



CHARLOTTE

COLLEGE OF LIBERAL ARTS & SCIENCES
GERALD G. FOX MASTER OF PUBLIC ADMINISTRATION

Program Handbook

Updated August 2021

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GENERAL INFORMATION

Welcome to the Master of Public Administration Program at the University of North Carolina at Charlotte, a professional degree program accredited by the National Association of Schools of Public Affairs and Administration (NASPAA). The program has been providing professional training for service in the public and nonprofit sectors since 1976.

The MPA faculty designed this handbook as a supplement to the general Graduate Catalog.

Information in the current Graduate Catalog is relevant to all graduate students at UNC Charlotte, and students should become familiar with that information. Each student is responsible for understanding and following the rules of the Graduate School as laid out in the Graduate Catalog. **This handbook is intended as an additional resource and is unofficial.** In the event that there is a contradiction between the handbook and the Graduate School or the University, the Graduate School/University will supersede the handbook. If there are questions or concerns regarding information in the handbook, please be sure to reach out to the MPA Director or Administrative Support person.

Students should take the time to read this handbook in its entirety as they begin their graduate school career, and keep it as a reference for the future. If the handbook does not adequately answer any questions, students can see their assigned advisor or the Director of the MPA Program.

The MPA Program is housed in the Department of Political Science & Public Administration, which is within the College of Liberal Arts and Sciences.

MPA Office: Fretwell 440-F

MPA Phone Number: (704) 687-5974

Department Office: Fretwell 440

Department Phone: (704) 687-5930

Faculty offices are located on the fourth floor of the Fretwell Building in the Department of Political Science & Public Administration, Suite 440.

Additional information about the MPA program is available on the MPA webpage located at: www.mpa.charlotte.edu.

MISSION STATEMENT

“The mission of the Gerald G. Fox Master of Public Administration program at the University of North Carolina at Charlotte is to provide education and training for the public and nonprofit sectors, conduct scholarly and applied research to advance the field of public administration, and to serve the community.”

As befits a graduate program in public service, the MPA program has set a high priority on the attainment of knowledge by the students who seek the degree. Program faculty are concerned that students obtain skills and knowledge enabling them to be effective managers and leaders in the public sector, nonprofit organizations, and, if they choose, in the business world. The program is designed so that, in addition to applied skills, the students come to understand the nature of public administration and the governing principles.

DIVERSITY STATEMENT AND PLAN

The Gerald G. Fox Master of Public Administration program diversity plan was developed to support and promote the University of North Carolina at Charlotte diversity plan. Because our academic goals focus on educating rising public and nonprofit leaders, it was also designed with an eye towards the public and nonprofit work settings.

The MPA program mission is driven by the values of diversity, responsiveness, opportunity, accountability, service, equity, leadership, efficiency, and effectiveness. Given that our faculty is scholars and educators of administration, we understand that diversity equates to “fitness.” We approach the concept of diversity from the context that it promotes positive organizational and social outcomes.

We define diversity as a variety of characteristics and experiences that include, but are not limited to, ethnicity, race, gender, age, sexual orientation, disability, and religion. UNC Charlotte seeks to build a shared understanding of institutional values, including the importance of diversity, access, and inclusion in the campus community, and to create a culture that is respectful of differences.

Our diversity goals are:

Goal 1: Ensure a curriculum that enhances understanding of diversity and the benefits of access and inclusion of underrepresented groups.

Goal 2: Recruit and graduate a diverse student body that reflects community diversity.

Goal 3: Increase the recruitment of underrepresented faculty and advance their progression through the faculty ranks.

Goal 4: Promote a culture of inclusion and sensitivity for underrepresented groups.

Goal 5: Continuously monitor and enhance progress toward the diversity goals.

Goal 1: Ensure a curriculum that enhances understanding of diversity and the benefits of access and inclusion of underrepresented groups.

MPA faculty will continue to pursue efforts to design and deliver curricula that will equip students with the skills and knowledge needed to understand diverse perspectives. While some courses may be particularly suitable for discussions of diversity, there is no area of our curriculum that is exempt from a careful consideration of how diversity can be taught. To that end, the Program will support and encourage faculty participation in programs such as the Summer Institute for Diversity in the Curriculum that promote inclusiveness in course content, classroom climate, and diverse learning styles.

Knowledge and understanding of issues of diversity will continue to be included in statements of program objectives and measured in assessments of student learning. We will continue to emphasize how the innovative potential of minority communities can be better identified, harnessed and brought to fruition.

Measures of Success:

1. Knowledge and understanding of issues of diversity are included in statements of program objectives and measured in assessments of student learning.
2. Faculty participation at all ranks in Faculty Diversity Summer Institute and other curriculum development programs.
3. Diversity discussions and assignments both in and out of the classroom
4. Classroom speakers that represent diverse groups
5. Diverse Advisory Committee

Goal 2: Recruit and graduate a diverse student body that reflects community diversity.

Important mechanisms for effective student recruitment, progression, and graduation include targeted recruitment and ongoing outreach to underrepresented groups, with the goal of achieving diversity in all disciplines. We will continue to recruit at graduate school fairs and conferences. We will also continue our efforts to establish relationships with faculty at other institutions to facilitate referral of potential graduate students. We will continue to provide mentoring programs for advising and supporting graduate students.

Measures of Success:

1. Program publications and materials reflect diversity goals
2. Coordination with the Graduate School about scholarship opportunities and communicate with prospective and current students regarding scholarships
3. Advertisements of the services the University offers to students of diverse backgrounds.
4. Acceptance, retention, and graduation rates for underrepresented groups
5. Scholarships for underrepresented students
6. Exit interviews with students

Goal 3: Increase the recruitment of underrepresented faculty and advance their progression through the faculty ranks.

The MPA program is gender diverse and many of the female faculty hold leadership positions. Recruiting faculty from the remaining underrepresented groups is more problematic. While our recruitment activities aggressively seek to recruit minority faculty, we find the PHD pool to be very

small and we are unable to compete with larger more affluent institutions. In the last three years we have made job offers to three African-American scholars, unfortunately they received more substantial offers from larger institutions. Nonetheless, we will continue to work to establish and sustain a diverse faculty profile. We will also insure that our faculty search committees use best practices in their searches to insure fair, inclusive, and effective searches.

Measure of Success:

1. Diverse search committees and provide both recruitment and retention educational sessions.
2. Protocols for campus visits/post campus phone calls (e.g., meeting with other diverse employees or entities whose main functions are to assist diverse populations. All applicants brought to campus should be afforded the opportunity to meet constituencies they name).
3. Job descriptions that use approved commitment to diversity language. (e.g., The University is especially interested in candidates who can contribute to the diversity and excellence of the academic community through their research)
4. Tailored mentoring and coaching that assists underrepresented faculty to feel valued and succeed academically and professionally.
5. Search committee members participate in AA/EO educational recruitment and retention session.

