



Master of Public Administration Degree Handbook

**Department of Management, Marketing,
and Public Administration**

College of Business



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BOWIE STATE UNIVERSITY
Department of Management, Marketing and Public
Administration (MMPA)

MASTER OF PUBLIC ADMINISTRATION
DEGREE PROGRAM (MPA)

On behalf of the faculty and administrative staff of the School of Business and the Department of Management, Marketing and Public Administration, we wish to welcome you to the graduate program in public administration. The Master of Public Administration (MPA) degree program was fully inaugurated in the fall semester of 2003. We are proud of the success that many of our graduates have achieved as a result of their completion of this particular graduate program. MPA courses are offered on our Bowie State University campus and in our European program as well. We are proud members of the National Association of Schools of Public Affairs and Administration (NASPAA) which is the accrediting body for the MPA degree program. The graduate program in public administration full accredited by NASPAA for the academic year 2012-2019.

The Department of Management, Marketing and Public Administration (MMPA) comes under the School of Business which is located in the new Center for Business and Graduate Studies (CBGS). The class rooms are modern and they have all of the appropriate technological equipment that is suited to learning.

Please be assured that we are always available to assist you with your academic programming even though your Program of Study is very straightforward and to the point. The MMPA departmental office is located in Room 2323 CBGS. Our office hours are 8:30 a.m. until 5:00 p.m., Monday through Friday. Routinely, you are assigned an advisor at the beginning of your first semester of course work. You may reach us at 301-8603623.

We urge you to visit the Bowie State University website on a regular basis www.bowiestate.edu There you will find a site map of the campus as well as numerous other resources, such as the course offerings in your academic area of concentration; your semester grades, academic progress report and numerous other resources.

We are proud of the professional and intellectual backgrounds of the professors who will be teaching you. Many of them have served in upper level management positions in the public and nonprofit sectors prior to joining the School of Business faculty.

Again, welcome to Bowie State University, the School of Business and MMPA. We sincerely hope that yours is a life changing learning experience that challenges your intellect. We are delighted that you chose our MPA program.

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INTRODUCTION

The purpose of this guide is to provide information and assistance to graduate students who are enrolled in the Master of Public Administration degree program.

Bowie State University (BSU) is a regional comprehensive institution of higher education. The University is fully accredited by the Middle States Commission on Higher Education. It was founded in 1865, and it is the oldest Historically Black College/University (HBCU) in Maryland, and one of the ten oldest in the country. The university has a highly diverse faculty and student population, the majority of whom are from the Washington-Baltimore region. However, there are a large number of international students enrolled at the University as well. The University's academic programs of instruction are currently administered in four professional schools: College of Arts and Sciences, College of Education, College of Professional Studies, and the College of Business.

The Graduate School at Bowie State University operates under the direction of the Provost/Vice President for Academic Affairs. The school is located in Room 1312 of the Center for Business and Graduate Studies (CBGS). Cosmas Nwokeafor, Ph.D. serves as dean. The dean and staff in the Graduate School can be reached by telephone at 301-8603407.

The College of Business (COB) also operates under the direction of the Provost/Vice President for Academic Affairs. The college is located in Room 3312 of the CBGS. Anthony C. Nelson, Ph.D. serves as dean. The COB is an independent academic unit of Bowie State University. At times, it provides faculty to teach related courses in other academic units of the university, and faculty from other units will occasionally teach courses in the COB. Administrative, computer, and logistical support are provided to academic organizations through the university.

The dean and staff in the COB can be reached by telephone at 301-860-3590. The COB is accredited by the Association of Collegiate Business Schools and Programs (ACBSP) and is composed of three departments: Accounting, Finance, and Economics (AFE), Management Information Systems (MIS), and Management, Marketing, and Public Administration (MMPA).

The Master of Public Administration (MPA) program operates under the leadership of the Chairperson, Department of Management, Marketing and Public Administration (MMPA), College of Business, at Bowie State University. Typically, a full time faculty member coordinates the day-to-day operations of the MPA degree program, with guidance from the Chairperson. The mission of the MPA degree program is to develop public administration professionals with the leadership and analytical skills, abilities, and

a knowledge base that will guide them toward success as public managers and public policy analysts. Additionally, for those students anticipating further study for a doctoral degree, the MPA program stresses the need to demonstrate mastery of the field and to apply that knowledge to conduct original research that expands the knowledge base of the discipline. Our overarching management objective is to maintain a high level of performance through the development of sound assessment criteria and feedback as we work continuously to accomplish the mission of the MPA degree program.

MMPA is committed to preparing MPA graduate students to enter the public and nonprofit sectors in leadership and management positions. The program is designed to produce public administrators who are highly skilled as policy analysts, managers, and human resources professionals. Professors work with students to develop and improve their skills in research, analysis, presenting and preparation of written reports. Students are taught to follow the requirements that are set forth by reputable authors of handbooks for writing theses and other empirically based intellectual documents (APA Manual, Kate L. Turabian, and others). Still, there are some students who attend this program to sharpen their skills and improve their performance as a part of their ongoing career development.

The MPA degree program addresses a number of statewide educational goals articulated in “Educating for the 21st Century: The Maryland Plan for Postsecondary Education.” This is an evening school program that has students in attendance from all levels of the public sector.

We attribute our ever-increasing enrollment to the information revolution and the explosion of knowledge technology. This, of course, has created a rapidly changing workforce that requires frequent changes in occupations, skills, training and education. The U.S. Department of Labor predicts that most professionals will change careers five or more times during their working years. Evidence clearly indicates that in the State of Maryland, we can anticipate a 121 larger number of adult students seeking advanced degrees and various types of certifications offered in evening school programs at institutions of higher education.

Even though the MPA degree program targets adult professionals, it is open to all individuals who meet the requirements for admittance.

Please note that the information developed for you in this guide does not supersede the academic policies and procedures found in either a handbook or procedures set forth for graduate education by the university or the Graduate School.

GENERAL INFORMATION

The MPA program was accredited August 2, 2012 by National Association of Schools of Public Policy, Affairs, and Administration (NASPAA), the global standard in public service education and the authoritative accrediting body in the field of public policy, affairs, and administration. In an effort to establish a worldwide standard of public service education, NASPAA has broadened its scope to bring quality assurance to the expanding market of international graduate public service education programs. Programs based in the United States, as well as those based across the world, are held to the same conformance expectations and complete an identical accreditation process.

To maintain accreditation, all NASPAA accredited programs are required to submit annual accreditation maintenance reports on their progress, which are then reviewed and formally accepted by the Commission on Peer Review and Accreditation (COPRA). Failure to complete the report can force COPRA to pull a program back into the accreditation cycle early. The BSU MPA degree program subscribes to the highest quality and standards required of NASPAA-approved programs.

