



# Widener University

Master of Public Administration  
2011–2012 Graduate Catalog



# Master of Public Administration 2011–2012 Catalog

## GRADUATE PROGRAM DIRECTORY

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### ASSOCIATE PROVOST FOR GRADUATE STUDIES

**Michael Ledoux**

610-499-4345 • mwledoux@widener.edu

### ARTS AND SCIENCES

**Stephanie Schechner**

610-499-4346 • saschechner@widener.edu

### BUSINESS

**Penelope Sue Greenberg**

610-499-4475 • psgreenberg@widener.edu

### CRIMINAL JUSTICE

**William E. Harver**

610-499-4554 • weharver@widener.edu

### EDUCATION

**Michael Ledoux**

610-499-4297 • mwledoux@widener.edu

### ENGINEERING

**Rudolph Treichel**

610-499-1294 • rjtreichel@widener.edu

### HOSPITALITY MANAGEMENT

**John Mahoney**

610-499-1114 • jfmahoney@widener.edu

### LIBERAL STUDIES

**Stephanie Schechner**

610 499-4346 • saschechner@widener.edu

### NURSING

**Shirlee Drayton-Brooks**

610-499-4213 • Smdrayton-brooks@widener.edu

### PSYCHOLOGY

**Sanjay R. Nath**

610-499-1214 • snath@widener.edu

### PHYSICAL THERAPY

**Robin Dole**

610-499-1277 • rdole@widener.edu

### PUBLIC ADMINISTRATION

**Gordon Henderson**

610-499-4358 • gphenderson@widener.edu

### SOCIAL WORK

**John Poulin**

610-499-1150 • jepoulin@widener.edu

## GENERAL DIRECTORY

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### INFORMATION LINE

610-499-4600

### BOOKSTORES

Main Campus, 610-876-7300

Delaware Campus, 302-478-0606

Harrisburg Campus, 717-541-3905

### BUSINESS OFFICES

Main Campus, 610-499-4150

Delaware Campus, 302-477-2207

Harrisburg Campus, 717-541-3905

### CAMPUS SAFETY

Main Campus, 610-499-4201

Delaware Campus, 302-477-2200

Harrisburg Campus, 717-541-3948

### FINANCIAL AID

Main Campus, 610-499-4174

Delaware Campus, 302-478-2209

Harrisburg Campus, 717-541-3961

### LIBRARIES

Main Campus, 610-499-4066

Delaware Campus, 302-477-2244

Harrisburg Campus, 717-541-3926

### REGISTRAR

Main Campus, 610-499-4141

Delaware Campus, 302-477-2009

Harrisburg Campus, 717-541-3904

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# Widener University Information

## UNIVERSITY POLICY

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It is the policy of Widener University not to discriminate on the basis of sex, age, race, national origin or ethnicity, religion, disability, status as a veteran of the Vietnam era or other covered veteran, sexual orientation, gender identity, or marital status in its educational programs, admissions policies, employment practices, financial aid, or other school-administered programs or activities. This policy is enforced under various federal and state laws, including Title VII of the Civil Rights Act of 1964 as amended by the Civil Rights Act of 1991, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination in Employment Act, and the Americans with Disabilities Act. Further, in compliance with state and federal laws, Widener University will provide the following information upon request: (a) copies of documents pertinent to the university's accreditations, approvals, or licensing by external agencies or governmental bodies; (b) reports on crime statistics and information on safety policies and procedures; and (c) information regarding gender equity relative to intercollegiate athletic programs—Contact: Senior Vice President for University Advancement, Widener University, One University Place, Chester, PA 19013, 610-499-4123. Comments or requests for information regarding services and resources for disabled students should be directed to: Director of Disability Services, Widener University, One University Place, Chester, PA 19013, 610-499-1266; or Dean of Students, Delaware Campus of Widener University, P.O. Box 7474, Wilmington, DE 19803, 302-477-2177.

Title IX of the Education Amendments of 1972 prohibits discrimination based on gender in educational programs and activities that receive federal financial assistance. Such programs include recruitment, admissions, financial aid, scholarships, athletics, course offerings and access, hiring and retention, and benefits and leave. Title IX also protects students and employees from unlawful sexual harassment (including sexual violence) in university programs and activities. In compliance with Title IX, the university prohibits discrimination and harassment based on sex in employment, as well as in all programs and activities. The university's Title IX coordinator monitors compliance with Title IX and its accompanying regulations. Individuals with questions or concerns about Title IX or those who wish to file a complaint of non-compliance may contact the university's Title IX coordinator. The U.S. Department of Education's Office for Civil Rights (OCR) is the division of the federal government charged with enforcing compliance with Title IX. Information regarding OCR can be found at: [www.ed.gov/about/offices/list/ocr/index.html](http://www.ed.gov/about/offices/list/ocr/index.html).

This publication contains information, policies, procedures, regulations, and requirements that were correct at the time of publication. In keeping with the educational mission of the university, the information, policies, procedures, regulations, and requirements contained herein are continually being reviewed, changed, and updated. Consequently, this document cannot be considered binding and must be used solely as an informational guide. Students are responsible for keeping informed of official policies and meeting all relevant requirements.

