Master of Public Administration
Student Handbook

Department of Urban Studies & Public Administration
Old Dominion University

2084 Constant Hall Norfolk, Virginia  23529
Phone (757) 683-3961 Fax (757)683-4886

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I. MPA: Program Overview

Master of Public Administration
The mission of the Master of Public Administration program at Old Dominion University is to prepare students for careers as professionals in public service and to provide students who have considerable experience in the public or non-profit sectors an opportunity to enhance their professional knowledge and abilities, enabling them to advance their careers.

II. Curriculum & Program Requirements

The MPA curriculum consists of 39 credit hours (13 courses).

Courses are required in two categories:

Core Curriculum (seven (7) required courses for in-service students; eight (8) required courses for pre-service students)

Electives (six courses for in-service students, five courses for pre-service students)

Core Curriculum
The following courses are required of all public administration students.

- PADM 651 Administrative Theory I: The Context of Public Administration
- PADM 652 Administrative Theory II: The Process of Public Administration
- PADM 671 Public Budgeting and Financial Management
- PADM 701 Public Policy Analysis and Evaluation
- PADM 733 Legal and Ethical Foundations of Public Administration
- PADM 753 Research Methods for Public Administration
- PADM 746 Capstone Seminar in Public Administration
- PADM 668 Internship (Required for students with no public service experience)

Electives (18 Credit Hours)
Students may take elective courses in a number of different areas related to public administration. Students may choose to focus their elective courses in specific areas, such as Human Resource Administration; Port and Maritime Management; Urban Research and Planning; Non-Profit Management; Public Procurement and Contract Management or other areas relevant to Public Administration. Students may also choose to take their elective courses in the general area of public management. With prior approval of the MPA Graduate Program Director, students may take graduate level courses outside of the department.

Please visit the course catalog for detailed course descriptions:
http://catalog.odu.edu/courses/padm/
### MPA Elective Courses:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>PADM 632</td>
<td>Environmental Planning</td>
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<tr>
<td>PADM 633</td>
<td>Methods of Urban Planning</td>
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<tr>
<td>PADM 634</td>
<td>Regional Planning</td>
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<td>PADM 672</td>
<td>Public Financial Management</td>
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<td>PADM 690</td>
<td>Urban and Regional Issues</td>
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<td>PADM 695</td>
<td>Advanced Topics</td>
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<td>PADM 702</td>
<td>Urban Resource Allocation</td>
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<tr>
<td>PADM 704</td>
<td>Methods of Public Program Evaluation</td>
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<td>PADM 705</td>
<td>Urban Law and Public Policy</td>
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<td>PADM 708</td>
<td>Urban and Regional Economic Development</td>
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<td>PADM 711</td>
<td>Urban Services Administration</td>
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<td>PADM 712</td>
<td>Emergency Management and Policy</td>
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<td>PADM 714</td>
<td>Public-Private Partnerships</td>
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<td>PADM 715</td>
<td>Management of Nonprofit Organizations</td>
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<td>PADM 716</td>
<td>Introduction to Non Profit Sector</td>
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<td>PADM 717</td>
<td>Nonprofit Financial Management and Fundraising</td>
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<td>PADM 719</td>
<td>Leadership</td>
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<td>PADM 720</td>
<td>Public Personnel Administration</td>
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<td>PADM 721</td>
<td>Transportation Policy</td>
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<td>PADM 723</td>
<td>Ethics in Public Administration</td>
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<td>PADM 724</td>
<td>Administration of Human Services</td>
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<td>PADM 725</td>
<td>Business, Government, and Society</td>
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<td>PADM 730</td>
<td>Theories of Conflict Resolution and Problem Solving</td>
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<td>PADM 734</td>
<td>Negotiation and Dispute Resolution</td>
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<td>PADM 737</td>
<td>Digital Government</td>
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<tr>
<td>PADM 738</td>
<td>Conflict Mediation and Arbitration</td>
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<td>PADM 745</td>
<td>Managing Development and Change in Public Organizations</td>
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<tr>
<td>PADM 781</td>
<td>Intergovernmental Management</td>
</tr>
<tr>
<td>PADM 795</td>
<td>Advanced Topics in Public Personnel Administration</td>
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</tbody>
</table>