MMPA participates in reviewing applications as part of the processing of students for admission to graduate programs. However, all matters related to the admission of students to the MPA program should be directed to Graduate Admissions in Room 1400 of the Henry Administration Building. Someone from that staff will be available to answer questions about admission procedures and transcripts. Registration forms for admittance to course work, drop/add slips, oversubscribe forms, and the like are available in the Registrar's office which is located on the first floor of the Henry Administration Building. It is also required that you have available a copy of your academic requirements report and your graduate program plan with you when meeting with an advisor or program coordinator. Your program plan is discussed later in this guide. The academic requirements report is available to you online through the Bull Dog connection.

All students are assigned an identification number. You should memorize that number. Most of the business you conduct with this institution relative to your course work will require that you present your student identification number.

MPA Admission Requirements

The pedagogy undergirding the MPA degree is directed toward preparing students for leadership roles in management positions in the public and nonprofit sectors. The program is designed to enhance the career goals of entry to middle level professionals. Thus, the overarching goal of the program is to develop skills in critical thinking, social research, public policy and other types of analyses, human resources and organizational

management in public and nonprofit agencies. Students also develop skills in both formative and summative evaluation research.

Applicants must hold a bachelor's degree from a regionally accredited institution and have a cumulative grade point average of 2.75 or better (on a 4.0 point scale). Applicants with a cumulative grade point average between 2.5 and 2.74 may be granted conditional admission if approved by the MPA coordinator after consultation with MPA faculty. Conditional admission will be removed with the attainment of a cumulative grade point average of 3.0 or better after the completion of the required prerequisites and the first nine graduate credit hours. If the student fails to accomplish same, he or she will not be allowed to continue in the MPA degree program.

Applicants also will be admitted conditionally if they have not met all of the prerequisite requirements for admission to the program. In some instances, additional prerequisites may be required whose undergraduate majors have not adequately prepared them for the rigors of the coursework in the MPA. Additional undergraduate courses may

There will be no waiver of the prerequisite course requirements. A student cannot take any graduate courses in the MPA program until they have completed the required prerequisites with a grade of C or higher. No one will be allowed to take the MPA Comprehensive Examination or graduate until all prerequisites have been completed.

Applicants who have admissions material outstanding may be granted provisional admission if it is determined that he/she meets the admissions requirements for the graduate degree program. This determination will be made by the degree program or its designee. Full admission will be granted upon receipt of missing or incomplete admissions material by the Office of Graduate Admissions. If the provisionally admitted student does not have missing or incomplete admissions material submitted by the last day of classes of the semester in which provisional admission was made, the students will not be allowed to continue in the graduate degree program.

You are directed to the Graduate School for answers to any questions you may have concerning residency requirements for tuition waivers, Room 1312 CBGS.

Application for Admission

Persons seeking to take graduate MPA classes on a degree basis must complete a graduate application, pay the application fee, and have official transcripts from all colleges or universities, he or she has attended, sent directly to the Office of Graduate Admissions at Bowie State University. Continuing students, who have not been enrolled at Bowie State for more than one year but less than seven years, are required to complete a Readmission Application.

Priority dates have been established for the submission of applications for each entering term. These dates insure the timely processing of graduate applications. Applications submitted after this date will not receive the same guarantee of timely processing and in the case of some programs, acceptance will not be made due to enrollment capacities. The priority date for the admission application packets for Graduate School should be completed by the following dates:

Semester	Deadline Date
Fall	April 1st
Spring	November 1st
Summer	April 1st

Admission requirements may vary by graduate program. Review the specific admission requirements relevant to the MPA degree program. Send the application and all required materials to:

Office of Graduate Admissions
Henry Administration Building
Bowie State University
14000 Jericho Park Road
Bowie, Maryland 20715-9465

Transfer Credits

We accept **up to 6 Transfer Graduate credits** from other institutions are transferable under the following conditions:

1. Courses accepted for transfer must have been earned at a college or university that is accredited by a regional accrediting body authorized by the U.S. Department of Education.
2. Courses for transfer have to be designated as graduate level courses by the institution at which it was taken. Courses offered as a workshop or as continuing education at other institutions and are not designated as a graduate level course are not acceptable for transfer.
3. Six credits may be transferred into the MPA degree program.
4. The courses for which transfer is sought must have been completed with a grade of "B" or better and must be relevant to courses and degree requirements offered in the degree program to be pursued by the student. A course accepted for transfer credit can only be viable for use to satisfy program requirements seven years from the date of completion. The seven years will include the date on which the master's degree program in which the student enrolls at Bowie will be

completed. The MPA program coordinator after consultation with the MPA faculty will make the decision on the transferability of a course.

5. Transfer of credits into a degree program may not be used to offset required seminar courses.
6. Credits used to satisfy the requirements for one master's degree may not be used for satisfying the requirements the MPA degree.
7. Credits are not to be used for two degrees at either the graduate or the undergraduate level.

Procedure for Transferring Credits

1. Submit the following to the graduate advisor:
 - a. Copy of the course description of course to be transferred into Bowie State University
 - b. Official copy of transcript from institution at which the course was taken reflecting the final grade earned in the course.
2. The student's advisor will review the course description to determine if it will satisfy requirements of the degree program and falls within the number of credits allowed for transfer.
3. The advisor will include the course on the student's Program of Study if the determination is made at the time the student is starting the program. If a Program of Study has been completed and accepted by the Graduate School then a Change of Program form will be used to accept and reflect the transfer course.
4. To accept a course for transfer taken after a student has begun the degree program, the student must get prior approval from the advisor using the Request Permission to Take a Course at Another College/University form.
5. The completed forms must be submitted to the Graduate School for approval.
6. The approved forms will be submitted to the Office of the Registrar for placement in the students file.

Taking Courses at another Institution

Students admitted to a graduate program who wish to take a pre requisite course(s) at another college or university and apply the credit towards a pre requisite graduate degree at Bowie State University must:

1. Complete a Request for Permission to Pursue a Course at Another College/University form and attach a copy of the course description from the other institution.
2. Obtain the Advisor's approval and signature on the Request Form.
3. Submit the request form to the Graduate Records for approval. Then take signed form to the Requesting Institution.

Procedure:

- I. A student will obtain a copy of the Request Permission to Take a Course at Another Institution form. The form is available on the Graduate School website or in the Graduate School.
- II. The student will complete the form and submit to his/her advisor with a copy of the description of the course from the institution at which the course is to be taken.
- III. The form signed by the advisor will be forwarded to the Graduate School for signature by the Dean of Graduate School.
- IV. The approved and signed form will be sent to the Office of the Registrar with copies sent to the student, the advisor and the Graduate School.

GRADUATE REGISTRATION

Students admitted to the Graduate School will be permitted to register for classes during the regular registration period. Conditionally admitted students may register through the Office of Graduate Admissions for a maximum of nine (9) credit hours of graduate study. Upon attainment of nine (9) credit hours with a cumulative grade point average of 3.0 or better, the conditional admissions may be removed and regular admission granted.

