

# Master of Public Administration Degree

Department of Political Science  
Kansas State University

## Student Guide Revised May 2017

Nationally Accredited  
2004-2018 by  
Network of Schools of Public  
Policy, Affairs and Administration (NASPAA)



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## MASTER OF PUBLIC ADMINISTRATION

**Mission:** The Master of Public Administration (MPA) degree at Kansas State University prepares both in and pre-service students to serve the public interest and establish themselves as civic leaders. The program emphasizes a theoretically informed and research driven skills based approach to learning designed to ensure that our students develop specific competencies, which prepare them for the challenges of work in the public and non-profit sectors immediately upon graduation. Our faculty's approach to education begins with a broad exposure to policy systems, political environments, administrative principals and research methods. Additionally, our students are required to think critically, apply knowledge and seek practical solutions to real world problems. Our low faculty to student ratio contributes to a student-centered learning environment in which we are able to instill in our students the ethics of public service and professional management that are critical to the diverse and changing modern workplace.

The K-State MPA degree program is a flexible professional degree designed for those who wish to hold administrative positions in a wide range of administrative environments in the public sector. Graduates are trained for employment with government agencies at the federal, state, or local level, and with regional or sub-state organizations. Opportunities are also available for graduates of the program with nonprofit organizations, public interest groups or commissions, private corporations that work with government agencies, and international organizations.

The K-State MPA program serves both pre and in-service students. Pre-service students without prior administrative experience have enjoyed great success in obtaining both valuable internships while pursuing their degree, and challenging employment upon graduation. For in-service students the program has been valuable in their present administrative positions as well as in career advancement.

The K-State MPA degree is especially attractive to in-service students by virtue of our online and evening offerings. Through careful scheduling, all of our core courses and many of our elective courses may be completed in the evening or online.

The K-State MPA program is accredited by the Network of Schools of Public Policy, Affairs and Administration (NASPAA).

## DEGREE REQUIREMENTS

The MPA degree requires 39 credit hours for in-service students and 40 credit hours for pre-service students, distributed as summarized below.

|                   |                                                       |
|-------------------|-------------------------------------------------------|
| Core Curriculum   | 24 credit hours                                       |
| Electives         | 9 credit hours                                        |
| Area of Emphasis  | 6 credit                                              |
| Internship Report | 1 semester hour [pre-service students only]           |
| <b>Total</b>      | <b>40 semester hours [39 for in-service students]</b> |

The program usually takes four semesters of full-time study plus one summer course to complete. Students studying part time are strongly advised to complete the program in six years.

All core and elective courses, and most area of emphasis courses, are taught on a regular basis – once per academic year or every other academic year. At any time students can obtain a projection of courses to be offered over the course of their program of study by accessing the “[projection of courses](http://www.k-state.edu/polsci/programs/master-public-administration/degree-requirements/index.html)” link on the program website [<http://www.k-state.edu/polsci/programs/master-public-administration/degree-requirements/index.html>].

**Core Courses (24 credit hours):** The core curriculum is composed of eight required courses, which focus upon subject matter that any administrator needs to master and use. Students are advised to take all core courses except POLSC 831 early in their degree program. Please note that core courses are only offered once per academic year. See appendix A for more detailed course descriptions.

- POLSC 700: Research Methods in Political Science                      Fall Semester
- POLSC 702: Public Administration and Society                              Fall Semester
- POLSC 708: Public Personnel Administration                              Fall Semester
- POLSC 738: Public Finance                                                      Fall Semester
  
- POLSC 710: Policy Analysis and Evaluation                              Spring Semester
- POLSC 735: Public Organization Theory                                      Spring Semester
- POLSC 737: Public Budgeting                                                  Spring Semester
- POLSC 831: Capstone Seminar in Public Administration                  Spring Semester

**Public Administration Elective Courses (9 credit hours):** These courses deal with specialized skills sets needed by 21<sup>st</sup> century administrators. Choose any three of the following six courses:

- POLSC 607: Administrative Law
- POLSC 610: Local Government Law
- POLSC 711: Administrative Ethics
- POLSC 736: Strategic Management of Public Organizations
- POLSC 739: Intergovernmental Relations
- POLSC 740: Nonprofit Financial Management
- POLSC 799: Pro-seminar: Executive Leadership Problems

**The Area of Emphasis (6 credit hours):** Each student must develop a particular emphasis. Detailed below are the areas of emphasis, which we highly recommend to our students. Students wishing to propose other emphases may do so with the advice and consent of the director of graduate studies.

- **Public Budgeting and Finance**
  - MANGT 596: Business, Government & Society
  - POLSC 610: Local Government Law
  - ECON 633: Public Finance
  - POLSC 739: Intergovernmental Relations
  - POLSC 740: Non-Profit Financial Management
- **Planning**
  - PLAN 720: Infrastructure Plan Implementation
  - PLAN 730: Planning Administration
  - PLAN 815: Planning Theory, Ethics and Practice
  - POLSC 618: Urban Politics
- **Security Studies**
  - POLSC 812: Fundamentals of Security
  - POLSC 813: International Security
  - POLSC 814: Transnational Security
- **State and Local Government**
  - POLSC 618: Urban Politics
  - POLSC 620: State and Local Government
  - POLSC 739: Intergovernmental Relations
  - POLSC 799: Pro-seminar: Executive Leadership Problems

**Internship (1 credit hour):** Pre-service students are required to complete an internship in either the public or nonprofit sector. In-service students with significant employment experience may have the internship requirement waived. See Appendix F for a detailed discussion of the internship requirements.

- POLSC 897: MPA Internship

**Residency and Other Requirements:** MPA students should observe the following general course hour guidelines.

- A minimum of a 3.0 GPA in courses included on the Program of Study.
- A minimum of 18 hours of courses in residence.
- A minimum of 18 hours of courses in the Department of Political Science [designated "POLSC"].
- A minimum of 18 hours of courses numbered 700 or above.
- A maximum of three hours of "non-class" seminars or courses (e.g., readings, problems, internships).
- In unusual situations, courses numbered below 600 can be applied to the MPA degree but these cannot be courses in political science and the maximum number of these course hours is six.
- Students must be enrolled for a minimum of one credit hour the semester they expect to receive their degrees.