Goal 4: Promote a culture of inclusion and sensitivity for underrepresented groups

There is no budget for diversity activities at the program or department level. However, we are sensitive to the fact that “activities” do not always equate to achievements. The MPA program engages in University level activities and encourages students to do so as well. This past year, UNCC hosted over 40 different diversity programs. At the MPA program level, we focus our activities on building and sustaining a culture of inclusion thru praxis. Instead seeing inclusion as a set of activities, we shift the narrative from one of special activities to one that infuses all day-to-day activities. We work to develop a culture where the differences and diversities between individuals and groups are not only acknowledged and respected, but celebrated for the advantages they bring to the work setting and society.

Measures of Success:

1. All published materials communicate the importance of diversity and how it is connected to the Program’s mission, unit goals, and strategic priorities.
2. Faculty meetings and retreats that update our plan, promote consensus on definitions, goals, and activities for implementation
3. Published diversity plan.

Goal 5: Continuously monitor and enhance progress toward achieving the diversity goals

Measures of Success:

1. Assessments of progress on measures of success
2. Semi-annual meetings to update our plan and agree on a plan for the subsequent year

PROGRAM ORGANIZATION

The Gerald G. Fox Master of Public Administration program at UNC Charlotte is housed within the Department of Political Science and Public Administration. The Department Chair answers to the Dean of the College of Liberal Arts and Sciences (CLAS) who in turn answers to the Vice Chancellor for Academic Affairs. The University is headed by the Chancellor who is responsible to the Board of Trustees for the University, to the President of the entire University of North Carolina system, and the system's Board of Governors.

The MPA program is headed by the MPA Director, who is also the Associate Chair of the Department of Political Science and Public Administration. Full-time faculty have primary teaching and governing responsibility for the MPA program, which includes but is not limited to:

- Determining its curriculum
- Advising its students
- Teaching its courses
- Preparing and evaluating comprehensive examinations
- Performing other work of the MPA program.

In addition, part-time and professional affiliates (practitioners) with particular subject expertise teach courses adding additional professional experiences to the academic curriculum.

MPA PRACTITIONER ADVISORY BOARD

A Practitioner Advisory Board for the MPA program assists in a variety of ways: to evaluate curricula, advise on placement of students, and suggest ways that the MPA program can interact more effectively with the profession and the community. The Board is comprised of MPA faculty, alums, and local practitioners.

PROFESSIONAL ORGANIZATIONS

The MPA program and its faculty encourage students to become members of different Public Administration professional organizations. Students can receive many of the benefits of these organizations at student membership prices. Additionally, there may be sponsorship from the MPA program available. Please reach out to the MPA Director or the Administrative Support Associate for information.

ASPA

The American Society for Public Administration (ASPA) is one of the most prominent professional organizations in the field of Public Administration. Students can attend local chapter meetings even if they are not members, though membership is encouraged. More information on the national ASPA organization can be found at www.aspanet.org.

NFBPA

The National Forum for Black Public Administrators (NFBPA) was founded in 1983 with the goal of advancing black public leadership in local and state governments. Information on the local chapter can be found at www.nfbpa-charlotte.org.

ICMA

The International City/County Management Association (ICMA) is one of the leading organizations of local government professionals. Information on ICMA can be found at www.icma.org.

NCCCMA

The North Carolina City and County Management Association (NCCCMA) does not have student memberships however each year, NCCCMA invites MPA students to attend its winter conference and provides scholarships that MPA students are eligible to apply for. MPA program sponsorship to attend the conference may be available. Please see either the MPA Director or the Administrative Support Associate for information.

STUDENT ORGANIZATIONS

PASA

MPA and Certificate students are encouraged to become active in the Public Administration Student Association (PASA), a recognized student group on campus. PASA hosts socials throughout the year and works with alumni to host mentoring events, among other events and duties. For more information on PASA, please visit <https://mpa.charlotte.edu/current-students/public-administration-student-association>.

PI ALPHA ALPHA

Pi Alpha Alpha is the national honor society for the field of public affairs and administration. All memberships are national memberships with local chapter affiliation. Information detailing the organization is available at: <http://www.naspaa.org/initiatives/honor.asp>.

Annually, MPA students are selected for membership based on the following criteria:

1. GPA of at least 3.7;
2. Completion of 21 hours of MPA credits, including all core courses

Students who meet the eligibility qualifications are notified by the faculty advisor. Students who decide to accept membership pay a one-time membership fee. New members are honored and inducted at the MPA Alumni/Student conference in the fall.

PROGRAM REQUIREMENTS

ADMISSION

Students may begin the program in any semester (Fall, Spring, or Summer). Completed applications are generally considered for admission up until the first day of classes for any given semester. Late applications may be considered for the following semester. Requirements for admission to full standing in the Master of Public Administration (MPA) Degree Program include:

1. A complete application to the Graduate School with paid application fee. All applications must be submitted electronically via the Graduate School's website: <http://graduateschool.uncc.edu/>.
2. Possession of a bachelor's degree, or its equivalent, from an accredited college or university.
3. An undergraduate grade point average of at least 3.0 on a 4.0 scale.
4. An appropriate score on the Verbal, Quantitative, and Analytical sections of the Graduate Record Exam (GRE). Typically, acceptable scores on each section would be above the 35th percentile.
5. Letters of recommendation (3) preferably from those familiar with your academic and work abilities (e.g., professors or employers).
6. Statement of purpose (1-2 pages in length) in which the applicant explains his/her career goals, how the MPA degree fits into achieving those goals, and any significant work experience, particularly in the public or nonprofit sectors.
7. Submission of official transcripts from all postsecondary educational institutions in which the candidate was enrolled.

Once the Graduate School has received all the materials associated with the application, the materials are sent to the MPA admissions committee. The committee reviews the application and makes a recommendation (accept/deny) to the MPA Director. The Director reviews the application, makes a recommendation and sends the packet back to the Graduate School. **The Graduate School has the final say on an application based on the recommendations from the program.** Once that final decision is reached, the Dean of the Graduate School sends a letter to the applicant with the outcome of the process.

Admission recommendations are based on a complete review of the applicant's file. The following all enter into that decision: (1) undergraduate and any graduate grades; (2) scores on the GRE; (3) letters of recommendation; (4) specific previous coursework; (5) statement of purpose; and (6) applicable work history.

The MPA program has the following prerequisite courses. Students may complete these after admission to the program. However, they cannot take certain core courses until these prerequisites are completed. Evidence is required of having taken the following undergraduate courses or the equivalent:

1. Introduction to American Government (e.g., POLS 1110), pre- or co-requisite with MPAD 6102 and MPAD 6104;
2. Elementary Statistics for the Social Sciences (e.g., STAT 1222), pre- or corequisite for MPAD 6125.

