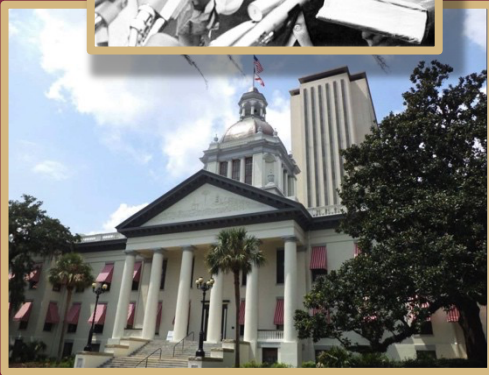


Reubin O'D. Askew
School of Public Administration and Policy



MPA Student Handbook
2026



Florida State University
Tallahassee, FL

Askew School of Public Administration and Policy Florida State University

Mission Statement

The Mission of the Askew School's Master of Public Administration program is to promote ethical and competent leadership in the management of public and non-profit organizations through training that emphasizes the integration of theory and practice, creative problem solving, integrity and stewardship, and skills in research and administration.

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Welcome

We appreciate your interest and participation in the Master of Public Administration (MPA) program of the Reubin O'D. Askew School of Public Administration at the Florida State University (FSU). Located in Tallahassee, the capital city of the nation's 3rd most populous state, the Askew School seeks to prepare our students for public service careers that make a substantial impact on our state, country, and world. The MPA program includes both traditional in-person classroom and online degree options, and in-person classes are held in the evening to accommodate those who work during studies.

The Askew School's MPA program is one of the oldest in the nation, offering courses in public administration since the 1930s. The School was founded in 1947 and renamed the Reubin O'D. Askew School of Public Administration and Policy in 1994. While we offer undergraduate courses, the School focuses on Masters and Doctoral degree programs.

Our MPA program is fully accredited by the Network of Schools of Public Affairs and Administration (NASPAA) and regularly receives commendations from its accreditation reviews. While there are no official rankings of the over 250 graduate public administration programs in the United States, the Askew School is consistently highly rated by the magazine *U.S. News and World Report*. In its 2025 rankings, *U.S. News* cited the Askew School as the top ranked program in the state of Florida and in top 5 in the Southeast. Recent studies from other organizations and academic researchers have ranked the Askew School as third in the world in both faculty and student publication productivity.

The Askew School's exceptional faculty are focused on providing superior classroom instruction as well as opportunities to students outside the classroom. Our Public Administration Graduation Association (PAGA) provides opportunities for students to socialize, form study groups, and network with our rich alumni community. This Handbook provides detailed information about the MPA curriculum and requirements.

Sincerely,

Keon Lee, Ph.D., Askew School Director

Gary VanLandingham, Ph.D., MPA Program Co-Director

Raoul Lavin, MPA, MPA Program Co-Director

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Subject to Change Disclaimer

The statements in this handbook are for the purposes of information. The University reserves the right to change any provisions or requirements, including tuition and fees, any time within the student’s term of residence. No contract is created or implied. Students must fulfill all prevailing degree or program requirements.

Program Goals

The MPA program prepares students for a wide range of positions in government and nonprofit organizations, with some graduates going on to successful careers in other fields. The program is open to persons from a wide range of academic and professional backgrounds. Our students fall into two general categories: *pre-service students* who have not yet entered the workforce and are preparing for careers in government and nonprofit organizations, and *in-service students* who are already working and wish to improve their skills and career potential. We offer the MPA program in two instructional modalities – traditional in-person classes and online classes. Our online classes may either be synchronous with weekly online meeting schedules, or asynchronous with recorded lectures and assignments.

Our students learn a wide range of analytical, communication, and leadership skills that are essential to leading modern organizations. The program is designed to help students achieve seven key competencies that are essential for successful public service careers:

- Understanding how to successfully lead people, especially in teams, and to work with citizens;
- Knowing how to make ethical decisions in leading organizations and delivering public services;
- Developing and demonstrating excellent analytical and oral and written communication skills;
- Comprehending the policy development, implementation, and management processes used to achieve societal goals;
- Knowing how to work effectively in collaborative policy and program networks across sectors and governments;
- Understanding of the primary tools, events, participants, contexts, and institutions that are used to manage public programs and policy; and
- Recognizing different ways of viewing organizations and the methods that can be used to improve the performance of public and nonprofit organizations.

These competences are developed through readings, lectures, class projects, case studies, and discussions with practitioners.

Admissions

The Askew School seeks to admit a diverse group of students with strong academic ability and career potential who are committed to public service. Persons seeking regular admission to the MPA program must meet the University's quantitative standards (a grade point average of at least 3.0 on all upper division work), furnish letters of recommendation (including two from professors for recent students), and complete a career questionnaire. In-service professionals who have extensive records of excellent career progression may at times be admitted with lower undergraduate GPAs. The Askew School does not currently require the Graduate Record Examination (GRE) or similar tests such as the Graduate Management Admission Test (GMAT).

The Askew School may grant provisional admission to students who meet the minimum university admission requirements, but whose records indicate some weakness in preparation. Students with limited English language proficiency may be required to participate in the FSU Center for Intensive English Studies to enhance their chances of success and/or meet specific performance requirements.

The Askew School may also grant a very limited number of exceptions to the minimal university requirements that are available on a competitive basis, with attention given to students from underserved backgrounds. Students who do not meet minimum qualifications may attempt to prove their ability to do graduate work by enrolling as non-degree seeking "special students" (consult the University Bulletin). Those who seek this route to admission should enroll in a maximum of 12 hours (including PAD 5050, 5700, and two other core courses over two terms) and earn a cumulative grade point average of at least 3.0 for all graduate work. Such applicants are forewarned, however, that successful performance as a non-degree seeking student does not assure admission. A limit of twelve credit hours taken as a non-degree seeking student can be transferred into the MPA program if the individual is admitted. If a candidate does not gain admission, they may pursue one of the graduate certificate programs offered by the Askew School.

Credit Hours Transfer

Students wishing to transfer course credits from other graduate programs are normally limited to twelve semester hours of recent graduate courses. Students seeking to transfer credits must submit specified information, including course syllabi, to the MPA director for approval. Askew School students must seek prior approval if they plan to take a class elsewhere and apply it to their MPA degree.

Tuition and Instructional Fees

Florida's tuition fees are among the lowest in the nation. Florida, like other states, assesses lower tuition rates for Florida residents than for out-of-state students. Information on current University tuition and other academic fees can be found at <https://tuition.fsu.edu/tuition-and-fees>. The "Academic Calendar" appearing in the Registration Guide each term sets forth the beginning and ending dates of each term and all deadlines for paying fees.

Financial Aid Opportunities

The Askew School offers a limited number of graduate assistantships and scholarships to MPA students on a merit basis. This assistance is awarded beginning in the Fall semester of each academic year. Most awards are made to incoming students, although a few may be available to students already in the program. To be assured of consideration for such awards, students should submit applications by February 1 for the next fall term. In addition, the School regularly works with other University units to place our students in graduate assistantships which are offered annually by those units. Selected students will receive an in-state tuition waiver and a financial stipend of approximately \$8,000 per semester for approximately 1/2 time service (20 hours per week). Students may be assigned as graduate research or administrative assistants.