If there is a "HOLD" on your academic records, you must consult with your advisor/program coordinator to have it removed before you can register for classes. Typically, "HOLDS" are placed on your records in instances where you have not seen an advisor; have an outstanding balance on your account; academic probation; or other related restrictions. Under these circumstances, you will not be able to register until the

“HOLD” is removed. Only your advisor/program coordinator or the department chair can remove a “HOLD” on your student account.

Typically, there is always a faculty advisor available to remove a hold during our official hours of operation, provided you present them with a copy of your Academic Requirements Report. That report can be printed from the BSU website through your Bull Dog connection.

We urge you to track your academic performance by reviewing the Academic Requirements Report at the end of each semester.

Graduate Program of Study

All students must complete a Graduate Program of Study form in the MMPA files no later than the end of their first semester of course work in the MPA program. The graduate program of study is a critical document for the graduate student because it clearly identifies your course requirements, including prerequisites, leading to the MPA degree. Students will not be allowed to advance to candidacy without an official graduate program of study signed by the Chair, MMPA and the Assistant to the Provost/Vice President for Academic Affairs.

Change of Program

A student who has a program of study approved by an advisor may deviate from this program only with the written approval of the advisor and the Graduate Dean. A student wishing to alter the program may obtain a Change of Program form from the Graduate School office or the Bowie State University website.

Procedure:

1. The student will meet with the advisor to discuss and make changes to the original Program of Study.
2. The changes to the Program of Study will be detailed on the Change of Program form.
3. The advisor, the student, and the Graduate Dean will sign the Change of Program form.
4. The Change of Program form will be submitted to the Office of the Registrar for placement in the student’s permanent file.

Independent Study

There will be no Independent Study in the MPA degree program. Students must take all core and electoral courses through in-person instruction, hybrid, or online options available to BSU MPA degree students.

CONTINUOUS ENROLLMENT

Should there be a lapse of two academic semesters during which graduate courses are not taken, excluding summer school or the mini-semester, the student must file a Readmission Application. Readmit applications may be secured from the Bowie State University website or the Office of the Graduate Admissions and should be submitted at least two weeks prior to registration. Readmission is only processed at the beginning of the semester. Students returning to school during the second 8-week session must also submit the Readmission Application at the beginning of the semester.

Procedure:

1. Each semester a graduate student is expected to register for graduate coursework. If a student drops out, he/she will have to be re-admitted to the University.
2. The student will obtain from the Office of Graduate Admissions or the Bowie State University website a Graduate Readmission form and fill out completely.
3. The readmission form is to be submitted to the Office of Graduate Admissions for processing.
4. The Office of Graduate Admissions will inform the student of the results from the processing of the readmission form.
5. If the student is readmitted he/she may go online and register for courses.

STANDARDS OF ACADEMIC WORK

In order to remain in good standing, candidates for the MPA degree must maintain a 3.00 grade point average after being advanced to candidacy. If the cumulative average falls below 3.00, the student will be placed on probation. After completing nine additional hours of work, if the cumulative average returns to the acceptable level of 3.00, the student will be restored to good standing. A student on probation will not be permitted to take the Comprehensive Examination. Students who receive more than two “C” grades in their required courses, or one “F,” may be deemed to lack sufficient academic aptitude or failing to show evidence of serious purpose. Such students may be requested to withdraw from the MPA degree program.

Grading Criteria

A grade of “A” represents superior academic performance:

1. The student demonstrates critical, analytical, and applied understanding of the subject matter in excellent written and oral form.
2. The student regularly contributes substantive knowledge and appropriate discussion to the class experience.

A grade of “B” represents good academic performance:

1. The student demonstrates good understanding of the subject matter in acceptable written and oral form.
2. The student contributes substantive knowledge and appropriate comments to the class experience.

A grade of “C” represents the minimal acceptable academic performance:

1. The student demonstrates interest in concepts of the course and a minimum mastery of subject matter in acceptable written and oral form.
2. The student contributes a minimum of substantive contributions to the class experience.

The grade of “D” is not issued; Grade "F" indicates the student has not met the minimum requirements of the course.

A student who withdraws from a course after the tenth week of the semester will receive a grade of “F” unless special permission is granted for withdrawal without penalty.

Students taking 8-week courses will receive a grade of “F” after the fifth week of class unless special permission is granted for withdrawal without penalty.

A student may repeat a course to raise a grade of “B” or “C.” Only the higher grade received for a course will be counted in the student's cumulative grade point average.

A student may not be advanced to candidacy, allowed to take the Comprehensive Examination, or graduate until all grades of Incomplete (I) have been removed from courses in the student's degree program.

A final examination is required for all courses, except Seminar.

Incomplete Grades Policy

An Incomplete "I" is a temporary grade which may be given at the instructor's discretion to a student when illness, necessary absence, or other reasons beyond the control of the student prevent completion of course requirements by the end of the academic term.

Incomplete grades may be given only in the following circumstances:

- The student's work to date is passing;
- Attendance has been satisfactory through at least 70 percent of the term;
- An illness or other extenuating circumstance legitimately prevents completion of required work by the due date;
- Required work may reasonably be completed in an agreed-upon time frame;
- The incomplete is not given as a substitute for a failing grade;
- The incomplete is not based solely on a student's failure to complete work or as a means of raising his or her grade by doing additional work after the grade report time;
- The student initiates the request for an incomplete grade before the end of the academic term;
- The instructor and student complete the Application for Incomplete Grade form before the end of the academic term.

Appropriate grades must be assigned in other circumstances. A failing grade and last date of attendance should be recorded for students who cease attending class without authorization. Students who are unable to complete a course and who do not meet these circumstances should consider dropping the course.

The following provisions for incomplete grades apply:

- It is in the student's best interest that incomplete grades be made up by the end of the following academic term. Incomplete grades must be made up and final grades submitted within one calendar year from the date Incomplete was recorded.
- The course work may be completed while the student is not enrolled.

- Incomplete grades will expire on the date selected by the professor when the grade of incomplete is entered. This date will be no more than one calendar year from the last day of classes of the semester in which the incomplete was incurred. Faculty may enter a default grade which will appear on the transcript should the expiration deadline lapse without further action on the part of the student. Incomplete grades may be replaced with letter grades prior to the expiration deadline with faculty approval. Only in the most extenuating circumstances will extensions be granted beyond one calendar year.
- This policy affects incomplete grades given in Fall 2015 and thereafter. Prior to 2015, unchanged incompletes remain on the permanent record as part of hours attempted and are calculated as a failing (F) grade in the GPA.
- An Incomplete grade may not be considered passing for purposes of determining academic standing, federal financial aid eligibility, athletic eligibility, or other purposes.
- Notation of the original incomplete status of the grade remains on the student's transcript along with the final grade.
- An Incomplete should not be assigned when it is necessary for the student to attend additional class meetings to complete the course requirements. Students who receive an incomplete grade in a course must not reregister for the course in order to remove the "I".