GENERAL REQUIREMENTS

The program requires the completion of 39 hours of graduate coursework. Students complete the program in three stages: (1) core coursework, (2) elective/concentration coursework, and (3) the research requirement. These must be completed in order for a student to be awarded the MPA degree.

Among the core issues students study are political and legal institutions and their processes, economic forces and social systems, organizational and managerial skills and practices, concepts and techniques of financial administration, and analytic techniques using computers and statistics to improve decision making.

Of the 39 credit hours of graduate work required for the degree, a maximum of six (6) hours earned prior to admission to the graduate program may be applied to the program requirements, subject to the approval of the MPA Director. Each student must also complete an internship. Students with sufficient work experience may have this requirement waived. Please contact the MPA Director to see if the internship requirement can be waived. Students will also complete a project on a topic of significance. This is usually done via the Capstone courses but there are also directed studies options available. Please see either the MPA Director or your Faculty Advisor if you wish to pursue the directed studies option.

COURSE REQUIREMENTS

The MPA program is structured into three distinct phases: Core Courses, Advanced Work (electives), and the Research Requirement (capstone courses). Core Courses and Advanced Work can usually be completed concurrently, i.e., a student can take two core courses and an elective in a semester, however prerequisite courses must be taken into consideration when planning course loads. The MPA Handbook includes a series of recommended course paths for full- and part-time students starting in the Fall or the Spring semesters.

I. Core Courses

The core curriculum of 18 credit hours of courses is required of all MPA Program students. Certificate students will have different requirements. Ideally, students should take the core courses at the beginning of their matriculation in order to prepare them for the materials in their elective coursework and research projects. All MPA core courses are offered at least once during an academic year and most are offered twice during the fall, spring, or summer semesters. Students earning a grade of C in a core course must retake it at their earliest possible convenience. Core courses include the following:

MPAD 6102: Foundations in Public Administration (3)

MPAD 6104: Public Organizations and Management (3)

MPAD 6125: Quantitative Research Methods in Public Administration (3)

MPAD 6126: Data Analysis in Decision Making (3) (MPAD 6125 is a prerequisite)

MPAD 6131: Public Budgeting and Finance (3)

MPAD 6134: Human Resources Management (3)

II. Advanced Work (Electives)

Each student is typically required to take five (5) advanced work courses as electives, unless the student opts for the Directed Study option (see below). The elective courses allow students to tailor the program more directly to their own career goals. This flexibility augments the standardized core set of courses. Once again, students will find their elective courses less difficult if they are taken *after* completing the core courses.

The following is a list of the current MPA Advanced Study courses that may be offered throughout the Academic year. Not every course is offered each semester. More details about course availability and the details of each course are available in the Graduate Catalog.

MPAD 6000: Topics for Graduate Study in Public Administration (3)

MPAD 6128: Foundations of Public Policy Analysis (3)

MPAD 6142: Grant Writing and Reporting (3)

MPAD 6143: Introduction to Administrative Law (3)

MPAD 6160: Information Systems in Public Administration (3)

MPAD 6172: Administration of Health Care Systems in the U.S. (3)

MPAD 6174: Public Policy & Politics in Health Care Administration (3)

MPAD 6184: Urban Government and Politics (3)

MPAD 6185: Intergovernmental Relations (3)

MPAD 6210: Aging and Public Policy (3)

MPAD 6211: Administration of Aging Programs (3)

MPAD 6290: Emergency Management (3)

MPAD 6291: Homeland Security & Terrorism (3)

MPAD 6292: Disaster Management (3)

MPAD 6310: Foundations of the Nonprofit Sector (3)

MPAD 6311: Intro to Nonprofit Management (3)

MPAD 6312: Fundraising (3)

MPAD 6314: Marketing for Arts & Nonprofit Organizations (3)

MPAD 6316: Introduction to Arts Administrations (3)

MPAD 6318: Arts Administration II (3)

MPAD 6324: Financial Analysis for Nonprofit Organizations (3)

- MPAD 6326: Applied Economics for Public Administrators (3)
- MPAD 6327: Internal Capacity Building in Nonprofit Organizations (3)
- MPAD 6328: Urban & Community Development (3)
- MPAD 6329: Nonprofit Organizations and their Environment (3)
- MPAD 6330: Program Evaluation for the Public & Nonprofit Sectors (3)
- MPAD 6332: Project Management (3)
- MPAD 6350: Public Sector Financial Management I (3)
- MPAD 6352: Public Sector Financial Management II (3)
- MPAD 6820: Independent Study (1-3)

In order to maximize the flexibility of the program to meet the career needs of students, the MPA program accepts certain courses from other departments. Students should investigate courses that interest them and fit their schedules. Before registering, they should consult their assigned advisor or the MPA Director if they have questions about these or other courses and to get approval of such outside courses to be counted towards completion of the MPA degree.

III. Research Requirement/Capstone Courses

The final course(s) for the MPA student prior to graduation is designed to fulfill the research requirement of the program. Students must complete their core courses with a grade of B or higher prior to enrolling in any of the research/Capstone courses. To meet the research requirement, students have two options from which to choose.

Option A (Research Applications/Capstone Courses)

Students that are preparing to begin their career immediately upon completion of the degree are encouraged to choose Option A. Under this option, the student takes MPAD 6187: Advanced Seminar in Public Management Problem Solving; and MPAD 6188: Research Applications in Public Administration.

Option B (Directed Study)

Students that are considering continuing their education by pursuing a doctoral degree

(e.g., a Ph.D. or a DPA) are encouraged to choose Option B, sometimes referred to as the “thesis option.” In this option, students must take MPAD 6187, and complete and defend successfully a Directed Study proposal (MPAD 6800) and the final (MPAD 6801) Directed Study project. This option is similar to a traditional Master degree thesis and serves as good preparation for making a transition in to a doctoral program. Students choosing this option need only take four (4) electives to fulfill the Advanced Studies phase of the program. Specific guidelines for this option are presented in the Directed Study section below.

A student who chooses this option must receive approval from the MPA Director. The student will have to register for the following courses in this sequence.

MPAD 6187: Seminar in Public Management Problem Solving

MPAD 6800: Directed Study proposal

MPAD 6801: Directed Study in Public Administration (MPAD 6800 to be taken first)

MPAD 7999: Graduate Residence*

*Graduate Residence is required if more than two (2) semesters are spent in completing the Directed Study project. This Graduate Residence course will not be graded and will not earn credits toward the degree program. It is essentially a placeholder class that allows the student to remain active in the program while the Directed Study project is being completed.

The University requires that all graduate students be registered in the term they graduate. This means that if a student has completed all requirements but has not received the degree, they must still be registered during the semester they graduate. MPAD 7999 can be used to comply with this requirement.

