships.

In order to be reappointed as a graduate assistant, the student must maintain a cumulative “B” graduate GPA for any semester while on the assistantship and have provided satisfactory performance as a graduate employee.

### **Other Financial Assistance**

EMU also offers other financial assistance to graduate students such as fellowships and scholarships. Most such awards are merit-based as opposed to needs-based. Visit the Graduate School’s website ([www.emich.edu/graduate](http://www.emich.edu/graduate)) to learn more about available financial assistance. The College of Arts and Sciences (<http://www.emich.edu/cas/students/scholarships.php>) and the Political Science Department (<https://www.emich.edu/political-science/scholarships-aid/index.php>) also have scholarships and fellowships for graduate students. Students can also contact the Financial Aid Office (734-487-0455) on campus for further information or visit their website ([www.emich.edu/finaid/](http://www.emich.edu/finaid/)). Students may also find that local organizations in their area—e.g., Rotary or Kiwanis—sponsor scholarships, and some employers provide tuition benefits.

## ACADEMIC RESOURCES AND PROFESSIONAL OPPORTUNITIES

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

Many students in the MPA program join ASPA, the professional association for those in the field. In fact, many MPA faculty are also members of the Metropolitan Detroit ASPA Chapter. A principle advantage is career advancement through the networking opportunities afforded by meetings and membership. Involvement with the ASPA is strongly encouraged. Apply online ([www.aspanet.org](http://www.aspanet.org)).

In addition to local networking opportunities, ASPA, along with NASPAA and the Association for Public Policy Analysis and Management (APPAM), have also launched a job and career website for job seekers (and employers) at all levels of experience. The site can help students find a new job or sustain a career and provides career advice/articles, personal profiles on accomplished public servants, information on graduate degrees (the MPA and MPP), as well as information on key events in the world of public service ([www.PublicServiceCareers.org](http://www.PublicServiceCareers.org)).

### **Pi Alpha Alpha (PAA)**

Pi Alpha Alpha is the honor society for graduate students in the MPA program at EMU and has existed since 1984. Membership in PAA is limited to persons who demonstrate academic achievement in public affairs and administration in NASPAA member schools and/or outstanding public service and who fall within the following classes: student, alumni, faculty, and honorary. All memberships are national memberships with a local chapter affiliation. All categories of membership enjoy the same rights and privileges.

Students with a 3.7 grade point average (GPA) and 21 credits in the program are eligible for induction into Pi Alpha Alpha. The MPA program nominates individuals who meet these criteria, and induction typically occurs toward the end of a student's program at an annual awards program in conjunction with the EMU MPA Chapter. See the national PAA website ([www.pialphaalpha.org](http://www.pialphaalpha.org)) to learn about membership criteria, procedures, and benefits.

### **Alumni Chapter**

Over 600 students have completed the MPA at EMU since the program's inception in 1980, and these alumni represent a valuable network of support for the program and for current students. Alumni serve on the Advisory Board, attend networking events, co-sponsor programs and other activities on campus or in the community, supervise internship placements, assist with career placement efforts, participate in student learning assessment, and contribute to the MPA Development Fund.

### **Public Administration Club**

The Public Administration Club is designed to introduce students to opportunities in the fields of government and nonprofit administration. Students gain insight on the status of the discipline, job opportunities, professional development, tools for success, the significance of networking and other pertinent issues impacting citizens and public administrators who serve at the forefront addressing problems at the local, state, and federal levels of government. Membership is extended to students at both the undergraduate and graduate levels of study. The club aims to inform students on exciting opportunities in the major and public arena in general. It also seeks to increase diversity in the discipline by recruiting a wide array of students from different backgrounds and majors. For more information, please contact faculty advisor Dr. Barbara Patrick.

### **On-Campus Student Organizations**

EMU has over 200 student organizations on campus for students with different backgrounds, interests, and values. The Student Organizations website (<https://www.emich.edu/campuslife/student-orgs/>) offers a complete list and descriptions of all organizations.