*Students in the MPA program may simultaneously take courses in the Graduate Certificate in Public Procurement and Contract Management program. These courses will count towards the MPA elective requirements.*

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<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>PPCM 718</td>
<td>Public Sector Contract Administration</td>
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<tr>
<td>PPCM 726</td>
<td>Introduction to Public Procurement</td>
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<tr>
<td>PPCM 728</td>
<td>Public Sector Contract Planning and Formation</td>
</tr>
<tr>
<td>PPCM 731</td>
<td>Public Sector Procurement Law and Ethics</td>
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</tbody>
</table>
Required and Recommended Course Sequence

Students are required to enroll in Administrative Theory I: The Context of Public Administration (PADM 651) and Administrative Theory II: The Process of Public Administration as early as possible in their program of study. Research Methods (PADM 753) should be completed before students enroll in Public Policy Analysis and Evaluation (PADM 701). The remaining core courses are not required to be taken in a specific order; however, the Capstone Seminar (PADM 746) must be taken after the other core courses have been completed (or in the same semester as the last of the core courses).

Internship/Field Experience

Practical professional experience in a public or nonprofit setting is an important component of the MPA curriculum. A formal internship is required for all pre service students in a public or nonprofit agency. Internships give students the opportunity to gain professional experience and provide government and nonprofit agencies with the services of graduate students with high potential for future achievement. MPA students have the opportunity to earn three semester credits for internships and apply these credits to their elective requirements. PADM 668 Internship/Field Experience is a 300-hour public service experience in an approved agency. All internships must be approved in advance by the Internship Coordinator. Internship guidelines are updated periodically and are posted on the MPA website.

Transfer of Credit

Upon the recommendation of the MPA Graduate Program Director, students may transfer up to 12 credit hours of approved coursework from a nationally accredited institution. Coursework must be beyond the undergraduate degree. Transfer of credit, however, is not automatic and must meet specific criteria established by the department, including meeting university guidelines for course validation.

Students interested in transferring credits from a previous institution should submit a letter of intent, official transcript, course syllabus and the ODU transfer of credit form to Dr. Chapman, MPA Program Director. The transfer of credit form can be found at http://www.odu.edu/graduatestudies/Forms

Training in Responsible Conduct of Research

Old Dominion University has a policy of training all graduate students in the fundamentals of Responsible Conduct of Research (RCR). This policy was adopted with the understanding that the knowledge and philosophy presented in the RCR training can enhance the professional development of all students, regardless of discipline. The following requirement is presented on page 57 of the Graduate Catalog:

“All graduate students must complete the Collaborative Institutional Training Initiative (CITI) seven core RCR training modules. These modules address the following: Misconduct (falsification, fabrication, and plagiarism); Data acquisition, management, sharing and ownership; Mentor/trainee relationship; Publication practices and responsible authorship; Peer review; Conflicts of interest; and, Collaborative research. Completion of the RCR modules will be tracked through the CITI website and must be completed within twelve months after first enrolling. As appropriate to their general field of study, students can complete the Biomedical,
As noted in this policy, graduate students must complete the CITI training within their first year of enrollment at ODU. The MPA Program requires the training to be completed before completion of PADM 753, Research Methods for Public Administration. Students should obtain a copy of the RCR Certificate of Completion to provide to the instructor of PADM 753.

III. USPA Policies

Attendance Policy

Class contact and instruction hours are important since discussions cannot be reproduced. Excessive absences can have a negative effect on student learning and performance. Students are responsible for notifying professors when it is necessary to be absent from a class. In addition, students are responsible for the material missed. Students must meet all course deadlines and be present for required examinations. Professors may establish additional attendance requirements for their individual courses. Please refer to the course syllabus for further guidance.