An Incomplete is not to be assigned where the normal practice requires extension of course requirements beyond the close of a term, e.g., thesis or project type courses.

Dismissal Policy

The following dismissal policy applies to graduate students: A student whose cumulative grade point average (GPA) falls below 3.0 is placed on academic probation for the next semester; any student on academic probation has to re-take the failed classes during the probationary period in order to raise the grade point average. Failure to raise the GPA to a 3.0 during the probationary period will result in academic dismissal.

The duration of the dismissal is one (1) semester. Courses taken at other institutions during the dismissal period cannot be transferred to Bowie State University. In order to be considered for readmission, the student must reapply to the Department and petition the Graduate Dean with a communication of support from the Department. A student academically dismissed is given a one-time readmission consideration. The seven (7) year time limitation for degree completion shall include all periods of dismissal. A student dismissed for academic dishonesty is not eligible to reapply.

Appeal System

Grade Appeal Process

Grade Appeal Procedure Students who have documentation that an error was made in the determination of a course grade or desire to appeal a grade due to alleged arbitrary and capricious grading must first discuss the concern with the faculty member involved. If there are unresolved issues, the student may initiate the grade appeal process. The student must direct the appeal in writing, with supporting documentation, through the appropriate channels: Instructor, Program Coordinator (The Program Coordinator will contact Department Chair and an Appeal Committee will be appointed to review the appeal), decisions of the Appeal Committee are final and a copy of the decision is filed with the Graduate School Dean.

If a course assignment grade is in dispute, the student must initiate the appeal no later than ten (10) working days after receiving the grade. If a final grade is in dispute, the student must submit an appeal no later than thirty (30) days from the end of the semester during which the grade was received.

In the filing of an appeal, the burden of proof is upon the student, not the teacher(s). The complainant should offer a specific evidentiary basis supporting his or her allegation. **Grades are earned based on performance not student opinion. An appeal sought on general, loose, and vague allegations, or on suspicion, surmise, or vague guesses will be dismissed with prejudice.**

Procedures are detailed below as follows:

- 1) The student must initially consult with the instructor for a satisfactory resolution of the appeal. If the instructor is no longer with the University or if the student is unable to resolve the issue with the instructor, the student must present the complaint in writing to the Program Coordinator.
- 2) The Program Coordinator will contact Department Chair and an Appeal Committee will be appointed to review the appeal), decisions of the Appeal Committee are final and a copy of the decision is filed with the Graduate School Dean. If the student is not satisfied with the decision of the Departmental Appeals Committee, the Chair renders a decision.
- 3) If the complaint cannot be resolved at the Departmental level, the student must present the complaint in writing to the Graduate Dean within fifteen (15) days after receiving notification of the Department's decision. 4) The Graduate Dean will review the students appeal. The Graduate Dean render a final resolution.

Comprehensive Examination Appeal Process

Students desiring to ask for an exception to the requirements for graduation should address such an appeal to the Dean of the College of Business. Students appealing a failing grade on the Comprehensive Examination should address the request to the Graduate Dean. Such appeals must be filed within 30 days of the notification letter.

In the filing of an appeal, the burden of proof is upon the student, not the teacher(s). The complainant should offer a specific evidentiary basis supporting his or her allegation. **An appeal sought on general, loose, and vague allegations, or on suspicion, surmise, or vague guesses will be dismissed with prejudice.**

Upon receipt of such an appeal, the Graduate Dean in consultation with the Program Coordinator will identify a new group of readers from the student's area of concentration to review the examination. The decision resulting from the second reading shall be final.

Note:

Any Comprehensive Examination appeal filed after the 30 days of the notification letter of failure is considered LATE and will not be addressed by the Graduate Dean. The result (outcome) of the appeal should be communicated to the student by the Dean's office in writing five weeks from the date of the submission of the appeal request by the Dean or his designee.

Student grievances should initially be addressed to the MPA Program Coordinator. Students with grievances concerning other matters, including course grades, should address the appeals to the Graduate Dean, after exhausting all remedies available in the originating College. Such appeals must be filed no later than March 15 or October 15 following the semester in which the alleged offense occurred.

Note:

There will be no exceptions. Any grievance filed late will not be considered nor negotiated regardless of the circumstances.

A student who fails the MPA comprehensive examination on both the first and second attempts, the student will be dismissed from the program. There will not be any further appeals or negotiations after a second attempt of the comprehensive examination falls short of a passing grade.

ADMISSION OF INTERNATIONAL STUDENTS

Admission to the Graduate School may be granted to international students whose academic and personal qualifications promote success in a graduate program of study. Applicants must hold the equivalent of a four-year U.S. Bachelor's degree and a grade point average equivalent to a 2.5 or better on a 4.0 scale. International students are expected to read, speak, understand and write English fluently. Applicants whose native language is not English must submit results of the Test of English as a Foreign Language (TOEFL) with a minimum score of 550 (213 computer-based), and Test of Written English (TWE) with a minimum score of 4.0. Students who have completed two (2) full academic years of study at an accredited U.S. higher education institution, with a minimum of 18 credits completed with a grade of B or higher, may have the TOEFL requirement waived.

The following items must be submitted to the Graduate Admission Office:

1. Applicants are required to submit an Application for Admission, along with a non-refundable application fee. The University is able to accept only U.S. currency.
2. An official copy of the undergraduate transcript indicating type of degree (BA or BS) and a notarized translation of this transcript if it is not in English. The Graduate School requires an applicant to submit the transcript to an official evaluation center at the applicant's expense for a course by course review. The University will provide the names and contact information of evaluation services.
3. A notarized statement (Affidavit of Support) indicating the sponsor's willingness and ability to provide full financial support for the student. The I-20 AB will indicate the estimated annual educational expenses. The estimated annual cost of education will be established each year and will be available in the Office of Admissions.
4. A statement from the sponsor's bank indicating current balance sufficient to carry out sponsorship for one academic year. Students also may sponsor themselves by submitting their personal bank statement indicating sufficient funding, and a letter to the University indicating the self-sponsorship. Affidavits of support as well as bank statement may not be older than six months.
5. All international student applicants must present an official record of the Test of English as a Foreign Language (TOEFL).

Non-native speakers of English will be required to meet with a graduate school advisor prior to enrolling in any graduate courses.

After receipt of the required documents and after clearance by the International Student Advisor, the Graduate School will make an admission decision. If accepted to the Graduate School, a SEVIS (Student and Exchange Visitor Information System) I-20 (Certificate of Eligibility for Non-Immigrant F-1 Status) will be issued. A student visa may be obtained by presenting a payment receipt for the SEVIS I-20, along with the SEVIS I-20 and documentary evidence of financial support to the U.S. embassy in the student's home country. Information concerning the SEVIS I-20 fee can be found at www.fmjfee.com. Please note that F-1 students must attend school full-time. Registration for nine (9) credit hours is considered full-time enrollment at the graduate level.