The university reserves the right and authority at any time to alter any or all of the statements contained herein, to modify the requirements for admission and graduation, to change or discontinue programs of study, to amend any regulation or policy affecting

the student body, to increase tuition and fees, to deny admission, to revoke an offer of admission, and to dismiss from the university any student at any time, if it is deemed by the university to be in the best interest of the university, the university community, or the student to do so. The provisions of this publication are subject to change without notice, and nothing in this publication may be considered as setting forth terms of a contract between a student or a prospective student and Widener University.

## ACCREDITATIONS & MEMBERSHIPS

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**Widener University is a member of the Association for Continuing Higher Education and is accredited by the Middle States Association of Colleges and Schools.**

Widener University's graduate programs are additionally accredited by the following: AACSB International—The Association to Advance Collegiate Schools of Business (School of Business Administration), Accreditation Commission of ABET (School of Engineering), American Bar Association (School of Law), American Psychological Association (Doctor of Psychology and Clinical Psychology Internship), Commission on Accreditation for Healthcare Management Education (Master of Business Administration in Healthcare Management), Commission on Accreditation in Physical Therapy Education (Doctor of Physical Therapy), Commission on Collegiate Nursing Education (School of Nursing), Commission on Continuing Legal Education of the Supreme Court of Delaware (School of Law), Council on Social Work Education (Center for Social Work Education), National Association for Education of Young Children (Child Development Center), National Council for the Accreditation of Teacher Educators (Center for Education), Pennsylvania State Board of Nursing (School of Nursing), Pennsylvania Continuing Legal Education Board of the Supreme Court (School of Law), Pennsylvania Department of Education (Center for Education), Pennsylvania Department of Welfare (Child Development Center), Pennsylvania Private School Board (Center for Education).

Widener University's graduate programs hold membership in the following: Academic Council of the American Physical Therapy Association (Institute for Physical Therapy Education), American Society for Engineering Education (School of Engineering), Association of Engineering Colleges of Pennsylvania (School of Engineering), Association of University Programs in Health Administration (School of Business Administration), Association of American Law Schools (School of Law), Association of Graduate Liberal Studies Program (Master of Arts in Liberal Studies), Greater Philadelphia Engineering Deans Economic Development Council (School of Engineering), Engineering Deans Institute (School of Engineering), Engineering Research Council of the American Association of Engineering Societies (School of Engineering), Engineering Workforce Commission (School of Engineering), National Association of Schools of Public Affairs and Administration (Master of Public Administration), National Association of State Boards of Accountancy (School of Law), National Council for Schools and Programs of Professional Psychology (Institute for Graduate Clinical Psychology), National League for Nursing and the American Association of Colleges of Nursing (School of Nursing).

# College of Arts & Sciences Information

## MISSION AND PHILOSOPHY OF THE PROGRAMS

The graduate programs in the College of Arts and Sciences are built on strong undergraduate programs. The college offers 25 undergraduate majors and 25 minors in the humanities, social sciences, and sciences. The college has 88 full-time faculty members chosen for their demonstrated skills in teaching.

Faculty who are asked to teach in the college's graduate programs have a commitment to excellent teaching. The college's faculty are also extensively involved in research and scholarship, which are brought to bear in the classroom. Because our graduate classes are small in size and taught in a seminar format, students are able to get to know the faculty and their scholarly interests.

## STUDENT STATUS

Students pursuing a course of studies in the College of Arts and Sciences are considered to be full-time graduate students when they are enrolled in 9 or more hours of graduate study. It is recommended that students take no more than 12 semester hours of graduate study. Students in these programs who enroll in at least 5 semester hours of graduate study are considered to be half-time students.

## ACADEMIC CALENDAR

At the start of each semester, students should check online at CampusCruiser's "Calendars" section for their graduate program's academic calendar and deadline information.

## COURSE OFFERINGS

Graduate studies brochures are published for the fall and spring semesters and summer sessions. These fully describe registration policies, course schedules, and tuition and fee obligations. To obtain a graduate studies brochure, contact the appropriate graduate program office listed in the directory.

**DROP/ADD POLICY**—Students taking a course in the College of Arts and Sciences may withdraw from the course at any time prior to the final examination and receive the grade of W. If a course does not include a final examination, the deadline for withdrawing from the course with a grade of W is the final class meeting for the course. Graduate students begin the withdrawal process by notifying their program director's office of their intent to withdraw, either orally or in writing. The program director's office submits a drop/add form, which includes the student's last date of attendance at an academically related activity, to the Registrar's Office.

Students may add a course without special permission no later than one week after the semester has begun. If a student wishes to add a course after one week, written permission must be obtained from both the instructor and the appropriate department head.

**AUDITING**—Students will be permitted to audit courses with the approval of both the director and the instructor. No grade or credit is given for auditing a course and examinations need not be taken; however, the registration procedure and fee structure are the same as those for other students.

