

**Masters of Public Administration Student Handbook  
St. Mary's University**

**August 2009  
Revised**

We are pleased to welcome you to the Master of Public Administration (MPA) at St. Mary's University. It is our hope that this degree will be a rewarding venue to a long and successful career in public service.

## **GENERAL INFORMATION**

“St. Mary's University of San Antonio, Texas, is an independent Catholic institution inspired by the Gospels and shaped by the rich tradition of the Society of Mary (Marianists). Founded and fostered as a community of faith for the advancement of the human family, the University gives Christian purpose and dynamism to a pursuit in which people of varied traditions and experiences unite in commitment to an educational venture, in dedication to a life of scholarship, and in the extension of service to society.”

This is an excerpt from "A Statement of Mission for St. Mary's University," which has been the focus of the University's educational purpose since its founding in 1852.

The Master of Public Administration (MPA) is a 30-semester hour, non-thesis program designed to train managers of local government and public leaders engaged in community service of various kinds. The program stresses development of political, managerial and analytical skills, in addition to ethical and professional values. Recognizing the critical need for individuals who can be innovative in the increasingly challenging career field of public service, the program offers a rigorous mix of theoretical and applied knowledge courses that draws on the expertise of a strong and diverse graduate faculty from across the university.

This handbook is a guide and reference for students as they begin their graduate experience in the program. It provides useful information about the program mission, organization, program requirements, candidacy, general examinations and grades. Also included here are descriptions for the urban management and public policy degree specializations, the joint JD/MPA program, internships, the typical course schedule rotations, copies of forms typically used in the program and even the *Public Administration Review* “Format For Citations, Footnotes, And References.” Graduate students are encouraged to be familiar with the Handbook contents and to refer to the Handbook in seeking information about the program components and requirements. Graduate students are also strongly encouraged to become acquainted with the current Graduate Catalog. This Handbook is designed as a supplement not a **substitute** for the general Graduate Catalog

## **PROGRAM MISSION**

The mission of the MPA program is to prepare students for careers and leadership roles in urban management and public affairs. The urban management program at St. Mary's University is the only program in Texas whose curriculum is designed to service this mission.

To this end, the program mission is met by strengthening and advancing students' knowledge of urban management and its policy context and developing students' analytic and communication skills.

To paraphrase Denhardt and Denhardt, this program "is geared toward action...toward how to make things happen in public service. Action first requires a base of knowledge...things you simply need to know about government and the administrative process to be effective. There are also value questions that must be settled in the course of making or carrying out public decisions. Finally there are both technical and interpersonal skills that must be acquired to be effective in working with others in this field" (*Public Administration—An Action Orientation*, 2006, 15)

This program emphasizes all three areas--knowledge, values, and skills--to assist individuals become more effective and responsible public servants.

Progress on these objectives is assessed through a comprehensive exam, an exit survey, and student ratings of instruction reports.

The Public Administration Graduate Program at St. Mary's University is an institutional member of the National Association of Schools of Public Affairs and Administration (NASPAA) and adheres to NASPAA's code of good practice in pursuing "excellence and quality in its provision of public affairs education."

A few words about the graduate school experience: public administration graduate students are viewed as advanced students. As such, more is expected from graduate courses and their students than from undergraduate courses and students. **Program students are strongly encouraged to acquaint themselves with degree requirements and to actively pursue their degree by completing all necessary requirements.**

Typically, graduate courses are more demanding and involve a greater volume of reading assignments and extensive writing components (research papers, book reviews or group projects). Written assignments/projects typically are more scholarly. Classes are more seminar than lecture formats, which requires students to come to each class well prepared to participate in classroom discussions over scheduled readings. Attendance and punctuality to class schedules and assignment dates are expected in all classes.

## **ORGANIZATION**

The Master of Public Administration program at the St. Mary's University resides within the Department of Political Science. The program director reports to the Dean of the School of Graduate Studies, who reports to the Vice President for Academic Affairs. St. Mary's University is headed by the President, who reports to the Board of Trustees.

Full-time faculty have primary teaching and governing responsibility for the MPA program: determining its curriculum, advising students, teaching courses, evaluating comprehensive examinations, and other work of the program. In addition, adjunct faculty, with particular expertise, teach courses on a part-time basis, adding applied professional experience to the academic experience of students.

The Master of Public Administration program is headed by a program director, who also reports to and represents the faculty in the program. The program director also reviews applications and decides admissions, reviews all student petitions, including credit transfer, course substitutions, and internship and other waivers and presents them to the Graduate Council for final approval.

The Graduate Council consists of the directors of all graduate programs at the university and is chaired by the Dean of the Graduate School, Dr. Henry Flores. All matters of the Graduate School are under the authority of the Graduate Council.

<faculty NAMES>

## **PROGRAM REQUIREMENTS**

### ***Admission***

Students may begin the program in any semester (Fall, Spring, or Summer). Applications are available on-line <http://www.stmarytx.edu/grad/> or can be acquired by mail by contacting the St. Mary's University Graduate School at

Graduate School Admissions  
One Camino Santa Maria  
San Antonio, Texas 78228-8543  
(210) 436-3101  
[gradsch@stmarytx.edu](mailto:gradsch@stmarytx.edu)

**(Also see Forms Appendix for Application, page 21)**

**The application and all required documents should arrive at St. Mary's University at least 90 days before the start of the desired semester of enrollment.** All official documents become the property of the university and will not be returned to the student.

The successful applicant will receive a letter of admission from the Dean of the Graduate School. This letter contains instructions for registration and other important information.

### **Combined Bachelor's/Master's Programs**

St. Mary's University Graduate School offers a program designed to provide an intensive course of study leading to the completion of a Bachelor of Arts and Master of Arts in five years. This program allows undergraduate students to begin graduate course work in their senior years and pursue a master's degree in one year.

Undergraduate students completing a minimum of 21 hours with a cumulative GPA of 2.75 overall in international relations and political science and 2.5 in English, and a 3.0 GPA in the major are eligible.

Students should be within 24-30 hours of completing their undergraduate degree at the start of their senior year to begin graduate work. This program does not circumvent undergraduate requirements in any manner.

### **Requirements For Admission**

For admission into the Master of Public Administration Degree Program, an applicant must:

1. Satisfy University-wide graduate admission requirements (see Graduate Catalog), with the exception that an entrance exam (e.g., GRE) is **no** longer required for this program;
2. Include two complete and official transcripts showing previous college work and degree or arrange to have them sent to Dean of the Graduate School. Documents must be in English.
3. Submit **two** (2) letters of recommendation from persons familiar with your academic and/or work abilities. Students who have graduated from St. Mary's University are exempt from this requirement.
4. Provide a writing sample. Writing sample should be a minimum of 500 words. An alternative to writing sample is a 500 word persuasive essay on "why public service matters?"
5. Complete Student Health Form.

International students should follow steps 1-5 above, ensure proper visa immigration procedures and

1. submit a signed financial statement.
2. attain a minimum paper-based TOEFL of 550 or a computer-based TOEFL of 213 and,
3. if transferring from another U.S.-based institution, obtain permission from the Immigration and Naturalization Service before leaving the school currently attending.

**St. Mary's accepts only international students who can finance their entire education because financial assistance is not available.**

Applicants may be admitted as:

**Regular**—granted to applicants who have demonstrated the potential for success.

**Conditional**—students may enroll in a maximum of 9 hours. Students admitted under this category must earn a B- or better in all graduate courses and a C or better in all undergraduate courses.