F-1 students are not eligible for state or federal financial support, including scholarships, grants, and fellowships. The applicants must rely fully on private sponsors (family, friends, etc.) or on personal sources of income.

To ensure adequate time for admission review, applicants inside the U.S. must apply four months before the application deadline. Applicants outside the U.S. must apply 10 months prior to the date of entry to allow time for the exchange of correspondence, evaluation of all necessary documents and the settling of financial, immigration and housing matters.

Applicants may contact the International Student Advisor 301-860- 3830 or Graduate Admissions 301-860-3448 for information concerning graduate admission to Bowie State University.

STUDENTS WITH DISABILITIES

Section 504 of the Rehabilitation Act of 1973, and the Americans with Disabilities Act (ADA) mandate that postsecondary institutions make their programs accessible to students with physical and learning disabilities. Program accessibility refers not only to architectural accessibility, but also to adaptations and special arrangements in the classroom for physically and learning disabled students. Since there are many different types and degrees of disabling conditions, and since each student is affected differently by his or her disability, such adaptations and special arrangements must be determined on a case-by-case basis.

The Department of Management, Marketing and Public Administration (MMPA) is not involved in making any type of special arrangements for the disabled. Services are available for students who may require special services in the classroom and library and/or special equipment. **Contact:** The Office of Special Populations at (301) 8603286.

GRADUATE ASSISTANTSHIPS

Graduate students are invited to apply for graduate or teaching assistantships through their respective department. Benefits include tuition remission and a stipend. Students may serve as graduate assistants in 31-42 credit programs for up to two academic years. Students who enroll in programs with more than 42 credits may serve as graduate assistants for up to three academic years. The level of commitment required is 20 hours/week of service to the University, attendance at monthly Graduate Assistantship Program (GAP) meetings, and active membership in the Graduate Student Association (GSA).

To be eligible, the student must:

1. Enroll in a minimum of nine (9) graduate credits each semester of the assistantship;
2. Maintain a minimum GPA of 3.0.
3. Enroll in less than 13 graduate credits per semester;

Students who serve as graduate or teaching assistants must follow the regulations governing these positions. Graduate assistants who violate or who do not adhere to policies will be released (dismissed) from the graduate or teaching assistantship programs.

SCHOLARSHIPS AND FELLOWSHIPS

Students interested in obtaining information regarding scholarships and fellowships are encouraged to contact the University's Financial Aid Office. Students may also contact the University's Career Services Office for further financial assistance information.

VETERANS BENEFITS

Veterans follow the same procedure in paying bills as do other students. The Veterans Administration makes reimbursements after students have registered for courses. Veterans claiming benefits must have an approved program to be eligible for benefits.

Listed below is a summary of Bowie State University's credits and training time for graduate veterans/dependents.

9 credits

Full time

6-5 credits	¾ time
3-5 credits	½ time
1-2 credits	¼ time

Course work will be adjusted for accelerated sessions (i.e., summer school, minisemester).

COURSE AUDITS

Courses may be audited by registering and paying the regular class fee. Auditing students are not required to take examinations or to meet any of the course requirements as laid out in the syllabus. It is important to note that students who register for audit cannot then change to credit status.

MPA DEGREE REQUIREMENTS

Graduate Comprehensive/Qualifying Examination

Candidates for the MPA degree must pass a written comprehensive/qualifying examination covering the following academic domains:

- Qualitative Research
 - Public Policy
- Organization Behavior

The Graduate School is responsible for and administers the Comprehensive Examination two times each year: the fall and spring semesters. Students must be advanced to candidacy prior to taking the comprehensive examination.

The Comprehensive Examination may not be taken before the student has completed the following requirements:

1. All required prerequisite courses.
2. 12-18 credit hours with a 3.25 average or better.
3. A fully negotiated Graduate Program of Study signed by the Chair of the Department and the Assistant to the Provost/Vice President for Academic Affairs.
4. The following courses:
 - a. PUAD 502 Qualitative Research
 - b. PUAD 630 Public Policy Analysis,

c. MGMT 511 Organization Behavior

5. A completed application for Advancement to Candidacy submitted to the Registrar's office prior to applying to sit for the comprehensive examination.

The MPA comprehensive examination will be graded only by qualified MPA faculty members who hold the doctorate in public administration or a related field and are part of the nuclear faculty as listed for NASPAA accreditation. Grading of the examination is as follows:

90% – 100%	=	360 - 400	=	A
80% - 89%	=	320 – 359	=	B
70% - 79%	=	358 – 300	=	C
0% - 69%	=	0 - 299	=	F

A student must score a **grade of 300 to pass** the MPA degree comprehensive examination. **To appeal his/her score**, one must have scored **no lower than 280**. A lower score does not warrant an appeal.

Students are eligible to take the written comprehensive twice. In the event that a student fails the examination on both the first and second attempts (**AFTER TWO ATTEMPTS**), the student will be dismissed from the program. There will not be any further negotiations after a second attempt of the comprehensive examination falls short of a passing grade.

Procedure:

- I. Students register to take the comprehensive/qualifying examination during the registration period for the semester in which they plan to take the examination. Students who do not register will not be permitted to sit for the examination.
- II. Graduate School reviews the records of the students who register to take the Comprehensive Examination to determine eligibility.
- III. Students must:
 - a. Have completed required prerequisites and core courses - 21 credit hours,
 - b. Have been advanced to candidacy,
 - c. Have resolved all Incompletes given in classes taken,
 - d. Have completed all pre-requisites required by the program, and
 - e. Have no failing grades in courses on the Program of Study.

- IV. The Dean of Graduate School will inform students of their eligibility.
- V. Students are encouraged to attend the Comprehensive Examination orientation sessions held on the 2nd Tuesday of September or February at 4 p.m. at their respective department locations to be announced by their graduate program coordinator.
6. The Comprehensive Examinations are held in October and March on the second Saturday. (Dates will change if a conflict occurs with a major university event which may disrupt the administration of the examination).
7. Students report to the examination locations at time specified on the day of the examination with picture identification.
8. A program may elect to allow its students to take the Comprehensive Examination via computer. The traditional method of using pen and paper is always available.
9. The Comprehensive Examinations are scheduled for three (3) hours starting at 10 a.m. and 11:00 a.m. and ending at 1 p.m. and 2:00 p.m. respectively as designated by a given program.
10. The results of the examination will be placed on a student's transcript. An unofficial courtesy letter will be mailed to the student with the examination results. Students Comprehensive Examination results may be assessed on students' information system (PeopleSoft) or unofficial transcript through Bulldog Connect.

