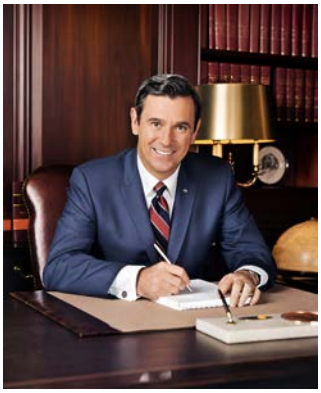
FSU

REUBIN O'D. ASKEW SCHOOL OF PUBLIC ADMINISTRATION & POLICY

COLLEGE OF SOCIAL SCIENCES & PUBLIC POLICY

MPA Student Handbook

2026



REUBIN O'D. ASKEW SCHOOL OF PUBLIC ADMINISTRATION AND POLICY

FLORIDA STATE UNIVERSITY · TALLAHASSEE, FLORIDA

Our Mission

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.

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

627 Bellamy Building, 113 Collegiate Loop

P.O. Box 3062250 · Tallahassee, FL 32306

(850) 644-3525

cosspp.fsu.edu/askew

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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.

Welcome

Dear Prospective and Current MPA Students:

We appreciate your interest in the Master of Public Administration (MPA) program of the Reubin O'D. Askew School of Public Administration at Florida State University. Located in Tallahassee, Florida's capital city, the Askew School seeks to prepare 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, classes are offered at night to accommodate students who work during their degree program.

Our MPA program is one of the oldest in the nation, with public administration courses since the 1930s. The FSU School of Public Administration was founded in 1947 and was renamed the Reubin O'D. Askew School of Public Administration and Policy in 1994. While we offer undergraduate courses, the School is focused on graduate MPA and Doctoral degree programs. The MPA program offers concentrations and graduate certificates in many fields, including Emergency Management, Evidence-Informed Governance, Financial Management, Leadership and Strategic Management, Local Government Management, and Nonprofit Management.

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 for the over 250 graduate public administration programs in the United States, the Askew School is consistently highly rated by *U.S. News & World Report*. In its 2025 rankings, *U.S. News* cited the Askew School as the top-ranked program in the state of Florida and one of the best 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 research productivity.

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

Sincerely,

David Berlan, Ph.D.
Askew School Director

Gary VanLandingham, Ph.D., & Raoul Lavin, MPA
MPA Program Co-Directors

The Bellamy Building, home of the Askew School.

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 people 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 (which may either be synchronous with weekly online meeting schedules, or asynchronous with recorded weekly lectures and assignments). Students may seek to enroll in either our traditional in-person MPA program or the online program.

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:

- To lead and manage in the public interest.
- To participate in, and contribute to, the policy process.
- To analyze, synthesize, think critically, solve problems, and make evidence-informed decisions in a complex and dynamic environment.

- To articulate, apply, and advance a public service perspective grounded in ethical judgment, accountability, integrity, and a commitment to protect public trust and safeguard public resources.
- To communicate and interact productively and responsively with an ever-changing workforce and society at large.

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. People 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 particular performance requirements.

The Askew School may also grant a 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 additional 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 ensure 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.

PLEASE NOTE

Successful performance as a non-degree seeking student does not ensure 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 on the University's tuition and fees page. 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 generally awarded in the Spring effective 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 awarded on a per-semester basis for approximately half-time service (20 hours per week). Stipend amounts are determined annually by the University. 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. Application forms for loans and financial assistance may be obtained from the Office of Financial Aid. In addition, the Division of Student Affairs has information on assistantships available elsewhere in the university.

Florida State also offers several 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 Wilson-Auzenne Graduate Assistantship program, and the FAMU Feeder Fellowship program, which provide financial support that may be supplemented by the School.

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 possibly 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 studentaid.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 and the Florida Gubernatorial Fellows program, administered by the Executive Office of the Governor (see Florida Gubernatorial Fellows). 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.

The Florida Capitol, minutes from campus — a living laboratory for public administration.

Student Advising

The MPA Handbook is the primary resource for students and serves as their guide throughout their time in the program. It contains information about degree requirements, registration, academic policies, and program procedures, and students should consult the Handbook first when questions arise.

Advising begins with the MPA Orientation, which provides incoming students with the information needed to start the program successfully. Orientation includes introductions from Askew School leadership, faculty, and staff; an overview of MPA program requirements and the advising process; a review of key academic policies and procedures; information about campus support services; and an opportunity to ask questions.

The Graduate Academic Program Specialist serves as the primary point of contact for questions regarding MPA program requirements, registration, graduate certificates, graduation, and related administrative matters. Students are encouraged to contact the Program Specialist during their first semester and before registering for classes each term. Students may reach the Program Specialist by email at COSS-PAD-Advising@fsu.edu, stop by the office during business hours, or schedule an appointment to meet in person. Questions requiring more specialized guidance will be referred to

the MPA Directors, who make decisions regarding individual program requirements and will either respond directly or refer students to the appropriate faculty member for course-specific or career-related advising.

The Askew School has faculty specializing in many areas of public administration and policy (see Appendix A), and they are an excellent resource throughout the program. Once students have identified their career interests or specialization, they are encouraged to connect with faculty whose expertise aligns with those interests to discuss electives, career pathways, research opportunities, and professional development. Faculty can provide valuable insight into current developments in the field and help students tailor their coursework to support their career goals. Students should also contact faculty directly with questions about courses taught by that faculty member.

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 modalities. Around 60% of the School's 200+ students are enrolled in the online MPA program. While most 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 are regular weekly course meetings that typically are offered over Zoom or a similar platform, and asynchronous, meaning that the class will not regularly meet and students access lectures and course materials online. Both types of online courses generally require a mix of independent and group assignments that may include 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.

> **FOR IN-PERSON STUDENTS**
>
> The Askew School offers in-person sections of all required core courses for in-person students at least once a year. However, we cannot guarantee that all elective courses will be offered in person due to the need to also make these courses accessible to our many online students. Consequently, students enrolled in the in-person 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.