### **University Writing Center**

While all locations of the University Writing Center are equipped to work with graduate students, the University Writing Center for Graduate Studies (Halle Library, Room 205N) is able to offer more specialized assistance to working professionals. Writing consultants – professional staff members who have been teaching at EMU for many years – can help students with content development, source use and organization, literature reviews, structuring arguments, and professional writing style. Students are able to work with consultants in a variety of ways:

- Real-Time, Virtual Consultations - One-hour appointments are available in Zoom or Google Meet. Requests for appointments must be made at least 24 hours in advance, and appointments occur Monday – Friday. Consultants do not read documents before appointments; documents can be shared during the appointment.
- Asynchronous/Written Feedback - A writing consultant reviews and comments on an uploaded document. Documents of any length can be submitted, but turnaround time depends on the number of double-spaced pages to be reviewed. Generally, it takes 2 days for each 10 pages submitted. Submissions received after 6:00 pm are considered to be received the next day, and submissions received Friday, Saturday, or Sunday have one additional day added.
- In-Person, On-Campus Consultations – One-hour appointments must be scheduled at least 24 hours in advance, and appointments occur Monday – Friday. The consultant does not read documents before appointments; documents can be shared during the appointment.

Visit <https://www.emich.edu/ccw/writing-center/index.php> or contact Beth Sabo ([bsabo2@emich.edu](mailto:bsabo2@emich.edu)) for more information.

### **EMU Library**

The EMU Library (Halle Library, 955 W Circle Dr) offers students various services, including research materials, database and journal access, off-campus access to online resources, printing, interlibrary loan, and more. For more information, visit <http://www.emich.edu/library/>. EMU also presents workshops, including SPSS training, at the EMU Library. Check the Events Calendar for presentations and workshops of interest: <http://today.emich.edu/calendar>.

### **Disability Resource Center**

For students with disabilities who wish to be accommodated for their disability, EMU policy requires students to register with the Disability Resource Center (DRC). Students are also encouraged to speak with their professors, who may suggest the need for an accommodation letter from the Disability Resource Center. For more information, students are encouraged to visit the DRC website: <https://www.emich.edu/drc/index.php>.

### **Job Opportunities**

While most students in the program are in-service (already working in the public or nonprofit sectors), career placement assistance is available within the Political Science Department for pre-service students on an individual basis. Many MPA faculty have contacts in the public or nonprofit sectors in the region and can provide suggestions and support for a job search. Reference material, job postings, and relevant journals are also available in the Political Science Department. As noted above, NASPAA also has contributed to creating a job and career website for job seekers—visit [www.publicservicecareers.org](http://www.publicservicecareers.org).

Eastern Michigan University also provides a range of career placement assistance to all students through the University Advising and Career Development Center (UACDC) on campus. Students are encouraged to visit the center's website ([www.emich.edu/uacdc](http://www.emich.edu/uacdc)) for a summary of assistance available and take advantage of its services as they approach graduation and are examining new or different career options. EMU alumni are also able to access UACDC resources after graduation.

## Useful Resources

- APSA - American Political Science Association ([www.apsanet.org](http://www.apsanet.org))
- ASPA - American Society for Public Administration ([www.aspanet.org](http://www.aspanet.org))
- ELGL - Engaging Local Government Leaders (<https://elgl.org/>)
- ICMA - International City/County Management Association ([www.icma.org](http://www.icma.org))
- Michigan Municipal Executives ([www.mme.org](http://www.mme.org))
- Michigan Municipal League ([www.mml.org](http://www.mml.org))
- NASPAA - Network of Schools of Public Policy, Affairs, and Administration ([www.naspaa.org](http://www.naspaa.org))
- Public service job and career website ([www.publicservicecareers.org](http://www.publicservicecareers.org))
- NCNA - National Council of Nonprofits ([www.councilofnonprofits.org](http://www.councilofnonprofits.org))
- Michigan Nonprofit Association (<https://www.mnaonline.org/>)
- Nonprofit Career Network ([www.nonprofitcareer.com](http://www.nonprofitcareer.com))

Professional association membership dues and event fees are often free or discounted for students. Please visit the MPA website for more resources, professional associations, and career search websites: <https://www.emich.edu/political-science/grad/resources/resources-grad.php>.

## INTERNATIONAL STUDENTS

All international students at EMU must register with the EMU Office of International Students and Scholars (OISS). For orientation, immigration, employment, tax, and other information for international students, please visit the OISS office ([www.emich.edu/oiss](http://www.emich.edu/oiss)).