In addition, students with strong undergraduate grades and GRE scores may apply through the School for Florida State's very competitive University Fellowships. Applications must be submitted by January 10th for the following fall semester. These fellowships include an out-of-state tuition waiver. Other fellowship opportunities are announced throughout the year. The Graduate School maintains current information about sources of financial aid on their website at: <http://gradschool.fsu.edu/funding-awards>. Application forms for loans and financial assistance may be obtained from the Office of Financial Aid (<http://financialaid.fsu.edu>). In addition, the Division of Student Affairs has information on assistantships available elsewhere in the university.

Florida State also offers a number of financial aid programs for economically disadvantaged students. The deadlines are typically in early January and require separate applications. Qualified students are encouraged to apply for the following scholarships:

- The Wilson-Auzenne Assistantship program for Black graduate students offers a stipend which may be supplemented by the Askew School (application due in early January).
- The FAMU Feeder Fellowship for Black graduate students provides support which may be supplemented by the School (application is due in early February).

Florida State additionally offers a full array of general financial aid programs and interested students should apply far in advance to the Office of Financial Aid. Students receiving aid through the College Work/Study Program may request assignment to the Askew School where their work experience can be designed to complement academic interests. Participating students must register for at least six hours of coursework (some financial aid sources require nine or 12 hours). Note that changing federal laws may impact how financial aid affects your personal income taxes. You should check with the Financial Aid Office for current information and consult the IRS web site for information about Lifetime Learning Tax Credit to reduce tax liability. Students should expect to apply for, or renew, their financial aid each academic year, usually in late spring (even if you already receive aid) at <http://studentaid.ed.gov/>

Further, the Askew School strongly recommends that MPA students apply for several excellent fellowship opportunities available from the State of Florida. These include the Florida House of Representative's Legislative Fellows program (see <http://myfloridahouse.gov/fellows>) and the Florida Gubernatorial Fellows program, administered by the Executive Office of the Governor (see Florida Gubernatorial Fellows at <https://floridafellows.com>). These fellowships are highly competitive and offer both tuition waivers and stipends as well as the opportunity to work with the highest levels of state government. Askew School MPA students' applications are highly competitive and many former students have been fellows.

Student Advising

The MPA Directors and the School's Academic Program Specialists serve as the initial advisors to MPA students. Students are encouraged to reach out to these persons during their first term, and it is highly recommended that they do so prior to registering for classes. Once students have identified their planned career specialization, they should also contact one of the faculty listed for the specialty area (see Appendix A). In addition

to offering advice about electives and career placement, the MPA Directors make all decisions regarding individual program requirements. Any faculty member can provide guidance and sign advising forms.

In-Person and Online Courses

The Askew School offers courses in two instructional modalities – traditional face-to-face classes, and online courses, and students may enroll in either of these online programs. Around 60% of the School's 200+ students are enrolled in the online MPA program; while most of these online students live in Florida, others live across the U.S. or in other nations. Florida State University assesses a technology fee for online courses. Online courses may be taught in two formats – synchronous, meaning that there will be regular weekly course meetings that typically will be offered over Zoom or a similar platform, and asynchronous, meaning that the class does not have a weekly meeting schedule but may have occasional scheduled class meetings. Both types of online courses typically will have lectures that will be recorded and viewed at any time. Both types of online courses typically require regular participation in discussion boards, readings that are posted online in addition to assigned texts and may include group projects where students meet virtually to carry out case studies and related activities.

The Askew School will offer in-person sections of all required core courses for traditional students at least once a year. However, we cannot guarantee that all elective courses will be offered in face-to-face mode due to the need to also make our courses accessible to online students. Consequently, students enrolled in the traditional face-to-face MPA program should expect to take some online courses during their time in the program and will be required by FSU to pay a technology fee for these courses in addition to regular tuition.

MPA Degree Requirements

Students must complete eight required courses and at least six elective courses for a minimum of 42 semester hours (24 hours of required credits and 18 hours of elective credits) to qualify for the degree. The required courses include a substantive core of five courses, a two-course methodology sequence and an applied research project called the Capstone Project (see below). The University "Recency of Work" requirement stipulates that all courses must be completed in seven years.

Successful completion of required core courses (which include the core foundational

courses, methodology courses, and applied research project) is defined as receiving a grade of B- or better in each class. Students who receive grades of C+ or less in any of the required core courses must repeat the course(s). For an elective course, a grade of C- or better is acceptable. If a student earns a grade below a C- and does not pass the electives course, then the student has the option to repeat the same elective course or take a different course so long as their overall grade point average remains at or above a 3.0.

Core Foundational Courses (15 hours)

- PAD 5050 The Profession of Public Administration
- PAD 5106 Public Organizations
- PAD 5227 Public Financial Management
- PAD 5417 Human Resource Management
- PAD 5035 Policy Development and Administration

Methodology Courses (6 hours)

- PAD 5700 Research Design in Public Administration
- PAD 5701 Quantitative Analysis in Public Administration

Applied Research Project (3 hours)

- PAD 6908 Capstone Project

Students must also complete 18 hours of elective classes.

Prerequisites and Sequencing of Required Courses

Students may begin their MPA program in any academic Fall or Spring term. Students should focus on completing the MPA core courses in their initial terms, both to meet program requirements and because these classes cover foundational concepts that are important to elective courses. In their first term, all students should take the program's introductory class – PAD 5050, the Profession of Public Administration. Students taking 6 hours in their first term should take PAD 5035, Policy Development and Administration, as their second course. Note that PAD 5700 is the first of the two required methodology courses and is a prerequisite for PAD 5701, which should be taken the following term. Students should take PAD 6908, Capstone Project, in their final term and only after completing all core courses.

Students who are professionally working generally take one or two graduate-level

courses, which is a demanding workload. Those who are not working take up to five graduate-level courses, although those receiving assistantships or fellowships should take three courses due to their work requirements.

The following schedule provides a recommended sequence of courses for students taking 3 courses a term and will enable such students to graduate after five terms.

- **First term:** PAD 5050 Profession of Public Administration; PAD 5035 Policy Development and Administration; PAD 5700 Research Design
- **Second term:** PAD 5701 Research Methods, one additional core course; one elective course
- **Third term:** Two core course, one elective courses
- **Fourth term:** One core course, two elective courses
- **Fifth term:** PAD 6908 Capstone Project, one elective course

[Appendix B](#) provides an annual course schedule that shows the classes that the Askew School will offer in the fall, spring, and summer terms. The Askew School offers a wide range of courses in the fall and spring terms. Summer courses are more limited due to lower University funding, and students often take courses from other university departments such as our sister Emergency Management Program. Core courses are offered in both fall and spring semesters, and some are available during summer terms. Elective courses are usually offered once a year.

Be aware that some advanced courses, such as 6000-level courses, may require additional prerequisites. For example, *PAD 6226: Public Budgeting Simulation and Issues* requires students to take *PAD 5227: Public Financial Management* as a prerequisite, and *PAD 5700: Research Design in Public Administration* should be taken before *PAD 5701: Quantitative Analysis in Public Administration*.

Electives and Career Paths

The Askew School expects all students to take a coherent set of elective courses that enhance their abilities and future public service careers. Most professionals begin their careers in positions that require technical skills, progressing to higher-level leadership positions over time. The Askew School offers many elective courses that help students develop these skills. We encourage students to choose elective courses in a way that best fits their career aspiration.

To assist students in choosing elective courses, the Askew School has developed a set of graduate certificates and listed elective courses that fit many career paths (see [Appendix A](#)). While most students take electives from one of these paths, you are free to select other courses that fit your career plans. Elective courses may be taken in other departments, with approval of the MPA Director. (The [Non-Public Administration Elective Approval](#) form should be completed. Also, more information on electives that do not need prior approval can be found in [Appendix C](#)).