## GRADING

The following grades (and their associated grade points) are used:

A	(4.0)	I	(Incomplete)
A-	(3.7)	W	(Withdrawn)
B+	(3.3)	P/NP	(Passed/Not Passed)*
B	(3.0)	AU	(Audit: No credit)
B-	(2.7)		
C+	(2.3)		
C	(2.0)		
F	(0.0)		

\*Only for courses offered on a Pass/Fail basis.

Note: Individual instructors may elect, at their discretion, not to use plus/minus grades.

The grade of I is given when a student has not completed course requirements because of excusable reasons. A student who receives a grade of incomplete must arrange to make up all deficiencies with the instructor issuing the grade. If the work is not made up within one calendar year from the end of the semester in which the incomplete is received, the grade will be automatically converted to F, unless the course in question is a thesis research course or a dissertation research course. Upon completion of the requirements, the instructor will institute a change of grade. (Note: a student does not register again for a course in which the grade of incomplete has been received.) A student cannot be awarded a degree when there is an outstanding incomplete grade on the transcript, even if the incomplete is in a course not required in the degree program.

If a course is repeated, both grades will be recorded on the transcript, but only the most recent grade will be used in calculating the grade point average (GPA). When a student is found to have violated Widener's academic fraud policies, that student is prohibited from exercising the repeat-of-course option to remove the F grade (given as a result of fraud) from the GPA calculation.

If a student fails to meet the degree requirements in a timely manner or if repeated failure has occurred, the college may terminate the graduate program for the student.

Conduct inconsistent with the ethical and professional standards of the discipline, whether it occurs before or after matriculation, is also grounds for dismissal from the program. Such conduct includes academic fraud. A student dismissed for academic fraud may no longer enroll in the graduate programs of the university and may not apply for admission into another division of the university. Please see the section entitled "Standards for Academic Integrity."

## DISMISSAL AND READMISSION

A student will be dismissed from the program when his or her cumulative GPA falls below 3.0 and/or he or she receives a grade of C+ or below in a second course. Any student who receives a failing grade for any course is also dismissed from the program. After a semester out of the program, the student may petition the program director for readmission. The student will be readmitted only when the director is satisfied that the poor academic performance will not recur.

Conduct inconsistent with the ethical and professional standards of the discipline, whether it occurs before or after matriculation, is also grounds for dismissal from the program.

## **STANDARDS FOR ACADEMIC INTEGRITY**

### **ACADEMIC INTEGRITY STATEMENT**

Widener University strongly supports the concepts of academic freedom and academic integrity and expects students and all other members of the Widener University community to be honest in all academic endeavors. Cheating, plagiarism, and all other forms of academic fraud are serious and unacceptable violations of university policy. Widener University expects all students to be familiar with university policies on academic honesty and will not accept a claim of ignorance—either of the policy itself or of what constitutes academic fraud—as a valid defense against such a charge.

This statement was adopted by the Faculty Council on February 24, 1998, upon recommendation of the Academic Affairs Committee.

### **DEFINITION OF VIOLATIONS OF THE STANDARDS OF ACADEMIC INTEGRITY**

Violations of the Standards of Academic Integrity constitute academic fraud. Academic fraud consists of any actions that serve to undermine the integrity of the academic process, including:

- unauthorized inspection or duplication of test materials, cheating, attempting to cheat, or assisting others to cheat in a classroom test, take-home examination, final examination, or comprehensive/qualifying/candidacy examination.
- post-test alteration of examination responses.
- plagiarism.
- electronic or computer fraud.

Additionally, each university program may have specific acts particular to a discipline that constitute academic fraud.

### **DEFINITION OF PLAGIARISM**

One of the most common violations of the Standards for Academic Integrity is plagiarism. Plagiarism can be intentional or unintentional. However, since each student is responsible for knowing what constitutes plagiarism, unintentional plagiarism is as unacceptable as intentional plagiarism and commission of it will bring the same penalties. In many classes, faculty members will provide their definitions of plagiarism. In classes where a definition is not provided, students are invited to follow the standards articulated in the following statement.

#### **STATEMENT ON PLAGIARISM**

PLAGIARISM—passing off the work of others as your own – is a serious offense. In the academic world, plagiarism is theft. Information from sources – whether quoted, paraphrased, or summarized - must be given credit through specific in-text citations. All sources used in the preparation of an academic paper must also be listed with full bibliographic details at the end of the paper. It is especially important that paraphrase be both cited and put into your own words. Merely rearranging a sentence or changing a few words is not sufficient.

### **PROCEDURES FOR STUDENTS ACCUSED OF VIOLATING THE STANDARDS FOR ACADEMIC INTEGRITY**

#### **Informal Process**

- A faculty member who obtains evidence of academic fraud should inform the student of this evidence, either orally or in writing. The faculty member may also provide the student with the opportunity to respond to the charges. If the

matter is resolved informally between the faculty member and the student, the faculty member must communicate in writing to the dean of his/her school or college the nature of the charges made against the student and how the matter was resolved.

- If the faculty member cannot resolve the matter satisfactorily with the student, he or she may file a formal complaint against the student through the office of the dean of the faculty member's school or college.