Continuance Policy

To qualify for graduation, students must achieve a minimum grade point average of 3.0 in MPA courses. Failure to meet this requirement will result in the student being placed on probation, as per the university graduate policy. Students who fail to raise their GPA to 3.0 or better within the probationary semester are indefinitely suspended from the program. In addition, any student who receives two grades of “C+” or lower in courses in their MPA Program will be placed immediately on indefinite suspension, regardless of overall GPA. Please see the Old Dominion University Graduate Catalog for further information on grade appeals and reinstatement from indefinite suspension.

Earning an MPA degree is more than an exercise in receiving acceptable course grades. Graduates of ODU’s Masters of Public Administration program are expected to embody values such as honesty, integrity, and fairness, and are expected to conduct themselves in a manner consistent with the expectations of the academy and the profession of public administration. Likewise, students are expected to exhibit growth in their intellectual capabilities and are expected to be exemplars of public service values in their program and in their future careers. These expectations are critical to a successful public service career, as well as to the ability to maintain the quality and reputation of the MPA program, the Department, and the University. Students who fail to meet these expectations may be dismissed from the MPA program by a majority vote of the tenure-track faculty in the department, regardless of the student’s current grade point average.

Advising and Registration

Once initial registration has taken place the advisor will release each student’s registration block, permitting students to register by using LEO online. In some cases, a signed ODU registration form will be required in order to register for classes. Registration forms may be obtained through the Office of the Registrar website.

http://www.odu.edu/content/dam/odu/offices/university-registrar1/docs/add-drop-withdraw-form.pdf
Students should meet at least once each academic year with their assigned advisor. Students should consult the On-line Schedule of Classes to view current course offerings and registration policies. https://www.leoonline.odu.edu

**Students in Good Standing**
Students must maintain a cumulative GPA of at least 3.0. Instructors may issue a grade of “I” for work not completed on time. Incomplete grades must be completed within one semester after the course has ended. Students with more than 6 hours of incompletes will not be allowed to register for courses until the incompletes are resolved. Students must complete all requirements for the MPA degree within six years of beginning the program. Students who take longer than six years must seek validation for out of date credit. Students must be enrolled in the semester during which they officially graduate.

**Validation of Out-of-Date Course Credit**
Academic credit granted outside the time limit established for graduate degrees (six years for master’s degrees) must be validated by an examination before the work can be applied toward the requirements of a degree program. To be re-validated, the work must have been completed at Old Dominion University or be acceptable as transfer credit in lieu of an Old Dominion University course. The following procedure shall be used to re-validate out-of-date work:

1. The student must receive the permission of his or her graduate program director and the chair of the department/school or dean of the college in which the course is offered to validate the course credit. The form for re-validation of out-of-date credit shall be used to record all transactions and must be submitted to the Registrar’s Office upon completion of validation of work.

2. The graduate program director, department/school chair or dean shall make appropriate referrals to faculty member(s) (an individual or a committee) teaching the course to request that an examination be prepared and evaluated. Before the examination, the faculty member(s) shall inform the student of the area of knowledge or course content on which he or she is to be examined.

3. After the examination has been completed, the validation form shall be filled out, signed by the examining faculty member(s), and forwarded to the dean of the academic college offering the graduate degree program for approval.

4. Copies of the completed form shall be sent to the student, the graduate program director, and the university registrar.

5. Validation for any given course can be sought only once.

**Provisional Status**
Students admitted provisionally to the MPA program must complete their first four courses (12 credit hours) in the program with a 3.0 average. After this requirement is completed, the provisional status will be removed.
General Appeals Procedures
Graduate students may initiate formal appeals proceedings on decisions that alter their program status. Procedures for appeal are as follows:

1. Students will consult with the MPA Graduate Program Director and then submit a letter of appeal within two weeks of the event in question. This letter must clearly state the grounds for the appeal (e.g., answer correctness, irregularities of procedure, extenuating circumstances, personal prejudice) and make a specific change request (e.g., nullify, reverse, or modify the decision).