An advantage of attending a large, diverse institution like Florida State is that it offers many courses relevant to public service careers. Students may enroll for six hours of elective coursework in another department on a pass/fail basis. This may be advisable when taking elective courses in other fields where you might be in competition with those who have had years of preparation in that discipline. Public administration courses, however, may not be taken on a S/U basis. Students should seek advice from their chosen faculty advisor when selecting elective courses. Your advisor will sign the MPA Student Advising Form (see [Appendix C](#)) to approve elective courses. **Caution: Electives taken outside the Askew School that are not approved on the Student Advising Form and submitted might not be accepted toward graduation.**

Graduate Certificates

Students are encouraged to complete one or more of the Askew School's graduate certificates during their studies. These certificates may also be obtained by persons who have not been admitted to the program. In addition to structuring a course of study, the certificates signal to employers that a student has attained a high level of competency in that area. **FSU requires students to apply for admission to a graduate certificate program before completing the second course in the certificates' course of study.** Consequently, students should decide whether to pursue a certificate no later than their second term in the MPA program. Application and information can be found on the Askew School website, along with the list of required courses for each certificate.

- Financial Management
- Emergency Management and Homeland Security
- Florida City and County Management
- Civic and Nonprofit Leadership
- U.S. Intelligence Studies

- Evidence-Informed Governance (under development)
- Leadership and Strategic Management (under development).

Non-Degree Seeking Student Status

Students may obtain graduate-level certificates as a non-degree seeking student (those with bachelor's degrees who take graduate courses without being admitted to graduate standing). Such students may transfer a maximum of 12 semester hours earned as a non-degree seeking student (with a "B" grade or better in the course) into the MPA program, once accepted into the program. Some individuals who do not qualify for regular admission must take courses as non-degree seeking students in hopes of proving their ability to do graduate work; however, success as a non-degree seeking student does not guarantee admission. The Askew School is strictly limited in terms of the number of students it can admit who do not fully qualify for admission as degree seeking students (please refer to the previous section on "Admissions").

Joint Pathway Programs and the Public Administration Ph.D. Program

The Askew School offers several joint graduate pathways with other departments at Florida State, including Urban and Regional Planning, Social Work, Criminology and Criminal Justice, and the College of Law or JD Program. Students who are interested in a Joint Pathway program should apply to the joint pathway program plan when applying to graduate school. Students who are already in the MPA Program may petition the sister program for acceptance into a joint pathway. Students must talk to and work closely with their advisor. The joint MPA/College of Law program is limited to students who have been admitted to the College of Law, and admission to graduate standing in other programs does not constitute admission to the College of Law. Students interested in the MPA/Law joint pathway should talk to the College of Law advisors for admission criteria.

Acceptance by both programs is required for students to seek Joint Pathways. For further details, interested persons should contact their adviser. Online descriptions outline the requirements for Joint Pathways (a link to these descriptions is available on the School's website). Joint Pathway students generally complete each degree's core courses, take research methods courses from one department, do a single internship, and take fewer electives. Joint Pathway programs reduce the time required to obtain the degrees by as much as two terms of study, when compared to doing the degrees separately.

The Askew School offers a Doctor of Philosophy degree, intended to prepare individuals for careers in academia or other positions that require advanced research skills and theoretically advanced knowledge. Attainment of an MPA does not ensure admission to the doctoral program, which requires at least a 3.5 graduate grade point average in addition to other qualifications. It is possible for individuals who possess a baccalaureate to be directly admitted to the doctoral program. As these students must satisfy most MPA requirements in route to their Ph.D., they typically obtain the master's degree as well. Interested individuals should consult with the MPA and doctoral program directors for more information.

Course Loads, Dropping Classes, and University Withdrawal

We recognize that many students are under financial and other pressures to obtain their degree as soon as possible. However, students who attempt to take too many courses at a time may hurt themselves, their career potential, and their academic record. Twelve credits per semester constitute a full-time course load. Given the high level of reading and analytical work required, students should be very cautious in attempting to take on more credit hours per term. The program is designed for students to complete required coursework over two full academic years, including summers. Those completing the program on a part-time basis should expect to complete the degree requirements in at least three years or so. Students who work 30 or more hours per week generally attempt no more than six credit hours per term until they are well established in graduate work.

We recognize that students may encounter professional and personal problems and need to drop a class; we will work with students to try to address these challenges. However, we also believe students have a professional responsibility to diligently apply themselves when taking graduate classes. Students who register for courses but fail to attend classes will receive an "F" if the courses are not officially dropped. During the first four days of classes, individual courses may be added or dropped without penalty. After that time, students are financially liable for all courses that remain on their schedule even if dropped later in the term. The university allows courses to be dropped through the seventh week of classes, and these courses will not appear on a student's transcript. After the seventh week, courses may be dropped only with the approval of the MPA Director and the Associate Dean of the College of Social Sciences. These classes will appear on the student's transcript with the notation "WD."

Students must obtain permission from the MPA Director to withdraw from the university. Failure to register for courses for two consecutive terms, including either the Fall, Spring, or Summer semester, constitutes an automatic withdrawal and requires readmission, which is restricted to those who have maintained a 3.0 average. Students experiencing work, personal, or other problems that interfere with academic performance should discuss the problems with their advisor, the MPA Director, or the School Director. FSU also offers counseling services to students to help them address these problems.

Bypassing Core Courses

Students who enter the program with relevant undergraduate coursework in public administration may, at times, bypass *PAD 5050: Profession of Public Administration* and/or *PAD 5227: Public Financial Management* with the approval of the MPA Director and the faculty member responsible for the course. To qualify, students must have completed at least two appropriate undergraduate courses with a grade of A; to bypass *PAD 5227*, one of the undergraduate courses must have been in public budgeting and include an introduction to financial administration. Students who receive a bypass to *PAD 5050* may take any other public administration course, while those who bypass *PAD 5227* should take another financial management course. Bypassing one of these core courses does not reduce the total credits needed to complete the MPA; rather, it allows students to better fit courses to their level of knowledge. Those who have taken graduate coursework at other institutions should consult the section of this Handbook that deals with transfer credits.

Directed Independent Study

Students may undertake individual study through Directed Independent Study (DIS). Students may register for a DIS (PAD 5907-section number) after completing twelve semester hours in the MPA core and the required research methodology courses. Prior to registration, these students must speak with the professor that he/she/they are interested in working with in order to obtain their agreement to oversee the tutorial project. Students are limited to nine hours of DIS S/U credits. Students seeking to take a DIS should have a reasonably complete idea of what they wish to accomplish before requesting a conference with a faculty member. While there is no scheduled class meeting time, FSU requires DIS students to schedule one conference a week with their professor on campus; equivalent forms of student-faculty interaction may be substituted.

As faculty have research and public service responsibilities in addition to teaching loads, students should be prepared to convince their chosen professor about the merits of their proposal. The student is responsible for completing and returning the appropriate university DIS study form to the MPA office.

Mid-program Review

Students may request an optional mid-program review of their progress after completing 15-18 hours of coursework (generally after their second term). This review, conducted by the MPA Directors, assesses the student's academic achievement, progress toward degree, and selection of elective courses. The school may also schedule a review of students who are not making satisfactory progress in their classes; such students will receive a written assessment of their situation after meeting with the MPA Directors and other faculty.