## APPENDIX A: MPA PROGRAM OF STUDY

### Eastern Michigan University Master of Public Administration Program of Study

Name: \_\_\_\_\_ Student EID: \_\_\_\_\_

E-mail: \_\_\_\_\_ Expected Graduation: \_\_\_\_\_

#### REQUIRED COURSES (7 courses, 21 credit hours)

Dept	Course	Title	Credits	Term Completed	Trans Inst/Exten	Dept Use
PLSC	510	Public Administration Concepts	3			
PLSC	515	Public and Nonprofit Personnel Administration	3			
PLSC	540	Public and Nonprofit Budgeting	3			
PLSC	578	Quantitative Methods in Public Administration	3			
PLSC	630	Public Policy Analysis and Formulation	3			
PLSC	635	Strategic Management in the Public and Nonprofit Sectors	3			
PLSC	695	Capstone Seminar in Public Administration	3			

#### INTERNSHIP REQUIREMENT (1 course, 3 credit hours)

Dept	Course	Title	Credits	Term Completed	Trans Inst/Exten	Dept Use
<p><i>All pre-service students without substantial work experience in public administration must complete a 15-week equivalent internship experience. The director of internships in the Department of Political Science will work with students to identify and supervise an appropriate internship.</i></p>						
PLSC	588	Practicum in Public Affairs	3			

**LOCAL GOVERNMENT CONCENTRATION (5 courses, 15 credit hours)**

Dept	Course	Title	Credits	Term Completed	Trans Inst/Exten	Dept Use
REQUIRED COURSE (3 credit hours):						
PLSC	565	State-Local Government Relations	3			
RESTRICTED ELECTIVES (12 credit hours):						
<i>A minimum of one course must be selected from the list of Political Science Electives:</i>						
PLSC	525	Administrative Law	3			
PLSC	580	Local Development Policy	3			
PLSC	588	Practicum in Public Affairs	3			
PLSC	590	Special Topics	1			
PLSC	591	Special Topics	2			
PLSC	592	Special Topics	3			
PLSC	605	Leadership and Management	3			
PLSC	625	Local Government Management	3			
PLSC	645	Intergovernmental and Nonprofit Collaborations	3			
PLSC	697	Independent Study	1			
PLSC	698	Independent Study	2			
PLSC	699	Independent Study	3			
<i>A maximum of three courses may be selected from the list of Interdisciplinary Electives:</i>						
GEOG	579	Geographic Information Systems	3			
SOCL	647	Contemporary Community Structure	3			
SOCL	678	Methods in Social Program Evaluation	3			
SWKE	662	Grant Writing and Resource Development	3			
URP	552	Infrastructure Planning and Policy	3			
URP	553	Urban and Regional Planning	2			
URP	556	Zoning and Land Development Regulation	2			
URP	557	Community Development and Downtown Revitalization	3			



**NONPROFIT MANAGEMENT CONCENTRATION (5 courses, 15 credit hours)**

Dept	Course	Title	Credits	Term Completed	Trans Inst/Exten	Dept Use
REQUIRED COURSE (3 credit hours):						
PLSC	544	Foundations of the Nonprofit Sector	3			
RESTRICTED ELECTIVES (12 credit hours):						
<i>A minimum of one course must be selected from the list of Political Science Electives:</i>						
PLSC	525	Administrative Law	3			
PLSC	588	Practicum in Public Affairs	3			
PLSC	590	Special Topics	1			
PLSC	591	Special Topics	2			
PLSC	592	Special Topics	3			
PLSC	605	Leadership and Management	3			
PLSC	606	Fundraising for Nonprofits	3			
PLSC	645	Intergovernmental and Nonprofit Collaborations	3			
PLSC	697	Independent Study	1			
PLSC	698	Independent Study	2			
PLSC	699	Independent Study	3			
<i>A maximum of three courses may be selected from the list of Interdisciplinary Electives:</i>						
ACC	646	Financial Management of Nonprofit Organizations	3			
MGMT	570	New Venture Creation	3			
SOCL	678	Methods in Social Program Evaluation	3			
SWKE	663	Supervising Staff and Volunteers	3			