## **ADMISSION PROCEDURE**

The application process is completed online via the Graduate School's website [<http://www.k-state.edu/grad/admissions/application-process/>]. In addition to an application fee, you will be prompted to supply the following supporting materials:

- Undergraduate transcripts from all undergraduate institutions.
- Statement of your career objectives relative to pursuing the MPA degree.
- Three letters of recommendation particular to this application.

International students also will be asked to provide:

- An affidavit of financial support
- An English language proficiency score.

## ADMISSION REQUIREMENTS

To be eligible for admission, a student must have a Bachelor's degree with a minimum of 3.0 GPA (on a four point scale). Others with at least a 2.8 GPA may be admitted on probation.

### Additional Requirements for International Students

- **English Language Proficiency:** The Graduate School requires each international applicant whose native language is not English to demonstrate competence in the English language by making a satisfactory score on the Test of English as a Foreign Language (TOEFL), the International English Language Testing System (IELTS) and Pearson Test of English (PTE). The TOEFL, IELTS or PTE is required to ensure that language barriers do not jeopardize the student's progress toward a degree.

An applicant who has received a degree in the last two years from a United States college or university is exempt from this requirement. However, individual programs may require demonstration of English language proficiency.

- There are two types of TOEFL scores: paper-based TOEFL and TOEFL IBT (internet-based TOEFL taken in real time). The test date should be no older than eighteen months from the application deadline.
- The IELTS Academic test assesses English language proficiency in the areas of listening, reading, writing and speaking. The listening, reading and writing components of the IELTS test are completed on the same day, with no breaks in between them. The speaking component, however, can be completed up to a week before or after the other tests. IELTS scores are valid for two years from the initial test date.
- PTE Academic is a computer-based academic English language proficiency test designed to measure reading, writing, listening and speaking skills, as they are used in an academic setting. The entire three-hour test is taken in one sitting. Kansas State University requires a minimum score of 58 on PTE Academic and a 58 for all subscores (listening, reading, writing, and speaking).

- **Score requirements**

| Test                          | Minimum Score |
|-------------------------------|---------------|
| IBT TOEFL (internet based)    | 79            |
| TOEFL (PBT)                   | 550           |
| IELTS                         | 6.5           |
| Pearson Test of English (PTE) | 58            |

- **Affidavit of Financial Support:** U.S. Immigration regulations require Kansas State University to verify that international students have the financial resources to pay for all educational, living, and other expenses. This form is available on the Graduate School's web site.

## **STUDENT RESPONSIBILITY**

According to the Kansas State University Graduate School, graduate students are held responsible for knowing the academic policies and degree requirements set forth in the Bulletin (General Catalog). They are likewise held responsible for knowing the regulations concerning the degree they plan to take and any special requirements within the department or academic unit. In addition, it is the student's responsibility to be informed regarding the University's policies as to the standard of work required for continued enrollment in the Graduate School. The Graduate School should be consulted if additional information is needed.

Graduate students, upon registration, acknowledge the jurisdiction of the [K-State Honor and Integrity System](#). The policies and procedures of the Honor and Integrity System apply to all graduate courses on-campus, as well as online.

## **MPA PROGRAM CALENDAR**

The MPA Program Calendar contains the dates of program deadlines and various pertinent events. The calendar is available on the program website [[http://www.k-state.edu/polsci/programs/master-public-administration/MPA Student Calendar S2017.pdf](http://www.k-state.edu/polsci/programs/master-public-administration/MPA%20Student%20Calendar%20S2017.pdf)].

## **ADVISING FOR MPA STUDENTS**

Upon admission to the MPA Program students will be assigned to a MPA faculty advisor. Presently these advisors include Dr. Heidbreder, Dr. Bernick and Dr. Franke. During the pre-registration process in subsequent semesters students should again meet with their advisor to determine courses for the upcoming semester.

## **STUDENT ADVISORY COMMITTEE**

Upon completing nine hours of course work students should meet with their advisor and identify a major professor and supervisory committee. This committee shall be composed of at least three members. Typically there are at least two public administration faculty on the committee.



## **PROGRAM OF STUDY**

Each student must file a Program of Study with the Graduate School after completing nine hours of coursework. This document formalizes the membership of the student's supervisory committee and summarizes the course work completed and projected. The Program of Study form is available under the "[Form Finder](#)" link on the Graduate School's web site [[www.k-ktate.edu/grad/](http://www.k-ktate.edu/grad/)]. It should be completed in consultation with the student's supervisory committee.

## **MPA COMPREHENSIVE EXAMINATION**

Students are required to successfully complete a written comprehensive examination. See Appendix B for a detailed discussion of this examination.

## **POLICY ON COMPETENCY REVALIDATION**

If a student's program of study includes any course credits more than six years old at the time the student is about to complete all degree requirements, a plan to revalidate those courses must be prepared by the director of graduate studies in consultation with the Graduate School.

## **RECEIPT OF DEGREE**

Students are reminded that they must complete their internships, reports, and related course requirements before they are eligible to receive their degrees. Also, students must be enrolled for a minimum of one credit hour the semester they expect to receive their degrees.

Students who plan to graduate during a particular semester should obtain a **Graduation Schedule** and file a **Graduation Check Sheet** from the Graduate School, Fairchild Hall. The schedule announces all the important dates and deadlines which a student needs to know for graduation, and the check sheet will instruct the Graduate School to confirm the student's degree status.

## **PLACEMENT**

K-State's Career Center is available for helping students in their job search. The MPA program maintains contacts with several government agencies and is often asked by potential employers to bring job openings to the attention of recent MPA graduates. The director of graduate studies and the student's graduate advisory committee will work closely with MPA graduates to help locate public or nonprofit sector employment opportunities.

## **FINANCIAL ASSISTANCE**

The Department of Political Science offers two types of financial assistance to support graduate study. These include graduate scholarships/fellowships and graduate assistantships. Those who wish to be considered for graduate financial assistance should submit an application along with a cover letter by the department deadline listed on the program website under the [“Financial Assistance”](#) link. See Appendix E for details.

**Scholarships/Fellowships:** Each year the Department of Political Science awards various scholarships/fellowships to students who have demonstrated outstanding potential and strong academic performance. These include the prestigious John Carlin Scholarship in Public Administration, which is made available through the generosity of the former Governor of Kansas, John Carlin; and the Tummala Fellowship, which is endowed by the MPA Program’s long time former director, Dr. Krishna Tummala.