Capstone Project

All students are required to complete a Capstone Project (PAD 6908) during their final semester. This applied research project requires students to integrate theory to practice in a major study of a public organization, program, or policy issue. Capstone Projects are generally done as part of a student team that analyzes a policy/program problem requested by a sponsor such as a local government, state agency, or nonprofit organization. The Askew School works with a wide range of entities to identify potential group project topics. Students must earn at least a B- in PAD 6908 or their graduation will be postponed until an appropriate performance level is achieved.

Graduation Procedure

Students must apply for graduation in the Student Central portal of the FSU website. The application deadline is posted on the Registrar's site each semester. Students must reapply for graduation if they do not graduate in the requested semester.

Online graduation application steps:

1. Login at my.fsu.edu.
2. Under the myFSU links on the left-hand side of the screen, click the SC icon.
3. Under the Academics area, click the drop-down box arrow and select "Apply for Graduation".

For further instructions, visit <https://registrar.fsu.edu/training/graduation-apply>.

Other helpful links:

- Graduation Checklist
<http://registrar.fsu.edu/graduation/checklist/>
- Graduation
<http://registrar.fsu.edu/graduation/>
- Graduation Calendar
<https://registrar.fsu.edu/graduation/grad-calendar>

Career Services

FSU's Career Center offers comprehensive career and employment services to students and alumni. They assist students with finding employment and internships by offering a multitude of workshops, events, and services throughout the year. For instance, they sponsor an annual government and social services career fair each spring semester, which provides students with networking and employment prospects. Students can also showcase professional skills and accomplishments through the Career Portfolio, an online tool which students can share with potential employers. The Career Center's online jobs database, NoleNetwork, links students and alumni directly with hiring employers and Career Center programs. More information on these services can be found at <https://career.fsu.edu/nolenetwork>.

The Career Placement Service sponsors a government career day each year which is attended by representatives of many public agencies. Students should plan to attend. Students should also take advantage of opportunities to join local professional organizations such as the American Society for Public Administration, the Florida City & County Management Association, and the Florida Personnel Management Association, the Southeastern Evaluation Association, and the Florida Government Finance Officers Association. Developing a network of professional contacts—through internships, professional memberships, and conference attendance—is essential to achieving a successful employment search.

Those interested in professional placements, both statewide and nationwide, should become familiar with America's Job Bank at <http://www.ajb.dni.us>. Vacancies in Florida's cities and counties, as well as in organizations such as the Florida League of Cities and

State Association of Counties, can be accessed via the state's MyFlorida.com portal or its People First website at <https://peoplefirst.myflorida.com/peoplefirst>. Information on jobs with the federal government can be found at [USAJOBS.gov](https://usajobs.gov). Students should become knowledgeable about prospective employers prior to an interview by reviewing the organization's website and talking to faculty. As few applicants take the time to learn about the operations and problems of a prospective employer, those who do gain an advantage.

Many competitive post-graduate internships require early submission of applications (e.g., the deadline for the Presidential Management Fellowship (PMF) Program is usually in September/October; more information on the PMF program can be found at <https://www.pmf.gov/>). Deadlines for these and other placement opportunities are posted on the Askew School's student listserv. You should begin placement efforts at least six months prior to graduation.

As you pursue your MPA, you should feel free to reach out to your professors for mentorship and career guidance. Overall, doing your best work in each class is the key to obtaining strong letters of recommendation from faculty.

Student Conduct Policy

The Askew School exists to prepare students to be public servants who conduct themselves according to high ethical standards. Public servants must act with a sense of responsibility toward others. Such conduct begins with a strong sense of personal responsibility. We, therefore, endorse the essential concept upon which Florida State's Student Academic Honesty Policy is based: **personal responsibility**. The Student Handbook delineates the Policy, identifies student rights and responsibilities, the procedures to provide due process, and penalties. The Policy states that students are responsible for their own academic honesty and that of others. Academic dishonesty as well as student and faculty responsibility, is also defined. Breaches of the Policy are taken very seriously in the School. The University Academic Honor Policy can be found at: https://fda.fsu.edu/sites/g/files/upcbnu636/files/Media/Files/Academic%20Honor%20Policy/Academic_Honor_Policy_FDA_Website_August-2022.pdf

Equal Opportunity, Sexual Harassment, and Disabilities

In a diverse nation and globe, the future of children depends upon how well we learn to

live together as fellow citizens and human beings. The public servants of a diverse democracy must respect the diversity of those served. Consequently, the School strongly supports both the spirit and the letter of all laws against discrimination. Nearly all of our students will go on to exercise some form of organizational authority over others. Consequently, we strive to represent and perpetuate high standards with respect to the use of power and authority.

Sexual harassment, for example, is not tolerated in any form; it is a violation of an individual's human rights and a form of sex discrimination. Any employees and students who engage in sexual harassment are subject to applicable disciplinary processes, and acts of harassment which also constitute sexual battery will be referred to the appropriate authorities for prosecution. The FSU policy on Sex Discrimination and Sexual Misconduct can be found at:

<https://regulations.fsu.edu/sites/g/files/upcbnu486/files/policies/president/FSU%20Policy%202-2.pdf>

Students with disabilities are protected under the Americans with Disabilities Act. Those with disabilities needing academic accommodations should register with the Office of Accessibility Services (<https://dsst.fsu.edu/oas>) and bring a letter to class from this office indicating that student accommodations need to be met. This should be done within the first week of class.

PAGA, Pi Alpha Alpha, ASPA, and ICMA Memberships, and other Professional Organizations

The School supports active student participation in School governance, and a voting student member serves on each of the School's principal committees: the Policy Committee, the MPA Committee, and the Ph.D. Committee. These students are selected by the School's Public Administration Graduate Association (PAGA). All students are encouraged to participate fully in PAGA's business, social activities, and community service efforts as well as to strive for the high standards of scholarship that will earn them membership in the local chapter of Pi Alpha Alpha, the national honor society in public administration. Information on PAGA can be found at <https://nolecentral.dsa.fsu.edu/organization/paga>.

To become full-fledged professionals, students should join a relevant professional association. The primary professional association for public administrators is the

American Society for Public Administration (ASPA). The North Florida chapter of ASPA meets periodically throughout the year. Numerous sections of ASPA or other specialized associations exist to meet the needs of students with specialized interests. More information on ASPA can be found at <http://www.aspanet.org/>.

The International City/County Management Association (ICMA) is the leading professional association for local government administration and management professionals. ICMA provides professional development, networking opportunities, ethical standards, and career resources for students and practitioners in local government. Through its conferences, credentialing programs, and student initiatives, ICMA plays a central role in preparing future local government leaders. The chapter also offers students leadership opportunities to serve in roles such as president or treasurer, allowing them to guide the chapter's activities and direction throughout their time in the program. More information on ICMA can be found at <https://icma.org/>

In addition to these organizations, there are numerous professional associations that support careers in the public sector and local government, including the [National Association of Counties \(NACo\)](#), the [Government Finance Officers Association \(GFOA\)](#), [Florida Women Leading Government \(FWLG\)](#), the [National Forum for Black Public Administrators \(NFBPA\)](#), the [Local Government Hispanic Network \(LGHN\)](#), [CivicPRIDE](#), the [International Network of Asian Pacific Islander Public Administrators \(I-NAPA\)](#), and [Engaging Local Government Leaders \(ELGL\)](#). Many of these organizations have state and local chapters and offer student memberships at low or no cost. Participation in these associations provides excellent opportunities for continued professional development, mentorship, and networking throughout one's public service career.