#### **Formal process**

- Upon receiving formal charges of academic fraud, the office of the dean of the school or college shall thereupon notify the student in writing of the complaint, the evidence upon which the complaint is based, the penalty to be imposed, and all rights of appeal.
- If a student wishes to contest the allegations of the complaint, he or she may do so according to the process stipulated in the by-laws of the school or college in which the alleged offense occurred. In such a case, the student will also be informed of the time and location of a hearing on the complaint and of all rights of appeal.
- Upon determination by the school/college committee that hears the initial appeal that sufficient evidence exists to support the allegations contained in the complaint, or in cases in which the student chooses not to contest the complaint, the prescribed penalty shall be imposed.
- The dean will notify the associate provost in writing of the name of the student who has been found to have engaged in academic fraud.
- Appeals beyond an individual school/college body may be made by the student to the university's Academic Review Board. Please see the following section for board duties. Appeal to the Academic Review Board must be initiated by the student through the Office of the Associate Provost.
- In the event a complaint is filed against a student alleging academic fraud and the student is not enrolled in the course in which academic fraud is alleged, action will be taken by the dean's office of the school/college where the student is matriculated.
- An "F" for academic fraud will supersede any other mark including a "W" for withdrawal. When a student is found to have engaged in academic fraud under Widener's academic fraud policies, that student is prohibited from exercising the repeat-of-course option to remove the "F" grade (given as a result of fraud) from the GPA calculation.
- A confidential, centralized listing of students disciplined for academic fraud will be maintained by the Office of the Provost. In the event of the filing of a complaint alleging a second offense, the student will be informed, in writing, by the Office of the Provost of such complaint. Names will be dropped from the list of first offenders upon graduation or at the end of seven years after the last attendance.
- The above articulated steps constitute due process when students are accused of academic fraud.

#### **PENALTIES**

- The minimum penalty for individuals found through the formal complaint process described above to have engaged in academic fraud will be failure in the course. For a second offense, the penalty will be failure in the course and expulsion from the university.

- For attempting to steal or stealing an examination for a course, students will be failed in the course and expelled from the university. For attempting to steal or stealing a comprehensive/qualifying/candidacy examination in a program, students will be expelled from the university.
- Programs that require comprehensive/qualifying/candidacy examinations may elect to impose the penalties of failure on the examination and expulsion from the university for individuals who cheat or attempt to cheat on the comprehensive/qualifying/candidacy examination.
- Individuals found through the formal complaint process described above to have engaged in academic fraud in the completion of a dissertation or thesis may be expelled from the university.

*These policies and procedures were approved by Faculty Council on April 28, 2008.*

## **ACADEMIC REVIEW BOARD**

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The Academic Review Board consists of the provost, the associate provosts, the deans of each school/college, the vice-chairperson of the Faculty Council, and the chair of the Faculty Council Academic Affairs Committee. Duties of the board include: (1) hearing petitions for the waiver of academic regulations that transcend a single school/college (e.g., withdrawal from a course); (2) serving as the appeal body in cases where there is an alleged violation of procedure in school/college Academic Council hearings.

## **ACADEMIC GRIEVANCE APPEAL PROCEDURE**

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If a student has a grievance concerning a class in which he or she is enrolled, he/she will first try to resolve the problem with the instructor of the class. If a student has a grievance concerning an academic requirement of the program (e.g., comprehensive examination, final clinical oral examination, clinical placements), he/she will first try to resolve the problem with the director of the program. If it is impossible to resolve the matter at this initial level, the grievance must be placed in writing. Then the student may appeal to the next higher level. The student should inquire in the office of the dean responsible for the course or program in question for the proper appeal procedure if the student's grievance is not resolved to the student's satisfaction after initial appeal to the instructor or the program director.

## **GRADUATION REQUIREMENTS AND AWARDING OF DEGREES**

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Students are responsible for knowing and meeting curriculum requirements as shown in this bulletin.

Those who expect to receive either the master's or doctoral degree should make clear their intentions to their advisors. A student who completes requirements for the degree at the conclusion of either summer session will be awarded the degree in August of that year; **the student must submit a graduation petition online at [www.widener.edu/registrar](http://www.widener.edu/registrar) by March 1.** A student who completes requirements for the degree at the conclusion of the fall semester will be awarded the degree in December of that year; **the student must submit a graduation petition online at [www.widener.edu/registrar](http://www.widener.edu/registrar) by July 1.** A

student who completes requirements for the degree at the conclusion of the spring semester will be awarded the degree in May of that year; **the student must submit a graduation petition online at [www.widener.edu/registrar](http://www.widener.edu/registrar) by November 1 of the previous year.** The university holds only one formal commencement in the spring to which August, December, and May graduates are invited.

## **TRANSCRIPTS**

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Students in good financial standing can have copies of their transcripts forwarded to employers, agents, or institutions of higher education by contacting the Office of the Registrar. The first transcript offered on behalf of any student is provided without cost.