**Assistantships:** Graduate assistantships include a stipend and a tuition waiver. They are competitively awarded by the Department of Political Science in exchange for assistance to faculty with their teaching, research, or administrative responsibilities. Specific assignments to teaching or research depend on the needs and abilities of the graduate assistant, and the needs of the department. Assistantships must be applied for on a yearly basis.

## **MPA STAKEHOLDERS COMMITTEE**

The MPA Stakeholders Committee is an organization of the MPA program comprised of three first and three second year students serving one-year terms. The committee provides a student perspective on decisions pertaining to program quality, policies, and opportunities. The committee actively works to aid fellow students in their professional development by coordinating with the K-State Career Center and program advisors to ensure students are prepared for internship and job application opportunities. The committee meets routinely with the program director several times each semester. Through their collaborative efforts the committee seeks to build a sense of community with fellow MPA students and faculty.

## **KANSAS ASPA**

The American Society for Public Administration (ASPA) is the professional association of public administrators. This organization has a Chapter in our area. Occasional meetings consist of a dinner and a presentation by a prominent administrator. Graduate students are encouraged to join this association and to attend the meetings.

## **PI ALPHA ALPHA**

Each year the local chapter of Pi Alpha Alpha, the national Public Affairs and Administration honor society, will induct eligible students who demonstrate outstanding scholarship (3.7 or higher GPA in the core courses) and the qualities indicative of public service careers. Interested students should contact the director of graduate studies.

## **FOR ADDITIONAL INFORMATION PLEASE CONTACT**

Director of Graduate Studies  
KSU Department of Political Science  
101D Calvin Hall  
Manhattan, KS 66506  
Tel: (785)532-6842  
polsci@ksu.edu

## Appendix A

### MPA Faculty

**Ethan Bernick**, Ph.D., Florida State University. Policy Analysis and Evaluation, Public Administration and Society.

**Nate Birkhead**, Assistant Professor, Ph.D., Indiana University, State and Local Politics.

**John Fliter**, Ph.D. University of Maryland. Public Law, Administrative Law.

**Jim L. Franke**, Ph.D., Northern Illinois University. Research Methodology (Director of Graduate Studies).

**Brianne Heidbreder**, Ph.D., University of Wisconsin, Milwaukee. Public Personnel Administration, Urban Politics.

**Laurie Johnson**, Professor, Ph.D., Northern Illinois University, Administrative Ethics.

**Josephine Schafer**, Ph.D., University of Nevada at Las Vegas. Public Organization Theory, Capstone Experience, Executive Leadership Problems, Strategic Management in Public Organizations.

**Zhiwei Zhang**, Ph.D., University of Kentucky. Public Finance, Public Budgeting, Nonprofit Financial Management.

## Appendix B

### Public Administration Courses

#### Public Administration Core Courses

**POLSC 700, Research Methods in Political Science:** Principles of scientific inquiry, research design, sampling and the measurement and analysis of social phenomena are addressed.

**POLSC 702, Public Administration and Society:** An introduction to the discipline and profession of public administration, which may include the cultural, constitutional, institutional, organizational, and ethical context of public administration. Students are also introduced to central issues facing public administrators, using the related perspectives of management, politics, and law.

**POLSC 708, Public Personnel Administration:** Personnel aspects of administration at all levels of government, including recruitment, selection, discrimination law, pay, and motivation are examined. Specific attention is given to personnel issues unique to the public sector such as rights of public employees, civil service systems, public unions, and public sector ethics law.

**POLSC 710, Policy Analysis and Evaluation:** Methods of policy analysis and evaluation. Includes a discussion of the relationship between public policy and the distribution of values in society. Students analyze policies in an area of their choice; e.g., agriculture, business, health, income, trade.

**POLSC 735, Public Organization Theory:** Theories of the structure, management, and culture of public organizations. Explores the use of analytical questioning of various theories, to solve organizational problems.

**POLSC 737, Public Budgeting:** Budgeting as a part of our political system and as a fiscal process assists in allocating scarce resources. Overview of the budgetary decision-making process and the various budgetary approaches.

**POLSC 738, Public Finance:** Economics of the public sector, addressing the fundamental issue of the appropriate role of government activity in a market economy. Course also examines the behavioral consequences of government policy and model construction to explain real world government policymaking.

**POLSC 831, Public Administration Capstone:** Students integrate previous classroom learning with practical experience. Topics include the operation of a government agency on a day-to-day basis and the meaning of public service and communication in the public sector.

## **Public Administration Elective Courses**

**POLSC 607, Administrative Law:** Legal analysis of the rule-making, adjudicatory, and enforcement functions of administrative agencies, with emphasis on constitutional framework, judicial review, requirements of procedural fairness, and rights of public employees.

**POLSC 610, Local Government Law:** This course explores the dynamic relationship between states and cities. Major issues may include budget shortfalls, social issues, and sprawl. Focus is upon the legal framework of state and city powers, including the forms of government, state preemption, and home rule theory and practice.

**POLSC 711, Administrative Ethics:** This course focuses upon the ethical issues, approaches, and strategies in public service.

**POLSC 736, Strategic Management of Public Organizations:** Strategic management in the public sector of democratic societies. This course provides a set of tools and research skills to focus thinking, judgment and decision making in order to act strategically.

**POLSC 739, Intergovernmental Relations:** Evolution of the intergovernmental system in the United States and internationally. This course places emphasis on federal, state, and local interrelationships.

**POLSC 740, Nonprofit Financial Management:** An introduction to the major issues in nonprofit management. Course highlights include the unique nature of the nonprofit sector with government (public) and business (for-profit) sectors. Issues may include governance roles and responsibilities, ethics and risk management, financial management and resource generation, managing staff and volunteers, performance measurements, and the emerging trends that threaten nonprofits' tax-exempt status.

**POLSC 799, Executive Leadership in Public and Nonprofit Agencies:** Explores the enabling and constraining factors of politics and the public interest that shape the work of being a leader in a public or non-profit agency.

## Appendix C

### Forms

#### K-State Graduate School Forms

**Program of Study:** The “[Program of Study](#)” form must be filed with the Graduate School after completing nine hours of coursework.