GRADE REQUIREMENTS

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)

COURSE	COURSE TITLE
PAD 5050	The Profession of Public Administration
PAD 5106	Public Organizations
PAD 5227	Managing Public Financial Resources
PAD 5417	Human Resource Management
PAD 5035	Policy Development and Administration

Methodology Courses (6 hours)

COURSE	COURSE TITLE
PAD 5700	Research Design in Public Administration
PAD 5701	Quantitative Analysis in Public Administration

Applied Research Project (3 hours)

COURSE	COURSE TITLE
PAD 6908	Capstone Project

Electives (18 hours)

ELECTIVES
Students must also complete 18 hours of elective coursework. Students may choose electives that align with their academic and professional interests.

Bellamy courtyard, at the center of campus life.

Prerequisites and Sequencing of Required Courses

Students may begin the MPA program in either the Fall or Spring semester. During their initial terms, students should focus on completing the MPA core courses, as these courses satisfy program requirements and provide the foundational knowledge needed for many elective courses.

All students should take PAD 5050, The Profession of Public Administration, during their first semester. Students taking six credit hours in their first semester should enroll in PAD 5035, Policy Development and Administration, as their second course. Students taking nine credit hours are strongly encouraged to take PAD 5050, PAD 5035, and PAD 5700 during their first semester.

Because graduate coursework is rigorous, students should select a course load that aligns with their professional and personal commitments. Students who work full-time typically enroll in one or two courses (3–6 credit hours) per semester, while students who are not employed often enroll in three or four courses (9–12 credit hours). Students receiving graduate assistantships or fellowships generally enroll in three courses (9 credit hours) each semester to balance their academic and work responsibilities.

PAD 5700, Research Design in Public Administration, is the first of the program's two required research methodology courses and is a prerequisite for PAD 5701, Quantitative Analysis in Public Administration, which should be taken in the following semester. Similarly, PAD 5227, Public Financial Management, is a prerequisite for PAD 6226, Public Budgeting Simulation and Issues.

Students should also complete the core course(s) associated with their chosen Career Path (see the following section) as early as possible to ensure they are prepared for advanced electives. Additional prerequisites may apply to other upper-level electives.

Students should also consider the timing of course offerings when planning their programs of study. Core courses are typically offered each Fall and Spring, with some also available during the Summer. Elective courses are generally offered once each year, although some are available less frequently. Students are encouraged to work with the MPA academic advising team when developing their plan of study and to enroll in highly desired elective courses when they are available. Appendix C provides an annual course schedule showing anticipated Fall, Spring, and Summer course offerings and instructional modalities to assist students with long-term academic planning.

> **SUMMER TERMS**
>
> Summer courses are offered in shorter, overlapping sessions ranging from 6 to 12 weeks, compared with the regular 16-week semester. Course timelines are compressed, requiring students to complete coursework at an accelerated pace. As a result, students typically take one or two courses during the summer, rather than the two or three they may take during the regular semester. Summer offerings are more limited than those available in the fall and spring, but they do include several core courses. Students should plan accordingly and may also consider relevant graduate courses offered by other departments. See Appendix C for course offerings.

PAD 6908, Capstone Project, is the culminating experience of the MPA program and should be taken during the final semester of the program, after all core courses and the required methodology sequence (i.e., PAD 5700 and PAD 5701) have been completed. Because Capstone is offered only in the Fall and Spring semesters, students planning to graduate in the Summer semester should complete PAD 6908 during the preceding Spring semester.

RECOMMENDED FIVE-TERM SEQUENCE — FULL-TIME STUDENTS

For full-time students, the following schedule provides a recommended sequence of courses for a program of study that spans 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:	One core course Two elective courses
Fourth term:	Two core courses One elective course
Fifth term:	PAD 6908 Capstone Project One elective course

RECOMMENDED SEVEN-TERM SEQUENCE — PART-TIME STUDENTS

For part-time students, the following schedule provides a recommended sequence of courses for a program of study that spans seven terms:

First term:	PAD 5050 Profession of Public Administration PAD 5035 Policy Development and Administration
Second term:	PAD 5700 Research Design One elective course
Third term:	PAD 5701 Quantitative Analysis One elective course
Fourth term:	One core course One elective course
Fifth term:	One core course One elective course
Sixth term:	One core course One elective course
Seventh term:	PAD 6908 Capstone Project One elective course

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 D).

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 Program of Study Form (see Appendix F) to approve elective courses.

MPA students may also enroll in graduate courses offered by the Emergency Management and Homeland Security (EMHS) program to fulfill their elective requirements. EMHS graduate courses currently use the PAD prefix, and a complete list of these courses appears in Appendix E. Because offerings vary from term to term, students should consult the EMHS website or contact the EMHS department with questions about specific courses and course scheduling.

> **CAUTION**
>
> Electives taken outside the Askew School that are not approved on the Program of Study 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. The following certificate programs are available the MPA program.

Course modality varies across certificate coursework. Some of the courses that count toward a certificate are offered only in person. Students should consult Appendix C, Annual Course Schedule, to determine the modality in which each course is offered.

The specific course requirements for each certificate — required courses, electives, and credit hours — are listed in Appendix B, Certificate Requirements.

Full details for every certificate, including admission and application requirements, are available on the Askew School's certificate programs webpage.

ASKEW SCHOOL CERTIFICATES AVAILABLE TO MPA STUDENTS

- Civic and Nonprofit Leadership
- Florida City and County Management
- Public Financial Management

EMHS CERTIFICATES AVAILABLE TO MPA STUDENTS

- Emergency Management and Homeland Security
- U.S. Intelligence Studies
- Unmanned Aircraft Systems

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 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 two 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 assure 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 en 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. Nine credits (three courses) per semester constitute a full-time course load in graduate school. Given the high level of reading and analytical work required, full-time students should be very cautious in attempting to take on more than nine 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.

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 four core MPA courses (12 hours) and the two required research methodology courses (6 hours). Prior to registration, these students must speak with the professor that he/she/they are interested in working with to obtain their agreement to oversee the independent study. 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. Alternatively, a professor may recommend that the student take an elective course and complete a substitute assignment in place of a DIS.

Mid-program Review

Students should 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.

Askew School MPA Students presenting their capstone report at the 2025 International City/County Management Association Conference in Tampa, Florida.

Capstone Project

All students are required to complete a Capstone Project (PAD 6908) during their final semester. **All core courses and the methodology sequence must be completed before enrolling in the Capstone.** Students may still have elective requirements remaining.