The School's faculty have served in leadership of many professional organizations and have received prestigious national awards. For example, several faculty have been elected fellows of [the National Academy of Public Administration](#), and some have served as presidents of the [American Society of Public Administration](#), the [National Association of Schools of Public Affairs and Administration](#), the [Southeastern Conference for Public Administration](#), the [National Legislative Program Evaluation Society](#), the [American Evaluation Association](#), the [National Conference of State Legislatures](#), [International City/County Management Association](#), and the [Nature Coast Public Procurement Association](#). Faculty regularly serve in leadership positions with ASPA chapter presidents and section chairpersons. They will be happy to assist students in joining these professional associations.

Listserv and Social Media

To promote regular communication, students are required to sign up for the student email listserv at <https://lists.fsu.edu/mailman/listinfo/pastudt> and are strongly encouraged to follow the School on our social media, which include Twitter, Facebook, and LinkedIn pages.

FSU Help Centers

FSU's Reading/Writing Center, <https://wr.english.fsu.edu/reading-writing-center>, offers individualized and group tutoring in both reading and writing. In-person and Zoom meetings are offered during the fall and spring semesters. To schedule an appointment, please visit <https://wr.english.fsu.edu/rwc/appointments>.

FSU's ACE Learning Studio provides computerized tutorials that can help to prepare math-deficient students in the required quantitative methods course sequence. For more information, graduate students should call the Studio at (850) 645-9151, or send an email at tutor@fsu.edu to make tutoring appointments or to reserve a study room. If you would like an academic consultation, please call (850) 645-0852 to schedule an appointment. Additional information can be found at <https://ace.fsu.edu/frequently-asked-questions>.

The Statistics Department's Statistical Consulting Services provides assistance to graduate students in their programs, phone: (850) 644-3218. Some students may be required to attend these centers as a condition of admission. Additional information can also be found at <https://stat.fsu.edu/consulting-center>

The Student Counseling Center (850) 644-2003 offers individual and group counseling and a support groups for all students. More details can be found at <https://counseling.fsu.edu/students/counseling/services>. If you feel you need help of an academic or personal nature, please contact your adviser.

The Office of Accessibility Services, (850) 644-9566, assists in accommodations to enhance access and success. Information on the services that they provide can be found at <https://dsst.fsu.edu/oas>.

Appendix A: MPA Career Paths, Graduate Certificates, and Recommended Electives

The MPA program is designed to enable students to select the combination of elective courses that best fits their expected career direction. While students are strongly encouraged to pursue one of the School's graduate certificate programs, we have also developed career paths that identify elective courses that teach relevant skills and content.

A *career path* refers to a structured focus area or specialization that guides students' elective course selections and professional development toward particular roles or sectors in public service, nonprofit, and related fields. These pathways organize relevant coursework and experiences around distinct areas of practice—such as local government management, leadership and strategic management, public financial management, evidence-based policymaking, emergency management, nonprofit administration, and international or NGO work—helping students build the knowledge, skills, and credentials needed for success in their intended careers. Although choosing a career path is optional, it is recommended to align academic preparation with career goals and enhance job readiness upon graduation.

Graduate certificate programs offer specialized coursework to enhance students' academic and professional experience. Students can pursue a certificate in addition to a master's or doctoral degree or enroll in a stand-alone certificate program for personal or professional growth. While college credit certificates are not degrees, they officially document specialized training on a student's transcript and serve to supplement educational or career goals. To earn a graduate certificate, students must achieve a minimum 3.0 GPA in all 5000-level and above graduate courses applied toward the certificate, as outlined in the Graduate Bulletin's Academic Standards Policy. To be admitted to a graduate certificate program, students must have already completed an undergraduate degree. Formal application to the certificate program is required; simply taking related courses does not constitute enrollment. This application must be submitted before completing two courses (6 credit hours) applicable to the certificate program. No exceptions to this policy will be made. To apply for a certificate program, please visit <https://cospp.fsu.edu/academics/graduate-certificate-programs/>.

While students are not required to select a graduate certificate or career path, it is recommended that students select a specialization in a field during their studies. Those who enter the program directly from an undergraduate liberal arts and social science major will enhance their job prospects by selecting a graduate certificate or career path. Students who enter the School from FSU's highly specialized undergraduate programs such as engineering or accounting, or who have become specialists through on-job

training and experience, may want to select from a wider range of electives.

Requirements for graduate certificates are being revised in the 2026 spring term and will be added to the School website and this Handbook thereafter.

Local Government Management

Many graduates work in local government, which delivers many of the most critical public services, and these jobs offer the satisfaction of seeing things being accomplished. This career path prepares students for a wide variety of jobs in local governments, such as serving as city or county managers and staff and management positions in local agencies, special districts, and regional councils of government. As the state and federal governments need people with local government experience, graduates can also work in state or federal agencies.

Courses introduce students to the local government policy environment and the key skills needed to succeed in this world. Local administrators have told us, without exception, that training in financial management is critical to their success, as are skills in organization development, data analysis, ethics, intergovernmental relations, and collective bargaining. Courses in land use and growth management can also enhance a student's career potential, and the Joint Pathway program with the Department of Urban and Regional Planning offers an opportunity to begin a local government career with a range of knowledge and skills possessed by few persons.

Recommended electives

PAD 5041 Public Service Ethics

PAD 5057 Managing the Performance of Public Organizations

PAD 5121 Managing Florida's Government and its Key Policy Issues

PAD 5859 Managing Public Procurement

PAD 5935 Local Government Administration

PAD 6207 Financial Resources Administration

PAD 6226 Public Budgeting Simulation and Issues

Leadership and Strategic Management

Organizations of all types, especially those that serve the public, need leaders who are

knowledgeable about the trends and conditions that are shaping the world have skills in tools for enhancing organizational effectiveness. The leadership and strategic management career path is especially suited to students with several years of practitioner experience. Located in the capital city of a "mega-state," the Askew School offers unique opportunities to study leadership and strategic management in the context of policy development and implementation.

Recommended Electives

PAD 5041: Public Service Ethics

PAD 5057: Managing the Performance of Public Agencies

PAD 5121: Managing Florida's Government and its Key Policy Issues

PAD 5142: Managing the Nonprofit Organization

PAD 5327: Public Program Evaluation

PAD 6109: Institutions and Society

POS 5227: The Executive

PAD 6418: Human Resource Management

PAD 6721: Policy Analysis Research Seminar

Public Financial Management

Managing financial resources is one of the core functions of government. Financial management encompasses budgeting, forecasting, revenue administration, treasury and investment management, risk management, payroll and pension management, procurement and contracting, grant management, auditing and, of course, governmental accounting. The study of budgeting also includes the economic and political contexts within which budgets are decided, as well as the policy process (many policy choices originate in budget shops). This career track is especially appropriate for those who seek to start careers in positions such as budget analyst, performance auditor, or purchasing specialist; these jobs often lead to positions in senior management.

Recommended Electives

PAD 5041 Public Service Ethics

PAD 5057 Managing the Performance of Public Agencies

PAD 5121 Managing Florida's Government and its Key Policy Issues

PAD 5208 Budget and Finance in Nonprofit Organizations

PAD 5327 Public Program Evaluation

PAD 5859 Managing Public Procurement

PAD 5935 Health Care Finance
PAD 6207 Financial Resources Administration
PAD 6226 Public Budgeting Simulation and Issues

Evidence-Informed Governance

State and local governments are under continuing pressure to “do more with less” yet meeting the needs of Florida’s growing population. The Evidence-Informed Governance career track provides students with the tools needed to help public officials and agency leaders address this challenge through rigorous evidence about the effectiveness of current programs and the potential impacts of alternative policy approaches. The career path includes training in program evaluation, performance management, policy analysis, as well as strong methodological, statistical, and communication skills. Collectively, these tools and abilities enable students to study emerging problems and needs, assess whether current programs are effectively achieving desired results, and project the likely consequences of proposed policy and management choices. Graduates who are well prepared in these skills can become valued advisers to public officials. They often pursue careers in government agencies, policy-oriented associations and think tanks, consulting firms, and legislative committees.

