

**CENTRAL MICHIGAN UNIVERSITY**  
**DEPARTMENT OF POLITICAL SCIENCE & PUBLIC ADMINISTRATION**

**MPA HANDBOOK**

**2017-2018**

Master of Public Administration Program  
Department of Political Science & Public Administration  
College of Humanities and Social and Behavioral Sciences  
Central Michigan University  
246 Anspach Hall  
Mount Pleasant, MI 48858  
Telephone: (989) 774-3316

## Welcome from the MPA Director

### Welcome to the MPA program at Central Michigan University!

On behalf of my faculty colleagues, I want to extend our heartfelt congratulations and welcome to the Master of Public Administration program. My colleagues and I feel energized teaching with and among practitioners who help us focus on the latest innovations and successes in the public sector.

We hope you'll engage with our program outside of the academic arena, both during and after your studies. Our NASPAA-accredited program includes student chapters of the International City/County Management Association (ICMA) and the MPA honor society Pi Alpha Alpha. Meaningful participation in these chapters allows for important mentorship and networking opportunities within the public sector community. As part of its governance, the MPA program depends on highly qualified alumni to serve on the Advisory Board, which crafts strategic visions for the program's future. This Board is a good way to give back to the program, network within the broader public sector community, and obtain relevant experience serving on a public sector board.

We expect great things from each student of the CMU public administration program, and we look forward to great successes during your program. I hope you all can apply your academic knowledge to your future career and make changes to our world.

Welcome to the program!

Warm regards,

Thomas Greitens  
Professor of Public Administration  
Director of the Master of Public Administration Program  
[thomas.greitens@cmich.edu](mailto:thomas.greitens@cmich.edu)  
989-774-3862 (office)

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# 1. MPA Mission Statement with Competencies

## **Mission Statement**

The mission of the MPA program at Central Michigan University is to provide practitioners and pre-service students enriching learning experiences that prepare and advance their intellectual growth, ensure effective and accountable decision-making as they lead, manage, and serve in the public sector, and increase the likelihood of successful public governance via respect for citizens and clients in a variety of public service settings, from government organizations to nonprofit agencies and international bodies.

## **Vision Statement**

The MPA program at Central Michigan University offers a nationally accredited applied professional degree that seeks to be an internationally recognized program for enriching public service and educating practitioners and pre-service students to lead and manage in a variety of public sector settings.

## **Public Service Values**

To achieve our mission and realize our vision, the MPA program at Central Michigan University emphasizes the following NASPAA public service values:

Students and alumni from the MPA program at Central Michigan University will:

- Pursue the public interest with accountability and transparency
- Serve professionally with competence, efficiency, and objectivity
- Act ethically so as to uphold the public trust
- Demonstrate respect, equity, and fairness to dealings with citizens and fellow public servants

## **Universal Competencies**

To implement its Vision and Mission statements, the MPA program at Central Michigan University has adopted the following set of NASPAA required competencies in its curriculum.

Students in the MPA program at Central Michigan University will develop and enhance their ability:

- To lead and manage in public governance
- To participate in and contribute to the policy process
- To analyze, synthesize, think critically, solve problems, and make decisions
- To articulate and apply a public service perspective

- To communicate and interact productively with a diverse and changing workforce and citizenry

Student progress toward these competencies will be evaluated in PAD 730, a new one-hour required course in which students complete a comprehensive assessment. This course officially replaces the program's capstone/Plan B paper course (PAD 796) for all students admitted after Fall 2016.

## 2. MPA Core Faculty and Staff

### **C. W. (Bill) Cowles, Ph.D.**

cowle1cw@cmich.edu

Dr. Cowles has served the public for 45 years, first at the then National Bureau of Standards as an electrical resistance measurement specialist (1962-1966), then in the U.S. Air Force as a federal agent, aviator, operational planner, educator, and unit commander (1966-1986), and then at the Employment Support Institute as the director for management system innovations (1987-1993).

Since 1994, he has been an educator of working adults, first as an assistant professor of business administration in the Averett College Adult Curriculum for Excellence (1994-1995); then as an associate professor of public administration at Troy State University (1995-1999), later as an associate professor of administration for Central Michigan University (1999-2004) and then as a regional chair for criminal justice and international relations at Troy University (2004-2007).