The Capstone course is offered only in the fall and spring semesters, so students should plan accordingly when sequencing their coursework and preparing for graduation. Students whose planned graduation is in the summer semester should take PAD 6908 in the preceding spring semester. *Given the significant time commitment the Capstone requires, students are strongly encouraged to enroll in no more than one additional course during the Capstone semester.*

The Capstone is built around a consulting model in which student teams work directly with a public-sector or nonprofit organization to address a real-world policy or management challenge. This is not a classroom simulation but a professional consulting experience. 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.

Capstone Intent Survey. Each semester, the School distributes a survey to students asking whether they plan to enroll in the Capstone the following semester. This survey is a planning tool that allows the School to project enrollment, staff the course appropriately, and secure a sufficient number of project partners. Students who intend to take the Capstone must complete the survey by the stated deadline. Failure to complete the survey may result in a student being unable to register for PAD 6908 in the intended semester.

Registration Process. Unlike most other courses in the MPA program, students do not directly register themselves for the Capstone course. Once the MPA Directors have reviewed student progress and confirmed that all Capstone requirements and prerequisites have been met, students will be cleared for enrollment. After eligibility has been verified, the Askew School's Academic Program Specialists will register students for the course. This process ensures that students enter the Capstone at the appropriate point in the program, after completing all required core and methodology coursework, so they are adequately prepared to apply the knowledge and skills developed throughout the MPA curriculum to the Capstone experience.

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; and
3. Under the Academics area, click the drop-down box arrow and select "Apply for Graduation";

For further instructions, visit How to Apply to Graduate on the Student Central website.

HELPFUL LINKS

- Graduation Checklist
- Graduation
- Graduation Calendar

Askew School student participating in the Florida City/County Management Next Gen Summer Internship program in the City of Flagler Beach, Florida.

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 on 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 Nature Coast Public Purchasing Association, 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 and GovHR. 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. Information on jobs with the federal government can be found at 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.

> **START EARLY**
>
> 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). 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.
>
> The Local Government Management Fellowship (LGMF) was born as a career development opportunity for graduates in full-time one- to two-year management-track local government positions under direct mentorship from a senior government leader, most frequently the manager or administrator. Finalists are selected based on academic performance, demonstrated leadership potential, commitment to public service, communication skills, initiative, creativity, and positive attitude. The application period usually opens in September with due dates in December.

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 on the Faculty Development and Advancement website.

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 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 in the University regulations.

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 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.

Askew School events bring students, faculty, alumni, and practitioners together.

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 on NoleCentral.

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 can be found on the ASPA website.

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 can be found on the ICMA website

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 and are strongly encouraged to follow the School on our social media, which include Instagram, Facebook, and LinkedIn pages, as well as the College of Social Sciences and Public Policy News.

Follow the Askew School on Social Media	
Facebook facebook.com/askewschoolfsu	**LinkedIn** linkedin.com/school/askewschoolfsu
Instagram @askewschoolfsu	**COSSPP News** cosspp.fsu.edu/category/news

Scan any code with your phone camera to open the page.

FSU Help Centers

FSU's 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 the Center's website.

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 directly at (850) 645-9151 or send them 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 in the ACE Learning Studio FAQ

The Statistics Department's Statistical Consulting Center 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 on the Statistical Consulting Center website

The Student Counseling Center (850) 644-2003 offers individual and group counseling and a support group for all students. More details can be found on the Counseling Center website. 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 is available on their website.

APPENDIX A

MPA Career Paths and Recommended Electives

Certificates, career paths, and the elective courses that support them.

MPA Career Paths 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, the School has also developed additional career paths that identify elective courses that teach relevant skills and content. A certificate is a *formal academic credential* awarded by the university after a student completes a defined set of required courses. It appears on a student's transcript and signals verified expertise in a specific subject area. In contrast, a career path is a *guided focus or advising framework* that helps students strategically select electives and professional experiences aligned with a particular career goal. It does **not** result in a separate credential or transcript designation.

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.

> **APPLICATION DEADLINE**
>
> 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, visit the COSSPP website.

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.

As many career options require multidisciplinary study, the recommended electives include courses taught by both the School and other FSU departments. 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.

Course modality varies. Some courses are offered only in person, others only online, and some in both formats. Before finalizing a course of study, students should consult Appendix C, Annual Course Schedule, to determine the modality in which each course is offered.

Full details for every certificate, including admission and application requirements, are available on the Askew School's certificate programs webpage.

CERTIFICATES

- Civic and Nonprofit Leadership (DS)
- Florida City and County Management (DS and NDS)
- Public Financial Management (DS and NDS)
- Emergency Management and Homeland Security (DS and NDS)
- U.S. Intelligence Studies (DS and NDS)
- Unmanned Aircraft Systems (DS and NDS)

DS = Available to Degree Seeking Students
NDS = Available to Non-Degree Seeking Students

CAREER PATHS

- Evidence-Informed Governance
- International and Non-governmental Organizations
- Leadership and Strategic Management
- Local Government Management
- Managing Nonprofit Organizations
- Public Financial Management
- Emergency Management and Homeland Security
- U.S. Intelligence Studies

Evidence-Informed Governance

Advisers: Atkins, Banner, Fay, Ikpebe, Lee, Tang, VanLandingham

State and local governments are under continuing pressure to "do more with less" while still 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

COURSE	COURSE TITLE
PAD 5041	Public Service Ethics
PAD 5057	Managing the Performance of Public Agencies
PAD 5121	Managing Florida Government and Key Policy Issues
PAD 5327	Public Program Evaluation
PAD 5859	Managing Public Procurement
PAD 5935	Evidence-Based Decision-Making in Public & Nonprofit Organizations
PAD 5935	Policy Analysis
PAD 6025	Theoretical Perspectives in Public Policy
PAD 6108	Institutions, Policy & Management
PAD 6705	Analytic Techniques for Public Administrators
PAD 6721	Policy Analysis Research Seminar
POS 5276	Political Communication and Message Development
POS 5335	Political Research
PUP 5005	Public Policy: Institutions and Processes
PUP 5006	Policy Implementation and Evaluation
PUP 5007	Models of Public Policymaking

COURSE	COURSE TITLE
PUP 5015	Comparative Public Policy
PUP 5607	Politics of Health Policy
URP 5427	Environmental Legislation and Policy