Developing quantitative analysis skills is a must for this career path. The primary course is *PAD 5327: Public Program Evaluation*, which provides an overview of the political and organizational context of evaluation activities. Students may choose from many research design and quantitative analysis courses. Students wishing to work in a special policy area, such as health policy, should obtain substantive knowledge about the particular topic.

Recommended Electives

PAD 5041 Public Service Ethics
PAD 5057 Managing the Performance of Public Organizations
PAD 5121 Managing Florida’s Government and its Key Policy Issues
PAD 5327 Public Program Evaluation
PAD 5859 Managing Public Procurement
PAD 5935 Qualitative Research Methods
PAD 6721 Policy Analysis Research Seminar
PAD 6025 Theoretical Perspectives in Public Policy
PAD 6108 Institutions, Policy & Management

Managing Nonprofit Organizations

Many MPA graduates pursue careers in nonprofit organizations, which play a major role in delivering public services. The Institute for Nonprofit Innovation and Excellence's *2017 State of the Sector Report* identified over 2,000 registered nonprofits in Leon County that account for over 10% of the county's employment. Many nonprofit organizations—sometimes called the Independent Sector—work closely with governments, especially as contractors providing social, health, and as other types of services such as environmental monitoring. Some nonprofit associations serve the needs of constituent members. As the state capitol, Tallahassee is the seat of several hundred professional associations.

This career path helps to prepare students to become thoughtful, innovative, and informed leaders of nonprofit organizations. Leaders in this sector face increasingly difficult social, political, and economic challenges, and the recommended electives emphasize the distinctive features of nonprofit organizations and the management skills and knowledge needed to address these challenges.

Recommended Electives

PAD 5041 Public Service Ethics

PAD 5057 Managing the Performance of Public Organizations

PAD 5142 Managing the Nonprofit Organization

PAD 5173 Non-Governmental Organizations (NGOs)

PAD 5174 The Independent Sector

PAD 5208 Budget and Finance in Nonprofit Organizations

PAD 5206 Fundraising and Fund Development

PAD 5327 Public Program Evaluation

PAD 5859 Managing Public Procurement

International and Non-governmental Organizations

Government agencies that deal with international relations and foreign businesses, the hundreds of nongovernmental organizations (NGOs) that provide development, as well as many of the oriented services in other countries need to be managed well. Designed for persons with strong undergraduate preparation in topics such as international affairs, cultures, and languages, this career track provides a solid preparation for managing such

organizations. Officials in this field must become adept at skills such as contracting, managing projects, evaluating performance, and exercising leadership in challenging cultural contexts. While the Askew School offers a limited number of internationally-oriented courses, other FSU departments offer many such classes.

Recommended Electives

PAD 5057 Managing the Performance of Public Organizations

PAD 5142 Managing the Nonprofit Organization

PAD 5208 Budget and Finance in Nonprofit Organizations

PAD 5327 Public Program Evaluation

PAD 5859 Managing Public Procurement

PAD 5142 Managing Nonprofit Organizations

PAD 5173 Nongovernmental Organizations (NGOs)

PAD 5174 The Independent Sector

PAD 5835 International Comparative Emergency Management

Graduate Certificates from Emergency Management and Homeland Security Program

Many MPA students take courses from our sister Emergency Management and Homeland Security Program, which offers three graduate certificates. Students desiring more information about the program and how to apply should visit [EMHS | Certificates](#).

Emergency Management and Homeland Security

Florida is no stranger to disaster. Some 80 percent of Floridians live in the state's hurricane vulnerable coastal areas, so an aggressive emergency management system is a necessity. The state consistently leads the nation in emergency management policy, practice, and technology. The Emergency Management career track has strong ties to the emergency management community, through its nationally and internationally known researchers and faculty. The career track prepares managers with the skills and knowledge to navigate their organizations through crisis events or to take entry positions in the emergency management field. The following is a list of electives taught by the School. Students may also wish to apply electives toward a five-course [Graduate](#)

[Certificate in Emergency Management](https://em.fsu.edu/index.php) (for certificate requirements go to the EMHS website at <https://em.fsu.edu/index.php>).

Recommended Electives

PAD 5376 Introduction to Terrorism: Preparedness and Response
PAD 5377 Advanced Topics in Terrorism
PAD 5378 Disaster Systems
PAD 539 Foundations of Emergency Management
PAD 5398 Emergency Management Programs, Planning, and Policy
PAD 5859 Managing Public Procurement
PAD 5845 Public Health and Emergency Management
PAD 5373 Leadership and Communications in Emergency Management
PAD 5835 International Comparative Emergency Management
PAD 5837 International Terrorism Policy
PAD 5895 Homeland Security Policy and Practice
PAD 5388 Disaster Recovery and Mitigation
PAD 5310 Disaster Management Planning for Urban Poor Communities
PAD 5589 Global Security and Fusion
PAD 5849 U.S. Intelligence Policy

U.S. Intelligence Studies

The focus on the practice and community surrounding the intelligence field in the United States has placed new importance on training analysts and decision makers. This certificate gives students in just about any program of study a way to stand out from the crowd and learn real world approaches to solving complicated problems. The concepts and methods are as relevant in business, psychology, and the arts as it is to national security. (For certificate requirements, please visit the EMHS website at <https://em.fsu.edu/index.php>).

Recommended Electives

PAD 5849 U.S. Intelligence Policy
PAD 5896 U.S. Intelligence Analysis and Communication
PAD 5837 International Terror Policy
PAD 5839 International Conflict and Terrorism
PAD 5376 Introduction to Terrorism

PAD 5377 Advanced Topics in Terrorism
PAD 5475 Women, Disasters, and Conflict
PAD 5895 Homeland Security Policy and Practice
PAD 5898 Global Security and Fusion (*previously PAD 5935*)
PAD 5935 Hard Targets and Intelligence
PAD 5848 U.S. Intelligence Community
ASN 5148 Topics on 21st Century China
ASN 5935 Modern China
CPO 5429 Political Islam: Ideology or Religion
CPO 5934 Politics of Terror
HIS 6934 Seminar: Minorities in the Middle East
HIS 6934 Seminar: US and Cold War
INR 5036 International Political Economy
INR 5507 International Organizations
INR 5935 Human Rights and National Security Law
INR 5935 National Security Transformation
INR 5936 Imperial China
INR 5936 Readings on Communist Asia
POS 5698 Human Rights and National Security
POS 5698 National Security Transformation
POS 5723 Game Theory
POS 5727 Advanced Game Theory
RLG 5305 Religion and Disaster

Applications of Unmanned Aircraft Systems in Emergency Management

State and local emergency managers have shown intense interest in what drones can do for the field of emergency management, particularly emergency response, recovery, and mitigation. Trade associations estimate 15,000 new drones will be put into service by state and local agencies in the next 15 years. However, experts in the field are rare, and few are cross trained in management of these systems and the fields in which they are applied.