**GENERAL PUBLIC ADMINISTRATION CONCENTRATION (15 credit hours)**

Dept	Course	Title	Credits	Term Completed	Trans Inst/Exten	Dept Use
<p><i>We welcome students who would like to tailor their program to their career interests rather than specializing in either of the two concentrations above. Students can create an individualized set of Political Science and other courses subject to approval by the MPA advisor. Students in the General Public Administration Concentration may take courses in political science (PLSC), accounting (ACC, TAX), arts management (AMA), economics (ECON), educational leadership (EDLD), geography (GEOG), historical preservation (GHPR), health administration (HLAD), management (MGMT), marketing (MKTG), sociology (SOCL), social work (SWRK, SWKE), urban and regional planning (URP), and other subjects with the approval of the MPA advisor. At least two courses must be in political science (PLSC).</i></p>						
PLSC	_____	_____	_____			
PLSC	_____	_____	_____			
_____	_____	_____	_____			
_____	_____	_____	_____			
_____	_____	_____	_____			

**PROGRAM TOTAL**

**36-39 credit hours**

\_\_\_\_\_  
Student Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Advisor Signature

\_\_\_\_\_  
Date

## APPENDIX B: RECOMMENDED COURSE SEQUENCE

### MPA Advising—Recommended Full-time and Part-time Course Sequence

As you begin taking courses in the MPA program, we want to remind you of the program of study and provide a recommended course sequence for you to follow. We will, of course, be available regularly for advising as you contemplate courses for a new term. Be mindful of the fact that from the time you begin courses in the MPA program, you have six years within which to complete the degree (you may petition for a time extension). A special note is also attached for pre-service students (those who are admitted to the MPA program without significant administrative experience) who are required to complete an internship. Visit <https://www.emich.edu/political-science/grad/advising.php> to see what Political Science Department courses will be offered in upcoming semesters and a list of relevant courses in other departments.

#### **Program of Study: 12 courses**

##### **Required Courses (7 courses, 21 hours)**

PLSC 510 Public Administration Concepts 3 hrs

PLSC 515 Public and Nonprofit Personnel Administration 3 hrs

PLSC 540 Public and Nonprofit Budgeting 3 hrs

PLSC 578 Quantitative Methods in Public Administration 3 hrs

PLSC 630 Public Policy Analysis and Formulation 3 hrs

PLSC 635 Strategic Management in the Public and Nonprofit Sectors 3 hrs

PLSC 695 Capstone Seminar in Public Administration 3 hrs

##### **Concentration Courses (5 courses, 15 hours)—see Appendix A.**

Typically, 600-level courses should not be taken until the last half of your course work in the program. Be mindful that some concentration areas have required electives, e.g., students completing the local government concentration must take the State-Local Government Relations course (PLSC 565).

##### **Internship Requirement (1 course, 3 hours)**

Pre-service students (those without administrative experience coming into the program) must take the practicum (PLSC 588) and complete a minimum of 300 hours in a relevant placement setting (the Internship Faculty Advisor provides help in facilitating and supervising such placements—see page 29 for more information).

**Suggested Advising Sequence—Full-Time Students**

Students completing requirements on a full-time basis can usually complete the degree in two years, including the summer session if an internship is required. The recommended sequence of courses is noted below.

Semester	Year	Course
Fall	1	PLSC 510 Public Administration Concepts
Fall	1	PLSC 515 Public and Nonprofit Personnel Administration
Fall	1	Elective Course
Winter	1	PLSC 540 Public and Nonprofit Budgeting
Winter	1	PLSC 578 Quantitative Methods in Public Administration
Winter	1	Elective Course
Summer	1	Internship Requirement (pre-service students)
Fall	2	Elective Course
Fall	2	PLSC 630 Public Policy Analysis and Formulation
Fall	2	Elective Course
Winter	2	Elective Course
Winter	2	PLSC 635 Strategic Management in the Public & Nonprofit Sectors
Winter	2	PLSC 695 Capstone Seminar in Public Administration (last course to be taken, preferably after all other courses are completed)

**Suggested Advising Sequence—Part-Time Students**

Students completing course requirements on a part-time basis usually complete one or two courses per term, completing the degree in three to four years. Most follow the recommended sequence below.