**Special**—granted to applicants not intending to work toward a degree or who are registered in at another graduate school and have permission from the Dean of that school to take specific courses at St. Mary's University. Admission as a special graduate student does not guarantee subsequent admission as a degree-seeking student; such students must reapply for degree-seeking status.

**Auditors**—students admitted into a graduate course with the permission of the instructor and the Graduate Program Director. No academic credit is earned.

### **Undergraduate Enrollment**

An undergraduate who needs no more than 12 hours in one semester to complete all of the requirements for a bachelor's degree may be allowed to register for graduate work and credit provided all undergraduate work will be completed during that semester and the total in that semester does not exceed 15 semester hours.

The permission of the Graduate Council must be obtained before registration. Graduate admission is conditional until the student receives the undergraduate degree.

### **JD/MPA PROGRAM**

To satisfy the 90 hours of law for the J.D. degree and the 30 hours of public administration, 12 hours of law courses are transferred (6 hours as elective credits and 6 hours as part of the internship requirement) to the MPA degree and 6 hours of graduate public administration are transferred as elective credit toward the J.D. degree. Students credited with law courses must complete **the MPA core curriculum** (18 hours) and a minimum of 24 graduate credit hours at St. Mary's University, exclusive of prerequisites, to earn the masters portion of this joint degree.

The first year of study consists of law courses. During the second and third years, the student completes the remaining law courses and appropriate public administration courses.

Admission to the joint program requires application to both Schools although application to the Graduate school need not be made until the student begins Law School.

### **Degree Requirements**

MPA students can choose either an urban management or a public policy emphasis. Students are encouraged to complete and update a program of study form (see Form Appendix) to monitor their progress to completing degree requirements.

## *Urban Management*

The minimum number of semester credit hours required for the degree is 30. Degree candidates must complete the following requirements:

A. 18 semester credit hours of core courses

[PA 6300](#) Quantitative Research Methods in Public Administration<sup>1</sup>

[PA 6301](#) Public Administration and Policy

[PA 6302](#) Policy Formulation and Implementation

[PA 7302](#) Leadership and Organizational Culture

[PA 7303](#) Ethics in Public Sector

[PA 7304](#) The Management of Public Budgets

B. 6 semester credit hours of internship courses

[PA 8301](#) Internship AND [PA 8302](#) Internship

Or

[PA 8601](#) (pre-service students or [PA 8310](#) and [8320](#) or [8610](#) Applied Public Management (in-service students)

C. 6 semester credit hours of urban management course electives:

[PA 6303](#) Urban Political Institutions and Processes

[PA 6306](#) Urban Planning

[PA 6319](#) Nonprofit Management

[PA 7305](#) Municipal Law

[PA 6355](#) Human Resources

[PA 7306](#) Urban Economic Development

[PA 7307](#) Local Politics and Public Conflict Resolution

D. Comprehensive examination. Degree candidates are required to pass a written comprehensive examination. The examination is comprised of questions derived from core courses. These examinations are administered by the Graduate Program Director.

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<sup>1</sup> Students are strongly encouraged to [PA 6300](#) during their initial semester.

## ***Public Policy***

The minimum number of semester credit hours required for the degree is 30.

Degree candidates must complete the following requirements:

A. 18 semester credit hours of core courses

[PA 6300](#) Quantitative Research Methods in Public Administration<sup>2</sup>

[PA 6301](#) Public Administration and Policy

[PA 6302](#) Policy Formulation and Implementation

[PA 7302](#) Leadership and Organizational Culture

[PA 7303](#) Ethics in Public Sector

[PA 7304](#) The Management of Public Budgets

B. 6 semester credit hours of internship courses

[PA 8301](#) Internship AND [PA 8302](#) Internship

Or

[PA 8601](#) (pre-service students or [PA 8310](#) and [8320](#) or [8610](#) Applied Public Management (in-service students)

C. 6 semester credit hours of public policy electives.

[PA 6307](#) Federalism and Intergovernmental Relations

[PA 6304](#) Public Policy Analysis

[PA 7396](#) Program Evaluation

D. Comprehensive examination. Degree candidates are required to pass a written comprehensive examination. The examination is comprised of questions derived from core courses. These examinations are administered by the Graduate Program Director.

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<sup>2</sup> Students are strongly encouraged to [PA 6300](#) during their initial semester.

*Other items* (alphabetically)

### **Academic Honesty**

Academic or scholastic dishonesty includes, but is not limited to, cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student, or the attempt to commit such acts. Academic dishonesty is a violation of the St. Mary's University Honor Code:

“As a member of the St. Mary's University Community, I promise not to participate in academic dishonesty, including cheating, plagiarism, fabrication, or other academic misconduct which deliberately infringes upon University Policy. I will not tolerate these activities from fellow classmates.”

The Dean of the Graduate School adjudicates infractions of academic dishonesty according to Article V: Judicial Charges and Hearings of the Honor Code of Student Conduct. If deemed guilty, the consequences could include removal from the university.

A written statement related to academic dishonesty is available in the Dean's Office.

### **Candidacy**

**All students** who expect to earn a degree *must apply and be admitted* to candidacy for the degree. Applications are submitted to the Dean of the Graduate School; reviewed and approved by the Graduate Council. Before admission to candidacy, students must have:

- 1) completed 12 graduate hours;
- 2) maintained a B average in all course work; and
- 3) satisfied departmental requirements.

Students enrolling in more than 12 hours before approval of candidacy risk further investment of time and financial resources in credits that will not apply to the degree unless candidacy is approved subsequently. See Appendix A: for the Graduate School Application Form for Candidacy

### **Changes in Program/Concentration**

Students wishing to change their program after being admitted must submit a written request to the Dean of the Graduate School. Decisions are reached by the Graduate Council and students are subsequently informed (See Changes in Concentration form in Appendix A).

### **Change of Grades**

Grades submitted to the Registrar's Office can only be changed by the instructor if there has been a recording or computation error or if challenged due to the grade appeal process.

### **Change of Status (of Admission)**

Student who are *not admitted as regular* are required to submit a change of status of their admission form after the completion of 12 graduate hours (See Changes in Status form in Appendix A).

### **Comprehensive Examinations**

Mere accumulation of credits is not sufficient to entitle a student to receive a graduate degree. In addition to the regular course examinations, each candidate must pass a general examination in his/her major field before the degree is conferred. Students are required to demonstrate breadth of knowledge in the discipline, depth in specific areas, and the ability to integrate what has been learned.

Degree candidates are required to pass a written comprehensive examination. The examination is comprised of questions derived from core courses. These examinations are administered by the Graduate Program Director.

If you are eligible, contact the Graduate Program Director to schedule the exam.

To be eligible to take the examination the student must:

- 1) Be maintaining registration, or enrolled in the last semester.
- 2) Not be on suspension.
- 3) Have a cumulative grade point average of 3.0 or higher.
- 4) Have completed all prerequisites
- 5) Have completed all course work, or be enrolled in last semester, exclusive of practica and internships.

Comprehensive exams are written, take-homes. Typically, students receive the exam on a Friday afternoon and must return the exam by midnight the subsequent Sunday. Exams cover core and elective course materials. Students are given a set of questions and asked to write an essay from each set (e.g., four sections, nine questions overall, but each student chooses one question from each section).