**MASTER OF PUBLIC ADMINISTRATION ACADEMIC
COURSE REQUIREMENTS**

GENERAL SEQUENCE REQUIRED COURSES:

	Sem. Hrs.
PUAD 601 Concepts of Public Administration	3
PUAD 502 Qualitative Research Methods	3
MGMT 511 Organization Behavior	3
PUAD 524 Public Budgeting	3
MGMT 571 Human Resources Management	3

MGMT 584	Management Statistics	3
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CONCENTRATION:

PUAD 630	Public Policy Analysis	3
ECON 522	Public Finance	3
PUAD 704	Evaluation Research (<i>Prerequisite PUAD 502</i>)	3
PUAD 710	Intergovernmental Relations Seminar	3
MGMT 741	Organization Development	3
One Elective		3

Total Hours		36
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PUBLIC POLICY AND MANAGEMENT SEQUENCE

REQUIRED COURSES:

PUAD 601	Concepts of Public Administration	3
PUAD 502	Qualitative Research Methods	3
MGMT 511	Organization Behavior	3
PUAD 524	Public Budgeting	3
MGMT 571	Human Resources Management	3
MGMT 584	Management Statistics	3

CONCENTRATION:

ECON 522	Public Finance	3
PUAD 630	Public Policy Analysis	3
PUAD 704	Evaluation Research (<i>Prerequisite: PUAD 502</i>)	3
PUAD 605	Manager in a Technological Society	3
PUAD 710	Intergovernmental Relations Seminar	3
One Elective		3

Total Credit Hours		36
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HUMAN RESOURCE MANAGEMENT SEQUENCE

REQUIRED COURSES:

Sem. Hrs.

PUAD 601	Concepts of Public Administration	3
PUAD502	Qualitative Research Methods	3
MGMT 511	Organization Behavior	3
PUAD 524	Public Budgeting	3
MGMT 571	Human Resources Management	3

MGMT 584 Management Statistics 3

CONCENTRATION:

MGMT 501 Managing Public & Private Organizations 3

PUAD 630 Public Policy Analysis 3

MGMT 677 Labor Management Relations (*Prerequisite: MGMT 571*) 3

MGMT 641 Organization Development 3

MGMT 772 Human Resource Management

Seminar (*Prerequisite: MGMT 571*) 3

One Elective 3

Total Credit Hours **36**

CERTIFICATE IN PUBLIC MANAGEMENT

The Department of Management, Marketing and Public Administration also offers a fifteen (18) credit *Certificate in Public Management (CPM)*. The certificate program is well suited to those individuals who already hold graduate degrees in non related fields, but serve as program executives/managers in a publicly funded or nonprofit organization.

All other applicants who are eligible for the Certificate in Public Management shall have been employed as a program executive/program manager of a publicly funded or nonprofit program for no less than five years. *Applicants should have managed human and financial resources with responsibility for supervising and/or directing five or more employees.*

All other applicants who may be considered for admission are as follows:

- Bachelor's degree in both related and non related field and show demonstrated professional work experience in a publicly funded or nonprofit organization as a program manager/executive with responsibility for human and financial resources;
- Associates' degree in a related field plus the equivalent in professional work experience for five or more years in a publicly funded or nonprofit organization as a program manager/program executive and responsibility for human and financial resources;
- Applicants will also be considered for the Certificate in Public Management who may not have completed a bachelor's degree, but who may have extensive professional work experience as a program executive/ program manager in a publicly funded or nonprofit organization with responsibility for managing human and financial resources. This category of applicant will also show participation in community work as well. Applicants who fall under this category will receive consideration for admission on a case-by-case basis.

Students must have an approved program of study that is prepared by the graduate advisor. The student must complete a *Request for a Certificate* application upon completion of the requirements for a Certificate in Public Management. An application may be obtained from the Office of the Registrar. The completed application must be returned to the Office of the Registrar.

Based upon advice from the advisor, Certificate in Public Management (CPM) students may select five courses from the following, as shown below:

CPM Certificate Requirements

(18) Credits

- | | |
|-------------|---|
| 1. MGMT 511 | Organization Behavior |
| 2. MGMT 741 | Organization Development |
| 3. MGMT 571 | Human Resource Management or ECON 522 Public Finance |
| 4. MGMT 584 | Management Statistics |
| 5. PUAD 605 | Manager in a Technological Society |

6. One Elective Course

ADVISEMENT

At the time of formal admittance to the Master of Public Administration degree program or the Certificate in Public Management, the Program Coordinator assigns an Advisor for each student—within their respective areas of concentration. Advisors are available to assist students in the development of their programs of study and to answer questions regarding areas of concentration and course offerings. As previously mentioned, students are encouraged to review their academic progress reports online every semester, and they should have a current copy when requesting advisement. Students are encouraged to use the Bowie State University website in order to review semester course offerings, semester start dates, and online registration procedures.

To the extent possible, students are encouraged to register early so as to assure a place in class. Questions concerning graduate records and admissions should be directed to the Registrar's Office. **CONTACT:** Registrar's Office, Main Number: 301.860.3730, Registrar@bowiestate.edu . Routine registration matters should also go the Registrar's Office. For course permission codes if you qualify for the permission code one will be given to you. However, if you are requesting a permission code for a course that has the prerequisite, **the answer is No.** You cannot have the permission code. **You must take the prerequisite before you can take the course that requires the prerequisite.**

CLASSROOM ATTENDANCE AND PARTICIPATION

Graduate students are expected to behave responsibly and professionally with respect to attendance, promptness and participation.

Students are expected to attend every session for which the course is scheduled unless otherwise agreed upon by the professor and the student.

Students are expected to attend class on time. Those who are absent more than three times may jeopardize their grade and even be dropped from the class *unless* previous arrangements have been approved by the professor.

Students who leave class early without approval from the professor may be marked absent for that particular class period. Habitual tardiness is not acceptable in graduate course work. Check the Graduate School Catalog for more information.

WRITING STANDARDS

Effective managers and leaders are also effective communicators. Written communication is an important element of the total communication process. The MPA faculty expects exemplary writing to be the norm for course work. To this end, all papers, individual and group, must demonstrate graduate level writing ability and comply with the format requirements of either the APA Manual or Kate Turrabian's manual for writing theses and dissertations.

ACADEMIC INTEGRITY

Mainstream thinking is that plagiarism is the intentional or unintentional presentation of another person's idea or product as one's own. Plagiarism includes, but is not limited to the following: copying verbatim all or a part of another's written work without acknowledging that author; using phrases, charts, figures, illustrations, or mathematical or scientific solutions without citing the source; paraphrasing ideas, conclusions, or research without citing the source; and using all or part of a literary plot, poem, film, musical score, or other artistic product without attributing the work to its creator.

Students can avoid unintentional plagiarism by applying carefully accepted scholarly practices. Notes taken for papers and research projects would accurately record sources of material to be cited, quoted, paraphrased, or summarized, and papers should acknowledge these sources in either the text or footnotes.