Semester	Year	Course
Fall	1	PLSC 510 Public Administration Concepts
Fall	1	PLSC 515 Public and Nonprofit Personnel Administration
Winter	1	PLSC 540 Public and Nonprofit Budgeting
Winter	1	PLSC 578 Quantitative Methods in Public Administration
Fall	2	Elective Course
Fall	2	Elective Course
Winter	2	PLSC 635 Strategic Management in the Public & Nonprofit Sectors
Winter	2	Elective Course
Summer	2	Internship Requirement (pre-service students)
Fall	3	PLSC 630 Public Policy Analysis and Formulation
Fall	3	Elective Course
Winter	3	Elective Course
Winter	3	PLSC 695 Capstone Seminar in Public Administration (last course to be taken, preferably after all other courses are completed)

### **Summer Courses**

A small number of courses are offered in the summer terms. These are seven-and-half week terms, and classes meet twice each week instead of once a week, as in the regular terms. Such courses must accrue a minimum enrollment since summer sessions are self-supporting.

### **Pre-Service Students**

As noted above, pre-service students (those without administrative experience coming into the program) must take the practicum (PLSC 588) and complete a minimum of 300 hours in a relevant placement setting (the Internship Faculty Advisor provides help in facilitating and supervising such placements). In your first advising session, the MPA advisor will discuss whether you are classified as pre-service or in-service. If you were pre-service when you entered the program, but have secured a public or nonprofit sector position and will work there for at least a year, you can seek to have the internship requirement waived. This waiver will only be given after your work experience is completed and not on the promise of employment.

Pre-service students should contact the Internship Faculty Advisor at the beginning of their academic work to discuss areas of interest for assignments. Consult with the Internship Faculty Advisor at least one semester before you plan on completing an internship to identify a specific placement and receive permission to register for the internship credits. Normally, the internship should be completed during the last third of the MPA curriculum and involves a minimum of 300 hours in an appropriate placement setting. Students in a placement also participate in a weekly seminar to share experiences and discuss specific issues with the internship faculty advisor and other interns. See the internship website (<https://www.emich.edu/political-science/internships/index.php>) for more information on expectations and possible placement opportunities.

### **Concentrations**

The current concentration areas include:

Local Government

Nonprofit Management

General Public Administration

## APPENDIX C: GRADUATE CERTIFICATE PROGRAMS

### **Advising for Graduate Certificate Programs**

Students who are not interested in the full master's degree program may apply for and be admitted to a five- or six-course graduate certificate program. In some cases, students may complete the MPA and a certificate program concurrently, but application and admission to certificate programs is separate from the application and admission to the MPA program.

Current certificate programs include:

1. General Public Management (GPM)
2. Local Government Management (LGM)
3. Management of Public Healthcare Services (MPH)
4. Nonprofit Management (NPMG)
5. Public Budget Management (PBM)
6. Public Land Planning and Development Management (PLP)
7. Public Personnel Management (PPM)
8. Public Policy Analysis (PPA)

While the numbering sequence of courses suggests an order for course completion, students may complete courses in any order.

**Eastern Michigan University  
Program of Study**

Name: \_\_\_\_\_ Student EID: \_\_\_\_\_

E-mail: \_\_\_\_\_ Expected Graduation: \_\_\_\_\_

**GRADUATE CERTIFICATE IN GENERAL PUBLIC MANAGEMENT (15 credit hours)**

The Graduate Certificate in Public Management is a five-course curriculum designed to meet the professional needs of state, local, and nonprofit employees with general management responsibilities. Individuals changing from entry-level nonprofessional or technical roles to managerial roles will find this certificate program beneficial.