CONCENTRATION PROGRAMS

Students have the option of taking a concentration within the MPA degree framework, but this is not required. A concentration is simply a collection of thematically-related courses pre-approved for credit towards the MPA degree. Students that choose to do a concentration take these courses and thereby fulfill their elective course requirements. Currently, the MPA offers concentrations in Nonprofit Management, Urban Management and Policy, Public Finance, Arts Administration, and Emergency Management. Students who elect to concentrate in one of these areas must focus their MPAD 6188 papers on an area of research relevant to that area of concentration.

Nonprofit Management

The Nonprofit Management concentration consists of fifteen credit hours within the MPA curriculum. Students must fulfill the following requirements:

1-Students are required to take the following two courses:

MPAD 6311: Introduction to Nonprofit Management (3)

MPAD 6324: Financial Analysis for Nonprofit Organizations (3)

2-Students must complete two of the following courses:

MPAD 6142: Grant Writing and Reporting (3)

MPAD 6310: Foundations of the Nonprofit Sector (3)

MPAD 6312: Fundraising (3)

MPAD 6314: Marketing for Arts & Nonprofit Organizations (3)

MPAD 6316: Introduction to Arts Administration (3)

MPAD 6318: Arts Administration II (3)

MPAD 6327: Internal Capacity Building in Nonprofit Organizations (3)

MPAD 6329: Nonprofit Organizations and their Environment (3)

MPAD 6330: Program Evaluation for the Public & Nonprofit Sectors (3)

MPAD 6332: Project Management (3)

3-Students must complete an additional three credit hours of MPAD electives.

Appropriate non-MPAD courses may be taken within this concentration upon approval of the student's advisor and the MPA Director. Availability for courses in other programs cannot be guaranteed. Please consult the Graduate Catalog for current offerings. Please also consult your Faculty Advisor or the MPA Director to ensure that courses from other programs will count towards your concentration.

Urban Management and Policy

The Urban Management and Policy concentration consists of fifteen credit hours within the MPA curriculum. Students must fulfill the following requirements:

1-Students are required to take the following two courses:

MPAD 6184: Urban Government and Politics (3)

MPAD 6185: Intergovernmental Relations (3)

2-Students must complete two of the following courses:

MPAD 6128: Foundations of Public Policy (3)

MPAD 6142: Grant Writing and Reporting (3)

MPAD 6143: Introduction to Administrative Law (3)

MPAD 6160: Information Systems in Public Administration (3)

MPAD 6290: Introduction to Emergency Management (3)

MPAD 6324: Financial Analysis for Nonprofit Organizations (3)

MPAD 6326: Applied Economics for Public Administrators (3)

MPAD 6328: Urban and Community Development (3)

MPAD 6330: Program Evaluation for the Public & Nonprofit Sectors (3)

MPAD 6332: Project Management (3)

MPAD 6350: Public Sector Financial Management I (3)

MPAD 6352: Public Sector Financial Management II (3)

GEOG 5155: Retail Location (3)

GEOG 5190: Geographic Info Systems for Non-Majors (3) or GEOG 5120 Introduction to Geographic Information Systems (3)

GEOG 5210: Urban Planning Methods (3)

GEOG 5260: Transportation Policy Formulation (3)

GEOG 6300: Applied Regional Analysis (3)

GEOG 6301: Industrial Location (3)

GEOG 6500: Urban Planning: Theory and Practice (3)

3-Students must complete an additional three credit hours of MPAD electives.

Appropriate non-MPAD courses may be taken within this concentration upon approval of the student's advisor and the MPA Director. Availability for courses in other programs cannot be guaranteed. Please consult the Graduate Catalog for current offerings. Please also consult your Faculty Advisor or the MPA Director to ensure that courses from other programs will count towards your concentration.

Public Finance

The public finance concentration consists of fifteen credit hours within the MPA curriculum. Students must fulfill the following requirements:

1-Students are required to take the following three courses:

MPAD 6326: Applied Economics for Public Administrators (3)

MPAD 6350: Public Sector Financial Management I (3)

MPAD 6352: Public Sector Financial Management II (3)

2-Students must complete two of the following courses:

MPAD 6142: Grant Writing and Reporting (3)

MPAD 6185: Intergovernmental Relations (3)

MPAD 6324: Financial Analysis for Non-Profit Organizations (3)

MPAD 6330: Program Evaluation for the Public & Nonprofit Sectors (3)

MPAD 6332: Project Management (3)

ECON 6112: Graduate Econometrics (3)

ECON 6218: Advanced Business and Economic Forecasting (3)

MBAD 6159: Real Estate Development (3)

Appropriate non-MPAD courses may be taken within this concentration upon approval of the student's advisor and the MPA Director. Availability for courses in other programs cannot be guaranteed. Please

consult the Graduate Catalog for current offerings. Please also consult your Faculty Advisor or the MPA Director to ensure that courses from other programs will count towards your concentration.

Arts Administration

Prerequisites: For students with an undergraduate degree not in the arts: *You are required to take no less than four 3-credit hour undergraduate arts courses (or the equivalent) in order to develop the necessary foundation of appreciation for the arts required of arts administrators.* The exact set of courses will be determined by the field of arts on which you desire to focus and in consultation with your advisor. The prerequisites vary by visual arts, dance, theater, and music. Ideally, these prerequisites will be completed prior to admission into the MPA program. However, students who opt for the arts administration concentration after being admitted to the MPA program will have to complete these prerequisites prior to admission into MPAD 6316, MPAD 6187, or MPAD 6188. Substantive professional experience in the arts field can be used as a substitute or partial substitute (e.g., students may be required to take less than 4 arts courses) for the undergraduate prerequisites at the discretion of the MPA Director.

The arts administration concentration consists of fifteen credit hours within the MPA curriculum. Students must fulfill the following requirements:

1-Students are required to take the following two courses:

MPAD 6311: Introduction to Nonprofit Management (3)

MPAD 6316: Introduction to Arts Administration (3)

2-Students must complete at least one of the following courses:

MPAD 6312: Fundraising (3)

MPAD 6314: Marketing for Arts & Nonprofit Organizations (3)

3-Students must complete one of the following courses:

MPAD 6128: Foundations of Public Policy (3)

MPAD 6142: Grant Writing and Reporting (3)

MPAD 6160: Information Systems in Public Administration (3)

MPAD 6324: Financial Analysis for Non-Profit Organizations (3)

MPAD 6327: Internal Capacity Building in Nonprofit Organizations (3)

MPAD 6329: Nonprofit Organizations and their Environment (3)

MPAD 6318: Arts Administration II (3)

COMM 5102: Federal Interpretation of the First Amendment (3)

COMM 6145: Communication Campaign Management (3)

COMM 6146: Media Relations (3)

HIST 6310: History Museums (3)

ANTH 5120: Intercultural Communications (3)

ENGL 5182: Information Design & Digital Publishing (3)

4-Students must complete an additional three credit hours of MPAD electives.

