

SECTION: 16

DATE:

November 1, 2005

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

RECOMMENDATION

NEW ACADEMIC PROGRAMS

ACTION REQUESTED

It is recommended that the Board of Regents approve a new Academic Program: Combined 3/2 BS/MPA

SUMMARY

Combined 3/2 Bachelor of Science/Masters of Public Administration.

- a. BS in Public Administration + Masters of Public Administration
- b. BS in Political Science + Masters of Public Administration

The program is designed for a small number of very good students who recognize early that they wish to pursue an MPA degree. It is patterned after EMU's already-existing five year combined programs in Accounting and Occupational Therapy.

Students will complete all requirements for a Bachelor's degree in their first three years, with the exception of either 12 (Public Administration majors) or 6 (Political Science majors) credits in Political Science that are part of the current Masters of Public Administration. These last credits will be completed during the fourth year and will be double-counted towards the Bachelor and Masters degree. The Masters will be completed in the fifth year. The total number of credits completed will be 150.

FISCAL IMPLICATIONS

This program will be funded with the Academic Affairs budget.

ADMINISTRATIVE RECOMMENDATION

The proposed Board action has been reviewed and is recommended for Board approval.

University Executive Officer
Provost and Vice President for Academic Affairs

Date

EASTERN MICHIGAN UNIVERSITY
DIVISION OF ACADEMIC AFFAIRS

OUTLINE FOR SUBMITTING PROPOSALS FOR NEW PROGRAMS

Proposed Program Name: 3/2 Combined BS/MPA Programs

Degrees:

- (1) Bachelor of Science in Public Administration and Master of Public Administration
- (2) Bachelor of Science in Political Science and Master of Public Administration

Department: Political Science

College: Arts and Sciences

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Description

A. Goals and Objectives

The goal of this program is to provide an opportunity for exceptional EMU undergraduates to earn a bachelor's degree in public administration or political science and an MPA in five years. By providing this opportunity to these students, we enhance their EMU experiences; we also open the MPA program to a strong pool of students, whose presence in the program will be a benefit to current MPA students and faculty. At the same time, the proposed program also offers an opportunity to increase enrollments at the undergraduate level, particularly for public administration, and strengthen the offerings in both political science and public administration.

As this program is largely a combination of existing programs (undergraduate programs in public administration or political science combined with the MPA program), the goals and objectives of the individual pieces remain as expressed previously, in both the program review from the 2002-03 academic year and in the MPA program accreditation from NASPAA (National Association of Schools of Public Affairs and Administration) from the 1997-98 academic year. Specifically, this program aims to continue presenting a high-quality undergraduate program in political science and public administration. In the graduate program, we specifically aim to continue to graduate qualified, well-trained administrators who will serve the public in governmental work, nonprofit management, and other forms of public sector administration. Both are consistent with the recommendations that emerged from recently concluded the Program Review process.

B. Program

For ease of understanding, we will separate the programmatic requirements based on whether the student seeks an undergraduate degree in public administration or political science.

B1. STUDENTS SEEKING A B.S. IN PUBLIC ADMINISTRATION AND AN MPA

Students in the five-year program will spend their first three years at EMU engaged in undergraduate studies and their final two completing the graduate program. The total number of credits needed for the program will be 150, distributed as follows:

1. Students will complete all General Education requirements during their first three years (approximately 48 credits).
2. Students will complete a minor during their first three years (approximately 24 credits).
3. Students will complete an abbreviated version of the undergraduate Public Administration major (see Appendix A for current major requirements). This consists of all courses required for the major, less twelve credits. The final twelve credits required for the undergraduate major can be double-counted with Political Science courses taken as part of the MPA program, with only the following restrictions:
Political Science 210 (Introduction to Political Analysis), 270 (Public Administration) and 480 (Field Seminar/Internship) must be taken during these first three undergraduate years. All three are required for the program. The Political Science 480 requirement may be waived in exceptional circumstances, such as in the case of a student with extensive and appropriate public sector or nonprofit work experience entering the undergraduate program.

All MPA courses taken within the political science department would be eligible for double-counting for these purposes.

The undergraduate major requires 36 credits (plus an additional three for a statistics course which would be included as part of the General Education requirements). The three required courses (PLSC 210, PLSC 270, and PLSC 480) account for 9 credits. Since 12 credits would be double-counted, students would need to take an additional 15 credits (5 courses) of undergraduate political science courses during their first three years. These courses could be divided up between the "required courses" in public administration and the "politics electives" in the traditional major. Students would be encouraged, but not required, to select courses from both of these categories.