QUANTITATIVE ELECTIVES

COURSE	COURSE TITLE
ECO 5405	Introduction to Mathematical Economics
ECO 5420	Basic Applied Econometrics
EDF 5464	Qualitative Methods for Program Evaluation
POS 5746	Quantitative Analysis in Political Science
POS 5747	Advanced Quantitative Analysis in Political Science
STA 5206	Analysis of Variance and Design of Experiments
STA 5207	Applied Regression Methods
STA 5225	Sample Surveys
STA 5507	Applied Nonparametric Statistics
STA 5707	Applied Multivariate Analysis
SYA 5406	Multivariate Analysis
SYA 5407	Advanced Quantitative Methods

International and Non-governmental Organizations

Advisers: Astudillo-Rodas, Berlan, Ikpebe, Ku, Yi

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

COURSE	COURSE TITLE
PAD 5057	Managing the Performance of Public Agencies
PAD 5142	Managing the Non-Profit Organization
PAD 5173	Nongovernmental Organizations (NGOs)
PAD 5174	The Independent Sector
PAD 5208	Budget and Finance in Non-Profit Organizations
PAD 5327	Public Program Evaluation
PAD 5835	International and Comparative Disaster Management
PAD 5859	Managing Public Procurement
CPO 5740	Comparative Political Economy
ECO 5005	Economic Principles for International Affairs
ECS 5005	Seminar in Comparative Economic Systems
ECS 5015	Economic Development: Theory and Problems
EDF 5625	Education and Economic Development
GEO 5358	Environmental Conflict and Economic Development
INR 5012	Problems of Globalism
INR 5036	International Political Economy
SYO 5335	Sociology of Political Economy
URP 5424	Sustainable Development Planning in the Americas
URP 5544	Gender and Development
URP 5610	Introduction to Development Planning
URP 5611	Strategies for Urban/Regional Development in Less Developed Countries
URP 5615	Infrastructure and Housing in Less Developed Countries
URP 5616	Project Planning in Developing Countries

COURSE	COURSE TITLE
URP 5847	Growth and Development of Cities

Leadership and Strategic Management

Advisers: Banner, Berlan, Campos, Fay, VanLandingham

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 and who have skills and 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

COURSE	COURSE TITLE
PAD 5041	Public Service Ethics
PAD 5057	Managing the Performance of Public Agencies
PAD 5121	Managing Florida Government and Key Policy Issues
PAD 5142	Managing the Non-Profit Organization
PAD 5327	Public Program Evaluation
PAD 5417	Human Resource Management
PAD 5935	Evidence-Based Decision-Making in Public & Nonprofit Organizations
PAD 5935	Governing & Artificial Intelligence
PAD 5935	Influence and Advocacy in Public Organizations
PAD 5935	Law for Public Managers
PAD 5935	Policy Analysis
PAD 5935	Public Sector Writing and Communications
PAD 6109	Institutions and Society
PAD 6721	Policy Analysis Research Seminar
POS 5227	The Executive

Local Government Management

Advisers: Atkins, Lavin, VanLandingham, Tang

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.

The recommended electives 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 very few persons.

RECOMMENDED ELECTIVES

COURSE	COURSE TITLE
PAD 5041	Public Service Ethics
PAD 5057	Managing the Performance of Public Agencies
PAD 5121	Managing Florida Government and Key Policy Issues
PAD 5809	Local Government Administration
PAD 5859	Managing Public Procurement
PAD 5935	Governing & Artificial Intelligence
PAD 5935	Influence and Advocacy in Public Organizations
PAD 5935	Law for Public Managers
PAD 5935	Policy Analysis
PAD 5935	Public Sector Writing and Communications
PAD 5935	Strategic Leadership for Communities
PAD 6207	Financial Resources Administration
PAD 6226	Public Budgeting Simulation and Issues
ECP 5606	Urban and Regional Economics
POS 5227	The Executive
URP 5101	Planning Theory and Practice
URP 5847	Growth and Development of Cities
URP 6846	Seminar in Urban Theory

Managing Nonprofit Organizations

Advisers: Berlan, Jackson, VanLandingham

Many MPA graduates pursue careers in nonprofit organizations, which play a major role in delivering public services. A recent Institute for Nonprofit Innovation and Excellence's *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 other types of services such as environmental monitoring. Some nonprofit associations serve the needs of constituent members. As the state capital, 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 that are needed to address these challenges.

The Certificate in Civic and Nonprofit Leadership is available to students who seek to become especially well prepared in this field. The certificate requires completion of six courses. Two are required: *PAD 5142: Managing the Nonprofit Organization; PAD 5174: The Independent Sector,* **and** then two of the following three courses: *PAD 5335: Strategic Leadership for Communities, PAD 5206: Fundraising and Fund Development,* **or** *PAD 5208 Budget and Finance in Nonprofit Organizations*. The remaining three courses may be selected from the following list or as approved by an adviser. For students pursuing only the certificate, *PAD 5417: Human Resource Management* can also serve as an elective.

RECOMMENDED ELECTIVES

COURSE	COURSE TITLE
PAD 5041	Public Service Ethics
PAD 5057	Managing the Performance of Public Agencies
PAD 5142	Managing the Non-Profit Organization
PAD 5173	Nongovernmental Organizations (NGOs)
PAD 5174	The Independent Sector
PAD 5206	Fundraising and Fund Development
PAD 5208	Budget and Finance in Non-Profit Organizations
PAD 5327	Public Program Evaluation
PAD 5859	Managing Public Procurement
PAD 5935	Governing & Artificial Intelligence
PAD 5935	Influence and Advocacy in Public Organizations
PAD 5935	Law for Public Managers

COURSE	COURSE TITLE
PAD 5935	Policy Analysis
PAD 5935	Public Sector Writing and Communications

Public Financial Management

Advisers: Atkins, Banner, Berlan, Ikpebe, Lavin, Lee, Tang

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.

The **Certificate in Public Financial Management** is available for students who wish to become especially well prepared in this field. The certificate conforms to recommendations of the American Society for Public Administration's Section on Budgeting and Financial Management. Students who wish to obtain this certificate should take *PAD 5227, PAD 6207*, and *PAD 6226*, as well as three elective courses from the list below, for a total of 18 semester hours of credit. Persons who complete this certificate will generally meet the education requirements to sit for the national accreditation examination to become a Certified Government Financial Manager.