Faculty members grade the exams. Students must receive a “passing” grade from a super majority of the total number of readers (e.g., 3/4<sup>ths</sup> if 4 readers; 2/3<sup>rds</sup> if 3 readers).

A student failing the comprehensive may petition the Program Director to repeat the examination. The examining committee may permit or deny the student who fails the examination to repeat the examination. The Graduate Program Director and the General Examination Committee may approve remedial work (e.g., additional courses, research and writing one or more papers) as a condition of passing a repeat exam. Normally the repeat examination takes place at the end of the following semester.

### **Conduct in Classroom**

Students are expected to exhibit the following in classes and seminars:

- Students should complete all out-of-class readings and assignments before the beginning of the class in which the work is due.

- Requests for additional time to complete an assignment or examination should be made to the instructor and only when necessary.
  - Time extensions are granted at the discretion of the course instructor.
- The classroom is an open forum for discussion, so it is vital for you to appreciate and tolerate differing opinions and perspectives.
- Students should contribute constructively to class discussion and remain on the course topic.
- Students should make a positive contribution to group projects and assignments.
- Students should arrive on time for class and remain in class until the end of the session.
  - If you can't attend all class sessions, you should notify your instructor before the class session begins.
- Students should treat both resident and visiting PA faculty members with the respect they deserve as respected professionals in the field.

### **Course Load**

A full-time course load in long (Fall and Spring) semesters is nine (9) semester credits hours and six semester credit hours in Summer. Since there are both part-time and full-time students in the public administration program it is up to the student to decide how many courses to take per semester. It is recommended that part-time students take at least six semester (6) credit hours per semester in order to finish the program in a reasonable amount of time. It is generally not recommended to take any more than 12 semester credits hours per semester.

### **Course Substitutions**

In some cases, students will be allowed to substitute a course for a required/core PA course (e.g., this might happen if a student needs a course that is not being offered in a given semester in order to graduate in that semester).

- The substitution *must be approved* by the graduate program director and the graduate council.

This process requires the preparation of the “*Request for Substitution*” form (It is a good idea to attach supporting documentation to the form. For example, a memo from the instructor indicating that the course in question is an appropriate substitution for the required MPA course is a good idea.)

### **Credit from Previous Graduate Degree**

Students pursuing a second Master's degree in a field related to their other graduate degree may request recognition of up to 12 semester hours from their other graduate degree. Regardless of the semester hours credited from other graduate work or other graduate degrees, students must complete a minimum of 24 hours of courses specified in the Graduate School Catalog and/or Degree Audit.

### **Dean's Honor Roll**

The Dean's List will be published each Summer, Fall and Spring.

Students who meet the following criteria are listed on the Dean's Honor Roll:

- 1) cumulative GPA of 3.9 or higher.
- 2) Complete a minimum of 8 hours, which affect the GPA.
- 3) Complete a minimum of 6 hours which affect the GPA, during the semester of honors.
- 4) Have no IC at the time of consideration.

### **Distinguished Graduates**

Students with an exemplary record of scholarship in earning the graduate degree are designated as distinguished graduates. The Distinguished Graduate Award is given only once in the student's career.

A student must meet all of the following criteria in order to be named a Distinguished Graduate:

- 1) receive a favorable recommendation from their Graduate Program Director.
- 2) graduate with a cumulative GPA of 3.0 or higher; or
- 3) has not received a grade of U or a grade below B, even if they have repeated the course work with a grade of S, B, or A.

### **Grade Appeal Procedures**

A student who believes that a grade has been inaccurately and/or unfairly awarded may appeal. A written statement concerning the process for appeal is available in the Graduate Dean's Office.

### **Grades**

The grade A is superior, B is good, and C is marginal. Grades D and F are unsatisfactory. Grades of S, satisfactory, or U, unsatisfactory, are given for internships. Graduate credit is given for grades A through C and S, according to the following scale:

<b>PERCENTAGE</b>	<b>GRADE</b>	<b>GRADE POINTS PER SEMESTER HOUR</b>
95-100	A	4.00
90-94	A-	3.67
87-89	B+	3.33
84-86	B	3.00
80-83	B-	2.67
77-79	C+	2.33
70-76	C	2.00
60-69	D	0.00
0-59	F	0.00

Grades A-F affect grade point average.

### **Grades to Graduate**

Other important restrictions to know:

- 1) Students must achieve a cumulative GPA of 3.0 for all graduate work in order to graduate.
- 2) No more than six semester hours of grades B- or below will be accepted toward a degree.
- 3) All graduate work in the major field must have a B average.
- 4) All graduate work in the minor field must have a B average.
- 5) S or U grades are not calculated in the grade point average.

### **Graduate Assistantships**

Graduate Assistantships are offered each academic year beginning September 1 and ending on or about May 1. Students awarded a graduate assistantship must enroll in a minimum of nine hours each semester. The number of Assistantships is limited. The amount of the stipend is announced annually.

### **Incompletes**

Grades for incompletes (IP or IC) may be submitted by an instructor in lieu of a letter grade when a student has been unable to complete all the assignments in a course, providing the student's work was otherwise satisfactory.

An IP, given only for internships, remains in effect until the work is complete.

An IC is given for a regular course in which the work has not been completed and must be completed within six (6) months from the ending date of the semester.

If an IC is not completed, a grade may be assigned as appropriate. If no grade is assigned, the incomplete will remain on the transcript permanently.

The Dean of the Graduate School may extend the six month period.

### **Independent Studies**

A directed reading or an independent study can be arranged with a professor in the program. Typically, a directed reading or independent study is an opportunity to focus on a student's particular research or program area.

An instructor of independent study or directed reading is required to meet with the student a minimum of 1:40 hours weekly for a total of **20 HOURS** during the Fall or Spring, or a minimum of 4 hours weekly for a total of **20 HOURS** during a Summer Session.

See Appendix A for Independent Readings Form. Please complete form with the instructor of the independent study or directed readings, have instructor attach a syllabus that includes assignments and process of gathering information, scheduled meeting times, and other relevant information. Obtain appropriate signatures.

### **Internships/Applied Public Service**

We believe that experiential learning is one of the most important components of graduate degree in public administration. As such, all students are required to enroll and complete six (6) hours of internship or applied public service.

Students without previous public service employment (*Pre-Service*) must complete (6) semester hours of internship credit.

*Pre-Service* students have the option of enrolling in PA 8301 (3 credit hours) over two semesters, or PA 8601 (6 credit hours) in one semester to meet the six (6) hour requirement. The internship course hours do not necessarily have to be co-terminus with the internship itself. (For example, students may complete their internship work hours in a single semester, but spread out the internship course credit hours over two semesters.) Students are expected to complete 300 work hours for 6 internship credit hours or 150 work hours for 3 internship credit hours.

*In-Service* (graduate students with one or more years of full-time employment in the public or non-profit sector) are required to undertake an advanced organizational and strategic analysis of a public or non-profit organization. Conducted under the supervision of a faculty member, this applied experience can take form of a program evaluation, policy analysis, or strategic planning exercise. In-service students enroll in PA 8310 (3 credit hours). This course is repeated for a total of six (6) hours.

Both *pre-* and *in-service* students submit a **3-5 page research paper per three (3) hour credit**, which describe the internship or applied service activities or project and how public administration courses were utilized as part of the experience.