**Approval to Schedule Final Examination:** The “[Approval to Schedule Final Examination](#)” form must be filed with the Graduate School in order to schedule the comprehensive examination.

#### MPA Program Form

**Application for Graduate Financial Assistance:** The “[Application for Graduate Financial Assistance](#)” form is for students who want to be considered for financial assistance.





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### Supervisory Committee

The signatures below signify agreement between the student and the Supervisory Committee for composition of the program of study, approval by the graduate program, and approval by the Dean of the Graduate School.

#### Names & Depts (printed)

#### Signatures

|                                       |       |                                       |
|---------------------------------------|-------|---------------------------------------|
| Student                               | Dept. | Student                               |
| Major Professor                       | Dept. | Major Professor                       |
| Supervisory Committee Member          | Dept. | Supervisory Committee Member          |
| Supervisory Committee Member          | Dept. | Supervisory Committee Member          |
| Supervisory Committee Member          | Dept. | Supervisory Committee Member          |
| Supervisory Committee Member          | Dept. | Supervisory Committee Member          |
| Dept Head / Graduate Program Director | Dept. | Dept Head / Graduate Program Director |

Dean of the Graduate School (Signature):

\_\_\_\_\_  
Dean of the Graduate School                      Date

Typed copies of the program signed by the student, major professor, committee members, and the department head or group chairperson are forwarded to the *Dean of the Graduate School, 103 Fairchild Hall*. (Department head or graduate program director signs twice if also a committee member.)

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### RESEARCH APPROVAL

Review and approval by a federally mandated Compliance Committee is required for all research activities that involve the use of subjects or materials as listed below. Please indicate if your research involves any of these and the Compliance Committee's approval number. If you have not yet received approval, you must do so before beginning any research activities. The Compliance Office is located in *Room 203 Fairchild Hall*. Information is available at <http://www.k-state.edu/research/comply/>.

Does your program involve:

- |                              |                             |                                                                                                              |
|------------------------------|-----------------------------|--------------------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | Human Subjects. (Institutional Review Board) IRB# _____                                                      |
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | Radioactive Materials. (Radiation Safety Committee)                                                          |
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | Live vertebrates. (Institutional Animal Care and Use Committee) IACUC# _____                                 |
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | Biohazards including recombinant DNA and infectious Agents<br>(Institutional Biosafety Committee) IBC# _____ |

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### INSTRUCTIONS

A full-time student must file a program before the end of the second semester of graduate study, and part-time students must do so upon completion of 9 credit hours. **If courses have already been taken, department codes, course numbers, course names, credits earned, and the semesters taken should be listed on the program of study as they appear on the transcript(s). Master's research hours should be listed on one line with the total sum of credits.** Do not include course work earned more than six years prior to the semester this program is submitted.

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### SUBMISSION

Form to be submitted to the *Dean of the Graduate School, 103 Fairchild Hal*

**The  
Graduate  
School**

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**Kansas State  
University**

**APPROVAL TO SCHEDULE FINAL EXAMINATION: MASTER'S**



|                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Name: _____<br>K-State eID: _____<br>Student Number<br>(WID): _____<br>Degree Program: _____<br>College: <input type="checkbox"/> AG <input type="checkbox"/> AR <input type="checkbox"/> AS <input type="checkbox"/> BA <input type="checkbox"/> ED <input type="checkbox"/> EN <input type="checkbox"/> HE <input type="checkbox"/> TC <input type="checkbox"/> VM | <b>Examination to be taken:</b><br><input type="checkbox"/> Oral Exam<br><input type="checkbox"/> Written Exam<br>Date: _____<br>Time: _____<br>Place: _____ |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|

A committee member's signature on this form indicates that the student named above is approved to take a final examination. Information regarding final examinations and graduation is available on the Graduate School website at <http://www.k-state.edu/grad/students/graduation/>.

**Return this form at least two weeks in advance of the examination to 103 Fairchild Hall when the date, time, and place of the final examination have been approved by all committee members. (If preparing a thesis or report, also bring a copy of the abstract and thesis/report title page).**

|                                                   |               |           |      |
|---------------------------------------------------|---------------|-----------|------|
| Major Advisor (print name)                        | K-State Email | Signature | Date |
| Supervisory Committee Member<br>(print name)      | K-State Email | Signature | Date |
| Supervisory Committee Member<br>(print name)      | K-State Email | Signature | Date |
| Supervisory Committee Member<br>(print name)      | K-State Email | Signature | Date |
| Supervisory Committee Member<br>(print name)      | K-State Email | Signature | Date |
| Dept Head / Grad Program Director<br>(print name) | K-State Email | Signature | Date |

Upon receipt of the "Approval to Schedule Final Examination" form, your records will be checked to see if all requirements have been met so that you may receive your degree this semester. The Graduate School will send a message to your email address either that your materials are in order or that you have specific problems that must be resolved prior to graduation. **If you do not have access to email, please indicate a postal address for sending a letter.**

**KANSAS STATE UNIVERSITY  
DEPARTMENT OF POLITICAL SCIENCE  
APPLICATION FOR GRADUATE FINANCIAL ASSISTANCE**

**PROGRAM**

- |                                                                 |                                                                 |
|-----------------------------------------------------------------|-----------------------------------------------------------------|
| <input type="radio"/> Master in Political Science               | <input type="radio"/> Master in Public Administration           |
| <input type="radio"/> Master in Security Studies                | <input type="radio"/> PhD in Security Studies                   |
| <input type="radio"/> Full Time Student (6+ hours per semester) | <input type="radio"/> Part Time Student (<6 hours per semester) |

**TYPE OF ASSISTANCE**

- GTA                       Scholarships                       Both

**PERSONAL INFORMATION**

Last Name: \_\_\_\_\_ First Name: \_\_\_\_\_

Email Address: \_\_\_\_\_

**EXPERIENCE**

Please submit résumé indicating any teaching and/or research experience as well as other recent and relevant employment.

**FINANCIAL**

Do you anticipate obtaining financial assistance from sources outside of the political science department? If so, please explain below.

---

SIGNATURE

DATE

SUBMIT completed form with a cover letter\* to either:

Allison Kuehne at the email address [akuehne@ksu.edu](mailto:akuehne@ksu.edu) or deliver hard copies to the Department of Political Science, Kansas State University, 101D Calvin Hall, Manhattan, KS 66506

\*The cover letter may be used to clarify and expand on items above or support need for financial assistance.