RECOMMENDED ELECTIVES

COURSE	COURSE TITLE
PAD 5041	Public Service Ethics
PAD 5057	Managing the Performance of Public Agencies
PAD 5121	Managing Florida Government and Key Policy Issues
PAD 5208	Budget and Finance in Non-Profit Organizations
PAD 5327	Public Program Evaluation
PAD 5859	Managing Public Procurement
PAD 5935	Governing & Artificial Intelligence
PAD 5935	Health Care Finance
PAD 5935	Policy Analysis
PAD 6207	Financial Resources Administration
PAD 6226	Public Budgeting Simulation and Issues
COM 5450	Introduction to Project Management (or) ISM 5315 Project Management
EDH 6505	Finance in Higher Education
SOW 5376	Budgeting and Finances in Social Services
SOW 5455	Grant Writing and Grant Management
URP 5540	State and Local Economic Development
URP 5731	The Planning of Community Infrastructure

Emergency Management and Homeland Security

Advisers: Merrick, Heffron-Casserleigh

This certificate is available through the School's sister Emergency Management program. 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. Students may also wish to apply electives toward a five-course Graduate Certificate in Emergency Management.

For questions about EMHS's certificates, requirements, or courses, please consult the EMHS website or contact EMHS Department staff directly.

RECOMMENDED ELECTIVES

COURSE	COURSE TITLE
PAD 5310	Disaster Management Planning for Urban Poor Communities
PAD 5373	Leadership and Communications in Emergency Management
PAD 5376	Introduction to Terrorism: Preparedness and Response
PAD 5377	Advanced Topics in Terrorism
PAD 5378	Disaster Systems
PAD 5388	Disaster Recovery and Mitigation
PAD 5397	Foundations of Emergency Management
PAD 5398	Emergency Management Programs, Planning, and Policy
PAD 5835	International and Comparative Disaster Management
PAD 5837	International Terrorism Policy
PAD 5845	Public Health and Emergency Management
PAD 5849	U.S. Intelligence Policy
PAD 5859	Managing Public Procurement
PAD 5895	Homeland Security Policy and Practice
PAD 5898	Global Security and Fusion
GIS 5034	Introduction to Remote Sensing
GLY 5885	Geologic Hazards Assessment
URP 5422	Coastal Planning

U.S. Intelligence Studies

Advisers: Merrick, Heffron-Casserleigh

This certificate is available through the School's sister Emergency Management program. 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 go to the EMHS website).

RECOMMENDED ELECTIVES

COURSE	COURSE TITLE
PAD 5376	Introduction to Terrorism: Preparedness and Response
PAD 5377	Advanced Topics in Terrorism
PAD 5475	Women, Disasters, and Conflict
PAD 5837	International Terrorism Policy
PAD 5839	International Conflict and Terrorism
PAD 5848	U.S. Intelligence Community
PAD 5849	U.S. Intelligence Policy
PAD 5895	Homeland Security Policy and Practice
PAD 5896	U.S. Intelligence Analysis and Communication
PAD 5898	Global Security and Fusion (previously PAD 5935)
PAD 5935	Hard Targets and Intelligence
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: U.S. and the 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

COURSE	COURSE TITLE
POS 5727	Advanced Game Theory
RLG 5305	Religion and Disaster

Applications of Unmanned Aircraft Systems in Emergency Management

Advisers: Merrick, Heffron-Casserleigh

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.**

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)

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

ELECTIVE COURSES (CHOOSE TWO)

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

APPENDIX B

Certificate Requirements

Course requirements for the Askew School and EMHS graduate certificates.

Certificate Requirements

This appendix summarizes the coursework required for each of the Askew School and EMHS graduate certificates. Before a certificate can be awarded, students must formally apply for admission to that certificate program, and the application must be submitted before the student has completed six credit hours toward it. Students pursuing more than one certificate should note that only one elective may be counted toward two certificates; core courses may not be double counted. Course modality varies, so students should consult Appendix C to confirm how each course is offered.

Full details for every certificate, including admission and application requirements, are available on the Askew School's certificate programs webpage.

Askew School Certificates

Civic and Nonprofit Leadership

Designed for students who hold or plan to assume nonprofit leadership roles, and for those in government agencies or businesses that work extensively with nonprofits. The certificate emphasizes the distinctive features of nonprofit organizations and the management skills civic and nonprofit leaders need.

> **18 CREDIT HOURS**
>
> Nine hours of required coursework, twelve hours of electives drawn from the two lists below, and a capstone essay. The capstone essay may be a non-credit essay approved by a faculty advisor, an MPA capstone (PAD 6908) on a nonprofit topic taken in addition to the 18 credits, or an approved final paper from one of the certificate courses. Students must be degree-seeking at Florida State and submit the online application by the semester deadline.

REQUIRED COURSES (9 HOURS)

COURSE	COURSE TITLE
PAD 5142	Managing the Non-Profit Organization (or) ARE 5262 Principles of Arts Administration (or) MUM 5805 Introduction to Arts Administration
PAD 5174	The Independent Sector

ELECTIVES — CHOOSE TWO (6 HOURS)

COURSE	COURSE TITLE
PAD 5173	Nongovernmental Organizations
PAD 5206	Fundraising and Fund Development
PAD 5208	Budget and Finance in Non-Profit Organizations
PAD 5335	Strategic Leadership for Communities

COURSE	COURSE TITLE
ARE 5253	Arts in Community Engagement
ARE 5665	Leading the Arts Organization
ARE 5867	Grant Writing & Development in the Arts
MUM 5815	Fundraising Strategies in Music

ADDITIONAL ELECTIVES — CHOOSE TWO (6 HOURS)

COURSE	COURSE TITLE
PAD 5041	Public Service Ethics
PAD 5327	Public Program Evaluation
PAD 5397	Foundations of Emergency Management
PAD 5417	Human Resource Management
PAD 5826	Intergovernmental Management and Relations
PAD 5828	The Third Sector: Non-Profits, Non-Governmental Organizations, and Disaster
PAD 5859	Managing Public Procurement
ARE 5865	Cultural Policy
MUM 5816	Audience Development, Marketing and PR in Musical Arts Orgs

Florida City and County Management

Covers the skills and knowledge appropriate for practicing managers and others interested in Florida city and county management. The certificate is taught in partnership with the Center for Florida Local Government Excellence.

> **12 CREDIT HOURS**
>
> Three hours of required coursework and nine hours of electives. Students must submit the complete online application by the semester deadline.