Students enrolling in internship hours or an applied public service should:

- Consult with program faculty and pursue their own internship opportunities or applied public service (students should REGISTER WITH THE UNIVERSITY CAREER SERVICES' CAREERZONE DATABASE ([WWW.STMARYTX.EDU/CAREERSERVICES](http://WWW.STMARYTX.EDU/CAREERSERVICES)));
- seek out an internship or an applied public service that provides a “significant managerial or policy-related” experience in the public and nonprofit sectors; private sector activities (e.g., government liaison offices/activities) related to public administration may be also considered as internship opportunities;
- complete internal departmental forms for internships or applied public service and have form approved and signed by the Graduate Program Director;
  - these forms require that students to identify a site supervisor who will oversee the student’s internship/applied public service experience, complete an evaluation, and verify hours worked at the end of the internship or applied experience;
  - students will not receive credit for their internships or applied experience until this evaluation form is complete and returned to the instructor of record for grading and processing.

- Upon approval of the internship or applied experience, the graduate program director also serves as the “instructor of record” for the internship or applied experience;
- the instructor of record is responsible for grading research paper and assigns the final grade based on: an evaluation by the on-site internship supervisor and the internship paper;
- have a Graduate Program Director’s letter to the sponsoring agency on file before the internship or applied experience can begin (see Forms Appendix—Internships);

Internships can be paid or not paid; full time or part-time.

It is generally up to the student to find a suitable internship or applied public service experience in the public or nonprofit sectors. However, a student may speak to the university internship coordinator (Career Services) who maintains a list of prospective employers. There are many government and nonprofit agencies in the San Antonio area that have suitable internship possibilities. The internship coordinator will try to help the student find a suitable internship.

### **Maintaining Matriculation**

All students must be enrolled in courses or maintaining matriculation during the semester (Fall, Spring or Summer Sessions) in which the General Examination is taken. Students, who have completed all course work without taking the General Examination, can maintain matriculation by registering for a course numbered 6000 Sec X.

### **Probation**

If a student fails to achieve at least a B- average for any semester of resident study, the student is automatically put on probation.

### **Readmission**

All former students who have been absent from St. Mary’s University for more than one calendar year must file a formal application for readmission. If a student, during their absence, attended another institution they must submit an official transcript reflecting such attendance. Rules governing transfer of credit will apply.

Students returning as a result of academic probation or suspension will be readmitted, after filing the requisite application, on scholastic probation even if they have attend another institution during their absence.

Students are encouraged to visit and be aware of the readmission policy of the graduate catalog under which they were admitted for detailed information.

### **Readmission of Suspended Students**

Students are strongly encouraged to read the readmission policy as stated in the Graduate Catalog under which they were admitted.

In brief, any graduate student on suspension must petition the Graduate Council for readmission. Students who have been dismissed may be readmitted for further graduate study after one or more semesters have elapsed only if the Graduate Council approves the petition for readmission.

Students readmitted but who fail to maintain the standards for continuing in the Graduate School will be permanently dismissed from the University.

### **Residence**

At least 24 hours of graduate work must be completed at St. Mary's, exclusive of graduate leveling or foundation courses.

### **Suspension**

If a student is on probation and fails to achieve a B- average in the next semester, he/she is automatically dismissed from the Graduate School. In addition, any combination of nine hours of grades below a B- will result in a dismissal. A student may not graduate while suspended.

### **Time Limit**

All work for the MPA must be completed within five consecutive years from its inception. However, it is in the discretion of the Graduate Council to extend this time limitation upon written request of the student.

Students are required to pass a question on the General Examination over any course completed five years before graduation. If the question is failed the course must be repeated.

Master's degree students who are registered as Summer School Students Only have seven years to complete degree requirements.

### **Transfer Credit**

No more than 6 hours may be considered for transfer from another accredited institution or program if the student is applying for transfer **sans** previous Masters.

No more than 12 hours may be considered for transfer from another accredited institution or program, within the student's current program.

Students must complete a **minimum** of 24 semester hours of courses toward the Masters Degree, exclusive of prerequisites, in the degree granting program at St. Mary's University.

### **Tuition and Fees**

Graduate Tuition per credit hour is \$635.00. Other university fees are assessed.

### **Useful Professional Organizations**

The MPA program faculty encourages students to become members of professional organizations like the American Society for Public Administration (ASPA), Urban

Management Assistants of South Texas (UMAST; provides free student memberships), International City/County Management Association (ICMA), the Texas City Management Association (TCMA), and other, to participate at local chapter meetings, and to attend regional and national conferences. Students can receive many of the benefits from membership at greatly reduced price while in student status. Further information is available at the ASPA website ([www.aspanet.org](http://www.aspanet.org)). Additional information for students is also available at the NASPAA website ([www.naspaa.org/students/students.asp](http://www.naspaa.org/students/students.asp)).

### **Useful Web Links and Contact Information**

- Academic Calendar and Exam Schedules  
<http://www.stmarytx.edu/faculty/?go=down>
- Class Schedule [http://www.stmarytx.edu/course\\_schedule/?go=graduate](http://www.stmarytx.edu/course_schedule/?go=graduate)
- Graduate Catalog. St. Mary's University Graduate School  
<http://www.stmarytx.edu/grad/> or

Graduate School Admissions  
One Camino Santa Maria  
San Antonio, Texas 78228-8543  
(210) 436-3101  
[gradsch@stmarytx.edu](mailto:gradsch@stmarytx.edu)

- Political Science Department Office Phone: 210.436.3110
- Faculty offices and mailboxes are located on the third floor of St. Louis Hall and in the Political Science Department office area.
- Additional information about the MPA program is available on the MPA webpage located at: [http://www.stmarytx.edu/grad/public\\_admin/](http://www.stmarytx.edu/grad/public_admin/)
- Key Contact Information--Graduate Program Director:  
Dr. Arturo Vega  
Email: [Avega2@stmarytx.edu](mailto:Avega2@stmarytx.edu)  
Phone: 210.431.8028

### Check List for Graduation

<i>Check</i>	<i>Item</i>	<i>Date Required</i>
	Comply with admission requirements indicated in <b>Letter of Acceptance</b> from Graduate Dean (e.g., entrance exam, course prerequisites)	Semester of first registration and each applicable semester
	Complete and maintain a <b>Program of Study</b> form; compare with course requirements listed in the Graduate Catalog	Semester of first registration
	File an <b>Admission to Candidacy Form</b> with Graduate Program Director	After completion of conditions of acceptance and 12 graduate hours.
	Ensure that you have completed prerequisites (if any), core and elective courses required for the degree and maintained grade requirements.	
	File An <b>Application for Degree Form</b> at Registrar's Office.	Semester prior to graduation
	<b>Pay the Graduation fee</b>	Semester of Graduation
	<b>Enroll in course work or maintain matriculation</b> to take General Examination	Semester or summer term of exam
	<b>Take Comprehensive Exam</b>	Contact Graduate Program Director the semester prior to the General Examination

**Typical Public Administration Core Course Rotation—  
Urban Management**

<b>CORE COURSES</b>	<b>FALL</b>	<b>SPRING</b>	<b>SUMMER</b>
<b>PA 6300</b>	Quantitative Methods		
<b>PA 6301</b>	Public Administration and Policy		
<b>PA 6302</b>	Policy Formulation and Implementation		
<b>PA 7302</b>		Leadership and Organizational Culture	
<b>PA 7303</b>	Ethics in the Public Sector		
<b>PA 7304</b>		The Management of Public Budgets	