Appropriate non-MPAD courses may be taken within this concentration upon approval of the student's advisor and the MPA Director. Availability for courses in other programs cannot be guaranteed. Please consult the Graduate Catalog for current offerings. Please also consult your Faculty Advisor or the MPA Director to ensure that courses from other programs will count towards your concentration.

Emergency Management

The Emergency Management concentration consists of fifteen credit hours within the MPA curriculum. Students must fulfill the following requirements:

1-Students are required to take the following two courses:

MPAD 6290: Emergency Management (3)

MPAD 6185: Intergovernmental Relations

2-Students must complete one of the following four courses:

MPAD 6142: Grant Writing and Reporting (3)

MPAD 6291: Homeland Security & Terrorism (3)

MPAD 6292: Introduction to Disaster Management (3)

GEOG 5190: Geographic Information Systems for Non-Majors (3) or GEOG 5120 Introduction to Geographic Information Systems (3)

3-Students must complete one of the following courses:

MPAD 6128: Foundations of Public Policy (3)

MPAD 6143: Administrative Law (3)

MPAD 6160: Information Systems in Public Organizations (3)

MPAD 6184: Urban Government and Politics (3)

MPAD 6324: Financial Analysis for Nonprofit Organizations (3)

MPAD 6330: Program Evaluation for the Public & Nonprofit Sectors (3)

MPAD 6332: Project Management (3)

GEOG 5130: Advanced Geographic Information Systems (3)

CJUS 5103: International Criminal Justice

CJUS 6120: Criminal Justice Mgmt & Decision Making (3)

CJUS 6132: Legal Issues in Law Enforcement

COMM 5102: Federal Interpretation of the First Amendment (3)

COMM 6120: Communication and the Network Society (3)

PSYC 6155: Community Psychology (3)

ITIS 5250: Computer Forensics (3)

CSLG 7680: Crisis Counseling (3)

4-Students must complete an additional three credit hours of MPAD electives.

Appropriate non-MPAD courses may be taken within this concentration upon approval of the student's advisor and the MPA Director. Availability for courses in other programs cannot be guaranteed. Please consult the Graduate Catalog for current offerings. Please also consult your Faculty Advisor or the MPA Director to ensure that courses from other programs will count towards your concentration.

DUAL MASTERS DEGREES

In certain instances, it may be possible for a student to obtain dual degrees in two masters programs through the development of an integrated curriculum. It is important to remember that dual Master's degrees require a special arrangement and should be viewed as atypical to standard practice. *No degree program is obligated to enter into such an arrangement.*

Students that are interested in investigating this dual degree opportunity should contact the MPA Director for details as early in the student's matriculation as possible in order to coordinate courses between multiple departments. Specific rules for dual degrees are outlined in the Graduate Catalog.

INTERNSHIPS

Each student in the Master of Public Administration Program is required to complete a professional field experience in public administration either through an internship or full-time employment. An approved internship is intended to give the student practical experience in the administration of a public or nonprofit organization. The field experience should broaden a student's perspective on public management through first-hand application of classroom knowledge under supervision provided by the agency. Ideally, the student will experience a variety of administrative and managerial tasks and processes. The student should make every effort to understand the relationship between assigned duties and the larger questions and issues of public management. The internship experience will also contribute to the student's understanding of issues addressed in MPAD 6187 and MPAD 6188 or MPAD 6800-6801.

The requirement of a professional field experience may be satisfied in one of three ways:

(1) through a full-time position in a public or nonprofit organization; (2) through a full-time position in a business where the work experience is approved for internship; or (3) through an approved internship in a public, nonprofit, or arts-related organization.

The internship experience is intended to provide exposure to the workings of government or nonprofit organizations. A paid position is ideal but many non-paid internships are available and provide valuable experience. Though the MPA Director may make students aware of opportunities throughout the Academic year, **students are ultimately responsible for finding and applying for their own internships.**

Finding an Internship

The program does not automatically furnish internship placements. The onus is placed on the student to identify such opportunities (as part of the practical experience). Students should consult the list of recent employers of MPA interns, be sure to read the periodic email updates sent to all MPA students by the MPA Director that frequently include internship opportunities, and pursue other sources of information about intern positions independently. The student's assigned advisor may know of internship opportunities as well. Assistance may include contacting area agencies, talking to in-service MPA students, working with MPA alumni, and providing academic references to prospective employers. In addition, students are encouraged to contact the University Career Center for further information on internships (<http://www.career.charlotte.edu/>). Students should also register for Hire-A-Niner which will give them access to UNCC student jobs and opportunities off-campus that may meet the internship requirement. Students should also periodically check UNCC jobs for non-student UNCC opportunities.

The internship must be coterminous with enrollment in the MPA program. That is, an experience completed prior to admission to the program or to enrollment in MPA courses will not usually be approved. If you feel you have an exception to this, please contact the MPA Director. It can, however, involve an experience begun at the time a student begins to take classes. The internship must be approved by the Director of the MPA Program. A great deal of flexibility is allowed for the internship, however, the following are some general standards and criteria.

Length – The equivalent of a semester of half-time work. A shorter experience may qualify depending on the number of hours worked and the duties performed. A longer time is preferred as it usually provides for more time to be exposed to the business of the organization.

Supervision and evaluation - Someone at the place of employment (the organization offering the internship) must serve as a supervisor and provide an evaluation of the student's work at the end of the internship. Standard forms are available in the MPA office for this use. The student also provides an evaluation of the experience at the completion of the internship.

Approval – Internships must be approved by the MPA Director. Approval forms can be found on the MPA website <https://mpa.charlotte.edu/resources-and-forms/internship-forms> .

Periodically, information about internships will be available in the MPA office, announced in classes, and/or included in periodic email updates to the MPA student body. Students are also encouraged to pursue internship information by contacting the University Career Center (<http://www.career.charlotte.edu/>). Again, ultimately, it is the student's responsibility to find and apply for internships.

Although students may complete the internship any time after admission to the program, students are strongly encouraged to fulfill the internship requirement upon completion of their second semester.

Academic Credit for the Internship

The internship is a programmatic requirement for graduation with the MPA degree. However, no academic credit is awarded for completion of the internship. The program is designed this way in order to save the student the money that would otherwise be spent on three credit hours of graduate tuition. The absence of academic credit, however, should in no way undermine the value students ascribe to the internship experience. The internship is valuable applied work experience in a professional setting where students see the interaction of materials in the classroom with the exigencies of real-world constraints facing public and nonprofit administrators as they work towards agency goals. Furthermore, many students receive permanent employment offers following a successful internship experience with that agency. The internship is a tool for building an experiential base in preparation for a career in public service as well as a networking device with potential future employers.