REQUIRED COURSE (3 HOURS)

COURSE	COURSE TITLE
PAD 5809	Local Government Administration

ELECTIVES (9 HOURS)

COURSE	COURSE TITLE
PAD 5121/6300	Governmental Administration in Florida
PAD 5335	Strategic Leadership for Communities
PAD 5397	Foundations of Emergency Management
PAD 5826	Intergovernmental Management and Relations

COURSE	COURSE TITLE
PAD 6136	Seminar: Management Studies in Government
PAD 6207	Financial Resources Administration
PAD 6226	Public Budgeting Simulation and Issues

Public Financial Management

Topics conform to those recommended by the Association for Budgeting and Financial Management of the American Society for Public Administration. Electives draw on the Askew School and the Departments of Accounting, Economics, and Urban and Regional Planning.

> **18 CREDIT HOURS**
>
> Six hours of required coursework and twelve hours of electives. Students must submit the complete online application by the semester deadline.

REQUIRED COURSES (6 HOURS)

COURSE	COURSE TITLE
PAD 5227	Managing Public Financial Resources
PAD 6207	Financial Resources Administration

ELECTIVES (12 HOURS)

COURSE	COURSE TITLE
PAD 5041	Public Service Ethics
PAD 5327	Public Program Evaluation
PAD 5859	Managing Public Procurement
PAD 5935	Seminar in Public Administration: Selected Topics [Public Finance]
PAD 6226	Public Budgeting Simulation and Issues
PAD 6721	Policy Analysis Research Seminar
ACG 5505	Government and Not-for-Profit Accounting and Auditing
ECO 5505	Public Finance
URP 5261	Forecasting for Plan Development
URP 5731	Planning for Community Infrastructure

EMHS Certificates

Emergency Management and Homeland Security

Offered through the Emergency Management and Homeland Security program, this certificate covers the skills and knowledge appropriate for practicing managers and others seeking emergency management training. Students who completed the undergraduate certificate in this program should contact the EMHS office before registering as a graduate student.

> **15 CREDIT HOURS**
>
> A grade of C or higher is required in each course applied to the certificate, and graduate students must maintain a 3.0 overall average across all classes counted toward it. S/U grades are not accepted unless the course is a Directed Individual Study approved by the department.

CORE COURSES (REQUIRED)

COURSE	COURSE TITLE
PAD 5397	Foundations of Emergency Management
PAD 5398	Emergency Management Programs, Planning, and Policy

ELECTIVE COURSES (CHOOSE THREE)

COURSE	COURSE TITLE
PAD 5079	Unmanned Aircraft Systems in Emergency Management
PAD 5087	Disaster Incident Management
PAD 5310	Disaster Management Planning for Urban Poor Communities
PAD 5373	Emergency Management Leadership and Communications
PAD 5376	Introduction to Terrorism: Preparedness and Response
PAD 5377	Advanced Topics in Terrorism (Prerequisite: PAD 5376; may substitute for PAD 5398)
PAD 5378	Disaster Systems (Prerequisite: PAD 5397)
PAD 5388	Disaster Recovery and Mitigation
PAD 5475	Women, Disasters, and Conflict
PAD 5828	The Third Sector: Non-Profits, Non-Governmental Organizations, and Disaster
PAD 5835	International and Comparative Disaster Management
PAD 5837	International Terrorism Policy (Prerequisite: PAD 5376)
PAD 5839	International Conflict and Terrorism
PAD 5845	Public Health and Emergency Management
PAD 5848	U.S. Intelligence Community
PAD 5849	U.S. Intelligence Policy

COURSE	COURSE TITLE
PAD 5895	Homeland Security Policy and Practice
PAD 5896	U.S. Intelligence Analysis and Communication
PAD 5898	Global Security and Fusion
PAD 5935	Admin and Finance of Emergency Management Programs
PAD 5935	Geospatial Intelligence in Emergency Management
PAD 5935	Mayhem Media
PAD 5935	Research in Emergency Management
PAD 5935	Understanding 9/11
ANG 5115	Coastal Hazards and Resilience
ANG 5115	Remote Sensing
DSC 5510	National Security in the Cyber Domain
URP 5445	Climate Change and Community Resilience

U.S. Intelligence Studies

Offered through the Emergency Management and Homeland Security program, this certificate trains students in analysis methods, critical thinking, plain-language writing, policy development, national security, terrorism and conflict, and ethics, with regional and cultural electives covering Eastern Europe and Russia, the Middle East, and East Asia.

15 CREDIT HOURS

A grade of C or higher is required in each course applied to the certificate, and graduate students must maintain a 3.0 overall average across all classes counted toward it. S/U grades are not accepted unless the course is a Directed Individual Study approved by the department. Departments often offer special topics or seminar courses applicable to this certificate; other courses may count as interdisciplinary electives with written approval from the program director.

CORE COURSES (REQUIRED)

COURSE	COURSE TITLE
PAD 5849	U.S. Intelligence Policy
PAD 5896	U.S. Intelligence Analysis and Communication

GENERAL ELECTIVE COURSES (CHOOSE THREE)

COURSE	COURSE TITLE
PAD 5376	Introduction to Terrorism: Preparedness and Response

COURSE	COURSE TITLE
PAD 5377	Advanced Topics in Terrorism
PAD 5381	Hard Targets in Intelligence
PAD 5475	Women, Disasters, and Conflict
PAD 5837	International Terrorism Policy
PAD 5839	International Conflict and Terrorism
PAD 5848	U.S. Intelligence Community
PAD 5895	Homeland Security Policy and Practice
PAD 5898	Global Security and Fusion
PAD 5935	Geospatial Intelligence in Emergency Management
PAD 5935	Research in Emergency Management
PAD 5935	Understanding 9/11
DSC 5510	National Security in the Cyber Domain

INTERDISCIPLINARY, REGIONAL, CULTURAL, AND LANGUAGE ELECTIVES (CHOOSE UP TO TWO)

COURSE	COURSE TITLE
ANG 5115	Remote Sensing
ASN 5148	Topics on 21st Century China
ASN 5225	Imperial China
ASN 5415	Modern China
ASN 5456	Readings on Communist Asia
CPO 5429	Political Islam: Ideology or Religion
CPO 5934	Politics of Terror
HIS 6934	Seminar: Minorities in the Middle East
HIS 6934	Seminar: U.S. and the Cold War
INR 5036	International Political Economy
INR 5507	International Organizations
INR 5935	Human Rights and National Security Law
INR 5935	National Security Transformation
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

Offered through the Emergency Management and Homeland Security program, this certificate prepares students to plan, operate, and manage unmanned aircraft systems and to apply the resulting data in emergency response, recovery, and mitigation, along with the policy, privacy, and liability questions that accompany their use.