Dept	Course	Title	Credits	Term Completed	Trans Inst/Exten	Dept Use
<b>REQUIRED COURSES (9 credit hours):</b>						
PLSC	510	Public Administration Concepts	3			
PLSC	515	Public and Nonprofit Personnel Administration	3			
PLSC	540	Public and Nonprofit Budgeting	3			
<b>RESTRICTED ELECTIVES (6 credit hours):</b>						
<i>Two courses from the following:</i>						
PLSC	615	Public and Nonprofit Financial Management	3			
PLSC	525	Administrative Law	3			
PLSC	625	Local Government Management	3			
PLSC	630	Public Policy Analysis and Formulation	3			
PLSC	645	Intergovernmental and Nonprofit Collaborations	3			

**Eastern Michigan University  
Program of Study**

Name: \_\_\_\_\_ Student EID: \_\_\_\_\_

E-mail: \_\_\_\_\_ Expected Graduation: \_\_\_\_\_

**GRADUATE CERTIFICATE IN LOCAL GOVERNMENT MANAGEMENT (15 credit hours)**

The Graduate Certificate in Local Management is a five-course curriculum designed to meet the professional needs of general management employees in local governments (municipal, township, and county) including private citizens who are interested in local policy issues and who may be involved in neighborhood associations or local advisory boards. Individuals changing from entry level, nonprofessional, professional, or technical roles to managerial roles will find this certificate program beneficial.

Dept	Course	Title	Credits	Term Completed	Trans Inst/Exten	Dept Use
<b>REQUIRED COURSES (12 credit hours):</b>						
PLSC	510	Public Administration Concepts	3			
PLSC	515	Public and Nonprofit Personnel Administration	3			
PLSC	540	Public and Nonprofit Budgeting	3			
PLSC	625	Local Government Management	3			
<b>RESTRICTED ELECTIVE (3 credit hours):</b>						
<i>One course from the following:</i>						
PLSC	565	State-Local Government Relations	3			
PLSC	580	Local Development Policy	3			
PLSC	645	Intergovernmental and Nonprofit Collaborations	3			
PLSC	655	Politics of Local Planning	3			



**Eastern Michigan University  
Program of Study**

Name: \_\_\_\_\_ Student EID: \_\_\_\_\_

E-mail: \_\_\_\_\_ Expected Graduation: \_\_\_\_\_

**GRADUATE CERTIFICATE IN MANAGEMENT OF PUBLIC HEALTHCARE SERVICES (15 credit hours)**

The Graduate Certificate in Management of Public Healthcare Services is a five-course curriculum designed to meet the professional needs of managers working in the health care field including hospitals, public health departments, nursing homes, managed care agencies, insurance agencies, home health care systems and private medical practices. Individuals changing from entry-level, nonprofessional, professional, or technical roles to managerial roles will find this certificate program beneficial.

Dept	Course	Title	Credits	Term Completed	Trans Inst/Exten	Dept Use
<b>REQUIRED COURSES (6 credit hours):</b>						
HLAD	510	Healthcare Organizations	3			
PLSC	510	Public Administration Concepts	3			
<b>RESTRICTED ELECTIVES (9 credit hours):</b>						
<i>One course from the following:</i>						
PLSC	515	Public and Nonprofit Personnel Administration	3			
PLSC	540	Public and Nonprofit Budgeting	3			
<i>Two courses from the following:</i>						
HLAD	511	Health Law	3			
HLAD	512	Health Insurance	3			
HLAD	520	Healthcare Management Theory	3			
HLAD	524	Healthcare Manager Strategies	3			
HLAD	526	Effective Long-Term Care Administration	3			
PLSC	660	Public Health Care Policy	3			

**Eastern Michigan University  
Program of Study**

Name: \_\_\_\_\_ Student EID: \_\_\_\_\_

E-mail: \_\_\_\_\_ Expected Graduation: \_\_\_\_\_

**GRADUATE CERTIFICATE IN NONPROFIT MANAGEMENT (14-15 credit hours)**

The Graduate Certificate in Nonprofit Management is designed to develop management competencies for working professionals in public and nonprofit organizations. The focus is on developing practical skills that both build and increase the management capacity of organizations. This includes financial management of resources and accountability for performance; governance issues and the legal and ethical environment of nonprofit organizations; human resources; fundraising; and technology and information systems. Course work balances practical application with a basic theoretical understanding of these topics. The program may provide a foundation for further graduate work in business, public administration, health, and human service and other disciplines, or extend the skills of professionals who already have graduate degrees, such as a Master’s degree in Public Administration or Social Work.