Ultimately, there are serious consequences for plagiarism which may include a zero or a grade of F on the work in question, a grade of F in the course, suspension with a file letter, suspension with a transcript notation, or expulsion. Final decision on these choices is with the Dean, School of Business and the Provost/Vice President for Academic Affairs.

HOW TO CONTACT PROFESSORS

All of the professors in this Department are on "Voice Mail." You may contact them by calling directly to their phone lines. Professors hold regularly scheduled office hours which are posted on their office doors each semester. However, if the matter you wish to discuss is urgent, you may call 301-860-3623 or visit the Department's business office which is located in Room 2323 CBGS

Please do not call professors at their homes unless they have given you permission to do so.

USE OF AUDIO AND VIDEO EQUIPMENT FOR CLASSROOM PRESENTATION

Professors are not responsible for making arrangements for any type of equipment for use by students in classroom presentations, e.g., video cameras, VCR's audio tapes, etc.

UNLESS it is a part of the course requirement. Most technology applications are now available in the class room for courses taught in CBGS. For some equipment, e.g., audio equipment, video equipment, VCRs, students may borrow these from the Media Operations Office. Students must sign for the equipment, and they will be held responsible for it. **CONTACT:** Mrs. Vera Chesley, 301-860-3901.

COOPERATIVE EDUCATION

The University has numerous cooperative education program agreements with Federal agencies through the Office of Cooperative Education. These organizations include FDIC, EPA, Secret Service, Bureau of Land Management (Department of Interior), Social Security Administration, and the Naval Management Career Center. In addition, BSU may arrange for coop agreements with Federal agencies when none currently exists. Coop agreements also exist with a number of private organizations such as D.C. Cablevision, General Furniture Leasing, McDonalds Corporation, UPS, FEDEX - as well as positions in computer science with various organizations. The Office of Cooperative Education also sponsors an annual career fair where representatives from numerous organizations are available to pursue employment opportunities

Students working under an agreement may be part-time or full-time, including summer. **CONTACT:** Mr. Jerry Issac, 301-860-8328.

SECTION III - 2.41 - POLICY ON GRADUATE STUDENT INTERINSTITUTIONAL REGISTRATION - UNIVERSITY OF MARYLAND SYSTEM BY LAWS, POLICIES AND PROCEDURES

General Procedures

According to UMS policy, courses taken at other institutions should be used to augment the home campus. If a major portion of the program a student wants is not given at the home institution, then students are urged to transfer to an institution which offers the program. However, there are a number of conditions under which graduate students may take courses at other UMS institutions, and they are as follows:

1. Graduate students attending one UMS institution may avail themselves of course offerings, research facilities, and special faculty competencies at other System institutions. They must have permission (in this instance) of the Department Chairperson in the program to which they were admitted, to pursue courses for credit at other UMS institutions. In the case of the Master of Public Administration degree, students are only allowed to transfer in six credits from another institution unless special exceptions as described herein are in existence.

2. In granting permission to pursue this opportunity, the Department Chairperson has to consider a number of factors. For example, these factors might include, but are not limited to the following:
 - a. Unavailability of a similar or comparable course at the home institution within a reasonable timeframe. Here, convenience is not to be viewed as an adequate justification.
 - b. Possible enhancement of the student's overall program in a way not possible at the home institution, as by the existence at the host institution of a unique research or instructional facility, particular faculty expertise, or the availability of a particular course not offered at the home institution.
 - c. The level and content of the course, including the nature of prerequisite course work.

The host institution will provide, on a space available basis, access to courses, seminars, and research facilities. Use of the libraries, parking facilities, and emergency health care at other System institutions are typically on the same terms on which they are offered to graduate students at BSU. **Contact:** Office of Graduate Studies 301-860-3406.

CRITERIA FOR ADMITTANCE TO HOST INSTITUTION

1. Degree-seeking graduate students in good academic standing in University System of Maryland graduate programs are eligible to participate.
2. Students must request the appropriate from the MMPA office in 2323 CBGS which must be approved by the department chairperson.
3. Participation must be approved by the Department Chairperson and the appropriate authority at the host institution. Actual registration is on a "seats available basis." Consequently, contact should be made with the appropriate Department or program well in advance to determine availability of space in the course and the existence of particular prerequisites.
4. Inter-institutional students shall pay all tuition for courses taken at a host institution directly to BSU in accordance with existing policies.
5. All credits and grades earned by participating students at a host institution are defined as resident credit by BSU and will be entered on the academic record of the student, according to USM policy.

COURSE TAKEN AT INSTITUTIONS OUTSIDE UMS

This Department will accept up to six credits of coursework from institutions outside the University of System of Maryland. The appropriate forms are available in the Graduate School, Room 1312 CBGS and MPA department office, 2323 CBGS. The completed form must have the Program Coordinator's signature, and a copy of the course description must be attached to it. The Assistant to the Provost, Office of Graduate Studies will then sign the request. **Contact:** Office of Graduate Studies, 301-860-3406.

OUTSTANDING TUITION PAYMENTS

We wish to remind students that if you have not paid your tuition at the time grades are submitted, you will not receive a grade. The Registrar will not allow you to register if you have not done so. It is, therefore, the student's responsibility to see to it that the appropriate procedures are followed to ensure that a grade is entered on the permanent record. As previously mentioned, you should check your academic progress report which is online regularly. **Contact:** Terrayne Pittman, Bursur, 301-60-3489.

MPA COURSE DESCRIPTIONS

Economics

ECON 598 ECONOMICS FOR ADMINISTRATIVE MANAGEMENT 3 Credits

A survey of micro and macroeconomic theories covering the behavior of the consumers and producers in product and resource markets; theories of income and employment, monetary and fiscal theories to explain the problems of inflation and unemployment and suggest policies to deal with them. This course was specifically designed for students who did not take ECON 211 and 212 in undergraduate course work. It is a *prerequisite for the MPA degree*. Students may also take ECON 211 and 212 in lieu of this course if ECON 598 is not offered. However, attempts will be made to offer this course once a year, and in summer school when resources permit.

ECON 522 PUBLIC FINANCE

3 Credits

Prerequisite: ECON 598 or equivalent

An analysis of the elements, structure, functions, and processes of public finance. The course will cover theory and practice of the allocation, distribution and stabilization roles of the government at national, state, and local levels.

Management

MGMT 501 MANAGING PUBLIC AND PRIVATE ORGANIZATIONS 3 Credits
The focus of the course is on management responsibilities, functions and requirements common to all complex organizations. In addition, students will study the legal, political and economic environments that contribute to similarities and differences between public and private sector endeavors, the problems with which they are concerned and the values that influence their decision-making.