15 CREDIT HOURS

A grade of C or higher is required in each course applied to the certificate, and graduate students must maintain a 3.0 overall average across all classes counted toward it. S/U grades are not accepted unless the course is a Directed Individual Study approved by the department.

CORE COURSES (REQUIRED)

COURSE	COURSE TITLE
PAD 5078	Applications of Unmanned Aircraft Systems (Pre- or corequisite: PAD 5079)
PAD 5079	Unmanned Aircraft Systems in Emergency Management
PAD 5378	Disaster Systems (or) PAD 5935 Geospatial Intelligence in Emergency Management

ELECTIVE COURSES (CHOOSE TWO)

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

APPENDIX C

Annual Course Schedule

Courses offered annually and the format in which they are taught.

Annual Course Schedule

COURSE FORMATS

F2F = taught face-to-face on campus · **Online** = taught online. * = Doctoral Course requiring pre-approval for enrollment

Courses listed with both formats are offered in each. This schedule is a general guide; consult the School's course listings each term to confirm what is being offered each semester.

EMHS COURSES

Graduate courses offered by the Emergency Management and Homeland Security (EMHS) program currently use the PAD prefix and may be taken to fulfill MPA elective requirements. Appendix E provides a complete list of these courses. For questions about specific courses and course scheduling, consult the EMHS website or contact the EMHS department.

Fall

COURSE	TITLE	FORMAT
PAD 5035	Policy Development and Administration	F2F, Online
PAD 5041	Public Service Ethics	Online
PAD 5050	The Profession of Public Administration	F2F, Online
PAD 5106	Public Organizations	F2F, Online
PAD 5121	Managing Florida Government and Key Policy Issues	Online
PAD 5142	Managing the Non-Profit Organization	Online
PAD 5216	Health Care Finance	F2F
PAD 5227	Managing Public Financial Resources	F2F, Online
PAD 5327	Public Program Evaluation	Online
PAD 5417	Human Resource Management	F2F, Online
PAD 5700	Research Design in Public Administration	F2F, Online
PAD 5701	Quantitative Analysis in Public Administration	Online
PAD 5809	Local Government Administration	Online
PAD 5836	International and Comparative Administration	F2F
PAD 5935	Administrative Law for Public Managers	Online
PAD 5935	Decision-Making in Public and Nonprofit Orgs	Online
PAD 5935	Governing with AI	Online
PAD 5935	Justice and Fairness in Public Administration	Online
PAD 5935	Organizational Advocacy	Online

COURSE	TITLE	FORMAT
PAD 5935	Policy Analysis	Online
PAD 5935	Public Sector Writing and Communications	Online
PAD 6025*	Theoretical Perspectives in Public Policy	F2F
PAD 6054*	Intellectual History and Future of Public Administration	F2F
PAD 6226	Public Budgeting Simulation and Issues	F2F
PAD 6300	Governmental Administration in Florida	F2F
PAD 6707*	Logics of Inquiry	F2F
PAD 6721	Policy Analysis Research Seminar	F2F
PAD 6908	Capstone Project	Online
PAD 6915	Supervised Research	F2F
PAD 6930	Professional Topics in Public Administration	F2F
PAD 6960	Preliminary Examination Self-Study	F2F
PAD 6980	Dissertation	F2F
PAD 8964	Preliminary Doctoral Examination	F2F
PAD 8985	Dissertation Defense	F2F

Spring

COURSE	TITLE	FORMAT
PAD 5035	Policy Development and Administration	F2F, Online
PAD 5041	Public Service Ethics	Online
PAD 5050	The Profession of Public Administration	F2F, Online
PAD 5106	Public Organizations	F2F, Online
PAD 5121	Managing Florida Government and Key Policy Issues	Online
PAD 5142	Managing the Non-Profit Organization	Online
PAD 5216	Health Care Finance	F2F
PAD 5227	Managing Public Financial Resources	F2F, Online
PAD 5327	Public Program Evaluation	Online
PAD 5417	Human Resource Management	F2F, Online
PAD 5700	Research Design in Public Administration	F2F, Online
PAD 5701	Quantitative Analysis in Public Administration	Online
PAD 5809	Local Government Administration	Online
PAD 5836	International and Comparative Administration	F2F
PAD 5935	Administrative Law for Public Managers	Online
PAD 5935	Decision-Making in Public and Nonprofit Orgs	Online
PAD 5935	Governing with AI	Online
PAD 5935	Justice and Fairness in Public Administration	Online

COURSE	TITLE	FORMAT
PAD 5935	Organizational Advocacy	Online
PAD 5935	Policy Analysis	Online
PAD 5935	Public Sector Writing and Communications	Online
PAD 6025*	Theoretical Perspectives in Public Policy	F2F
PAD 6054*	Intellectual History and Future of Public Administration	F2F
PAD 6226	Public Budgeting Simulation and Issues	F2F
PAD 6300	Governmental Administration in Florida	F2F
PAD 6707*	Logics of Inquiry	F2F
PAD 6721	Policy Analysis Research Seminar	F2F
PAD 6908	Capstone Project	Online
PAD 6915	Supervised Research	F2F
PAD 6930	Professional Topics in Public Administration	F2F
PAD 6960	Preliminary Examination Self-Study	F2F
PAD 6980	Dissertation	F2F
PAD 8964	Preliminary Doctoral Examination	F2F
PAD 8985	Dissertation Defense	F2F

Summer

The courses listed below are those traditionally offered during the Summer semester. Summer availability is affected by enrollment, staffing, and other factors, so offerings may change from year to year. Students should consult the University's schedule of classes each term to confirm which courses are actually being offered.

COURSE	TITLE	FORMAT
PAD 5106	Public Organizations	Online
PAD 5206	Fundraising and Fund Development	F2F
PAD 5227	Managing Public Financial Resources	Online
PAD 5417	Human Resource Management	Online
PAD 5525	Governance for Sustainable Communities	Online
PAD 5701	Quantitative Analysis in Public Administration	Online
PAD 5708	Qualitative Methods in Policy Research	Online
PAD 5826	Intergovernmental Management and Relations	Online

APPENDIX D

List of Pre-approved Electives

Courses outside the Askew School that may be taken without prior approval.