The Emergency Management and Homeland Security Program has developed extensive UAS capability and expertise. This includes practical 'hands on' usage of the technology

as well as the regulatory frameworks, requirements, and realities of using this data in a variety of fields. EMHS has used drones in several disaster risk reduction projects in the Caribbean and is currently collaborating with the Florida Division of Emergency Management on integrating drones into emergency management and public safety. Three faculty members from EMHS have acquired manufacturer certifications for specific aircraft and the program has received a Certificate of Authorization (COA) from the Federal Aviation Administration to fly UAS for research and educational purposes.

This certificate program gives students another way to differentiate themselves from their peers as well as provides unique and desirable educational and practical experiences. The certificate program is available at the **graduate** and **undergraduate** levels, and is open to all majors. Students may take the UAS courses without being enrolled in the certificate program. Before a student may be issued a Certificate, they must apply for admission to that Certificate Program. This application must be submitted as early as possible, and **before the student has completed six (6) credit hours of courses in the Certificate Program**. Interested in completing one of our other certificates in Emergency Management and Homeland Security or US Intelligence in addition to the UAS Certificate? **Only one (1) elective from this certificate track may be counted towards another certificate**. (Information on certificate requirements can also be found on the EMHS website at <https://em.fsu.edu/certificates.php>).

15 CREDIT HOURS

Successful completion of the courses applied to the Application of UAS certificate is defined as a grade of C or higher. Students who receive grades lower than a C in any courses must repeat that course if they wish to have it apply to the Application of UAS certificate. Graduate students must also maintain an overall 3.0 or B average for all classes applying towards the certificate. S/U classes are not accepted in any of our certificates unless the course is a Directed Individual Study (DIS) and the student has obtained approval from the department.

CORE COURSES (REQUIRED)

- PAD 5079 Unmanned Aircraft Systems in Emergency Management
- PAD 5078 Application of Unmanned Aircraft Systems (Pre- or corequisite: PAD 5079 UAS in EM)
- PAD 5935 Geospatial Intelligence in Emergency Management (Prior to Summer 2024: Policy and Implementation of UAS)

ELECTIVE COURSES (CHOOSE TWO)

- PAD 5397 Foundations of Emergency Management

- PAD 5378 Disaster Systems (Prerequisite: PAD 5397 Foundations in Emergency Management)
- PAD 5935 Disaster Incident Management
- ANG 5115 Coastal Hazards and Resilience
- ANG 5115 Remote Sensing
- GIS 5101 Geographic Information Systems
- GIS 5034 Introduction to Remote Sensing
- URP 5101 Planning Theory and Practice
- URP 5272 Urban and Regional Information Systems

Appendix B: Annual Course Schedule

Fall

PAD5035	Policy Development & Administration	F2F, Online
PAD5041	Public Service Ethics	Online
PAD5050	Profession of Public Administration	F2F, Online
PAD5106	Public Organizations	F2F, Online
PAD5121	Managing Florida Government	Online
PAD5142	Managing Nonprofit Organizations	Online
PAD5216	Health Care Finance	F2F
PAD5227	Managing Public Financial Resources	F2F, Online
PAD5327	Public Program Evaluation	Online
PAD5417	Human Resource Management	F2F, Online
PAD5700	Research Design in Public Administration	F2F, Online
PAD5701	Quantitative Analysis in Public Administration	Online
PAD5809	Local Government Administration	Online
PAD5836	International and Comparative Administration	F2F
PAD5935	Decision-Making in Public and Nonprofit Orgs	Online
PAD5935	Policy Analysis	Online
PAD5935	Administrative Law for Public Managers	Online
PAD5935	Organizational Advocacy	Online
PAD5935	Public Sector Writing and Communications	Online
PAD5935	Justice and Fairness in Public Administration	Online
PAD 935	Governing with AI	Online
PAD6025	Theoretical Perspectives in Public Policy	F2F
PAD6054	Intellectual History and Future of PA	F2F
PAD6221	Public Policy Analysis	F2F
PAD6226	Public Budgeting Simulation and Issues	F2F
PAD6300	Governmental Administration in Florida	F2F
PAD6707	Logics of Inquiry	F2F
PAD6908	Capstone	Online
PAD6915	Supervised Research	F2F
PAD6930	Professional Topics	F2F
PAD6960	Preliminary Study	F2F
PAD6980	Dissertation	F2F
PAD8964	Preliminary Doctoral Exam	F2F
PAD8985	Dissertation Defense	F2F

Spring

PAD5035	Policy Development & Administration	F2F, Online
PAD5041	Public Service Ethics	Online
PAD5050	Profession of Public Administration	F2F, Online
PAD5106	Public Organizations	F2F, Online
PAD5121	Managing Florida Government	Online
PAD5142	Managing Nonprofit Organizations	Online
PAD5216	Health Care Finance	F2F
PAD5227	Managing Public Financial Resources	F2F, Online
PAD5327	Public Program Evaluation	Online
PAD5417	Human Resource Management	F2F, Online
PAD5700	Research Design in Public Administration	F2F, Online
PAD5701	Quantitative Analysis in Public Administration	Online
PAD5809	Local Government Administration	Online
PAD5836	International and Comparative Administration	F2F
PAD5935	Decision-Making in Public and Nonprofit Orgs	Online
PAD 5935	Policy Analysis	Online
PAD5935	Administrative Law for Public Managers	Online
PAD5935	Organizational Advocacy	Online
PAD5935	Public Sector Writing and Communications	Online
PAD 5935	Justice and Fairness in Public Administration	Online
PAD 5935	Governing with AI	Online
PAD6025	Theoretical Perspectives in Public Policy	F2F
PAD6054	Intellectual History and Future of PA	F2F
PAD 6221	Public Policy Analysis	F2F
PAD6226	Public Budgeting Simulation and Issues	F2F
PAD6300	Governmental Administration in Florida	F2F
PAD6707	Logics of Inquiry	F2F
PAD6908	Capstone	Online
PAD6915	Supervised Research	F2F
PAD6930	Professional Topics	F2F
PAD6960	Preliminary Study	F2F
PAD6980	Dissertation	F2F
PAD8964	Preliminary Doctoral Exam	F2F
PAD8985	Dissertation Defense	F2F

Summer

PAD5106	Public Organizations	Online
PAD5206	Fundraising and Fund Development	F2F
PAD5826	Intergovernmental Management & Relations	Online
PAD5525	Governance For Sustainable Communities	Online
PAD5417	Human Resource Management	Online
PAD5701	Quantitative Analysis in Public Administration	Online
PAD5227	Managing Public Financial Resources	Online
PAD	Qualitative Research Methods	Online

Appendix C: List of Pre-approved Electives

Below is a list of elective courses that students can take without requesting approval prior to enrolling. For more specific details on registration and other requirements, students must still check with the department that is offers these courses.

For courses that are not listed below and still need prior approval, students must complete the [Non-Public Administration Elective Approval](#) form and receive permission from the MPA Director. This will ensure that electives taken from outside the Public Administration program will be counted towards the MPA degree.