2. The MPA Graduate Program Director will transmit copies of the letter to the Chair and the students’ files.

3. The Chair will appoint a three-member ad hoc review committee consisting of faculty members not previously involved in the situation in question.

4. The ad hoc review committee will gather relevant information, interview the necessary people, and make a recommendation regarding students’ appeals and report to the department head as expeditiously as possible. The Chair will render the final decision.

5. The decision of the Chair will be conveyed to the students and MPA Graduate Program Director in writing.

Original Work and Multiple Uses of Student Papers
The purpose of this policy is to promote clarity and general understanding about multiple use of work in student papers, term projects, examinations and other work. A paper prepared and submitted to meet a requirement for one course cannot be used, in whole or substantial part, to meet a requirement in another course. One possible exception is when students make full disclosure of an intended second or multiple use to the instructor in the latter course and receive approval (mere reference in the subsequent paper is not sufficient). Another exception might be the use of an insignificant part of the paper in a second course, such as a conceptual scheme drawn from an external source or a set of bibliographic references. Students should check with their professors to avoid misunderstandings.

Email
Enrolled USPA students are required to activate and use their ODU e-mail accounts for correspondence with department and faculty members. All email correspondences to the department and faculty must include the student’s name and UIN number in the subject title.

Laptop/E-device Policy
Many instructors are beginning to ban laptops, netbooks, or other electronic devices (iPhone, Droid, iPad, tablet, etc.) from the classroom. They are not banned in our classes or by the university…yet. However, students are becoming more distracted by non-class related activities on their devices and, anecdotally, there appears to be a growing correlation between laptop/device usage, student engagement, and student performance (i.e., grades). Therefore, the right is reserved to halt laptop/device usage at any point of time in the class session or term by the instructor.

Graduation
To graduate, students must satisfy all the University, college, and major requirements. Students must file an application for graduation form with the Office of the Registrar by the published
deadline, the semester prior to the semester of intended graduation. Old Dominion University accepts applications for graduation on a deadline basis. Students must be enrolled in the semester in which they plan to graduate. Please refer to the Graduation Procedures website, https://www.odu.edu/academics/graduation-commencement

IV. Student Conduct

https://www.odu.edu/about/monarchcitizenship/student-conduct

University Honor Code
The Strome College of Business upholds the University’s standards of integrity and honor. The honor code is supported and enforced by the university.

Honor Pledge
“I pledge to support the Honor system of Old Dominion University. I will refrain from any form of academic dishonesty or deception, such as cheating or plagiarism. I am aware that as a member of the academic community, it is my responsibility to turn in all suspected violators of the Honor Code. I will report to hearing if summoned.”

CBPA Student Code of Ethics
We the students of the College of Business and Public Administration strive to uphold and promote the highest moral and ethical standards in decision-making. As students and future leaders, we are committed to live by the values below:

**Honesty:** We shall strive to be true to ourselves and others while upholding the ideals of the ODU honor code. We will avoid all communication and actions that may mislead others.

**Integrity:** Honor commitments by practicing highest ethical standards, and taking personal responsibility for our actions even when facing social and economic pressures.

**Respect:** To treat everyone with respect, dignity, and fairness with no tolerance for discrimination.

**Global Awareness:** To understand and appreciate diversity of the global environment, and be sensitive to the ramifications of our actions in the international community.

**Excellence:** We will strive for a high level of academic excellence and professional achievement. We will demonstrate our ability to perform while developing our intellectual capabilities and skills.