Reference letters are accepted, but not required.

## Appendix D

### Comprehensive Examination

All Master of Public Administration degree candidates must successfully complete a written comprehensive examination. The responsibility for initiating the process rests with the student in consultation with his/her advisory committee. This exam is normally taken late in the student's final semester.

**Request to take the comprehensive exam:** Each semester the director of graduate studies will post dates associated with the examination process. The first of these will require students taking the exam to state their intention in writing to the director of graduate studies.

#### Preparation for the Examination

- **Meeting with the MPA Faculty:** At about the mid-point in the semester, students taking the exam will meet with the entire MPA faculty to discuss the process and the expectations. To ensure that the committee and the candidate are on the same page at the completion of this meeting the candidate should communicate his/her understanding of the issues addressed at the meeting in written form to the director of graduate studies.
- **Approval to Schedule Final Examination Form:** In order to schedule the examination with the Graduate School, an "Approval to Schedule Final Examination" form must be obtained from and returned to the Graduate School. The form is available under the "Form Finder" link on the Graduate School's web site [[www.k-ktate.edu/grad/](http://www.k-ktate.edu/grad/)]. All members of the student's graduate supervisory committee must sign this form.
- **Review Questions:** Three weeks before the exam review questions will be distributed. The core course review questions will be divided into five sections reflecting our core areas of public administration – research methods, policy analysis, public personnel management, organization and public administration theory, public budgeting and finance. Each section will contain two or three review questions. They will be prepared by the MPA faculty member responsible for each core course.
- **Review Questions and Exam Questions:** The questions appearing on the actual exams will be taken directly from these review questions.

- **Consultation with Individual Faculty:** Typically the student will follow-up individually and in detail with each member of the MPA faculty who is responsible for any of the core course questions.

**Comprehensive Examination Structure:** The comprehensive examination is typically divided into five sections corresponding to the core public administration areas addressed in our program. A response will be required to one question, taken directly from the review questions, in each of the sections for a total of five questions.

Students will have 48 hours to complete the exam and to submit it electronically. Students will be required to sign an affidavit attesting to the fact that the work on the actual exam is theirs only.

- **Organization and public administration theory/issues:** The question in this section will deal with material covered in Public Administration and Society [POLSC 702] and Public Organization Theory [POLSC 735]
- **Research Methods:** The question in this section will deal with material covered in Research Methods [POLSC 700].
- **Policy Analysis:** The question in this section will deal with material covered in Policy Analysis and Evaluation [POLSC 710]
- **Public Personnel Management:** The question in this section will deal with material covered in Public Personnel Administration [POLSC 708]
- **Public Budgeting and Finance:** The question in this section will deal with material covered in Public Budgeting [POLSC 737] and in Public Finance [POLSC 738]

**Grading the Examination:** A blind evaluation of the comprehensive exam will be conducted by the entire MPA faculty. Each question will be graded as “fail”, “pass” or “pass with distinction”. If a student fails one question, an immediate retake of the question area failed is allowed. This retake can involve either another take home exercise or an oral examination. If the student fails more than one question, the student fails the entire exam, must retake the exam, and the Graduate School’s rules for retakes come into play. Specifically, the Graduate School allows only one retake. The student must wait at least two months but no more than fifteen months to take the retake. According to the rules established by the Graduate School, a third examination is not permitted.

**Notifying the Student:** Students shall receive evaluation of their performance via email with a letter to follow within two weeks after the examination.

## Appendix E

### Financial Assistance

The Department of Political Science has two types of financial assistance available to support graduate study including graduate assistantships and graduate scholarships or fellowships. **The application deadline for all department financial assistance is listed on the program website under the [“Financial Assistance”](#) link.**

#### Graduate Assistantships

The Department of Political Science provides financial aid to students in the form of a graduate assistantship on a competitive basis in exchange for assistance to faculty with their teaching, or research, or both.

**Selection Criteria:** Awards reflect the following criteria:

- Academic performance, promise, and intellectual ability.
- Past performance as a departmental assistant, if applicable.
- Teaching and research needs of the department faculty.
- Financial need.

**Conditions of Assistantship:** Graduate assistants must enroll in a minimum of six credit hours per semester and make reasonable degree progress as reflected by at least a 3.5 GPA. During the period of appointment assistants may not hold another paid full time position of any kind. The department reserves the right to withdraw support at any time if academic performance falls below the 3.5 GPA or if job performance is not satisfactory.

**Amount of Assistance:** Graduate assistantships involve a stipend, a tuition waiver for up to 10 credit hours per semester and fee reductions. These are nine-month appointments, which normally do not include any summer session. The amount of the stipend changes from year-to-year and may be obtained by contacting the director of graduate studies.

**Duties:** Graduate assistants are required to work a maximum of 20 hours per week in support of the research, teaching, and administration of departmental faculty and staff. Both faculty and graduate assistants are responsible for documenting the hours worked.

**Supervision:** Each assistant is assigned to one or two faculty members, depending on the department's needs and the student's preference. Graduate assistants may be asked to help

any other member of the department faculty, subject to clearance with the student's principal adviser.

**Renewal of Assistantship:** The assistantship is awarded for the fall and spring semesters of one academic year, assuming all conditions are met. A reapplication is required for each additional year of support.

## **Graduate Scholarships/Fellowships**

The Department of Political Science also offers a number of scholarships. These vary in terms of the amount of assistance and the exact requirements of each. Those specifically targeted for MPA students are the John Carlin Scholarship in Public Administration and the Tummala Fellowship.

### **How to Apply**

Besides the materials discussed above for admission to the MPA Program, applicants should submit the following to the director of graduate studies.

- One copy of an application form, which is available on the department's web site.
- A formal covering letter of application. This letter may also be used to expand on items in the application form.

### **Award Announcement**

All applicants will be notified of the department's decisions, and award recipients will be asked to acknowledge acceptance formally. Awards are announced on or about April 15. Ordinarily, there are no summer term graduate assistantships.



## Appendix F

### MPA Internship

#### Pre-service students

Pre-service students are required to complete an internship (POLSC 897). This entails serving in a full-time administrative position for a period of at least 10 weeks (400 hours) in the public sector, or in a nonprofit agency. Internship positions are coordinated by the Director of Graduate Studies. Ideally, the internship should occur after the second semester of full time coursework. All internships are competitive in nature and are available on a regular basis with state, county, and local governments. A student's progress in the internship is monitored by the student's immediate supervisor and by the director of graduate studies.