Dept	Course	Title	Credits	Term Completed	Trans Inst/ Exten	Dept Use
<b>REQUIRED COURSES (9 credit hours):</b>						
PLSC	544	Foundations of the Nonprofit Sector	3			
PLSC	605	Leadership and Management	3			
<i>One course from the following:</i>						
PLSC	540	Public and Nonprofit Budgeting	3			
PLSC	606	Fundraising for Nonprofits	3			
<b>RESTRICTED ELECTIVES (5-6 credit hours):</b>						
<i>Choose two courses from the following in consultation with the program coordinator. Other courses not listed may be selected in consultation with an academic advisor based upon student’s individual needs.</i>						
ACC	646	Financial Management of Nonprofit Organizations	3			
AMA	553	Marketing the Arts	3			
EDLD	660	Grantwriting	2			
LAW	603	Legal Environment of Nonprofit Organizations	3			
MGMT	509	Strategic Human Resource Management	3			
MGMT	570	New Venture Creation	3			
MGMT	600	Leading Innovation and Change	3			
MGMT	617	Social Entrepreneurship	3			
MKTG	510	Marketing Management	3			

PLSC	515	Public and Nonprofit Personnel Administration	3			
PLSC	540	Public and Nonprofit Budgeting (if not taken above)	3			
PLSC	565	State-Local Government Relations	3			
PLSC	606	Fundraising for Nonprofits (if not taken above)	3			
PLSC	608	Contracts and Grant Management	3			
PLSC	615	Public and Nonprofit Financial Management	3			
PLSC	645	Intergovernmental and Nonprofit Collaborations	3			
SOCL	678	Methods in Social Program Evaluation	3			
SWKE	660	Community Building	2			
SWKE	662	Grant Writing and Resource Development	3			
SWKE	663	Supervising Staff and Volunteers	3			

**Eastern Michigan University  
Program of Study**

Name: \_\_\_\_\_ Student EID: \_\_\_\_\_

E-mail: \_\_\_\_\_ Expected Graduation: \_\_\_\_\_

**GRADUATE CERTIFICATE IN PUBLIC BUDGET MANAGEMENT (15 credit hours)**

The Graduate Certificate in Public Budget Management is a five-course curriculum designed to meet the professional needs of budget or line personnel with budget responsibilities in state, municipal, township, or county government agencies and nonprofit organizations (healthcare, social services and arts). Individuals changing from entry-level, nonprofessional, professional, or technical roles to managerial roles will find this certificate program beneficial.

Dept	Course	Title	Credits	Term Completed	Trans Inst/Exten	Dept Use
<b>REQUIRED COURSES (6 credit hours):</b>						
PLSC	510	Public Administration Concepts	3			
PLSC	540	Public and Nonprofit Budgeting	3			
<b>RESTRICTED ELECTIVES (9 credit hours):</b>						
<i>In consultation with the program coordinator, select three courses from the list below. EDLD 660 or SWKE 662 can be used to satisfy this requirement, not both.</i>						
ACC	646	Financial Management of Nonprofit Organizations	3			
ECON	500	Foundations of Economics Analysis	3			
ECON	550	Public Finance: Analysis and Policy	3			
EDLD	660	Grantwriting	2			
MGMT	570	New Venture Creation	3			
MGMT	617	Social Entrepreneurship	3			
PLSC	606	Fundraising for Nonprofits	3			
PLSC	615	Public and Nonprofit Financial Management	3			
PLSC	625	Local Government Management	3			
PLSC	635	Strategic Management in the Public and Nonprofit Sectors	3			
SOCL	678	Methods in Social Program Evaluation	3			
SWKE	662	Grant Writing and Resource Development	3			

**Eastern Michigan University  
Program of Study**

Name: \_\_\_\_\_ Student EID: \_\_\_\_\_

E-mail: \_\_\_\_\_ Expected Graduation: \_\_\_\_\_

**GRADUATE CERTIFICATE IN PUBLIC LAND PLANNING AND DEVELOPMENT MANAGEMENT (12-14 credit hours)**

The Graduate Certificate in Public Land Planning and Development Management is a five-course curriculum designed to meet the professional needs of community development, planning, or economic development personnel, as well as citizen advisory boards in municipal, township or county government agencies, including regional planning agencies and downtown development authorities. Individuals changing from entry-level, nonprofessional, professional, or technical roles to managerial roles will find this certificate program beneficial.