## **FINANCIAL AID**

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Widener University offers a wide range of financial aid programs. Financial information is available on the university's web site at [www.widener.edu/about/administration/enrollmentservices/studentfinancialservices](http://www.widener.edu/about/administration/enrollmentservices/studentfinancialservices). The *Financial Aid Handbook* is located under "Forms and Publications" on this site.

## **CAMPUS SAFETY**

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Widener is committed to the safety and security of all members of the Widener University community. The university's annual Campus Safety and Fire Safety Reports are on the Widener website and contain information on campus security and personal safety, including crime prevention, university law enforcement authority, crime reporting policies, disciplinary procedures, and other campus security matters. The Campus Safety Reports contain statistics for the three previous calendar years on reported crimes that occurred on campus, in certain off-campus buildings and property owned and controlled by the university, and on public property within or immediately adjacent to and accessible from campus.

The Fire Safety Report contains information on fire safety systems in on-campus student housing facilities, the number of fire drills held during the previous year, the university's policies on portable electrical appliances, smoking, and open flames in student housing facilities, the university's procedures for student housing evacuation in the case of a fire, policies regarding fire safety education and training programs provided to students and employees, a listing of persons or organizations to which fires should be reported, and plans for future improvements in fire safety. It also contains statistics (commencing with calendar year 2009) for the three most recent calendar years concerning the number of fires and cause of each fire in each on-campus student housing facility, the number of persons who received fire-related injuries that resulted in treatment at a medical facility, the number of deaths related to a fire, and the value of property damage caused by a fire.

The annual Campus Safety and Fire Safety Reports for the Main and Exton Campuses are available online at [www.widener.edu](http://www.widener.edu) by selecting "Quick Clicks" then "Campus Safety." The annual security reports for the Delaware and Harrisburg Campuses are available online at [www.law.widener.edu](http://www.law.widener.edu) by selecting "More Links," then "Campus Safety." If you would like a printed copy of these reports, contact the Campus Safety Office at 610-499-4203 to have a copy mailed to you. The information in these reports is required by law and is provided by the Campus Safety Office.

# Master of Public Administration

## GENERAL INFORMATION

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### OVERVIEW

Widener University's Master of Public Administration (MPA) program provides graduate education and training for individuals whose careers are in or closely associated with government and public affairs. Open to practicing professionals, as well as those anticipating careers in public service, the program develops and refines the skills that enhance job performance, create new job opportunities, and strengthen prospects for professional advancement. Based in the College of Arts and Sciences and administered by the MPA Faculty Advisory Committee, the program is part time and all courses are offered in the evening. Students seeking to enroll in more than two classes in a semester must submit a petition through the director to the MPA Faculty Advisory Committee for permission.

Widener MPA students are able to establish long-term professional competencies and achieve immediate gains in work effectiveness by completing course work that blends theory with practical applications and experience. The program includes a core curriculum combining course work in basic administrative and leadership skill areas with courses emphasizing the institutional, political, and ethical environments within which public administration takes place. Flexibility in the choice of electives allows students to tailor studies to their own interests and professional needs. In addition, specialized classes are taught by prominent practitioners with substantial knowledge and experience in their respective fields. Many courses periodically feature guest lecturers from the legal, governmental, and nonprofit sectors to add expertise and perspective to a wide variety of topics.

The instructional philosophy of the MPA program is to promote learning through discussion. To this end, we feature small, seminar-style classes and a diverse enrollment representing a variety of age groups, occupations, and educational backgrounds. Most students are employed professionals in the public or nonprofit sectors and bring varied experiences and perspectives to class discussions of policy and management topics.

The program works closely with Widener's Career Advising and Planning Services (CAPS) for information and support relating to internship and job placement opportunities in the Delaware Valley region. Faculty networks and contacts through fellow students also enhance prospects for such opportunities. Graduates of the MPA program have prospered in a range of career fields, while delivering valued public service for nonprofit organizations and at all levels of government.

In recognition for its commitment to promoting excellence in education and training for public service, the program obtained institutional membership status in the National Association of Schools of Public Affairs and Administration (NASPAA) in 2001.

### ADMISSIONS

An applicant for admission to the Master of Public Administration program must have earned a baccalaureate degree from an accredited college or university. Applicants with GPAs below 3.0 or limited academic course work in related fields may be admitted on a probationary basis if they provide sufficient evidence to demonstrate competence to perform graduate-level work. Probationary

students must achieve a GPA of 3.0 or better in their first six hours of course work to continue in the program. Candidates are considered for admission after submitting:

- A completed application form.
- The nonrefundable application fee (\$25).
- Two letters of recommendation. One of these letters must be from someone who is familiar with the applicant's ability to undertake graduate-level academic work, such as a former professor. If no such person is available to make an evaluation, such as for students who completed their undergraduate work more than four years prior to the application date, the applicant must submit a third letter of recommendation.
- Transcripts from all previously attended institutions.
- A one-page statement describing reasons and expectations for study in the program.

GRE scores will be considered as part of an application but are not required.