Procedure for Completing Internship Requirement

1. Near the beginning of the student's second semester in the MPA program, he/she should identify internship opportunities. Once identified, the student should complete an "MPA Internship Information" form and submit it to the MPA office.
2. The MPA Director will "approve" or "deny" the form. If approved, then the agency and student may move forward with the arrangement. This may be on a paid basis or on a volunteer basis. There is no requirement that the internship position be paid. If the form is denied, the student needs to find another opportunity that better meets the goals of the professional experience requirement.
3. Once approved, the student works with the agency directly and under the agency's supervision. Students are expected to comport themselves with the agencies' professional expectations. The student represents the University and the MPA program while working with the agency.
4. Students are expected to work for the equivalent of half-time over a 15-week period. This can be met with any number of permutations that generate approximately 300 hours of work with the agency.
5. Near the end of the internship period, two forms must be completed, both available from the MPA Administrative Support Associate or the MPA website:
 - a. The student must have the agency supervisor complete an "MPA Internship Evaluation By Employer" form and submit it to the MPA office; and
 - b. The student must complete an "MPA Internship Evaluation by Intern" form and submit it to the MPA office.
 - c. They can be found at <https://mpa.charlotte.edu/resources-and-forms/internship-forms>

Evaluating the Internship

When the internship is nearing completion, both the student and the agency supervisor will be asked to submit separate "MPA Internship Evaluation" forms to the MPA office (available from the MPA Program Assistant). These evaluation forms are included in the student's file for determining eligibility for graduation. They are not "graded" since these are not for academic credit. The forms are also used in order to determine good internship opportunities from bad ones for future students looking to fulfill their professional experience requirement. These forms are located on the MPA website at <https://mpa.charlotte.edu/resources-and-forms/internship-forms>

Professional Involvement/Internship Waiver

Working professional students may be able to substitute their professional employment experience to fulfill this requirement. Such students must obtain and fill out a copy of the "MPA Professional Involvement Form." Copies are available from the MPA Administrative Support Associate or the MPA website <https://mpa.charlotte.edu/resources-and-forms/internship-forms>. Upon receipt of the form and a copy of the student's resume, the MPA Director reviews the information and determines if the professional involvement fulfills the program goals of the internship requirement. The student will be notified if the employment does not fulfill the professional experience requirement.

Professional involvement is primarily for in-service students who have begun or established a career in the public or nonprofit sector. Historically, a large number of MPA students have been working professionals with several years of experience. It is not practical to require an internship of such students. However, if students in this category wish to do an internship, they can.

The minimum experience necessary to meet the internship requirement through professional involvement is 12 months of full-time, continuous employment in a government agency, nonprofit organization, or appropriate business organization. Exceptions to this will be reviewed on a case by case basis. Employment to fill the internship requirement as professional involvement must be approved by the Director of the MPA Program.

THE DIRECTED STUDY OPTION (THESIS)

The Directed Study Option (also referred to as the "thesis option") is available to all MPA students, but is specifically offered for those students considering continuing their education beyond the MPA degree and seeking a doctoral degree (e.g., a Ph.D. or DPA). The Directed Study helps prepare the student for the transition to doctoral studies through an applied research project following the university rules for a thesis.

Formal Considerations

In this option, six (6) hours of Directed Study credit will be required toward the completion of the MPA degree. The Directed Study involves a major project, usually an original research project. The Directed Study will be coordinated with the student's interests and practical experience to allow the development of an area of specialization. Directed Study projects must conform to University Guidelines for Masters Theses (see the Graduate Catalogue).

The Directed Study project is accomplished in stages. These stages typically include the following:

1. Receive permission to complete a Directed Study
2. Form a Directed Study Committee and obtain agreement from a faculty member to be Committee Chair
3. Register for MPAD 6800 Directed Study in Public Administration (proposal stage)
4. Submit a Directed Study Committee form to the MPA Office
5. Develop and defend a Directed Study proposal
6. Register for MPAD 6801 Directed Study in Public Administration (project stage)
7. Carry out the proposed project
8. Acquire the University Guidelines for Theses for the Master's Programs from the Graduate School
9. Publicly present and defend the formal written Directed Study project
10. Obtain committee's signatures on three copies
11. 11. Submit three copies to the Graduate School.

The Directed Study Committee

Choosing a Directed Study Committee is a very important process that should be based upon a careful consideration of the student's interests and the research expertise of the faculty members. Students desiring to choose the Directed Study should begin developing a topic area about the time they finish the core courses. Students should begin preliminary work on a topic and begin discussions with faculty concerning the topic as soon as possible after completing the core courses.

The following is a list of general policies about Directed Study committees in the MPA Program:

1. The Directed Study Committee chairperson will be a full-time MPA faculty member. They do not need to be the student's assigned advisor.
2. The committee will be composed of at least three members of the graduate faculty, of which at least two members (including the chair) will be from the MPA faculty. Only one person outside the graduate faculty, known as a professional affiliate, will be allowed to serve on a thesis committee. The Committee chairperson must be a full-time member of the MPA faculty, and the composition of the Directed Study Committee must be approved by the MPA Director.
3. Once a Directed Study Committee has been formed, any change in committee membership must be discussed with all involved parties and approved by the MPA Director.
4. File an "MPA Directed Study Committee Record" form with the MPA Office. The composition of the Directed Study Committee will be approved by the MPA Director only after successful completion of all core courses.
5. Faculty have the right to refuse to serve on Directed Study Committees. In the event a student has difficulty finding faculty to serve or must replace a committee member, the MPA Director will provide assistance. Alternatively, the student may be advised to choose the non-thesis option.
6. Expectations for Directed Study project proposal defenses and Directed Study defenses include:
 - a. Reasonable standards with regard to analysis, theory, and grammar;

- b. An evaluation of the proposal on a pass/fail vote by the Directed Study Committee members;
- c. A public defense of the project scheduled with the Directed Study Committee at least 3 weeks prior to the final exam period; and
- d. A project grade of "P," "IP," or "U" (Pass, In Progress, or Unsatisfactory).

Specific guidelines on the typing, layout, and deadlines for presenting the final copies of the

Directed Study project to the Graduate School are published by and available in the Graduate School Office or on-line at (<http://www.uncc.edu/gradmiss/manual.pdf>). These are the same as those required for a master's thesis.

The Graduate School's policy is that the guidelines in effect at the time of Directed Study completion will be used for purposes of adjudicating compliance. This means that if a student has a copy of the guidelines from 2010 when he/she started working on the Directed Study, but he/she successfully defended in 2013, the guidelines which are in effect in 2013 are the ones to which the student must adhere.