The new major, then, would now require 24 credits (rather than the original 36) to be taken during the first three years at EMU.

4. Students will complete approximately 9 additional unrestricted credits ("free electives") at the undergraduate level.
5. Students will complete the 42 credit MPA program.

This program totals 150 credits, the same amount required by other hybrids of the 3/2 program on campus (Accounting and Occupational Therapy).

Outline of the new Public Administration Major:

1. **Required Courses** (9 credits): PLSC 210
PLSC 270
PLSC 480
2. **Restricted Electives** (15 credits): Courses to be taken from the current "required courses" and "politics electives" in the undergraduate Public Administration program.
3. **Double-counted** (12 credits): Courses to be taken from the current PLSC/MPA courses.

B2. Students Seeking a B.S. in Political Science and an MPA

As above, students in the five year program will spend their first three years at EMU engaged in undergraduate studies and their final two completing the graduate program. The total number of credits needed for the program will be 150, distributed as follows:

1. Students will complete all General Education requirements during their first three years (approximately 48 credits)
2. Students will complete a minor during their first three years (approximately 24 credits)
3. Students will complete an abbreviated version of the undergraduate Political Science major (see Appendix B for the current major requirements). This consists of all courses required for the major, less six credits. The final six credits required for the undergraduate major can be double-counted with Political Science courses taken as part of the MPA program, with the following restrictions:
 - a. Political Science 210 remains a required part of the major and must be taken during the first three years at EMU.
 - b. Students continue to be required to select two out of the following three courses: PLSC 211 (Introduction to Comparative Government); PLSC 212 (Introduction to International Relations); PLSC 213 (Introduction to Political Theory).
 - c. Instead of taking seven upper-level courses distributed among three "groups (Group I – American Politics and Administration; Group II – Comparative Politics and International Relations; Group III – Political Theory and Methods), students will need to take four such classes. PLSC 270 must be taken to meet the Group I requirement, and an additional three upper division courses must be from Group II and Group III.
 - d. Students must also take PLSC 480 (Field Seminar/ Internship) as a separate requirement for admission into the combined program. The Political Science 480 requirement may be waived in exceptional circumstances, such as in the case of a student with extensive and appropriate public sector or nonprofit work experience entering the undergraduate program.

The normal Political Science undergraduate program requires 30 credits. The streamlined major as described above requires 24 credits (PLSC 210; two of PLSC 211/212/213; PLSC 270 and three upper-division courses; and the internship). The remaining six credits can be double-counted from MPA courses.

4. Students will complete approximately 12 additional unrestricted credits ("free electives") at the undergraduate level – they would total 108 credits at the undergraduate level.
5. Students will complete the basic 42 credit MPA program.

This program totals 150 credits, the same amount required by other hybrids of the 3/2 program on campus (Accounting and Occupational Therapy).

Outline of the new Political Science Major:

1. **Required Courses** (9 credits): PLSC 210
PLSC 270
PLSC 480
2. **Restricted Electives** (6 credits): Two of: PLSC 211, PLSC 212, PLSC 213
3. **Distribution requirements** (9 credits): Three courses from the current Group II and Group III PLSC courses, including at least one course from each of the two groups.
4. **Double-counted** (6 credits): Courses to be taken from the current PLSC/MPA courses.

B3. ADDITIONAL ITEMS COMMON TO BOTH PROGRAMS

B3A. INTERNSHIPS

The program requires two internships. The first is required as part of the undergraduate portion of the major. This internship has two purposes. First, it is intended to let students get an early sense of whether public administration is the right field for them. In this way, it is analogous to pre-student teaching in teacher education programs. Second, the presence of this internship gives students at least a little bit of "real world" experience that they then bring to the classroom. The MPA program relies heavily on students' work experiences to enrich the classroom atmosphere; with this first internship under their belt, students have some work experiences to relate to their classroom learning. Requiring that all students in the 3/2 program enter the MPA portion of the program with at least a little bit of work experience helps to preserve the largely in-service character of the MPA. The second internship, PLSC 688, is a standard requirement of the MPA program for pre-service students.

B3B. CONFERRAL OF UNDERGRADUATE DEGREE

The undergraduate degree will be conferred upon students when they have met all requirements thereof, typically at the end of April of their fourth year in the program. Assuming a student enters the program having completed 108 credits, he or she will complete their undergraduate program upon completing 124 total credits, including 12 (for public administration majors) or 6 (for political science majors) from the MPA program that can be double-counted toward the undergraduate degree. The typical student will have done this after two semesters in the graduate program. Students who do not have the requisite requirements met will receive their undergraduate degree when those requirements are met.