The following forms are required to complete a program-approved internship.

**Internship Guidelines -- Student:** The "[MPA Internship Guidelines -- Student](#)" form details the guidelines students must follow in order to complete a program-approved internship.

**Internship Guidelines -- Agency:** The "[MPA Internship Guidelines -- Agency](#)" form details the requirements and expectations of agency providing student internship.

**Intern Skills and Knowledge:** The "[MPA Student Intern Skills and Knowledge](#)" form details the specific competencies students develop from each of the courses offered in the program.

**Internship Responsibilities:** The "[MPA Internship Responsibilities](#)" form is the signed agreement between the agency, student, and MPA program.

**Internship Evaluation Form -- Intern:** The "[Intern's Evaluation](#)" form is to be completed by the student at the end of the internship period.

**Internship Evaluation Form -- Supervisor:** The "[Supervisor's Evaluation](#)" form is to be completed by the intern's supervisor at the end of the internship period.

**MPA Internship Guidelines -- Student**  
**Department of Political Science**  
**Kansas State University**  
**Revised June, 2016**

- **In-service students** with significant employment experience may have the internship requirement waived. Students who wish an internship waiver should complete the *Internship Waiver Request* and submit it to the Director of Graduate Studies.
- **Pre-service students** are required to complete an internship and to enroll in one credit hour of POLSC 897. Enrollment may or may not coincide with the actual time of the internship.
- All internships are competitive in nature and are available on a regular basis with state, county, and local governments as well as with not-for-profit agencies.
- Although internship positions are coordinated by the Director of Graduate Studies, the initiative for securing an internship rests with the student.
- **The internship should involve serving in an administrative position for a period of at least 400 hours in the public sector, or in a nonprofit agency. Full-time positions are preferred. However, under suitable conditions, part-time arrangements are acceptable.**
- In addition to a letter of application, resume, portfolio artifact [if available], the intern should submit to the agency:
  - The agency version of the *Internship Guidelines*.
  - *Student Intern Skills and Knowledge* document.
- Prior to accepting an internship, the intern's supervisor should prepare and the intern should sign the *Internship Responsibilities* form and submit it to the Director of Graduate Studies.
- On the first day of employment, the intern should return to the agency supervisor the:
  - *Internship Responsibilities* form which has been signed by the Director of Graduate Studies.
  - *Intern Evaluation* Form.
- A student's progress in the internship is monitored by the student's immediate supervisor and by the Director of Graduate Studies. This will involve:
  - If practical, the Director will visit the place of employment meet with the intern and the intern's supervisor.

- At the end of the internship period, the supervisor will prepare a written evaluation of the intern's performance by completing the ***Intern Evaluation*** form.
- At the end of the internship period, the intern will complete a written evaluation of the internship experience by completing the ***Internship Evaluation*** form. This form will be available to the intern at the beginning of the internship period.

**MPA Internship Guidelines -- Agency**  
**Department of Political Science**  
**Kansas State University**  
**Revised June, 2016**

- **Pre-service students** are required to complete an internship involving activities of an administrative nature in a public or nonprofit agency.
- The internship should involve serving in a compensated administrative position for a period of at least 400 hours in the public sector, or in a nonprofit agency. Full-time positions are preferred. However, under suitable conditions, part-time arrangements are acceptable.
- In addition to a letter of application, resume, portfolio artifact [if available], the intern should submit to the agency:
  - The agency version of the *Internship Guidelines* – this document.
  - *Student Intern Skills and Knowledge* document.
- Prior to accepting an internship, the intern's supervisor should prepare and the intern should sign the *Internship Responsibilities* form and submit it to the Director of Graduate Studies.
- On the first day of employment, the intern should return to the agency supervisor the:
  - *Internship Responsibilities* form, which has been signed by the Director of Graduate Studies.
  - *Intern Evaluation* Form.
- A student's progress in the internship is monitored by the student's immediate supervisor and by the Director of Graduate Studies. This will involve:
  - If practical, the Director will visit the place of employment meet with the intern and the intern's supervisor.
  - At the end of the internship period, the supervisor will prepare a written evaluation of the intern's performance by completing the *Intern Evaluation* form.
- At the end of the internship period, the intern will complete a written evaluation of the internship experience by completing the *Internship Evaluation* form. This form will be available to the intern at the beginning of the internship period.

# Master of Public Administration Student Intern Skills and Knowledge

## Department of Political Science Kansas State University

**Mission:** The Master of Public Administration (MPA) degree at Kansas State University prepares both in and pre-service students to serve the public interest and establish themselves as civic leaders. The program emphasizes a theoretically informed and research driven skills based approach to learning designed to ensure that our students develop specific competencies, which prepare them for the challenges of work in the public and non-profit sectors immediately upon graduation. Our faculty's approach to education begins with a broad exposure to policy systems, political environments, administrative principals and research methods. Additionally, our students are required to think critically, apply knowledge and seek practical solutions to real world problems. Our low faculty to student ratio contributes to a student-centered learning environment in which we are able to instill in our students the ethics of public service and professional management that are critical to the diverse and changing modern workplace.

**Skills Description:** MPA interns are able to engage in a wide range of professional tasks and projects, with guidance and oversight from their supervisor, especially in the areas of developing and planning policies or projects, analysis and evaluation of policy, budget preparation and reporting, public finance, human resources, strategic planning and grant preparation. Our students will have research skills, including, finding information from a range of sources, assessing reliability and validity, and organizing and reporting the information in useful and interpretable ways.

**MPA Core Courses:** In order to provide additional perspective as to the knowledge base mastered by our MPA students, the core courses required of all students are indicated below. Students will vary in terms of the number of these courses they have completed. The intern will clarify with the agency exactly which courses have actually been completed.

- **Research Methods:** Principles of scientific inquiry, research design, and the measurement and analysis of quantitative data typically encountered by administrators are addressed.
- **Public Administration and Society:** An introduction to the discipline and profession of public administration, which may include the cultural, constitutional, institutional, organizational, and ethical context of public administration. Students are also exposed to central issues facing public administrators, using the related perspectives of management, politics, and law.