Directed Study: Practical Considerations

After completing all core courses successfully, students should gain formal approval of the Directed Study proposal. Formal approval of the proposal by the entire committee should be obtained before data are collected. Students also need to submit appropriate paperwork to the MPA Director: a Directed Study Committee Record Form (available in the MPA office).

Students should keep committee members informed of progress. Some chairs and committee members expect to follow the progress of the Directed Study very closely. Others, particularly non-chair members, do not expect intermediate reports. Clarify expectations and tailor the frequency of meetings with individuals or the whole committee to meet the student and faculty needs.

Directed Study: Continuous Registration

MPA students are strongly advised to complete MPAD 6800 and then register for MPAD 6801. Students should not register for both at the same time. If the student does not complete MPAD 6801 during the semester for which he/she registered for it, the student risks being charged for continuous registration (MPAD 7999). The University requires a student be enrolled during the semester in which they graduate.

ACADEMIC INTEGRITY

As stated in the UNCC Undergraduate and Graduate Catalogs:

The Code of Student Academic Integrity governs the responsibility of students to maintain integrity in academic work, defines violations of the standards, describes procedures for handling alleged violations of the standards, and lists applicable penalties. Except in cases of Research Misconduct, as set forth in Chapter 3, Section III.2 of the Code, the following conduct, or complicity in the following conduct, is considered Academic Misconduct under the Code:

- **Cheating** means using or attempting to use materials, or giving assistance or materials without Authorization to another in any academic exercise that could result in gaining or helping another to gain academic advantage. See examples.
- **Fabrication** means providing fabricated information, including inventing or counterfeiting information, in any form in an academic exercise. See examples.
- **Falsification** means altering without Authorization any data or information, regardless of communication method (e.g., e-mail or other electronic communication), in an academic exercise. See examples.
- **Misuse of Academic Materials** means sharing, distributing, altering, acquiring, damaging, or making inaccessible academic materials without Authorization, that could result in gaining or helping another to gain an academic advantage. See examples.
- **Multiple Submission** means submitting academic work or substantial portions of the same academic work (including oral reports) in more than one academic exercise without Authorization. See examples.
- **Plagiarism** means presenting the words or ideas of another as one's own words or ideas, including failing to properly acknowledge a source, unless the ideas or information are common knowledge. Plagiarism includes self-plagiarism, which is the use of one's own previous work in another context without indicating that it was used previously. See examples.
- **Unauthorized Collaboration** means sharing the work or effort in an academic exercise with another individual or individuals without Authorization. See examples.
- **Research Misconduct** means a determination that Research Misconduct has occurred under University Policy 309, Responding to Allegations of Misconduct in Research and Scholarship and its Supplemental Procedures. (See Chapter 3, Section III of the Code.)

A full explanation of these definitions, and a description of procedures used in cases where student violations are alleged, is found in the complete text of University Policy 407, The Code of Student Academic Integrity, as it may be modified from time to time. Students are advised to contact the Dean of Students Office or visit legal.uncc.edu/policies/up-407 to ensure they consult the most recent edition.

More information on UNCC student conduct policies can be found at <https://catalog.uncc.edu/content.php?catoid=30&navoid=3068>

PROGRAM ADMINISTRATION

Admission

Any student who satisfies published admission criteria is fully admitted to the MPA program. Conditional admission to the Graduate School is not utilized. The Graduate School issues a letter with the formal decision of all admissions decisions.

Post Baccalaureate Status

If an applicant does not meet the criteria established by the Graduate School for admission to full standing in the MPA Program, the MPA Admissions Committee may recommend that the applicant take two (2) Post Baccalaureate courses and reapply upon completion. Students often take one or two courses in post baccalaureate status prior to entering the MPA Program. Students should note, however, that normally only two courses taken as a post baccalaureate student will count toward the

MPA degree. Furthermore, students must perform well in the course in order to demonstrate to the admissions committee their ability to perform at the graduate level. Simply taking the courses and performing at the B-level will in no way insure acceptance to the program upon re-application.

Faculty Advisor

Each student is assigned a faculty member to serve as an academic advisor. The advisor assists the student in the development of a program of study. In addition, the advisor will evaluate requests for transfer credit and determine if other courses should be required.

Course Load

The usual course load for a student in the MPA program who is working full-time or near full-time is two courses per semester. Depending on the course and work duties, students working full-time often elect to take only one course during some semesters. The University defines nine credit hours as a full load for graduate students. Graduate Assistants (GA) are required to be enrolled in nine hours as part of their GA contract (see below).

The University allows graduate students to take as many as 12 credit hours without special permission. However, only students devoting full time to their studies should attempt to take four graduate courses in one semester. Students should use the following as a guide in planning their course schedule and when registering: if working full time, one or two courses is appropriate; working 20 to 30 hours per week, two or three courses; and less than one-half time, three courses.

Taking too many courses in one semester puts the student at risk for one or more of the following: (1) receiving a grade of C or U, or (2) dropping one or more courses after the refund date. Students should consult with their assigned advisor concerning the number of courses to take each semester.

Time Limit for Degree Completion: The Six Year Rule

All coursework taken for credit towards the MPA degree, including accepted transfer credit, must be completed within a six-year period. The six-year period begins with enrollment in the first course to be applied towards the degree.

The Graduate School states the following: "University policy requires that no course listed on a graduate student's candidacy form be older than six years at the time of graduation for Masters students and eight years for Doctoral students. This policy is in place because of the University's interest in a degree being current when it is awarded. Courses that exceed this time limit must be revalidated or retaken, whichever the graduate program decides necessary, if they are to count in a degree program."

Students may not revalidate courses with a grade of C or lower or courses taken at other institutions. A student who does not anticipate finishing within the allotted time, must meet with the MPA Director to determine whether out-of-date courses must be retaken or revalidated.

Transfer & Elective Credit

A total of six (6) credit hours may be transferred from other universities toward the 39-hour program requirement. This requires written approval from the MPA Director. The decision to count these hours towards the MPA degree is based on several conditions:

1. The MPA Director must agree that the transferred credit is appropriate to the MPA degree and student's program of study; and
2. Transfer credit from other universities will be accepted in accordance with university regulations. Generally, the Graduate School will accept up to six (6) credit hours of graduate work from other accredited institutions.

In addition to transfer credit from other universities, students may opt to take courses in other graduate programs at UNC Charlotte. With the approval of the MPA Director, the student may be permitted to count courses eligible for graduate credit from other UNC Charlotte disciplines (see [Advanced Courses](#) above).

Successful Progress

In order to be eligible to graduate, a student must have completed the degree requirements within six years from date of first course taken. In addition, **a student must earn an overall graduate GPA of 3.0**. If the student falls below a 3.0, he/she has one semester to bring the GPA above the 3.0 mark. If the student fails to do so, the Graduate School dismisses the student from the university.