He now teaches in the master of public administration program for Central Michigan University and serves as the Global Campus public administration cohorts advisor. He is a senior member of the American Society for Quality, an affiliate of the W. Edwards Deming Institute, and a member of the American Statistical Association, Decision Sciences Institute, Government Finance Officers Association, and the American Society for Public Administration.

### **Thomas Greitens, Ph.D.**

Anspach Hall 246  
(989) 774-3862  
greit1t@cmich.edu

Dr. Greitens joined the Department in Fall 2007 as an Assistant Professor and currently serves as the Director of the MPA program. He received his Ph.D. from Northern Illinois University. Thomas is the NASPAA accredited Master of Public Administration (MPA) program director.

In the past, Thomas has worked with American Farmland Trust, the U.S. Environmental Protection Agency, and the U.S. Department of Agriculture on outcome based program evaluations and online performance measurement tools.

He currently researches the effect of privatization and citizen participation on government.

**So Hee Jeon, Ph.D.**

Anspach Hall 237

(989) 774-3812

jeon1s@cmich.edu

Dr. Jeon is an Assistant Professor of Public Administration from Fall of 2015. She received her Ph.D. in Policy, Planning and Development from the Sol Price School of Public Policy at the University of Southern California. Prior to joining CMU, she worked as a Visiting Assistant Professor at California State University Fullerton.

Dr. Jeon's research focuses on public and nonprofit management, with an emphasis on the management of public sector human resources, administrative ethics, and interorganizational networks. Her work has appeared in academic journals including *Public Performance & Management Review*, *International Review of Public Administration*, and *Public Personnel Management*.

**David Jesuit, Ph.D.**

Professor and Department Chair

Department of Political Science & Public Administration

Anspach Hall 247B

(989) 774-2795

jesui1dk@cmich.edu

Dr. Jesuit joined the Department of Political Science & Public Administration in Fall 2003 as an Assistant Professor. He received his Ph.D. from Loyola University, Chicago. He served as the Director of the School of Public Service and Global Citizenship for the College of Humanities and Social Behavioral Sciences. Dr. Jesuit is the current department chair (2016-2019) and also served twice as the interim department chair.

**Sharon Kukla-Acevedo, Ph.D.**

Anspach Hall 235

kukla1sa@cmich.edu

Dr. Kukla-Acevedo is an Associate Professor of Public Administration. Her research combines the fields of public management and education policy, with current research endeavors focusing on superintendents as public managers. Ongoing interests also include the evaluation

of teacher effectiveness, evaluation of teacher preparation programs, teacher turnover and mobility. Her work has been published in a number of academic outlets, including, *Economics of Education Review*, *Journal of Education Research*, and *American Review of Public Administration*.

Dr. Kukla-Acevedo is the internship coordinator for the Political Science Department. She is also the campus co-liaison for The Washington Center (TWC) Internship Program with Dr. Joyce Baugh.

**Laura Orta**

Associate Director & Diversity Coordinator, MPA Program

Office: Anspach 002E

Phone: (989) 774-2391

Fax: (989) 774-1136

Email: orta1lj@cmich.edu

Laura Orta is the Assistant Director/Diversity Coordinator of the NASPAA accredited Master of Public Administration (MPA) program at Central Michigan University. She is a 2009 graduate of Central Michigan University's MPA program, is the recipient of the 2011 CMU Staff Excellence Award and a nominee for Woman of the Year Award in 2013. Laura is a member of the Women and Gender Studies Governance Council and specializes in diversity and leadership, presenting papers at the 12<sup>th</sup> Annual International Diversity in Organizations, Communities and Nations Conference and in 2006 Michigan Sociological Association.

**Emma Powell, Ph.D.**

Anspach Hall 236

(989) 774-1309

powel3ea@cmich.edu

Dr. Powell joined the Department of Political Science & Public Administration in the Fall of 2015. Her area of specialization is in the field of Nonprofit Management and Governance, Organizational Theory, and Leadership. Dr. Powell manages the Certified Nonprofit Professional (CNP) credential and the Nonprofit Leadership Student Alliance (NLSA).