<b>ELECTIVE COURSES</b>	<b>FALL</b>	<b>SPRING</b>	<b>SUMMER</b>
<b>PA 6303</b>			Urban Political Institutions and Processes (even years)
<b>PA 6306</b>	Urban Planning (odd years)		
<b>PA 6319</b>	Principles of Public and Non-Profit Management		
<b>PA 6355</b>	Human Resources		
<b>PA 7300</b>			Directed Readings
<b>PA 7305</b>		Municipal Law	
<b>PA 7306</b>			Urban Economic Development (Odd Years)
<b>PA 7307</b>	Local Politics And Public Conflict Resolution (even years)		

<b>INTERNSHIP COURSES</b>	<b>FALL</b>	<b>SPRING</b>	<b>SUMMER</b>
<b>PA 8301 OR 8302 OR 8306</b>	Internship (pre-service students)	Internship (pre-service students)	Internship (pre-service students)
<b>PA 8310 OR 8610</b>	Applied Public Management (in-service)	Applied Public Management (in-service)	Applied Public Management (in-service)

**Typical Public Administration Core Course Rotation—  
Public Policy**

<b>CORE COURSES</b>	<b>FALL</b>	<b>SPRING</b>	<b>SUMMER</b>
<b>PA 6300</b>	Quantitative Methods		
<b>PA 6301</b>	Public Administration and Policy		
<b>PA 6302</b>	Policy Formulation and Implementation		
<b>PA 7302</b>		Leadership and Organizational Culture	
<b>PA 7303</b>	Ethics in the Public Sector		
<b>PA 7304</b>		The Management of Public Budgets	

<b>ELECTIVE COURSES</b>	<b>FALL</b>	<b>SPRING</b>	<b>SUMMER</b>
<b>PA 6304</b>		Policy Analysis (even years)	
<b>PA 6307</b>			Federalism and Intergovernmental Relations
<b>PA 7300</b>			Directed Readings
<b>PA 7386</b>		Program Evaluation (odd years)	

<b>INTERNSHIP COURSES</b>	<b>FALL</b>	<b>SPRING</b>	<b>SUMMER</b>
<b>PA 8301 OR 8302 OR 8306</b>	Internship (pre-service students)	Internship (pre-service students)	Internship (pre-service students)
<b>PA 8310 OR 8610</b>	Applied Public Management (in-service)	Applied Public Management (in-service)	Applied Public Management (in-service)

## Appendix A

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# APPLICATION FOR GRADUATE SCHOOL ADMISSION

Thank you for your interest in St. Mary's University. Please read and follow the instructions below so that the Graduate School can process your application accurately. The applicant is responsible for securing and submitting all application materials.

A completed application consists of the following:

➤ **Application for Admission**

The application serves all graduate programs in the St. Mary's University Graduate School and is for domestic and international students. Please provide your email address so the Graduate School may correspond with you regarding the status of your application.

➤ **Transcripts**

Please request **TWO official transcripts** from all undergraduate and graduate institutions attended to be sent to St. Mary's University Graduate School. Records for former and current St. Mary's students are already on file at the Registrar's Office. The Graduate School will obtain those transcripts.

➤ **Test Scores (Not Applicable in MPA)**

The Aptitude Test of the Graduate Record Examination (GRE), or the Graduate Management Admissions Test (GMAT), or the Miller Analogies Test (MAT) is required of all applicants. As an exception, the admission's test may be waived for

students who already have Master's Degree. Applicants must refer to specific degree programs for the appropriate entrance exam.

For all programs, international applicants must submit official scores for the Test of English as a Foreign Language (TOEFL). If the applicant has a degree awarded by a U.S.-accredited institution of higher learning, the TOEFL is not required. For information about this test, including testing dates and cost, please contact the Consulate of the applicant's country or Educational Testing Service ([www.ets.org](http://www.ets.org)). St. Mary's ETS code is 6637.

➤ **Recommendations**

**TWO professional recommendations** are needed from individuals who can address your intellectual competence and potential for success (i.e., from professors, employers, etc.) Recommendations may be submitted directly to the Graduate School, or the applicant may submit them with the application packet. Ask that these recommendations be written on institutional/business letterhead.

❖ Submit application, transcripts, recommendations, test scores, and other materials to **Graduate School, St. Mary's University, Box 43, One Camino Santa Maria, San Antonio, Texas 78228.**

\*\*\*\*\*

Name: \_\_\_\_\_

Last

First

Middle

Social Security No. \_\_\_\_\_ - \_\_\_\_\_ - \_\_\_\_\_

\*Date of Birth \_\_\_\_\_

Current Mailing Address \_\_\_\_\_

(Street, City, State, Zip)

Permanent Mailing Address (If different from above)

(Street, City, State, Zip) \_\_\_\_\_

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

E-mail Address \_\_\_\_\_

Gender  Male  Female

Country of Citizenship \_\_\_\_\_

U.S. Citizens (County & State of Residence) \_\_\_\_\_

If Permanent Resident, provide number \_\_\_\_\_ Religious Preference \_\_\_\_\_

\*Ethnicity Caucasian (non-Hispanic) American Indian or Alaskan Native Hispanic  
Asian or Pacific Islander African American Other \_\_\_\_\_

Part-time  Full-time



<b>Course</b>	<b>Course Title</b>	<b>Notes</b>
<b>BA6375G</b>	<b>Internatl Business Cor</b>	
<b>PA6345G</b>	<b>Business, Govern &amp; the Public</b>	
<b>EC6345G</b>	<b>Research in Applied Econ</b>	
<b>EC6346G</b>	<b>Macroeconomics</b>	
<b>EC6347G</b>	<b>Microeconomics</b>	
<b>EC6361G</b>	<b>Welfare Economics</b>	
<b>EC6381G</b>	<b>Cost Benefit Analysis</b>	



**Eligible Elective Hours**

**PA 7305, PA 7306, PA 7307 are strongly recommended**

<b>Course</b>	<b>Course Title</b>	<b>Notes</b>
<b>PA6345G</b>	<b>Business, Govern &amp; the Public</b>	
<b>PO6304G</b>	<b>Topics in American &amp; State Gov</b>	
<b>EC6330G</b>	<b>Monetary Theory and Policy</b>	
<b>EC6345G</b>	<b>Research in Applied Econ</b>	
<b>EC6346G</b>	<b>Macroeconomics</b>	
<b>EC6347G</b>	<b>Microeconomics</b>	
<b>EC6361G</b>	<b>Welfare Economics</b>	
<b>EC6362G</b>	<b>Economics of Land and Water</b>	
<b>EC6381G</b>	<b>Cost Benefit Analysis</b>	

**THE ST. MARY'S UNIVERSITY**

**STUDENT ACADEMIC GRIEVANCE FORM  
FOR APPEAL OF A GRADE**

It is the obligation of the student to make a serious effort to resolve grievances concerning grades with the student's instructor. The instructor has primary responsibility for assigning grades. Appeals of grades, therefore, will not be considered at levels above the course instructor unless there is evidence of discrimination, differential treatment, or factual error. (See *Grade Grievance Procedure* in the undergraduate and graduate catalogs.) **IN NO CIRCUMSTANCES WILL GRADES BE CHANGED AFTER ONE CALENDAR YEAR.**

**INSTRUCTIONS**

- Before a grade is appealed to the Office of the Provost and Vice President for Academic Affairs (Provost) or to the Office of Graduate Studies (for graduate students), attempts to resolve the complaint must be made with the instructor who issued the grade, the instructor's Department Chair, Associate Dean, and Dean.