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
ACG 5505	Government and Not-for-Profit Accounting and Auditing (Public Fin Mgmt.)
ANG 5115	Coastal Hazards and Resilience / Remote Sensing (EMHS)
ARE 5253	Arts in Community Engagement (Civic/Nonprofit)
ARE 5262	Principles of Arts Administration (Civic/Nonprofit)
ARE 5665	Leading the Arts Organization (Civic/Nonprofit)
ARE 5865	Cultural Policy (Civic/Nonprofit)
ARE 5867	Grant Writing & Development in the Arts (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 5126	Organizational Communication Theory and Practice (Project Mgmt.)
COM 5127	Assessing Organizational Communication (Project Mgmt.)
COM 5235	Crisis Communication (Project Mgmt. / DASS)
COM 5316	Statistical Methods in Communication Research (Project Mgmt.)
COM 5317	Content Analysis in Communication Research (Project Mgmt.)
COM 5364	Foundations of Digital Media (DASS)
COM 5401	Analysis of Communication Theory (Project Mgmt.)
COM 5450	Introduction to Project Management
COM 5451	Advanced Topics in Project Management
COM 5452	Agile Project Management (Project Mgmt.)
COM 5453	Applied Project Management for Leaders (Project Mgmt.)

PREFIX	COURSE TITLE
COM 5565	Social Media Campaigns (Project Mgmt.)
COM 5807	Interpersonal Communication and Conflict Resolution (Project Mgmt.)
ECO 5505	Public Finance (Public Fin Mgmt.)
LIS 5341	Data Organization (DASS)
LIS 5751	Computers as Persuasive Technology (DASS)
LIS 5782	Database Management Systems (DASS)
LIS 5786	Introduction to Information Architecture (DASS)
MMC 6469	Diffusion of Innovation (Project Mgmt.)
MUM 5805	Introduction to Arts Administration (Civic/Nonprofit)
MUM 5815	Fundraising Strategies in Music (Civic/Nonprofit)
MUM 5816	Audience Development, Marketing and PR in Musical Arts Orgs (Civic/Nonprofit)
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)
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)
SPC 5545	Studies in Persuasion (DASS)
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 5261	Forecasting for Plan Development (Public Fin Mgmt.)
URP 5272	Urban and Regional Information Systems (Joint – URP)
URP 5445	Climate Change and Community Resilience (EMHS)
URP 5540	State & Local Economic Development (Joint – URP)
URP 5543	Public/Private Development (Joint – URP)

PREFIX	COURSE TITLE
URP 5611	Strategies for Urban and Regional Development in Less Developed Countries (Joint – URP)
URP 5731	Planning for Community Infrastructure (Public Fin Mgmt.)
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 E

EMHS Course Offerings

Courses offered by the Emergency Management and Homeland Security program.

EMHS Course Offerings

Below is a complete listing of courses taught by the Emergency Management and Homeland Security (EMHS) program. Graduate sections of these courses use the PAD prefix. Many courses are taught on a regular schedule, while some are offered infrequently.

For current semester offerings, course syllabi, and enrollment questions, visit the Emergency Management and Homeland Security website or contact the EMHS department.

PREFIX	COURSE TITLE
PAD 5076	Professional Pathways in Emergency Management
PAD 5078	Applications of Unmanned Aircraft Systems (UAS II)
PAD 5079	Unmanned Aircraft Systems in Emergency Management (UAS I)
PAD 5376	Introduction to Terrorism: Preparedness and Response
PAD 5377	Advanced Topics in Terrorism
PAD 5378	Disaster Systems
PAD 5381	Hard Targets in Intelligence
PAD 5388	Disaster Recovery and Mitigation
PAD 5397	Foundations of Emergency Management
PAD 5398	Emergency Management Programs, Planning, and Policy
PAD 5475	Women, Disasters, and Conflict
PAD 5828	The Third Sector: Non-Profits, Non-Governmental Organizations, and Disaster
PAD 5835	International and Comparative Disaster Management
PAD 5837	International Terrorism Policy
PAD 5839	International Conflict and Terrorism
PAD 5845	Public Health and Emergency Management
PAD 5848	U.S. Intelligence Community
PAD 5849	U.S. Intelligence Policy
PAD 5895	Homeland Security Policy and Practice
PAD 5896	U.S. Intelligence Analysis and Communication
PAD 5898	Global Security and Fusion
PAD 5935	Admin and Finance of EM Programs (Special Topics)
PAD 5935	Critical Infrastructure Protection (Special Topics)
PAD 5935	Disaster Incident Management (Special Topics)
PAD 5935	Mayhem Media (Special Topics)
PAD 5935	Understanding 9/11 (Special Topics)
PAD 5942	Emergency Management and Intelligence Studies Internship

PREFIX	COURSE TITLE
DSC 5510	National Security in the Cyber Domain
DSC 5705	Leadership and Communications in Emergency Management

APPENDIX F

MPA Program of Study Form

Program of Study form is used to monitor your progress and when meeting for advising.

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**
Core Required Courses			
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		
Methodology Required Courses			
PAD 5700 Research Design in Public Administration (must be taken before PAD 5701)	3		
PAD 5701 Quantitative Analysis in Public Administration	3		
Capstone Project			
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? ☐

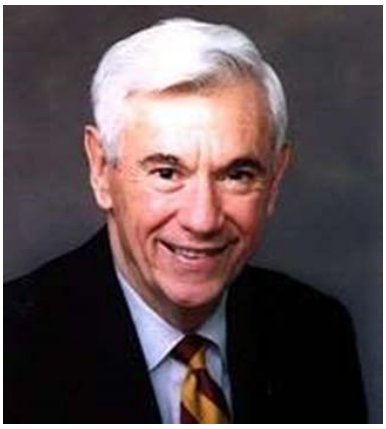
_____ _____
Student Signature **Date**

PROGRAM COORDINATOR ONLY BELOW

Advisor Comments:

_____ _____
Academic Program Specialist or MPA Director **Date**

Remembering Reubin O'D. Askew



Reubin O'D. Askew
Governor of Florida, 1971–1979

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 20^th^ 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.

Governor Askew takes the oath of office.

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."