- **Public Personnel Administration:** The policy aspects of public personnel administration at all levels of government are examined. Specific attention is given to personnel issues unique to the public sector such as rights of public employees, civil service systems, and public service ethics in a democratic society.
- **Policy Analysis and Evaluation:** Focus is upon the relationship between public policy and the distribution of values, goods, and services in society. Students analyze and evaluate policies in an area of their choice.
- **Public Organization Theory:** Theories concerning the structure and mission of public organizations and the role of administrative leadership in applying theory to solve organizational problems will be examined.
- **Public Budgeting:** Budgeting, as a fiscal management tool, is examined within the context of political decision making process. Several budgetary techniques such as Line-item, Performance Budgeting, PPBS, and ZBB will be also studied.
- **Public Finance:** Economics of the public sector, addressing the fundamental issue of the appropriate role of government activity in a market economy. Course also addresses the behavioral consequences of government policy and model construction to explain real world government policymaking.
- **Public Administration Capstone:** Students integrate previous classroom learning with practical experience. Topics include the operation of a government agency on a day-to-day basis and the meaning of public service and communication in the public sector.

**MPA Elective Courses:** Our students are also required to take three elective courses and two area of emphasis courses. Depending upon their progress in the program, MPA students will have taken some mix of the following courses. Again, the intern will clarify with the agency exactly which courses have been completed.

- **Strategic Management of Public Organizations:** Strategic management in the public sector of democratic societies. This course provides a set of tools and research skills to focus thinking, judgment and decision making in order to act strategically.
- **Nonprofit Financial Management:** An introduction to the major issues in nonprofit management. Course highlights include the unique nature of the nonprofit sector with government (public) and business (for-profit) sectors. Issues may include governance roles and responsibilities, ethics and risk management, financial management and resource generation, managing staff and volunteers, performance measurements, and the emerging trends that threaten nonprofits' tax-exempt status.

- **Administrative Law:** Legal analysis of the rule-making, adjudicatory, and enforcement functions of administrative agencies, with emphasis on constitutional framework, judicial review, requirements of procedural fairness, and rights of public employees.
- **Administrative Ethics:** This course focuses upon the ethical issues, approaches, and strategies in public service.
- **Executive Leadership Problems:** This course focuses upon the practical application of various leadership strategies.
- **Urban Politics:** Fundamental problems of political power and decision making in urban suburban governmental settings.
- **State and Local Government:** The United States system of federalism with emphasis on a comparative analysis of the government and politics of the fifty states and their subdivisions.
- **Intergovernmental Relations:** Evolution of the intergovernmental system in the United States. Emphasis upon federal, state, and local interrelationships.

**Master of Public Administration  
Internship Responsibilities**

**Department of Political Science  
Kansas State University**

**Interns' Name:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Public or Nonprofit Agency Providing Internship**

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

**Agency  
Representative** \_\_\_\_\_

**Location:** \_\_\_\_\_  
\_\_\_\_\_

**Period of Intern's Employment**

**Start date:** \_\_\_\_\_

**End date:** \_\_\_\_\_

**Hours work/week** \_\_\_\_\_

**Position Title:** \_\_\_\_\_

Our MPA internship policy requires experience of an administrative nature in a public or nonprofit agency. Please attach to this document a summary of the responsibilities, assignments, and/or projects with which your agency anticipates the intern will be involved. The agency representative and intern should indicate their agreement by signing below. All materials should be submitted by the intern to Dr. Franke, Director of Graduate Studies, Department of Political Science.

**Agency Representative:** \_\_\_\_\_ **Date:** \_\_\_\_\_  
(signature)

**Intern:** \_\_\_\_\_ **Date:** \_\_\_\_\_  
(signature)

**Dir. Of Graduate Studies:** \_\_\_\_\_ **Date:** \_\_\_\_\_  
(signature)



**Master of Public Administration  
Internship Evaluation Form  
Intern's Evaluation**

Department of Political Science  
Kansas State University

**Intern's Name:**

Supervisor's Name:

Internship start date: \_\_\_\_\_ End date: \_\_\_\_\_

Internship Location: \_\_\_\_\_

Intern Position Title: \_\_\_\_\_ Hours worked per week: \_\_\_\_\_

1. How did you locate this internship?
2. Brief summary of the internship:
3. Did the internship meet your expectations? Why or why not?
4. What aspects of your public administration academic background were especially helpful during your internship?

5. Do you consider the internship relevant and meaningful to your long-term career interests?  
No\_\_\_\_\_ Yes\_\_\_\_\_ If Yes, How?

6. Would you recommend this internship to another student? Why or why not?

7. What kind of impact has this internship had on you (choose all that apply)?
- a. Provided me with a better understanding of my career goals.
  - b. Increased my skills and knowledge in performing a particular activity.
  - c. Changed my attitudes or feelings about myself and other people.
  - d. Provided me with the opportunity to apply theoretical concepts to the actual work environment.

Comments: \_\_\_\_\_

8. How would you rate the educational value of your internship?
- a. Exceptional opportunity.
  - b. Worthwhile experience.
  - c. Generally not too useful, but might help some.
  - d. Probably of no value (please comment).

Comments: \_\_\_\_\_

9. How was the experience related to your career goals?
- a. Very closely related.
  - b. Related through occasional assignments.
  - c. No relationship exists.
  - d. Not applicable (please comment).

Comments: \_\_\_\_\_

10. To what degree do you feel other employees in your department supported the internship program?
- a. Atmosphere was openly supportive.
  - b. Accepted, but not openly supportive.
  - c. Generally, not accepted or understood.
  - d. Non-supportive and potentially hostile.
  - e. Does not apply (please comment).

Comments: \_\_\_\_\_

11. Were the actual duties of the position commensurate with the job description?
- a. Experience closely matches that offered.
  - b. Experience mostly matches that offered.
  - c. Little relationship exists.
  - d. Extremely unsatisfactory (please comment).

Comments: \_\_\_\_\_

12. How did your technical skills apply to the position?
- a. Were more than required.
  - b. Were adequate.
  - c. Were less than they should have been.

Comments: \_\_\_\_\_

13. Evaluate the clarity of your supervisor's expectations relative to the internship?
- a. Exceeded expectations.
  - b. Met expectations.
  - c. Less than expected.