Dept	Course	Title	Credits	Term Completed	Trans Inst/Exten	Dept Use
<b>REQUIRED COURSES (5 credit hours):</b>						
PLSC	510	Public Administration Concepts	3			
URP	553	Urban and Regional Planning	2			
<b>RESTRICTED ELECTIVES (7-9 credit hours):</b>						
<i>One course from the following:</i>						
PLSC	515	Public and Nonprofit Personnel Administration	3			
PLSC	540	Public and Nonprofit Budgeting	3			
<i>Two courses from the following:</i>						
GEOG	581	Advanced Environmental Assessment	3			
PLSC/URP	580	Local Development Policy	3			
PLSC	655	Politics of Local Planning	3			
URP	552	Infrastructure Planning and Policy	3			
URP	555	Comprehensive Planning	2			
URP	556	Zoning and Land Development Regulation	2			
URP	557	Community Development and Downtown Revitalization	3			

**Eastern Michigan University  
Program of Study**

Name: \_\_\_\_\_ Student EID: \_\_\_\_\_

E-mail: \_\_\_\_\_ Expected Graduation: \_\_\_\_\_

**GRADUATE CERTIFICATE IN PUBLIC PERSONNEL MANAGEMENT (15 credit hours)**

The Graduate Certificate in Public Personnel Management is a five-course curriculum designed to enhance career opportunities for human resources staff members, including those changing from entry-level, nonprofessional, professional, or technical roles to managerial roles. It is appropriate for individuals working in most public (state, municipal, township, county, school district) and nonprofit (health, social services, arts) agencies.

Dept	Course	Title	Credits	Term Completed	Trans Inst/Exten	Dept Use
<b>REQUIRED COURSES (9 credit hours):</b>						
MGMT	625	Management in Unionized Settings	3			
PLSC	510	Public Administration Concepts	3			
PLSC	515	Public and Nonprofit Personnel Administration	3			
<b>RESTRICTED ELECTIVES (6 credit hours):</b>						
<i>Two courses from the following:</i>						
MGMT	611	HR and Technology	3			
MGMT	618	Staffing Organizations	3			
MGMT	620	Compensation Management	3			
MGMT	621	Benefits Administration	3			
MGMT	622	Current Issues in Human Resources Management	3			
MGMT	628	Human Resource Development	3			

**Eastern Michigan University  
Program of Study**

Name: \_\_\_\_\_ Student EID: \_\_\_\_\_

E-mail: \_\_\_\_\_ Expected Graduation: \_\_\_\_\_

**GRADUATE CERTIFICATE IN PUBLIC POLICY ANALYSIS (17-18 credit hours)**

The Graduate Certificate in Public Policy Analysis is a six-course curriculum designed to meet the professional needs of state, local and nonprofit employees as well as private citizens with an interest in developing quantitative analytical skills for public policy issues. Students will learn about policy-making process, impact, cost benefit and economic analysis. Individuals changing from entry-level, nonprofessional, or technical roles to professional roles will find this certificate program beneficial.

Before enrolling in this certificate program, all students will be required to have the prerequisites of an introductory macro- and microeconomics class or the equivalent of ECON 500 - Foundations of Economics Analysis, plus a basic social science statistics class; 400-level economics classes will be taken for graduate credit.

Dept	Course	Title	Credits	Term Completed	Trans Inst/Exten	Dept Use
<b>REQUIRED COURSES (6 credit hours):</b>						
PLSC	630	Public Policy Analysis and Formulation	3			
PLSC	578	Quantitative Methods in Public Administration	3			
<b>RESTRICTED ELECTIVES (11-12 credit hours):</b>						
<i>Choose three courses from the following in addition to one substantive policy focused course in health care, environment, planning, education, nursing, gerontology, social work, poverty, local government, etc. (2-3 hrs):</i>						
ECON	501	Macroeconomic Theory and Policy	3			
ECON	502	Microeconomic Theory and Policy	3			
ECON	514	Econometrics Analysis	3			
ECON	515	Econometrics Analysis II	3			
ECON	555	Cost-Benefit Analysis Theory and Practice	3			
SOCL	678	Methods in Social Program Evaluation	3			
_____	_____	_____	_____			