- Yes     No    The instructor has been contacted and a serious effort to resolve the matter has been made.
- Yes     No    The Department Chair has been contacted and has provided written notification of his/her decision.
- Yes     No    The Associate Dean has been contacted and has provided written notification of his/her decision.
- Yes     No    The Dean has been contacted and has provided written notification of his/her decision.

[If any of these steps have not been completed, please complete them before forwarding a grade appeal to the Office of the Provost for undergraduate students or to the Office of Graduate Studies for graduate students.]

**PLEASE TYPE OR PRINT LEGIBLY**

SIGNATURE \_\_\_\_\_ DATE \_\_\_\_\_

---

Student's Name	Student's Social Security Number	Major
Address	City	State    Zip    Telephone
Instructor's Name	Course/Section (include semester course was taken)	

- State specifically the grade(s) being appealed and the action requested.
  
- Explain the basis for the appeal citing factors other than disagreement with a judgment of the instructor or administrator and provide all supporting documents. (Attach additional pages if necessary for explanation.)

Return the completed form to the Provost for undergraduate students or the Office of Graduate Studies for graduate students for review.

Internship Forms (2)

**EXAMPLE OF LETTER SENT BY  
PROGRAM DIRECTOR TO AGENCY  
SPONSORING INTERNSHIP**

August 10, 2009

XXXX  
XXXXXX  
XXXXXXXXX  
San Antonio, TX 782XX

Dear XXXXX:

**STUDENT'S NAME** (SS#XXX-XX-XXXX) is interested in pursuing an internship with the XXXXX this XXXX (SEMESTER). Ms/Mr XXXXX is currently a student in our Master's in Public Administration program. As part of our degree program requirements, students without previous public service employment must complete six hours of internship. Ms/Mr. XXXXX falls into this category. The university interprets this requirement as the equivalent of 300 work hours over a fifteen week period or twenty hours per week.

For our part, we ask that Ms/Mr. XXXX's experience include participation in a work environment that provides exposure to the administrative processes and aspects of the (AGENCY NAME). We expect interns to adhere to the procedures, rules and regulations of the (AGENCY NAME), while assigned for this training experience.

In return, we ask that Ms/Mr. XXXXX

- be assigned to an on-site supervisor and a work area;
- be assigned work assignments relevant to (her/his) experience; and,
- be provided with a process to document hours worked through a supervisor.

Finally, we ask that at the end of the internship, the supervisor complete and return an evaluation form to our offices for documentation purposes, which our department will send.

Ms/Mr. XXXXX cannot receive credit for her internship unless this evaluation form is complete.

I will be the instructor of credit assigned to this internship. If you have questions or concerns, please do not hesitate to contact me.

Internships and practicum are valuable experiences for "professionals in training." We appreciate the willingness of your offices and personnel to accept interns. We look forward to working with you.

Sincerely,

XXXXXX, Ph.D.

**St. Mary's University  
Public Administration Graduate Program  
Internship Evaluation Form**

Term:            Spring    \_\_\_\_\_            Fall    \_\_\_\_\_            Summer    \_\_\_\_\_

Name: \_\_\_\_\_

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

Name of Internship Organization: \_\_\_\_\_

Address, City, State, Zip code: \_\_\_\_\_

Telephone Number : \_\_\_\_\_            FAX Number: \_\_\_\_\_

Point of Contact: \_\_\_\_\_

E-mail: \_\_\_\_\_

**Briefly describe the kinds of learning opportunities and work assignments.**

**St. Mary's University  
Public Administration Graduate Program  
Internship Evaluation Form**

Dates of Contact	Hours Completed	Overall Rating (e.g., Met Expectations)	Areas of Development

**Other Comments:**

**ST. MARY'S UNIVERSITY  
GRADUATE SCHOOL**



**TRANSFER OF CREDIT**

**Name:**

**ID:**

**Current Program:**

<b>Institution</b>	<b>Course #</b>	<b>St. Mary's University Course #</b>
--------------------	-----------------	---------------------------------------

*Official Transcripts are on file in the Registrar's Office*

---

**Graduate Program Director:**

**Recommendation of Graduate Program Director:**

**If deny, indicate reason:**

---

Office Use Only

---

**GRADUATE COUNCIL ACTION:**

---

**Dean Graduate School:**

**Date:**

**ST. MARY'S UNIVERSITY  
GRADUATE SCHOOL**



**APPLICATION TO CANDIDACY**

**Name:**

**ID:**

I have completed the REQUIREMENTS FOR CANDIDACY: Completion of prerequisites, 12 graduate hours, Cumulative GPA  $\geq 3.0$ , and admission test scores on file.

Please admit me to candidacy for the following **master's degree program:**  
**Specialization/Concentration:**

---

**For Office Use Only**

---

**RECOMMENDATION OF GRADUATE PROGRAM DIRECTOR:**

**Date of Candidacy:**

**Graduate Program Director:**

**Date:**

---

**Office Use Only**

---

**Dean Graduate School:**

**Date:**

---

**Graduate Council approval:**

**ST. MARY'S UNIVERSITY  
GRADUATE SCHOOL**



**CHANGE OF CONCENTRATION**

**Name:**

**ID:**

**Type of Degree:**

**Current Program:**

**Concentration:**

**Proposed Degree:**

**Proposed Program:**

**Concentration:**

**Reason for change:**

---

**Name of Current Graduate Program Director:**

**Recommendation of Current Graduate Program Director:**

**If deny, indicate reason:**

---

**Name of Graduate Program Director of Proposed Program:**

**Recommendation of Graduate Program Director of Proposed Major/Concentration:**

---

**Graduate Council Action:**

---

**Dean Graduate School**

**Date**

**ST. MARY'S UNIVERSITY  
GRADUATE SCHOOL**



**CHANGE OF STATUS**

**Name:**

**ID:**

**Program: Public Administration**

**Change from Conditional to Regular:**

(state reason for status change: ex. Scores received, GPA etc.)

**Date of Status Change:**

**Graduate Program Director:**

**Date:**

---

**For Office Use Only**

---

**GRADUATE COUNCIL ACTION:**

**Dean Graduate School:**

**Date: 10/5/07**

**ST. MARY'S UNIVERSITY  
GRADUATE SCHOOL**



**COURSE CREDIT FORM**

**Name:**

**ID:**

**Program** (Accounting, Reading, etc.):

**Credit is authorized for the following course:**

**Credit hours authorized:**

**Graduate Program Director:**

**Date:**

**Dean of the Graduate School:**

**Date:**

**Comments:**

For credit hours, student must present form at the Bursar's Office, STLH 24, for payment. Return the form with the receipt number and date on it to the Registrar's Office, STLH 105. Use one form per course credit.