**Nancy Quarles, Ph.D.**

quarl1nl@cmich.edu

Dr. Quarles has served as an elected official. She was first elected to the Michigan House of Representatives in 1996 and she was term limited in 2002. She served as the Chief Whip for the Democratic Caucus, Vice Chair of the House Tax Policy and the Redistricting and Election Committees, and was a member of the Michigan Capitol and Insurance Committees. Prior to being elected to the House Representatives, Nancy Quarles served as an Oakland County Commissioner and was a member of the General Government and the Planning and Building Committees.

Since 1996, Quarles has been an Adjunct Professor on the staff of Central Michigan University, Sienna Heights University, and Western Michigan University. She now teaches in the global campus master of public administration program in the metro-Detroit area. She is a member in the American Society for Public Administration, American Association for Public Opinion Research, and American Statistical Association.

**Lawrence Sych, Ph.D.**

Anspach Hall 301K

(989) 774-3316

sych1l@cmich.edu

Dr. Sych was the chair of the Department of Political Science and Public Administration from 2001-2004 and 2013-2016. He teaches courses in public administration and in state and local politics. His professional experience has focused in such areas. He worked as a budget analyst for Oakland County, MI. Many of his applied research and grant-funded projects address state and local government policy issues. He holds the Ph.D., from Michigan State University. He also earned master's degrees in Political Science from MSU and Public Administration from Oakland University.

An alumnus of Central Michigan University, he earned his B.S. degree in State and Local Government Administration. His main scholarly investigations are presently focused on budgetary politics and bureaucratic behavior, Michigan's gubernatorial elections from 1896 to the present day, and local income taxation. His latest publication is "Consolidated Pupil Transportation," co-authored with Professor Richard Senter, Jr., and published in School Business Affairs (September, 2000).

### 3. Starting the Program

Each semester, the MPA program holds an orientation for new students. Make sure to attend this orientation. Additionally, you will need to meet directly with Dr. Greitens or Ms. Orta to complete your program plan. Your program plan is the sequence of courses that you plan on taking during your time as an MPA student. While all MPA students take 25 hours of required courses, students supplement those required courses with 12 hours of electives, concentration requirements, and/or internship hours. Consult with Dr. Greitens or Ms. Orta to structure your program plan as you start the program.

After completing 25 hours of required courses, students can register to take PAD 730: Public Service Competencies. This 1 credit hour course consists of students demonstrating their mastery of public service competencies learned in class on four pracademic case-studies. In PAD 730, students will be given their case studies and have one week to research and diagnosis errors and successes evident in the case. Students then have to write a 5 page diagnosis for each case that: 1) successfully diagnoses any management error(s) present in the case, 2) successfully diagnoses any public service error(s) present in the case, and 3) links their diagnoses to public administration theories discussed in core MPA classes as well as pracademic journals like *Public Administration Review*. After submission of your cases, you will receive a credit/no credit grade for the class.

The MPA program requires that all students purchase the following texts before they begin the program. These texts supplement course textbooks and emphasize the development of skills necessary to complete your classes and the PAD 730 Capstone Experience.

- Eugene Bardach & Eric M. Patashnik. 2016. *A Practical Guide for Policy Analysis: The Eightfold Path to More Effective Problem Solving*. Los Angeles, CA: Sage Publications. ISBN: 9781483359465
- American Psychological Association. (2009). *Publication manual of the American Psychological Association*. Washington, D.C.: American Psychological Association.
- John W. Swain & Kathleen D. Swain. 2014. *Effective Writing in the Public Sector*. Armonk, NY: M.E. Sharpe. ISBN: 9780765641502

***For more information about PAD 730, contact:***

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Email: [orta1lj@cmich.edu](mailto:orta1lj@cmich.edu)

## 4. Practitioner in the Classroom

Beginning in the Fall of 2010, the program established the Practitioner in the Classroom experience (PITC) to ensure that students had ample access to high-quality, professional public administrators. The PITC experience included the teaching or co-teaching of at least one course in the MPA program by a current practitioner working in the public sector. Offered at least once to every student, the PITC program allowed students to better link course theories and topics to practical examples from the current working environment of the public sector. Additionally, the PITC experience exposed students to current trends occurring in the public sector.