B3C. STUDENTS LEAVING THE PROGRAM

Students who elect to leave the combined program after their fourth year will receive the bachelor's degree (assuming they have met all requirements thereof). They will retain the right to count their MPA courses toward the outstanding requirements of the undergraduate degree.

B3D. GRADUATE STATUS AND 600-LEVEL COURSES

Students who enter this competitive program will be eligible for graduate student status upon entry. This will enable them to take 600-level courses, which are normally open only to graduate students. Given the rigorous screening of applicants that will occur before students enter the combined program, we have no worries whatsoever that allowing these students into graduate-level courses will dilute the quality and rigor of these courses.

Students who do declare graduate status will have to give up their eligibility for undergraduate student financial aid and enter the pool of competition for graduate financial aid. We will ensure students are aware of this and work with them to limit the impact this could have on their ability to pursue the program.

Admission

Students will be invited to apply to the 3/2 program by February 1 of their junior year, and will be offered admission by March 1 of their junior year. Applications will require letters of recommendation, a personal statement focusing on career goals and reasons for applying to the program, and an interview with the MPA Director (or his/her designate). A minimum 3.3 grade-point average will be required for entry to this program.

All other requirements for admission to graduate study at EMU (e.g., TOEFL) must be met as well. It is expected that only exceptional students will be admitted to this program, most likely on the order of 2-5 students per year. This will ensure that only quality students are admitted, and will also ensure that the in-service nature of the graduate program will not be substantially altered. There will be no conditional admission to this program.

Projections

If the program is approved, we anticipate offering admission to the first class of 3/2 students in March of 2006 (allowing the 2004-05 academic year for the program to wind its way through the input process). As noted above, we anticipate admitting on the order of 2-5 students per year; these students will then go through the regular MPA program. Given that pre-service students taking classes full-time typically complete the MPA in two years, we anticipate that at any time, perhaps 5-10 students in the MPA program will have come through the 3/2 program.

Other Pertinent Information

Students will be free to select their courses in any order during their first three years, provided all requirements are met by the end of that time. We acknowledge that expecting 108 credits to be completed by the end of the third year is somewhat burdensome. Students can attain these credits by taking full schedules during their first three years at EMU, and by taking some courses during the spring and summer. This seems a reasonable price to pay for the opportunity to save one year in the course of earning a bachelor's and master's degree.

Students will be expected to consult with an advisor regularly once they have made the decision to pursue entry into this program.

II. Justification/Rationale

A number of our current undergraduate students enter the MPA program upon graduating, on the order of 4-5 per year. (This number could actually increase as the 3/2 program is developed.) These students are likely to find a program like this, which saves them a year on their path to an MPA, to be desirable. As the program will draw from only exceptional students, we have little to fear that we will be promoting students to graduate work before they are ready.

Similar programs exist at many other universities around the country, including Illinois Institute of Technology, Fairleigh Dickinson, University of Denver, New York University, Seton Hall University, and many others. In the course of preparing this proposal, we discussed the program with faculty at Fairleigh Dickinson, University of Texas-Dallas, and Illinois Institute of Technology (see notes on these conversations in Appendix C). These people are pleased with their programs and believe it has simultaneously enhanced their undergraduate and graduate programs. We have adopted many of their suggestions in developing the specifics of the proposal.

We have also had discussions with Patrick Melia in the Graduate School and with Department Heads of other similar programs on campus (Betsy Francis-Connolly of Occupational Therapy and Sue Kattelus of Accounting). The proposed program also received enthusiastic support from members of the MPA Advisory Board members when the program concept was presented to them in March, 2003.

III. Preparedness

Due to the fact that undergraduate and graduate programs in Public Administration already exist and flourish on campus, the department is completely prepared to implement this program. The program will overlap current programs entirely, using the same faculty, library resources, facilities, and courses outside the department. Therefore, we do not see resource constraints as an issue in program implementation. The MPA program already has a strong advising component, with students meeting with an advisor every term to secure permission to register for classes (many courses in the graduate program require explicit permission to register since the program is not open to all matriculating graduate students) and an additional 5 to 10 students can be accommodated.