MGMT 511 ORGANIZATIONAL BEHAVIOR 3 Credits
This course presents basic concepts of formal organizations. Students will become acquainted with the major conceptual models which purport to explain organizational behavior, will acquire an understanding of the methods used to study organizations and will analyze some of the research which has been produced. While the emphasis is placed on critical analysis of literature which deals with “what is,” some attention is given to views about “what should be” in order for people to derive maximum satisfaction and other benefits from organizational activity.

MGMT 571 HUMAN RESOURCE MANAGEMENT 3 Credits
An analysis of problems, issues and opportunities in managing the recruitment, selection, retention and retirement of employees. The course also focuses on the specialized training and executive development of employees. The position classification process is also addressed in this course.

MGMT 677 LABOR MANAGEMENT RELATIONS 3 Credits
Prerequisite: MGMT 571
This course will provide the student with an understanding of labor management relations. Topics to be covered include the current status of labor, the legal environment of labor-management relations, the collective bargaining process, labor and management rights and responsibilities, the grievance/arbitration process and special issues related to collective bargaining in the public sector.

MGMT 584 MANAGEMENT STATISTICS 3 Credits
An introduction to applied statistics. Both descriptive and inferential statistics are studied and illustrated. Illustrations and exercises are drawn from disciplines as varied as sociology, business, education, demography, sports, etc.

MGMT 741 ORGANIZATIONAL DEVELOPMENT 3 Credits
This course is designed to provide an understanding of the underlying theory of organization change and intervention; to explore how various change strategies can be applied to problems involving people in intact systems; and to analyze successful approaches and techniques in organization development to include materials, techniques, designs, current issues and practices in organization development. Other topics covered in

the course will understand the organization as a system, organization assessment, team building and intergroup work as OD intervention, entry strategies, internal/external change agency, and third-party consultation.

MGMT 772 HUMAN RESOURCES MANAGEMENT SEMINAR 3 Credits

Prerequisite: MGMT 571

Problems are examined that are concerned with intergroup relations and fair employment practices. Work force development; labor relations; union movements; special interest groups; and employee mediation are topics of discussion. Compensation and wage administration; job analysis and the employee performance appraisal process may also be included in this discussion. Semester projects may be used to explore these topics in greater detail.

Public Administration

PUAD 601 CONCEPTS OF PUBLIC ADMINISTRATION 3 Credits

A survey of the fundamentals of public administration, management strategies and management techniques at the national, state, and local levels. This course is typically a survey all of the topics that encompass public administration as an academic discipline.

PUAD 502 QUALITATIVE RESEARCH METHODS 3 Credits

The study and application of research methodology for organizations as a tool for analysis and decision making. The emphasis is on theories and designs for data collection and analysis applying a nonexperimental research design and method. The paradigmatic approach is rooted in phenomenology.

PUAD 524 PUBLIC BUDGETING 3 Credits

Concepts, principles and practices, and their specific application to the development of resources in support of public programs and the allocation of these resources against the demands of society at all levels. The student will evaluate performance budgeting, PPBS, and zero-base budgeting. Students will also learn the legislative budgetary process for approving fiscal year budgets.

PUAD 630 PUBLIC POLICY ANALYSIS 3 Credits

Prerequisite: All undergraduate prerequisites and basic courses.

Systemic analysis of public policy alternatives, factors and processes involved in policymaking and implementation. This course examines the public policy process from the beginning of a public outcry at the grass roots level up to national agenda making and legislative enactment.

PUAD 710 INTERGOVERNMENTAL RELATIONS SEMINAR 3 Credits

Prerequisite: PUAD 630.

The course is concerned with the complexities and inadequacies of the federal-state-local system; with conflicts and cooperation among three levels; with changing roles of government; with the development of structures, processes, and management to strengthen the intergovernmental system and improve performance. Students revisit the U.S. Constitution as a means of understanding how society is regulated at the various levels. Semester projects may be used to explore topics in greater detail.

PUAD 626 GOVERNMENT ADMINISTRATION PROBLEMS SEMINAR 3

Credits

Special topics in national, state and local governmental administration and management are researched and reported in a paper and in class. Students may select topics in such areas as: personnelmanagement, planning and evaluation, financial management, budgetary process, policy analysis. The focus is on identifying problem areas within these and other specific types of public program categories.

PUAD704 EVALUATION RESEARCH

3 Credits

Prerequisite: PUAD 502.

This course designed to develop students with skills that will allow them to conduct both formative and summative (process/impact) evaluations of public programs. Students learn to use legislative mandates as primary criteria for evaluating both the performance process of public programs, as well as examine the impact of public programs on the intended recipients and society as a whole.

PUAD 605 MANAGER IN A TECHNOLOGICAL SOCIETY

This course is concerned with the impact of technology on organizations. Organization theory forms the basis for this discussion. However, the intent is to show students how technology has transformed organizational tasks, structures, and the performance of work. Thus, the primary emphasis is on organizational tasks and structures relative to the sociotechnical interface between the worker and technology.

SCHOOL CLOSINGS

The University has established a system of notification to all students and faculty in the event of an emergency, school closings, and the like. It is the Bowie State University Electronic Emergency System (**BEES**). Also known as eCampus, this system will notify you via your cell phone or email when special conditions exist on campus. We urge you to register your cell phone and email addresses at the University's website. Simply enter BEES as you search item and all of the instructions will follow.

Another source of notification of school closings is the BSU operator. Under usual circumstances 301-860-4000 will also inform you of school closings.

The University also notifies the following news media for announcement of unscheduled school closings under emergency conditions:

- WMAV-FM (BALTIMORE)
- WCBM-AM 680 (BALTIMORE)
- WPOC-FM 93.1 (BALITMORE)
- WLIF-FM 101.9 (BALTIMORE)
- B104-FM 104.3 (BALTIMORE)
- WTOP-FM 103.5 (WASHINGTON)
- WMAL-AM 630 (WASHINGTON)
- WUSA-TV Channel 9 (WASHINGTON)
- WJLA-TV Channel 7 (WASHINGTON)

It should be noted that most television and radio stations tend to access this information and provide it to the public.

CAMPUS SAFETY

All students should memorize the number for Campus Public Safety. Our campus police are on duty 24-7 to respond to your needs. Please pay attention to suspicious activity if there is reason to do so and report it to Campus Public Safety.

CONTACT: Public Safety, 301-860-4040

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Students are urged to keep a copy of this Guide as a part of their graduate school records. However, keep in mind that employees and offices move to other locations from time to time. You will also find public administration courses in the graduate catalogue that have been approved by the University curriculum committee that we may not be currently offering for one reason or another, at this time.. Further, certain policies and procedure might be revised periodically as well. Consequently, it is always wise to check the University online telephone directory for updated locator information. Always seek the most current information that is available to students through the Graduate School and MMPA.

The Department of Management, Marketing and Public Administration (MMPA) remains available to you when you have problems which we can help you solve. We hope this guide proves useful to you.