## 5. Graduate Assistantships

Each year the Department of Political Science and Public Administration awards a limited number of assistantships to MA and MPA students in the political science graduate programs. This primary form of financial assistance for graduate students provides tuition remission, a stipend, and funding to cover the cost of mandatory university fees. The work focuses on research, programmatic, and teaching activities. The graduate assistant application can be found in Appendix A.

## 6. Scholarships

### **Barbara P. Greene Endowed Scholarship in Political Science**

Established in 2004 by Sarah and Edward Cohen (daughter and son-in-law) and friends of Barbara Greene. Barbara was a professor and chair of the political science department prior to her death in 2001. Income from this endowment will support a scholarship for students enrolled in the political science department who have interest in state and local government. One scholarship will be awarded. Application deadline is the spring semester.

Scholarship awarded to a CMU student majoring in political science, with an interest in state and local government.

- Minimum GPA 3.00 on a 4.0 scale.
- Preference given first to MPA and MA graduate students, followed by undergraduate seniors and juniors.
- The award will be made only if highly qualified applicants apply.
- Apply with a formal letter, a resume, and contact information for three references who will speak to your career interests in Political Science.
- Questions should be addressed to Dr. Lawrence Sych, 989-774-3316, [sych1l@cmich.edu](mailto:sych1l@cmich.edu).

### **Edward H. Potthoff Scholarship in Local Government Administration**

Applicants must be graduate students in a public administration curriculum. They need a demonstrated career interest in local government, a record of participation at that level, and directly relevant course work. One scholarship will be awarded. Application deadline is the spring semester.

- The award will be made only if highly qualified applicants apply. A committee of city managers, Professor Sych, and one other public administration faculty will make the award.
- Apply with a formal letter, a resume, and contact information for three references who will speak to your career interests in Public Administration.
- Questions should be addressed to Dr. Lawrence Sych at 774-3316 or [sych1l@cmich.edu](mailto:sych1l@cmich.edu).

## **7. Internships**

The Department of Political Science & Public Administration offers a wide variety of internship opportunities. Students have worked in law offices, campaign organizations, nonprofit organizations, state legislative and congressional offices, and the governor's office, as well as for equivalent offices at the county and municipal level. Recent internship placements include (but are not limited to):

Clare, Michigan Local Government  
Central Michigan University MPA Program  
City of Flint, Michigan  
City of Mt. Pleasant, Michigan  
Isabella County Office of Emergency Management  
Middle Michigan Development Agency  
Isabella County Parks Office  
CMU MPA Program

Planned Parenthood of Mid and South Michigan  
CMU Academic Effectiveness (Claudia Douglas)  
House Fiscal Agency (Michigan House of Representatives)  
Office of State Representative Tom Leonard, District 93  
Sweet Serenity (SSI), Inc.  
Gratiot County Court System - 29<sup>th</sup> Circuit Court Family Division  
Hudson Institute  
Michigan Local Government Management Association (MLGMA)  
Village of Elk Rapids, Michigan  
Washington Center  
Jimmy Carter Foundation  
City of Royal Oak, Michigan  
City of Auburn, Michigan  
Midland Area Community Foundation

The internship experience should be tailored to the student's personal interests. Ideally, the student will gain insight into whether she or he wants to pursue a particular career and will gain connections to professionals working in that field.

#### **Internship Coordinator**

**Dr. Sharon Kukla-Acevedo**

Department of Political Science and Public Administration  
Anspach Hall 235  
[kukla1sa@cmich.edu](mailto:kukla1sa@cmich.edu)

## **8. Academic Integrity**

This Policy applies to any and all student experiences in which academic credit is involved. Because academic integrity is a cornerstone of the University's commitment to the principles of free inquiry, students are responsible for learning and upholding professional standards of research, writing, assessment, and ethics in their areas of study. In the academic community, the high value placed on truth implies a corresponding intolerance of scholastic dishonesty. Written or other work which students submit must be the product of their own efforts and must be consistent with appropriate standards of professional ethics. Academic dishonesty, which includes cheating, plagiarism and other forms of dishonest or unethical behavior, is prohibited. A breakdown of behaviors that constitute academic dishonesty is presented below. The definitions and clarifications are meant to provide additional information and examples of these behaviors. They are not intended to be all-inclusive. Questions regarding this policy or requests for additional clarification can be directed to the Office of Student Conduct.