All inquiries and submissions should be addressed to:

Director  
Master of Public Administration  
Widener University  
One University Place  
Chester, PA 19013

### International Students

International students should consult the International Student Services web page at [www.widener.edu](http://www.widener.edu) for international graduate student guidelines or contact the Office of International Student Services at Widener University, One University Place, Chester, PA 19013; phone: 610-499-4499.

### TRANSFER CREDITS

Students accepted for admission to the Master of Public Administration program may transfer a maximum of 6 semester hours of previous graduate course work. To be accepted for transfer credit, graduate course work must be recent (within 5 calendar years); indicate a high degree of scholarship (a grade of A or B); and conform to the curricular philosophy established by the MPA Advisory Committee. When petitioning to have transfer credits applied toward the MPA degree, students must file official transcripts and course descriptions from all relevant graduate institutions.

### STUDENT STATUS

**Matriculating**—A student who meets all entrance requirements and is working in a program toward a graduate degree is said to be matriculated.

**Auditing**—Students are permitted to audit courses with the approval of both the director and the instructor. No grade or credit is given. Full tuition and fees for the course must be paid.

**Visiting**—Individuals seeking to enhance their knowledge in a distinct topic area may complete up to two core or elective courses (6 credit maximum) without formally matriculating into the program. Interested individuals must provide evidence of a bachelor's degree to the program director prior to registering as a visiting student. All course requirements must be completed and a grade received. A change in status to degree candidate must follow the regular admissions process.

## DEGREE REQUIREMENTS

To qualify for the degree of Master of Public Administration, the candidate must:

1. Comply with all general requirements of Widener University relating to the governance of graduate programs.
2. Satisfactorily complete a total of 37 hours of approved course work in the MPA program with a minimum GPA of 3.0 as follows:
  - a. Seven core courses (21 semester hours)
    - PA 501, Introduction to Public Administration
    - PA 502, Organizational Theory for Public Administration
    - PA 503, Public Policy Analysis
    - PA 505, Public Personnel Administration
    - PA 506, Public Finance and Budgeting
    - PA 507, American Intergovernmental Processes
    - PA 510, Quantitative Analysis in Public Administration
  - b. Five elective courses (15 semester hours)
    - Three of the five graduate electives must be chosen from Public Administration courses (prefix PA). Students may take two PA courses rather than three with approval from the MPA Advisory Committee to meet specialization requirements as described below.
    - Students completing a faculty-led independent research thesis project (3 credits for PA 699 or 6 credits for PA 699/700) may count those toward elective credits.
  - c. PA 698, Comprehensive Exam (1 semester hour)
    - Successful completion of a two-day, three-part comprehensive examination consisting of essay questions based on core and elective course work. A maximum of one retest will be permitted.
    - In order to register for the comprehensive examination, students must be able to demonstrate that all course work (including elimination of all incompletes) will be completed prior to the semester in which they take PA 698. The MPA Advisory Committee may grant exceptions allowing students to take a maximum of two other courses during the comprehensive exam semester.

## SPECIALIZATIONS

Students may tailor their course work to meet unique professional needs and career goals by packaging elective courses to suit a range of program specializations. Students can attain a specialization by completing designated courses from the MPA program and other graduate programs throughout the university. Areas of specialization and specialization requirements are listed below. Enrollment in courses outside the MPA program is contingent upon availability and, where necessary, approval of the MPA Advisory Committee. A specialization is optional and is not required for completion of the general MPA program.

1. Nonprofit Administration
  - a. Choose four of the following:
    - PA 660, Ethics in the Public and Nonprofit Sectors
    - PA 681, Nonprofit Advancement
    - PA 682, Financial Management for Nonprofits
    - PA 684, Marketing for the Nonprofit Sector
    - PA 686, Law and Nonprofit Organizations
    - PA 687, Fundraising for Nonprofits
    - PA 694, Public Administration Internship
  - b. One PA elective

## 2. Criminal Justice

- a. Required courses:
    - CJ 501, Nature of Crime and Delinquency
    - CJ 504, Seminar in Law and Criminal Justice
    - CJ 505, Organizational Behavior in Criminal Justice (may be substituted for PA 502)
  - b. Choose two of the following:
    - PA 609, Administrative Law
    - PA 625, Local Government Administration
    - PA 630, Urban Management and Politics
    - PA 640, Planning and the Public
  - c. One additional CJ elective
- ## 3. Local Government Administration
- a. Required course:
    - PA 625, Local Government Administration
  - b. Choose three of the following:
    - PA 630, Urban Management
    - PA 640, Planning and the Public
    - PA 645, Economic Development
    - PA 650, Legislative Policy and Process
    - PA 660, Ethics in the Public and Nonprofit Sectors
    - PA 694, Public Administration Internship
  - c. One additional PA elective

## INDEPENDENT STUDY

Up to three credits of independent study may be substituted for the PA electives requirement. All independent study proposals must be approved by the MPA Advisory Committee prior to the semester when they are to begin. Students must submit a written proposal describing and justifying the proposed independent study to the MPA Advisory Committee in a timely manner.