Comments: \_\_\_\_\_

14. Evaluate the clarity of your supervisor's assignment-specific instructions?
- a. Exceeded expectations.
  - b. Met expectations.
  - c. Less than expected.

Comments: \_\_\_\_\_

15. Evaluate the performance feedback provided by your supervisor's.
- a. Exceeded expectations.
  - b. Met expectations.
  - c. Less than expected.

Comments: \_\_\_\_\_

16. Evaluate your supervisor's receptiveness to new ideas you might have had?
- a. Exceeded expectations.
  - b. Met expectations.
  - c. Less than expected.

Comments: \_\_\_\_\_

17. Overall, how would you rate your relationship with your supervisor?

- a. Exceeded expectations.
- b. Met expectations.
- c. Less than expected.

Comments: \_\_\_\_\_

18. What changes, if any, would you recommend in your internship?

19. Overall rating of the internship experience?

- a. Excellent
- b. Very Good
- c. Average
- d. Marginal
- e. Unsatisfactory

\_\_\_\_\_  
Intern's Signature

\_\_\_\_\_  
Date

**Master of Public Administration  
Intern Evaluation Form  
Supervisor's Evaluation**

Department of Political Science  
Kansas State University

**Intern's Name:**

**Supervisor's Name:**

Internship start date: \_\_\_\_\_ End date: \_\_\_\_\_

Internship Location: \_\_\_\_\_

Intern Position Title: \_\_\_\_\_ Hours worked per week \_\_\_\_\_

**Brief summary of the internship responsibilities/assignments/projects:**

**Please evaluate the student according the following rating scale:**

- 1 Needs Improvement –does not meet expectations
- 2 Poor – seldom demonstrates this ability/rarely meets expectations
- 3 Fair – sometimes demonstrates this ability/meets expectations
- 4 Good – usually demonstrates this ability/sometimes exceeds expectations
- 5 Excellent – always demonstrates this ability/consistently exceeds expectations

**A. Ability to Learn**

- 1. Asks pertinent and purposeful questions 1 2 3 4 5 NA
- 2. Seeks out and utilizes appropriate resources 1 2 3 4 5 NA
- 3. Accepts responsibility for mistakes and learns from experiences 1 2 3 4 5 NA

**B. Reading & Writing Skills**

- 1. Reads/comprehends/follows written materials 1 2 3 4 5 NA
- 2. Communicates ideas and concepts clearly in writing 1 2 3 4 5 NA

**C. Listening and Oral Communication Skills**

- 1. Listens to others in an active and attentive manner 1 2 3 4 5 NA
- 2. Effectively participates in meetings or group settings 1 2 3 4 5 NA
- 3. Demonstrates effective verbal communication skills 1 2 3 4 5 NA

**D. Creative Thinking and Problem Solving Skills**

- 1. Breaks down complex tasks/problems into manageable pieces 1 2 3 4 5 NA
- 2. Brainstorms/develops options and ideas 1 2 3 4 5 NA
- 3. Demonstrates an analytical capacity 1 2 3 4 5 NA

**E. Professional and Career Development Skills**

- 1. Exhibits self-motivated approach to work 1 2 3 4 5 NA
- 2. Demonstrates ability to set appropriate priorities/goals 1 2 3 4 5 NA
- 3. Exhibits professional behavior and attitude 1 2 3 4 5 NA

**F. Interpersonal and Teamwork Skills**

- 1. Manages and resolves conflict in an effective manner 1 2 3 4 5 NA
- 2. Supports and contributes to a team atmosphere 1 2 3 4 5 NA
- 3. Demonstrates assertive yet appropriate behavior 1 2 3 4 5 NA

**G. Organizational Effectiveness Skills**

- 1. Seeks to understand and support the organization’s mission/goals 1 2 3 4 5 NA
- 2. Fits in with the norms and expectations of the organization 1 2 3 4 5 NA
- 3. Works within appropriate authority and decision-making channels 1 2 3 4 5 NA

**H. Basic Work Habits**

- 1. Reports to work as scheduled and on-time 1 2 3 4 5 NA
- 2. Exhibits a positive and constructive attitude 1 2 3 4 5 NA
- 3. Dress and appearance are appropriate for this organization 1 2 3 4 5 NA

**I. Character Attributes**

- 1. Brings a sense of values and integrity to the job 1 2 3 4 5 NA
- 2. Behaves in an ethical manner 1 2 3 4 5 NA
- 3. Respects the diversity of co-workers 1 2 3 4 5 NA

J. **Comments:**

K. **Overall Performance during the Internship Experience**

| <b>Unsatisfactory</b> |   | <b>Poor</b> |    | <b>Average</b> |    | <b>Good</b> |   | <b>Outstanding</b> |    |    |
|-----------------------|---|-------------|----|----------------|----|-------------|---|--------------------|----|----|
| 0                     | 1 | 2           | 3  | 4              | 5  | 6           | 7 | 8                  | 9  | 10 |
| (F                    | D | D+          | C- | C              | C+ | B-          | B | B+                 | A- | A) |

Field Supervisor's Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## **In-service students**

In-service students with significant employment experience may have the internship requirement waived. Students who seek an internship waiver should complete an **Internship Waiver Request Form** during their first year of study.

**Internship Waiver Request Form:** The "[Internship Waiver Request](#)" form is to be completed by in-service students seeking an internship waiver.



**Master of Public Administration  
Internship Waiver Request**

**Department of Political Science  
Kansas State University**

**Applicant's Name:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Phone:** \_\_\_\_\_ **Email:** \_\_\_\_\_

**Public or Nonprofit Agency Where Employed**

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

**Location:** \_\_\_\_\_

\_\_\_\_\_

**Period of Employment:**

**Start date:** \_\_\_\_\_

**End date:** \_\_\_\_\_

**Hours worked/week** \_\_\_\_\_

**Position Title:** \_\_\_\_\_

**Our MPA waiver policy requires experience of an administrative nature in a public or nonprofit agency. Please provide a detailed summary of your relevant responsibilities, assignments, and/or projects.** You will want to be as specific and detailed as necessary for demonstrating your administrative experience. If you happen to have a work product that speaks to your experience, please attach it to this application. If you do not have a work product, describe the project(s), assignment(s) or responsibilities you feel best reflect your administrative experiences.