The policy applies to all university students. In accordance with this policy, all academic work produced in this course is expected to be the product of the student's own efforts and consistent with appropriate standards of professional ethics. Students caught cheating on an examination or any assignment will receive a grade of E for the entire course.

## 9. Resources

### ***Writing Center***

Central Michigan University Writing Center (CMU WC) is founded on the philosophy that writing should be at the center of a college education. The CMU Center has been in existence since 1978, when the then "Lab," under the auspices of the English Department, began providing one-to-one peer tutoring to basic writing students. In 1998, with funding from a CMU New Initiatives grant, the Center expanded its vision, its mission, and its services, offering assistance university-wide while continuing its involvement in the basic writing curriculum. The Center has grown tremendously since 1998. It now includes three sites, staffed with over 50 writing consultants offering 500 to 600 service hours per week, and provides multiple services to the university community: on-site and online sessions, workshops, and faculty development (WAC-WID). Center services include one-to-one consulting, on-site and online, for-credit classes, workshops, and outreach. One-to-one consulting resulted in close to 15,000 sessions in 2011-12. During the academic year, the Center is open on campus over 125 hours weekly among the three sites: Sunday 5:00 p.m. to 9 p.m., Monday through Thursday 9:00 a.m. to 9:00 p.m., and Friday 9:00 a.m. to 1:00 p.m. The online service operates continuously during the year (24/7, with a 2-day turn-around time for submitted papers,). The Center works with writers throughout the CMU community: graduate and undergraduate students.

### ***Library***

The University's library has professional and courteous staff who help in the securing of documents needed for research and teaching. At the request of faculty, the library will come to classes to explain access to materials and different databases, and also arrange tours for students. The library also has interlibrary loan services and a very quick 'documents on demand' service whereby articles from journals not currently carried by the library are sent to faculty members and students within 48 hours (and often within 24 hours for faculty). The library does currently have complete access to traditional public administration journals such as Public Administration Review, the American Review of Public Administration, Public Performance & Management Review, and Administration & Society (to name just a few journals).

## 10. Student Organizations

### **ICMA**

The Central Michigan University Student Chapter of the International City/County Management Association encourages student scholarship relevant to the quality of local government as achieved through the professional management of local public services. The chapter promotes the advancement of student knowledge about public service management by supporting student explorations of the ways public services are delivered in behalf of local communities. The chapter fosters student appreciation for integrity, professionalism and creative performance in the management of local governmental and related public service activities. Membership in the chapter is open to all Central Michigan University students in good standing academically who are interested in local government and the management of local public services. For additional information about the chapter, contact Dr. Nancy Quarles, [quarl1nl@cmich.edu](mailto:quarl1nl@cmich.edu). Please visit: <http://icma.org/en/icma/home>.

### **Pi Alpha Alpha**

The Central Michigan University Chapter of Pi Alpha Alpha, the National Honor Society of Public Affairs and Administration, encourages and recognizes outstanding scholarship and accomplishment in public affairs and public administration, promotes the advancement of education and practice in the arts and sciences of public affairs and public administration, and fosters integrity, professionalism and creative performance in the conduct of governmental and related public service activities. Membership in the chapter is limited to those of academic excellence and achievement and/or distinguished public service who are or have been enrolled or teach in public affairs or public administration programs, or who serve or have served with distinction in the public service. For additional information about the chapter, contact Dr. Thomas Greitens, (989)774-3862, [greit1t@cmich.edu](mailto:greit1t@cmich.edu). Please visit: <http://pialphaalpha.org/>.