## INTERNSHIP

Although an internship is not required, it is strongly encouraged for students who have little or no professional experience relevant to public administration. Up to six hours of elective credit will be awarded for approved internships and work experience (not including the required six hours of PA elective credit). To receive credit, students must develop a reading list and complete a written assignment in addition to the work of the internship.

## DUAL PsyD/MPA PROGRAM

### Offered in Conjunction with the Institute for Graduate Clinical Psychology

For those students who wish to acquire extensive education and training in clinical psychology and public administration studies, Widener offers a unique dual degree option leading to the PsyD/MPA. This dual degree is designed to fit within the five-year time frame of the PsyD curriculum.

Dual degree graduates may gain access to a richer variety of career opportunities based on their capacity to deal with administrative challenges, policy issues, and management dilemmas common to the complex world of public, nonprofit, and private sector mental health services.

Students spend five years in full-time residence at the Institute for Graduate Clinical Psychology. Within that time frame, through the addition of summer courses, field practice experience, and electives during the academic year, the MPA can also be completed. In addition to fulfilling the essential requirements of the separate degrees, students are required to participate in a number of noncredit learning experiences that are specifically designed to help them integrate training and develop unique skills.



Students wishing to pursue the dual PsyD/MPA must apply to and be accepted into each program separately. Applications for the PsyD program can be obtained from the Institute of Graduate Clinical Psychology on Widener's campus.

## **COURSES**

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### **PA 501 INTRODUCTION TO PUBLIC ADMINISTRATION**

In this course, students examine the basic concepts and approaches to public administration with an emphasis on the political context. Areas covered include intergovernmental relations, organization theory, public budgeting, personnel administration, and policy analysis. *3 semester hours*

### **PA 502 ORGANIZATIONAL THEORY FOR PUBLIC ADMINISTRATION**

This course covers major schools of organizational theory, including classical, human relations, and organizational humanism. *3 semester hours*

### **PA 503 PUBLIC POLICY ANALYSIS**

Students will examine the political process within which public policies are made and carried out. Emphasis is placed on the roles of various factors in setting the agenda for public discussion, the process of formulating and implementing policies, the constraining role of government structures, and the need for program evaluation. *3 semester hours*

### **PA 505 PUBLIC PERSONNEL ADMINISTRATION**

This course provides an overview of the political processes, problems, and issues as they relate to public personnel administration. Emphasis is placed on merit and patronage, equal opportunity and affirmative action, comparable worth, collective bargaining, human resource management, and organization development interventions. *3 semester hours*

### **PA 506 PUBLIC FINANCE AND BUDGETING**

Students examine the economic and political aspects of finance and budgeting as they relate to the public sector. Focus is on revenue sources and expenditures, deficit and debt, intergovernmental fiscal relations, and budget constraints. Relevant public policy and administrative issues are considered. *3 semester hours*

### **PA 507 AMERICAN INTERGOVERNMENTAL PROCESSES**

The focus of this course is on the interaction among governments in the federal system and the legal, political, economic, and social contexts in which it occurs. Topics include the evolution of federalism, tax and spending practices, state and local administrative practices, federal mandates, deficits, and intergovernmental policy making. *3 semester hours*

### **PA 510 QUANTITATIVE ANALYSIS IN PUBLIC ADMINISTRATION**

The purpose of this course is to help students become sophisticated consumers and producers of quantitative and qualitative research. The principal elements covered are research design, data collection, data analysis, statistical techniques, computer utilization, and program evaluation. *3 semester hours*

### **PA 609 ADMINISTRATIVE LAW**

Students study the law governing administrative agencies, including executive departments; interrelations of legislative, executive, and judicial agencies in development of public policy; decision-making processes and internal procedures of administrative agencies; and legislative, executive, and judicial controls on them. *3 semester hours*

### **PA 625 LOCAL GOVERNMENT ADMINISTRATION**

In this course, students will examine the multiple functions, processes, and challenges of local government management. Students will review the theories and strategies of local government administration and focus on developing the skills and competencies required of successful government management professionals. *3 semester hours*

### **PA 630 URBAN MANAGEMENT AND POLITICS**

In this course, students will examine major urban problems and the administrative approach to solving them. *3 semester hours*

### **PA 640 PLANNING AND THE PUBLIC**

Students will learn the basic concepts, theories, and practices used in contemporary public sector planning. The course offers an overview of the role of planning in municipal and regional organizations, and focuses on both the planning process and various implementation devices (i.e., zoning and subdivision ordinances and comprehensive plans). Basic planning models are introduced and the roles of local governmental policy makers, administrators, and citizens are examined. *3 semester hours*

### **PA 645 ECONOMIC DEVELOPMENT**

This course introduces students to the theoretical and practical aspects of community and economic development. The primary focus will be on economic development efforts at the subnational level. Topics include the tools, institutions, financing instruments, and policy issues relating to economic development. *3 semester hours*

### **PA 650 LEGISLATIVE POLICY AND PROCESS**

This course provides an analysis of the legislative process as it relates to policy making on the federal, state, and local levels. Focus is on legislative decision making, executive-legislative relations, legislative organization, and characteristics of legislatures and legislators. External and internal factors that effect the process are examined. *3 semester hours*