**TO BE FILLED OUT BY BURSAR'S OFFICE**

Receipt # \_\_\_\_\_ Amt. Paid \_\_\_\_\_

Date \_\_\_\_\_

I.D. \_\_\_\_\_ Initial \_\_\_\_\_

Account # for Department \_\_\_\_\_

OFFICE OF THE REGISTRAR  
ONE CAMINO SANTA MARIA  
SAN ANTONIO, TEXAS 78228-8576  
(210)436-3701 Fax# (210)431-2217

**ST. MARY'S UNIVERSITY  
GRADUATE SCHOOL**



**EXTENSION OF TIME**

**Name:**

**ID:**

**Program:**

**Date of Initial Enrollment:**

**Extension of Time to:**

**Reason for Extension:**

=====

**Graduate Program Director:**

**Recommendation:**

=====

**Graduate Council Action:**

**Dean Graduate School:**

**Date:**

**ST. MARY'S UNIVERSITY  
GRADUATE SCHOOL**



**GENERAL EXAMINATION  
NON THESIS**

**Name:**

**ID:**

**Program:**

**Completed the General Examination:**

**General Examination Results:**

**This decision was reached** (enter unanimously or with one dissenting vote):

**If a Conditional Pass, student will Pass upon satisfactory completion of the following conditions:**

**GENERAL EXAMINATION COMMITTEE**

**Chair of Committee:**

**Committee Member:**

**Committee Member:**

---

Office Use Only

---

**Dean Graduate School:**

**Date:**

---

**GRADUATE COUNCIL ACTION:**

**ST. MARY'S UNIVERSITY  
GRADUATE SCHOOL**



**INDEPENDENT STUDY**

**Name:**

**ID:**

**Program:**

**Semester and Year:**

**Course Number and Title:**

**Reason for Independent Study:**

**Independent Study Requirements:** Attach a syllabus. Include assignments for course information or project for which student is responsible, process of gathering information, scheduled meeting times, and other relevant information.

*The instructor is required to meet with the student a minimum of 1:40 hours weekly for a total of 20 HOURS during the Fall or Spring, or a minimum of 4 hours weekly for a total of 20 HOURS during a Summer Session.*

**Instructor:**

**Date:**

**Graduate Program Director:**

**Date:**

---

**Dean Graduate School:**

**Date:**

**ST. MARY'S UNIVERSITY  
GRADUATE SCHOOL**



**INTER-INSTITUTIONAL COURSE**

**Name:**

**ID:**

**Current Program** (Accounting, Reading, etc.):

Please insert an asterisk next to the appropriate institution

**Oblate School of Theology**

**Our Lady of the Lake University**

**University of the Incarnate Word**

**Inter-institutional School Course Number and Title:**

**Inter-institutional Instructor's Name:**

**St. Mary's University Course Number and Title:**

**Semester**(enter Fall, Spring, Summer I, or Summer II):

**Graduate Program Director:**

**Graduate Dean:**

**Date:**

---

**Contact Person's Name from Inter-institutional School, Title, and Date:**

**PROCEDURE:** *Complete one form for each course. Incomplete forms will not be processed by the Registrar's Office. NOTE: Permission to register for inter-institutional courses may be approved if a St. Mary's University required course is closed, canceled, not offered, or has specific pre-requisites, etc.*

1. Contact inter-institutional department for course you wish to take to make sure course is not closed, canceled, or has specific pre-requisites, etc. Obtain name and title of individual with whom you spoke.
2. Obtain your adviser's signature. Return form to the Dean of the course you wish to take for final approval and signature.
3. Take the form along with an Add/Drop or Course Authorization to the Registrar's Office, STLH 105, to finalize your registration.
4. Courses taken under the agreement are given credit at the home school and appear on the home school transcript. Hence, the inter-institutional school can not provide you with a transcript.

**ST. MARY'S UNIVERSITY  
GRADUATE SCHOOL**



**COURSE SUBSTITUTION**

**Name:**

**ID:**

**Program** (Accounting, Reading, etc.):

---

**Course:**

**will substitute for the following course:**

---

**Course:**

**will substitute for the following course:**

---

**Course:**

**will substitute for the following course:**

---

**Dean Graduate School:**

**Date:**

**Format For Citations, Footnotes, And References**  
Public Administration Review  
**Submission Information and Guidelines**

[http://www.aspanet.org/scriptcontent/index\\_par\\_guidelines.cfm](http://www.aspanet.org/scriptcontent/index_par_guidelines.cfm)  
accessed 01/17/05

Manuscripts should follow the style guidelines in the *Chicago Manual of Style*, 14th edition. Submissions should be manuscripts that have not been published previously and are not under consideration for publication elsewhere. Manuscripts should be no longer than 35 pages, including the abstract, bio statement, endnotes, reference list, tables, figures, charts, and appendices. The page-size guideline is based on the U.S. standard 8.5x11 inch paper. All material should be 12-point type, double-spaced on one side of the page with margins of one inch. Please do not use the autoformat feature in your word processing program and do not embed endnotes. An abstract of no more than 150 words should appear on a separate page, preceding the first page of the manuscript. The abstract should include the central question addressed by the article and the author's findings and conclusions.

PAR readers cover a wide range of professional interests and specialties. All manuscripts should be clearly and concisely written, with technical material set off. Please do not use jargon or overly technical language. Use acronyms sparingly and spell them out the first time you use them. Please do not construct acronyms from phrases you repeat frequently in the text. Consult the *Chicago Manual of Style* if you are in doubt about stylistic issues.

Once a manuscript is formally accepted, authors will be provided with instructions regarding the publication process. Authors will be asked to make additional revisions and to submit a final version on a disk (preferably using Microsoft Word) along with two hard copies. Authors will be required to assign copyright in their article to the American Society for Public Administration. Copyright assignment is a condition of publication and articles will not be passed to the publisher for production unless copyright has been assigned. (Papers subject to government or Crown copyright are exempt from this requirement). To assist authors, an appropriate copyright assignment form will be supplied by the editorial office.

### **Manuscript Formatting**

#### **Cover Sheet**

PAR uses a double-blind review process so authors should prepare their manuscripts accordingly. Place the title of the manuscript and all identifying material for all authors on a detachable cover sheet (for all six copies mailed). Include names, affiliations, mailing addresses, voice and fax phone numbers, and email addresses. If an article has more than one author, please designate one as the primary contact. Include the title of the manuscript on the abstract page and on the first page of the text.

Please avoid indications of authorship whenever possible. This is commonly done by referring to oneself in the third person and including typical references to the work cited in the reference list. Assuming that the text references to an author's previous work are in the third person, full citations should be included as usual in the reference list. Authors

should not thank colleagues in notes, acknowledgments, or elsewhere in the body of the paper or mention institution names, Web page addresses, or other potentially identifying information. This information can be added if the manuscript is accepted.

### **Abstract**

An abstract of no more than 150 words should appear on a separate page, preceding the first page of the manuscript. There should be no indication of authorship on this page. The abstract should include the central question addressed by the article and the author's findings and conclusions.

### **Bio Statement**

Authors of articles should include a biographical sketch of 50 - 75 words (on a separate page, at the beginning of the manuscript), providing information about their position, organization, and professional interests.

### **Tables, Figures, Charts, Appendices**

Tables, figures, charts, and appendices should be kept to a minimum. Please do not use heavy borders or shading. If the table, figure, or chart requires fill effects please use patterns NOT shading. Each table or figure should be on a separate page at the end of the manuscript. Indicate the placement of tables and figures in the text as follows: Leave two double spaces after the last line of preceding text; insert the sentence, [Table (Figure) N here], and leave two double spaces before beginning the next line of text.