### **Nonprofit Leadership Student Alliance (NLSA)**

The NLSA is an RSO within the program. Members work together to develop skills to lead nonprofit organizations and earn the CNP credential. Students interested in the CNP, nonprofit management, or nonprofit management concentration are strongly encouraged to join this organization.

## 11. An Equal Opportunity Environment

The MPA program and CMU, an AA/EO institution, strongly and actively strives to increase diversity and provide equal opportunity within its community. CMU does not discriminate in employment against persons based on age, color, disability, gender, gender identity/gender expression, genetic information, familial status, height, marital status, national origin, political persuasion, race, religion, sex, sexual orientation, veteran status, or weight (see <http://www.cmich.edu/ocrie>.)

**Harassment and discrimination.** You have a right to feel safe and supported while pursuing your degree at CMU. If any professor, student, or staff member makes you feel that you have been discriminated against, disrespected or stuck in a hostile environment, the Office of Civil Rights and Institutional Equity (OCRIE) is here to help: Bovee UC 306, (989) 774-3253.

**Sexual misconduct policy:** With the exception of the confidential resources named explicitly within the Sexual Misconduct Policy, all CMU staff and faculty are responsible employees and are required to report any information they know about possible sexual misconduct to the *Title IX Coordinator* in OCRIE: Kathy Lasher, (989) 774-3253. This means that any information you may divulge about such an incident in the classroom or with a faculty member cannot be confidential. Reports to OCRIE are intended to provide options and resources to survivors. Please keep these reporting obligations in mind as you seek support from staff and faculty you trust, and know that there are also support centers on campus that will maintain confidentiality, which include Sexual Aggression Peer Advocates (989-774-2255) and the CMU Counseling Center (989-774-3381). For resources and more information, please see [https://www.cmich.edu/office\\_president/OCRIE/](https://www.cmich.edu/office_president/OCRIE/)

## 12. Frequently Asked Questions

### **How do you know what classes to take?**

When selecting classes, it is usually best to begin the program with required course. Early on in your first semester, it is very beneficial to meet with your assigned advisor and map out a plan with the “Authorization of Graduate Degree” form. (This is required before completing your first year, but it is better done earlier).

### **Will my graduate credits have earned at another institution transfer?**

Yes, assuming they were earned in a public administration or similar program. Up to 18 credits can be transferred, with the approval of your advisor, the MPA Admissions Committee, the MPA Director, and the Dean of the College of Graduate Studies.

### **How do I know which concentration to select?**

You should select the concentration most in-line with your career goals. If your career goals are open-ended, selecting the general concentration may be in your best interest. Speak with your advisor about your career goals and they will assist you in making the right decision.

### **Where can I apply for financial aid?**

Begin at <http://www.fafsa.ed.gov/>. This is the website for the Federal Government’s financial aid program. Here, you will be asked to fill out your financial information. It will then be submitted to the university, and your financial aid status will be posted within the Portal. Other scholarships and fellowships are available through the Political Science Department and the University. Stay connected to potential opportunities at <http://cmich.edu/chsbs/x22185.xml>.

### **Am I required to take an internship if I am already working in the public sector?**

No. Only students without prior experience in the public sector are required to complete an internship. Internship credits are waived for MPA students already in the workforce.

### **Do I need to apply for graduation?**

Yes! You must apply for graduation early in the semester you plan to finish. You must fill out the graduation application and pay a fee in order to graduate. There is a graduation application in the appendix of this handbook.

## 13. Appendix A

### Graduate Assistantship Application Form

Dear Applicant:

The Personnel Committee of the Department of Political Science & Public Administration welcomes your application for the position of Graduate Assistant. Generally, graduate assistantships are awarded to applicants who need at least eighteen (18) credit hours to complete degree requirements. Exceptions to this policy are subject to availability of assistantship positions, and/or an outstanding candidate with at least nine (9) credit hours remaining to complete degree requirements.

Attached are a job description and three recommendation forms.