A student may have no more than six (6) credit hours with a grade of C that can be counted toward the MPA degree. Furthermore, if a student earns a grade of U (Unsatisfactory) in an MPA course, or a third C, they will be suspended and potentially terminated from the program.

Graduation

Once a student is nearing completion of the program requirements, he/she must begin the steps in the graduation process. The process begins several months prior to graduation.

Initially, the student must file an "**Application for Degree**" form, available from the Graduate School. The deadline date for this form to be turned in to the Graduate School will coincide with the last day to drop/add a course for a semester and must accompany the Graduation Fee.

Second, the student must check their DegreeWorks audit to make sure it is showing 100% complete (after the application to graduate is turned in). This audit is taking the place of the candidacy form. The Graduate School clears students to graduate based on

DegreeWorks and if a student's audit is incorrect they need to contact the department.

For a student that has taken the Directed Study route in fulfillment of the Research Requirement, the final (post-defense) thesis must be turned into the Graduate School approximately two weeks before the targeted graduation date. These due dates change each year, so students should check with the Graduate School for the current thesis due dates.

PROGRAM SUPPORT

Scholarships

The MPA program has several scholarships dedicated for fully admitted students in the degree. These are competitive scholarships based on student merit.

David Burkhalter-Gary Rassel Scholarship: This scholarship was established in honor of the memory of David Burkhalter who served as the City Manager of Charlotte from 1971 to 1981 and Faculty Emeritus and former MPA Director Gary Rassel who taught in the MPA program from 1982-2012. The recipient's university account is awarded a one-time payment of \$1,000.

The Burkhalter Scholarship is awarded to an incoming or first year student each fall semester. There is no application process. The MPA faculty review student files and develop a potential interview list. Officers of the MPA Alumni Group and Professor Rassel review the list and interview two to four students, selecting one for the award. Interviews are generally conducted in May or June.

Gerald G. Fox Endowment: This endowment fund was established in 2011 by program namesake Jerry Fox to promote the MPA program to potential students and offer financial assistant to students. It is awarded periodically to assist students with expenses that include, but are not limited to, tuition, conference registration fees, and travel. There is no application process. The MPA Director and/or faculty review and select award recipients.

Alfred M. Brown - James L. Dorton Scholarship: This scholarship was established by the City of Concord in honor of the memory of two of its longstanding public officials, Alfred M. Brown and James L. Dorton, who combined to provide the City with over 66 years of public service. Mr. Brown served as a Council Member from 1952 to 1969 and 1989 to 2001, and as Mayor from 1969 to 1977. Mr. Dorton began his service as a member of the Board of Education with Concord City Schools. He then served as Alderman of the City from 1969 to 1995, fourteen years of which he was the Mayor Pro Tem of the City.

The Brown-Dorton Scholarship is awarded each year to a fully enrolled MPA student. Recipients shall be employed in or desiring a career in local government. The scholarship is funded via an endowment. Each year's recipient receives a one-time payment to their university account in the amount of \$500 to \$1,000. There is no application process. The MPA faculty review all student files and select award recipients.

Susan M. Burgess Scholarship: This scholarship was established in honor of the memory of Susan M. Burgess who served the Charlotte-Mecklenburg County Region for over 20 years. Ms. Burgess worked with nonprofits through her church for many years to provide assistance to the poor. She began public life in 1990 with her election to the Charlotte-Mecklenburg County Board of education, a position she held until 1997. She later won election to the Charlotte City Council and served for nine years, seven as Mayor Pro Tem. In addition to carrying out her responsibilities as an elected official, Ms. Burgess served as President of the North Carolina League of Municipalities and as President of the National League of Cities' Women in Municipal Government group. Additionally, Ms. Burgess served on numerous boards including the Arts and Science Council, the Council for Children, the Drug Education Center, and the Girl Scouts Hornets Nest Council.

The Burgess Scholarship is funded via an endowment, and is awarded each year to an incoming or first-year student. Awards range from \$1,000 to \$1500. There is no application process. The MPA faculty review all student files and select award recipients.

Albert & Gladys Coates Scholarship: This scholarship is awarded by the North Carolina City and County Managers Association in honor of Albert and Gladys Coates. The scholarship is awarded to an incoming or first-year student each year and ranges from \$2,000 to \$2,500. There is no application process. The MPA faculty review all student files and select award recipients.

Sharon Jarrett Thacker Scholarship for Creative Nonprofit Leadership: This scholarship was established in honor the memory of Sharon J. Thacker. Sharon was a nonprofit administrator in Charlotte for over 25 years, taking time in the evenings to be an adjunct professor for the University of North Carolina at Charlotte in the Public Administration Program. Sharon's passion for building confidence and skills in young nonprofit leaders, famously stating, "Leap and the net will appear" was her greatest professional joy and made her a memorable member of the UNC Charlotte faculty and Charlotte community. This scholarship is awarded annually to a student at the University of North Carolina at Charlotte in the Gerald G. Fox Public Administration Program. Awardees must demonstrate a passion for service and an intentional plan to pursue a career in the nonprofit sector.

MPA students in the past have also proved very competitive for scholarships not directly affiliated with the University. For instance, the North Carolina City/County Managers Association makes scholarship awards to MPA students throughout the state.

The National Forum for Black Public Administrators also hosts the Marks of Excellence Scholarship.

Graduate Assistantships

The Department of Political Science & Public Administration offers five graduate assistantships (GA) each academic year. If you are interested in one of those positions, please contact the MPA Director to see if there is an open position.

GAs in the MPA program must enroll in nine (9) credit hours of classes each term and work in the department for 20 hours per week. Work duties include assisting professors in the department with their research (sometimes publishing with them as a co-author), serving as teaching assistants in selected undergraduate courses, and assisting the department with the end of term course evaluations.

Although the Department makes decisions concerning appointment of graduate assistants by late spring, interested students are encouraged to have an application for assistantship on file. Openings may become available during the academic year.

In addition to the GA positions housed in the MPA program, other offices on campus will often have GA positions available. See the Graduate School's website or Hire-A-Niner for these opportunities.

GA positions in the Department of Political Science and Public Administration do not count towards the internship requirement. GA positions in other on-campus departments may count but this is not guaranteed. Please see the MPA Director to determine if your GA position will fulfill the internship requirement.

FELLOWSHIPS

The MPA sometimes enters into contractual arrangements with local governments and nonprofit agencies for fellowship positions. The same rules govern students in these positions in terms of credit hours required and weekly hours with the agency, but they operate slightly differently in that the student works on site with the agency under their supervision while technically an employee of the university. Students in these positions also receive tuition and fee support. The MPA Director will make students aware of these opportunities as they become available. These fellowships will also fulfill the internship requirement.