Upon approval, the program will be marketed in a variety of ways to current and potential undergraduate majors in public administration and political science; through announcements in classes, e-mails, informational meetings, announcements by departmental honor societies, etc. We will prominently include information about this program in all departmental marketing materials, including our website.

IV. Assessment

The Department's MPA program already includes a significant assessment effort—mandated by the external NASPAA accreditation process as well as internal Program Review—including exit interviews with students and periodic alumni surveys. Given the applied nature of public administration, it is vital that the MPA faculty continually assess whether the program we are offering students prepares them adequately for work in the public sector. In addition to this assessment, the department's Public Administration Committee is currently going through a process of identifying program values, determining the core competencies for students, and discussing how to measure whether these competencies are attained.

The 3/2 program's assessment will piggyback on these ongoing assessment activities. These students, upon completing the program, will go through the same exit interview in which all MPA graduates

participate. As part of the assessment of their experiences, we will discuss with them their feelings of the 3/2 program and how it has worked. We also plan, after each cohort goes through the program, to discuss at PA Committee meetings how well the program is working. We will ask questions such as:

1. Do students enter the MPA part of the program adequately prepared for graduate training? If not, how can we ensure that they do?
2. Do students who complete the 3/2 program emerge as prepared for the practice of public administration as do students whose MPA experience is more traditional?
3. Is the current plan of courses to be taken as part of the program adequate? If not, what revisions should be made?

It is likely that the PA Committee will form an Ad Hoc committee to explore these questions once we have sufficient data (quantitative and qualitative) to meaningfully address the issues herein.

V. Program Costs

The program imposes no direct costs beyond those already imposed by the undergraduate and graduate programs. The additional indirect costs we envision are the extra advising that would be required for students in the 3/2 program, and marketing materials for this program. Given the small number of students in the program and the low costs it imposes, the department is willing and able to bear these costs without the commitment of any additional resources.

VI. Action of the Department/College

1. Department (Include the faculty votes and department head signatures from all submitting departments.)

Vote of department faculty: For 9 Against 0 Abstentions 2
(Enter the number of votes cast in each category.)

I support this proposal. The proposed program can ☒ ~~cannot~~ be implemented within the affected Department(s) without additional College or University resources.

Department Head Signature /

Date _____

2. College/Graduate School (Include signatures from the deans of all submitting colleges.)

A. College.

I support this proposal. The proposed program can _____ cannot _____ be implemented within the affected College without additional University resources.

College Dean Signature _____

Date _____

B. Graduate School (new graduate programs ONLY)

Associate Dean Signature _____

Date _____

VII. Approval

Assistant Vice-President for Academic Services Signature

Date

VIII. Appendices:

- A. Current Requirements for Public Administration Majors
- B. Current Requirements for Political Science Majors
- C. Notes on Conversations about other 3/2 programs

APPENDIX A

DEPARTMENT OF POLITICAL SCIENCE
EASTERN MICHIGAN UNIVERSITYPUBLIC ADMINISTRATION
MAJOR

PUBLIC ADMINISTRATION IS THE STUDY OF THE ADMINISTRATIVE ASPECTS OF GOVERNMENT. AMONG THE FOCI OF PUBLIC ADMINISTRATION STUDIES ARE THE POLITICAL CONTEXT AND THE SOCIOECONOMIC ENVIRONMENT OF PUBLIC POLICY MAKING AND PUBLIC PROGRAM IMPLEMENTATION; THEORIES OF PUBLIC ORGANIZATION AND ADMINISTRATIVE BEHAVIOR; PUBLIC PERSONNEL ADMINISTRATION AND COLLECTIVE BARGAINING; PUBLIC BUDGETING AND ACCOUNTING; PUBLIC POLICY ANALYSIS AND PROGRAM EVALUATION.

THE PUBLIC ADMINISTRATION MAJOR INVOLVES A CORE OF COURSEWORK IN PUBLIC ADMINISTRATION AND A CHOICE OF ELECTIVES FROM AMONG SEVERAL POLITICAL SCIENCE COURSES. IT MAY BE COMBINED WITH ANY NUMBER OF MINORS APPROPRIATE TO THE CAREER INTERESTS OF THE STUDENT. STUDENTS WHO MAJOR IN PUBLIC ADMINISTRATION ENTER A BROAD RANGE OF CAREERS IN THE GOVERNMENT SERVICE (FEDERAL, STATE, OR LOCAL), NONPROFIT ORGANIZATIONS OR IN BUSINESS. SOME GO ON TO GRADUATE OR PROFESSIONAL SCHOOLS IN POLITICAL SCIENCE, PUBLIC ADMINISTRATION, PUBLIC POLICY, BUSINESS ADMINISTRATION, OR LAW.