To complete your application:

1. Submit a personal letter of application explaining to the Personnel Committee why you are interested in the assistantship, and what academic and experiential skills you feel qualify you for this position.
2. Submit an unofficial undergraduate and graduate transcript. An official transcript will be required if an assistantship is awarded.
3. Distribute the recommendation and waiver forms to your three references. The Personnel Committee will begin reviewing complete applications after March 12 and will consider later applications until all positions are filled.  
**Be sure to remind your references of the March 12<sup>th</sup> deadline.**
4. Attach any other relevant materials.

Best wishes,  
Personnel Committee  
Department of Political Science & Public Administration

**DEPARTMENT OF POLITICAL SCIENCE & PUBLIC ADMINISTRATION  
GRADUATE ASSISTANT JOB DESCRIPTION**

**Experience:**

Must have an undergraduate degree, preferably in social sciences, and be admitted to the Department of Political Science & Public Administration MA or MPA graduate degree program.

**Required Qualifications:**

Applicants must possess strong oral and written communicative skills, strong research and analytical skills, and a demonstrated ability to work with others. Computer literacy is required.

**Desired Qualifications:**

Applicant attributes of trustworthiness, reliability, punctuality, and effective time management are highly desired.

**Research Graduate Assistant Duties and Responsibilities:**

The work load is twenty hours per week for a full-time Graduate Assistant. Primary responsibilities are to conduct research and literature searches, to carry out other duties as assigned by department faculty, and to assist in the classroom; i.e., to lead discussion sections, correct exams, etc...

**To Apply:**

1. Submit a personal letter of application explaining to the Personnel Committee why you are interested in the assistantship, and what academic and experiential skills you feel qualify you for this position.
2. Submit an unofficial undergraduate and graduate transcript. An official transcript will be required if an assistantship is awarded.
3. Distribute the recommendation and waiver forms to your three references. The Personnel Committee will begin reviewing complete applications after March 12<sup>th</sup> and will consider later applications until all positions are filled. **Be sure to remind your references of the March 12<sup>th</sup> at 5:00 PM deadline.**
4. Attach any other relevant materials.

**Submit Application to:**

Dr. Thomas Greitens, Personnel Committee, Central Michigan University, Department of Political Science & Public Administration, Anspach Hall 247, Mount Pleasant, MI 48859

**DEPARTMENT OF POLITICAL SCIENCE & PUBLIC ADMINISTRATION  
GRADUATE ASSISTANT RECOMMENDATION FORM**

The best way to serve the interest of the applicant is to view the recommendation as a means to help the Personnel Committee make decisions, rather than as a forum for trying to get your applicant admitted. Please use the back of this form, if necessary. Return recommendation form to:

Personnel Committee  
Central Michigan University  
Department of Political Science & Public Administration  
Anspach Hall 247  
Mount Pleasant, MI 48859

**Name of Applicant (print or type)**

**Campus ID#**

		Excellent	Good	Average	Poor	Poor	to Judge
1.	Ability to work with others in varied tasks						
2.	Self-starter, requires minimum of supervision						
3.	Research skills						
4.	Computer assisted skills						
5.	Reliability						
6.	Writing						
7.	Speaking and listening skills						
8.	Ability to organize time						
9.	Punctuality						

**Information which would be helpful:**

1. Tell us about your history with the applicant.
2. Provide us with factual and anecdotal material about the applicant.
3. Provide us with a reasoned evaluation of the applicant. Please feel free to include positive and negative information.

**Signature of Recommender**

**Date**

( )

**Name of Recommender (print or type)**

**Telephone**

**Title Institution**

**DEPARTMENT OF POLITICAL SCIENCE & PUBLIC ADMINISTRATION  
RECOMMENDATION WAIVER**

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**Name of Applicant (print or type)**

**Campus ID#**

**Note:** The Family Educational Rights and Privacy Act of 1974 opens many student records for the student's inspection. This law permits the student to sign a waiver relinquishing his/her right to inspect a letter of recommendation.

- I hereby waive the right of access to this recommendation provided by law.
- I do not waive the right of access to this recommendation provided by law.

---

**Signature of Applicant**

**Date**

---

***To the Recommender:*** Please complete the acknowledgment below.

I have read the statement above and acknowledge that both the statement and the applicant's declaration concerning access to the letter were shown to me prior to the writing of the attached recommendation.

---

**Signature of Recommender**