### **PA 660 ETHICS IN THE PUBLIC AND NONPROFIT SECTORS**

Students examine the ethical issues confronting practitioners in the public and nonprofit sectors and the different strategies for responding to them. Attention is given both to the ethical features of differing types of policy as well as to the behaviors of individual practitioners and organizations. Prerequisites: PA 501 and at least one-half of the core requirements. *3 semester hours*

### **PA 681 NONPROFIT ADVANCEMENT**

This course covers the fundamentals of advancement for nonprofit organizations. The key focus is on helping managers build high performance nonprofit organizations. Topics include improving management skills, board development, volunteer management, and coordinating organizational effort across functions, such as fundraising, grants, marketing, public relations, and special events. Advancement activities are examined in the context of strategic planning and consistency with organizational mission. *3 semester hours*

### **PA 682 FINANCIAL MANAGEMENT FOR NONPROFITS**

This course focuses on budgeting, finance, and investment decision-making. Topics covered are budget formulation, analysis, and planning; present value analysis; cost-effectiveness; cash-flow analysis; portfolio management; and venture planning. Special emphasis is placed on capital formation; generating earned income; managing endowments, gifts, and grants; and tax planning. *3 semester hours*

**PA 684      MARKETING FOR THE NONPROFIT SECTOR**

Course includes marketing, public relations, publicity, communications, and entrepreneurship. *3 semester hours*

**PA 686      LAW AND NONPROFIT ORGANIZATIONS**

This course provides basic grounding in laws and regulations regarding nonprofit organizations. It includes procedures for incorporating, reporting, and maintaining tax-exempt status as a nonprofit organization, as well as an overview of current legal, regulatory, and policy issues facing nonprofits. *3 semester hours*

**PA 687      FUNDRAISING FOR NONPROFITS**

Students examine various fundraising procedures and programs, types of campaigns and strategies, and constituency analysis. Topics are annual and capital campaigns, endowment campaigns, planned giving, stewardship, and volunteerism. *3 semester hours*

**PA 694      PUBLIC ADMINISTRATION INTERNSHIP**

Public administration practice in an approved professional setting supplemented by an academic component. Supervised by PA faculty. Prerequisite: PA 501. *3–6 semester hours*

**PA 695      INDEPENDENT STUDY**

This course gives students the opportunity to focus on a topic in public administration not covered in existing course offerings. Must be approved by the MPA Advisory Committee and supervised by PA faculty. Prerequisite: PA 501. *3–6 semester hours*

**PA 698      CAPSTONE—COMPREHENSIVE EXAMINATION**

*1 semester hour*

**PA 699      INDEPENDENT RESEARCH THESIS I**

Faculty-directed thesis research. A research proposal must be approved by the supervising faculty member prior to the start of the semester. *3 semester hours*

**PA 700      INDEPENDENT RESEARCH THESIS II**

Faculty-directed thesis research. A research proposal must be approved by the supervising faculty member prior to the start of the semester. *3 semester hours*

## **PUBLIC ADMINISTRATION FACULTY**

**Gordon P. Henderson**, *Professor, Government and Politics*  
BA, Eisenhower College; MA, PhD, Purdue Univ.  
(*intergovernmental relations, public policy*)

**Rebecca Jones**, *Assistant Professor, Government & Politics*  
BA, Pomona College; MA, California State at Long Beach;  
PhD, Claremont Graduate Univ.  
(*quantitative analysis*)

**J. Wesley Leckrone**, *Assistant Professor, Government & Politics*  
BA, American Univ.; MA, PhD, Temple Univ.  
(*public policy*)

**James Vike**, *Associate Professor, Government and Politics*  
BA, Willamette Univ.; MA, PhD, Syracuse Univ.  
(*public administration, organizations, bureaucratic politics*)

### **ADJUNCT FACULTY**

**Hugh Allen**, *Adjunct Instructor*  
BA, MPA, Widener Univ.  
(*public administration*)

**Cathy D. Cessna**, *Adjunct Instructor*  
BS, Univ. of Maryland; MPA, Widener Univ.  
(*nonprofit organizations*)

**Linda Durant**, *Adjunct Instructor*  
BA, SUNY Plattsburgh; MEd, SUNY Cortland  
(*nonprofit advancement and fundraising*)

**Marianne Grace**, *Adjunct Instructor*  
BA, Temple Univ.; MA, St. Joseph's Univ.; MPA, Widener Univ.  
(*local government administration*)

**Michael McAnally**, *Adjunct Instructor*  
BA, MBA, Temple Univ.  
(*personnel administration*)

**Mark J. Rupsis**, *Adjunct Instructor*  
BA, St. Bonaventure Univ.; MPA, Pennsylvania State Univ.  
(*administration, public finance*)

**David N. Sciocchetti**, *Adjunct Instructor*  
BA, Univ. of Delaware; MURP, Virginia Tech  
(*economic development*)

**Barbara Wilkinson-Sykes**, *Adjunct Instructor*  
BSBA, Widener Univ.; MA, Eastern Univ.  
(*nonprofit management*)