We hold these values in high regard. Understanding that our actions today and in the future reflect upon ourselves and the Strome College of Business at Old Dominion University, we are committed to abide by this code of ethics in our actions.
Plagiarism Definition for the CBPA

The Old Dominion University (ODU) Catalog defines plagiarism as follows:

A student will have committed plagiarism if he or she reproduces someone else’s work without acknowledging its source; or if a source is cited which the student has not cited or used. Examples of plagiarism include: submitting a research paper obtained from a commercial research service, the Internet, or from another student as if it were original work; making simple changes to borrowed materials while leaving the organization, content, or phraseology intact; or copying material from a source, supplying proper documentation, but leaving out quotation marks. Plagiarism also occurs in a group project if one or more of the members of the group does none of the group’s work and participates in none of the group’s activities, but attempts to take credit for the work of the group.

In your professional career, you will find that reputation is everything. Plagiarism can ruin your reputation and cost you your professional career, along with the respect of your peers and family. Plagiarism at Old Dominion University is an act of academic dishonesty that has serious consequences. Note that plagiarism is specifically covered in the ODU Honor Pledge. Refer to the Student Handbook and Student Affairs for details about sanctions and penalties for this behavior.

Hints for Avoiding Plagiarism

- More than three words is plagiarism. This is a good yardstick to use when wondering whether or not quotes are appropriate. They are if you are copying more than three words in sequence.
- One source is not “common knowledge.” Common knowledge does not require citation. But something is not common knowledge if you have found just one source for the information.
- When in doubt, cite! If you have any doubt about whether or not to cite a source, err on the side of making the attribution.
- If your co-author sounds surprisingly eloquent, make sure the contribution is his or her own. We often work in groups and co-author papers and projects. You should ask the question of your co-author if you doubt the work is their own. In group work, you are responsible for the project/paper in its entirety.
- Look away. When you are writing, do not have open books or papers in front of you. Read your sources, and then put what you have read into your own words.
- Writing is hard work. Paraphrasing is relatively easy, writing is hard. Learning to be a good writer is part of what your college education is about.
- Just because it’s on the Internet, doesn’t mean it’s yours. The Internet is a fantastic resource and search engines are terrific research tools. You must cite Internet web sites, and if you use a quote, use appropriate quotation procedures.
- Paraphrasing is more than changing a verb tense or reordering a list. There is a difference between citing a source for a fact and creating a bad quote.
- Use a Style Guide. Purchase a style guide and refer to it. Popular and timeless guides are by the American Psychological Association, Strunk and White, and Kate Turabian.
V. Contact Information

Mailing Address:
Department of Urban Studies and Public Administration
Strome College of Business
Old Dominion University
2084 Constant Hall
Norfolk, VA 23529

Office Phone Number: (757) 683-3961
Fax Machine Number: (757) 683-4886
Website: http://www.odu.edu/business/departments/uspa/academics/mpa

USPA Directory

Dr. David Chapman, MPA Graduate Program Director, Senior Lecturer
Constant Hall 2085, dchapman@odu.edu, Phone (757) 683-7053

Dr. Stephen Gordon, Professor of Practice
Constant Hall 2094, sbgordon@odu.edu, Phone (757) 683-6049

Meg Jones, Graduate Program Manager
Constant Hall 2091, mmjones@odu.edu, Phone (757) 683-3961

Dr. Meagan Jordan, Associate Professor
Constant Hall 2090, mmjordan@odu.edu, Phone (757) 683-6527

Dr. William Leavitt, Associate Professor
Constant Hall 2095, wleavitt@odu.edu, Phone (757) 683-5695

Dr. John Lombard, Chair, PAUP Graduate Program Director, Associate Professor
Constant Hall 2092, jlombard@odu.edu, Phone (757) 683-4809

Dr. Berhanu Mengistu, Professor
Constant Hall 2058, bmengist@odu.edu, Phone (757) 683-5250

Dr. Katrina Miller-Stevens, Assistant Professor
Constant Hall 2089, klmiller@odu.edu, Phone (757) 683-5109

Dr. John Morris, Professor
Constant Hall 2093, jcmorris@odu.edu, Phone (757) 683-6555

Dr. Wie Yusuf, Associate Professor
Constant Hall 2096, jyusuf@odu.edu, Phone (757) 683-4437