Prefix	Course Title
COM 5450	Introduction to Project Management
COM 5451	Advanced Topics in Project Management
COM 5452	Agile Project Management (Project Mgmt)
COM 5126	Organizational Communication Theory and Practice (Project Mgmt)
MMC 6469	Diffusion of Innovation (Project Mgmt)
COM 5127	Assessing Organizational Communication (Project Mgmt)
COM 5316	Statistical Methods in Communication Research (Project Mgmt)
COM 5317	Content Analysis in Communication Research (Project Mgmt)
COM 5235	Crisis Communication (Project Mgmt / DASS)
COM 5401	Analysis of Communication Theory (Project Mgmt)
COM 5364	Foundations of Digital Media (DASS)
LIS 5341	Data Organization (DASS)
LIS 5786	Introduction to Information Architecture (DASS)
LIS 5751	Computers as Persuasive Technology (DASS)
LIS 5782	Database Management Systems (DASS)
SPC 5545	Studies in Persuasion (DASS)
ACG 5505	Government and Not-for-Profit Accounting and Auditing (Public Fin Mgmt)
ECO 5505	Public Finance (Public Fin Mgmt)
URP 5261	Forecasting for Plan Development (Public Fin Mgmt)
URP 5731	Planning for Community Infrastructure (Public Fin Mgmt)
ANG 5115	Coastal Hazards and Resilience / Remote Sensing (EMHS)

Prefix	Course Title
URP 5445	Climate Change and Community Resilience (EMHS)
ARE 5262	Principles of Arts Administration (Civic/Nonprofit)
MUM 5805	Introduction to Arts Administration (Civic/Nonprofit)
ARE 5867	Grant Writing & Development in the Arts (Civic/Nonprofit)
ARE 5665	Leading the Arts Organization (Civic/Nonprofit)
ARE 5253	Arts in Community Engagement (Civic/Nonprofit)
MUM 5815	Fundraising Strategies in Music (Civic/Nonprofit)
ARE 5865	Cultural Policy (Civic/Nonprofit)
MUM 5816	Audience Development, Marketing and PR in Musical Arts Orgs (Civic/Nonprofit)
CCJ 5039	Self-Control, Crime, and Criminal Justice (Joint – CCJ)
CCJ 5109	Theory in Criminology and Criminal Justice (Joint – CCJ)
CCJ 5526	Juvenile Delinquency (Joint – CCJ)
CCJ 5659	Opioid Epidemic, Crime and Justice (Joint – CCJ)
CCJ 5669	Race, Ethnicity, Crime and Social Justice (Joint – CCJ)
CCJ 5698	Sex Crime Policy (Joint – CCJ)
CCJ 5716	Criminal Justice Policy and Evaluation (Joint – CCJ)
COM 5453	Applied Project Management for Leaders (Project Mgmt)
COM 5565	Social Media Campaigns (Project Mgmt)
COM 5807	Interpersonal Communication and Conflict Resolution (Project Mgmt)
PHC 5001	Public Health Epidemiology (Joint – PHC)
PHC 5003	Chronic Disease Epidemiology (Joint – PHC)
PHC 5074	Social Epidemiology (Joint – PHC)
PHC 5155	Health Services Organization and Policy (Joint – PHC)
PHC 5300	Environmental Health (Joint – PHC)
PHC 5625	Legal and Ethical Issues in Public Health and Health Professions (Joint – PHC)
PHC 6002	Infectious Disease Epidemiology (Joint – PHC)
PHC 6110	Comparative Health (Joint – PHC)

Prefix	Course Title
SOW 5248	Homelessness in America: Peoples, Programs, and Policies (Joint – SOW)
SOW 5282	Legislative Advocacy (Joint – SOW)
SOW 5376	Budget and Finance in the Social Services (Joint – SOW)
SOW 5435	Social Policy and Program Evaluation (Joint – SOW)
SOW 5455	Grant Writing and Grant Management (Joint – SOW)
SYA 5306	Data and Society (Joint – SYA)
URP 5059	Community Involvement and Public Participation (Joint – URP)
URP 5122	Planning Dispute Resolution (Joint – URP)
URP 5123	Collaborative Governance: Consensus Building for Planners (Joint – URP)
URP 5125	Local Government and Land Use Law (Joint – URP)
URP 5272	Urban and Regional Information Systems (Joint – URP)
URP 5540	State & Local Economic Development (Joint – URP)
URP 5543	Public/Private Development (Joint – URP)
URP 5611	Strategies for Urban and Regional Development in Less Developed Countries (Joint – URP)
URP 5742	Problems and Issues in Housing and Community Development (Joint – URP)
URP 5847	Growth and Development of Cities (Joint – URP)
URP 5939	Research Methods – Plan & Real Estate (Joint – URP)

Appendix D: MPA Student Advising Form

Program of Study Master of Public Administration

Matriculation Term: _____
 State Employee? _____
 Residency: _____
 Full-time? _____

Name: _____ FSUID: _____ EMPLID: _____

Total 42 credits

Required MPA CORE courses (24 semester credits):	Credits	Grade	Semester
<u>Core Required Courses</u>			
PAD 5050 The Profession of Public Administration	3		
PAD 5106 Public Organizations	3		
PAD 5227 Managing Public Financial Resources	3		
PAD 5417 Human Resource Management	3		
PAD 5035 Policy Development and Administration	3		
<u>Methodology Required Courses</u>			
PAD 5700 Research Design in Public Administration (must be taken before PAD 5701)	3		
PAD 5701 Quantitative Analysis in Public Administration	3		
<u>Capstone Project</u>			
PAD 6908 Capstone Project	3		
Approved MPA Electives (18 Credits):			
Course Code: _____ Title: _____			
Course Code: _____ Title: _____			
Course Code: _____ Title: _____			
Course Code: _____ Title: _____			
Course Code: _____ Title: _____			
Course Code: _____ Title: _____			
TOTAL CREDITS:			

Transfers/Substitutions/Exemptions

Required Course Substitute Course & Semester/Year Taken

Concentration: _____

Classes completed within 7 years?

Student Signature

Date

PROGRAM COORDINATOR ONLY BELOW

Advisor Comments:

Academic Program Specialist or MPA Director

Date

Remembering Reubin O'D. Askew



In 1994, our faculty voted unanimously to name ourselves the 'Reubin O'D. Askew School of Public Administration and Policy' to honor our most distinguished alumnus. His public service began as a paratrooper in the US Army, continued as a captain in the US Air Force, as a member of both the Florida House of Representatives and Senate, and culminated in serving as Governor of Florida from 1971 to 1979 and as US Trade Ambassador from 1979 to 1981.

We were well aware that a study at the Kennedy School at Harvard had identified Governor Askew as one of the ten best American governors, all states included, over the 20th century. But what most influenced our decision was Governor Askew's reputation for embodying and demonstrating the values of integrity and public service. When he was protected by federal agents, the agents themselves decided to assign the nickname "Integrity" to Governor Askew.

As Florida Governor, Reubin Askew made fundamental changes to the state's constitution and governmental processes. He led successful efforts to change Florida's tax structure to make it fairer, to bring far greater transparency through some of the first and toughest 'Sunshine' laws, to modernize the state's antiquated courts system, and to establish a framework for managing growth and environmental protection. Especially important were his efforts, as one of the first 'New South' governors, to promote civil rights. His actions in this arena included appointing the first Floridians of African ancestry in modern times to top positions in the Supreme Court and state agencies.

In 1995, Governor Askew joined the faculty of our school and continued teaching as an active colleague until his passing in 2014. He worked hard to give our school a firmer financial footing by raising endowed funds that were sufficient to support both the Askew Educational Endowment Fund and the Askew Eminent Scholar Chair in Florida Government and Politics. He was widely recognized for his many contributions with such honors as being elected as a Fellow of the National Academy of Public Administration, honorary doctorates from fifteen universities including FSU, and other awards such as those he received from the governments of Israel and Japan.

The members of the Askew School are dedicated to making our school a living memorial to our friend and colleague by doing all we can to live up to our mission statement: **"Promoting Scholarship, Democratic Governance, and Integrity."**