### **Quotes**

Quoted matter that runs 10 or more typed lines or that involves more than one paragraph should be set off from the text without quotation marks and set in 11-point type. Shorter quotations are usually run into the text in the same type and enclosed in quotation marks. Be sure to include page number(s) where quotation appeared.

Quotation marks should be used to set off a word of unusual meaning or an unfamiliar, excessively slangy, or coined word the first time it is used. Quotation marks are unnecessary thereafter. Commonly known facts and proverbial, biblical, and well-known literary expressions do not need to be enclosed in quotation marks.

### **Capitalization**

When in doubt, do not capitalize. Only acronyms and the word *PAR* should appear in all capital letters (after one spelled-out use). Civil, military, and professional titles and titles of nobility are capitalized only when they immediately precede a personal name. Article and section titles of any kind should be initial caps only.

### **Article Title and Section Headings**

The guidelines for article titles and section headings are as follows (please do not underline):

Article title and principal subheadings: 14-point type, Times New Roman, bold, and set on a line separate from the text.

Secondary subheadings: 12-point type, Times New Roman, bold, and set on a line separate from the text.

Sub-subheadings: 12-point type, Times New Roman, bold, and run in at the beginning of the paragraph, set in italics, and followed by a period.

### **Italics**

Do not italicize a foreign word or phrase that can be found as a regular entry in the dictionary (for example, *laissez faire*). Italicize names of books, newspapers, and journals. Do not underline them. Italicize the names of plaintiff and defendant in the citation of legal cases.

### **Numbers**

Numbers from one to nine should be spelled out; 10 up to numbers in the thousands should be written as digits. Numbers in the millions and above should use a combination of digits and the appropriate word. Use digits for percentages (for instance, 9 percent).

### **Citing Works within the Text**

To cite the works you used in developing your article, use a parenthetical-reference system (also called the author-date system). For each work to which you refer, supply the author's surname, date of publication, and page numbers (Please note, no comma between author and date).

For example: (Smith 1993, 24) or (Jones 1992, 37 - 40)

If you refer to an author in the text, the publication date and page numbers are a sufficient reference. For example: As Johnson argues (1994, 17)

If a work has more than three authors, use the name of the first author followed by et al. For example: (Davidson et al. 1990, 27)

If you cite more than one work by the same author produced in the same year, distinguish among the works with an alphabetical identifier after the date. For example: (Lowi 1985a, 13; Lowi 1985b, 18).

Assign letters to the dates of each work according to the alphabetical order of the titles of the works. For example:

If you cite *The City* and *Urban Policy* by Smith and both were published in 1987, cite *The City* as (Smith 1987a) and *Urban Policy* as (Smith 1987b).

If you cite an electronic source, include the author's last name (or file name if author's name is not available [for example, cgos.html]) and the date of publication or last revision (or date accessed if publication date is not available).

### **Endnotes**

**Please DO NOT use footnotes.** Use endnotes to elaborate or comment on material in the text and place them at the end of the text. Do not use the feature of your word processing program that allows you to embed endnotes in your text. *PAR*'s typesetting process cannot use endnotes prepared in this way. Use the superscript feature under "Fonts" to insert endnote numbers.

### **Methodology and Research Design**

*PAR* invites authors to include a section detailing methodology and research design

information where appropriate. This section should be placed at the end of the document to facilitate its presentation in a separate box. Indicate placement within the text as follows: leave two double spaces after the last line of the preceding text, insert the sentence [Insert Table (Figure) N about here], and leave two double spaces before beginning the next line of text.

### **Reference List**

Prepare a list of all the works you cite in the text and arrange them alphabetically by author (please include only the works that are cited in the text) If you cite more than one work by the same author, arrange them by the year of publication in ascending order (earliest to latest). If you cite more than one work by the same author published in the same year, arrange them alphabetically by title and differentiate among them by putting a letter after the year of publication. For clarification, please refer to the *Chicago Manual of Style*, Documentation 2 - Author-Date Citations and Reference Lists. Examples of some of the more common reference list entries are as follows:

#### **Book, single author:**

Goodsell, Charles T. 1994. *The Case for Bureaucracy: A Public Administration Polemic*. 3d ed. Chatham, NJ: Chatham House.

#### **Book, multiple authors:**

Keehley, Patricia, Steven Medlin, Laura Longmire, and Sue A. MacBride. 1997. *Benchmarking for Best Practices in the Public Sector: Achieving Performance Breakthroughs in Federal, State, and Local Agencies*. San Francisco, CA: Jossey-Bass.

#### **Book, edited:**

Halachmi, Arie, and Geert Bouckaert, eds. 1995. *The Enduring Challenges in Public Management: Surviving and Excelling in a Changing World*. San Francisco, CA: Jossey-Bass.

**Chapter or selection in an edited book:** (Please note: no quotation marks around chapter title. Please include page numbers.)

Ingraham, Patricia W., and David H. Rosenbloom. 1992. The State of Merit in the Federal Government. In *Agenda for Excellence: Public Service in America*, edited by Patricia W. Ingraham and Donald F. Kettl, 274 - 96. Chatham, NJ: Chatham House.

**Journal Article:** (Please note: no quotation marks around article title)

Roberts, Alasdair. 1995. Civic Discovery as Rhetorical Strategy. *Journal of Policy Analysis and Management* 14(2): 291 - 307. ("14" is the volume number, "2" is the issue number, and "291 - 307" is the page range. If possible, please use issue number and not month.)

#### **Newspaper Article:**

Walker, Robert. 1995. Reality Strikes Mission to Planet Earth. *Space News*, August 28 - September 3, A1.

#### **Works in Languages Other than English:**

Title of works in languages other than English are treated the same as

English titles except that capitalization follows the conventions of the language of the work. An English translation should be provided for all titles (book titles, journal titles, journal article titles, newspapers, etc.). The translation should follow the title and is enclosed in parentheses. The translation is set in roman type, without quotation marks, and only the first word (of title and subtitle) and proper nouns and adjectives are capitalized.

Mayntz, Renate, and Fritz W. Scharpf. 1973. *Planungsorganisation: die Diskussion um die Reform von Regierung und Verwaltung des Bundes* (Planning organization: A debate on the reform of government and administration of Germany). München: Piper.

**Papers Presented at Meetings, Conferences, etc.:** (Please include month and days, as well as the city and state)

Baker, George. 1999. Distortion, Noise, and Incentive Provision with Imperfect Performance Measures. Paper presented at the National Academy of Sciences conference on Devising Incentives to Promote Human Capital, December 17 - 18, Irvine, California.

**Court Decisions:**

These should be cited in the text and are NOT listed separately in the reference list. Examples of citations in running text follow:

In 1941, *Bridges v. California* (314 U.S. 252)

*United States v. Katzwallader* (183 F.2d 210 [1950])

**Electronic Sources:**

Include author's last and first name, date of publication, title of document, title of complete work in italics (if applicable), the protocol and address, including the path or directories necessary to access the document, and the date accessed. The address should be set in italics.

Burka, L.P. 1993. A Hypertext History of Multi-User Dimensions. *MUD History*. Available at <http://www.utopia.com/talent/lpb/muddex/essay>  
Accessed August 2, 1996.