A MINOR IS TO BE SELECTED IN CONSULTATION WITH A PUBLIC ADMINISTRATION ADVISOR. AMONG THE MINORS RECOMMENDED ARE COMPUTER SCIENCE, ECONOMICS, GENERAL BUSINESS, MANAGEMENT, AND WRITING. OTHER MINORS THAT MAY BE APPROPRIATE DEPENDING UPON CAREER INTERESTS INCLUDE COMMUNICATION, CONSERVATION AND RESOURCE USE, CRIMINOLOGY AND CRIMINAL JUSTICE, GERONTOLOGY, HISTORIC PRESERVATION, JOURNALISM, LABOR STUDIES, LAND USE ANALYSIS, MILITARY SCIENCE, PUBLIC LAW AND GOVERNMENT, AND SOCIAL WORK.

STUDENTS INTERESTED IN PURSUING GRADUATE COURSEWORK AFTER THE UNDERGRADUATE PROGRAM ARE ENCOURAGED TO COMPLETE THE SECOND METHODS COURSE IN THE DEPARTMENT (PLSC 310).

MAJOR IN PUBLIC ADMINISTRATION (39 SEMESTER HOURS)

TO COMPLETE A MAJOR IN PUBLIC ADMINISTRATION, STUDENTS MUST COMPLETE A STATISTICS COURSE (SOCL 250 OR MATH 170) AND COMPLETE THE REQUIREMENTS BELOW.

A. REQUIRED COURSES – 21 SEMESTER HOURS (7 COURSES)

PLSC 210 INTRODUCTION TO POLITICAL ANALYSIS

PLSC 270 PUBLIC ADMINISTRATION

PLSC 334 PUBLIC PERSONNEL ADMINISTRATION

PLSC 352 POLITICS OF GOVERNMENT BUDGETING

PLSC 381 PUBLIC POLICY ANALYSIS

PLSC 431 THEORIES OF PUBLIC ADMINISTRATION

PLSC 480 FIELD SEMINAR/INTERNSHIP (IN-SERVICE STUDENTS ARE ALLOWED
TO WAIVE THIS REQUIREMENT AND SUBSTITUTE ANOTHER COURSE

B. POLITICS ELECTIVES – 15 SEMESTER HOURS (SELECT 5 COURSES)

PLSC 202 STATE AND LOCAL GOVERNMENT
PLSC 216 MUNICIPAL GOVERNMENT
PLSC 301 AMERICAN LEGAL SYSTEM
PLSC 330 URBAN POLITICS
PLSC 332 INTERGOVERNMENTAL RELATIONS
PLSC 364 LEGISLATIVE PROCESS
PLSC 380 AMERICAN PRESIDENCY
PLSC 385 JUDICIAL PROCESS AND BEHAVIOR
PLSC 470 SEMINAR IN POLITICAL SCIENCE
PLSC 486 INTERNSHIP

UP TO SIX SEMESTER HOURS OF INTERNSHIP CREDIT (PLSC 480, PLSC 488, OR PLSC 489) OR COOPERATIVE EDUCATION CREDIT (PLSC 387 AND PLSC 487) MAY BE APPLIED TO THE MAJOR.

APPENDIX B

DEPARTMENT OF POLITICAL SCIENCE
EASTERN MICHIGAN UNIVERSITYPOLITICAL SCIENCE
MAJOR**Major in Political Science (30 semester hours)**

To fulfill the requirements for a major in Political Science, students must:

1. Complete at least 30 semester hours in the major as specified below.
2. Complete at EMU, at least four courses in the major, numbered 300 or above.
3. Attain at least a C average in the major.

Students are further expected to take PLSC 112 or PLSC 113, one of their general education classes, prior to the required core courses. Along with PLSC 112, 113, students are required to take the core courses with the first 18 semester hours of Political Science course work. A maximum of three semester hours of Independent Studies or Internship/Cooperative Education courses may be applied to the 30 hours required for the major. Finally, neither the Independent Studies or Internship/Cooperative Education courses, nor PLSC 470 Seminar in Political Science meets the group distribution requirements specified below under Areas of concentration, but all may be taken as free Political Science electives.

A. Required Courses – 9 credit hours**One course from the following:**

- PLSC 210 Introduction to Political Analysis
- PLSC 310 Methods of Political Research

Two courses from the following:

- PLSC 211 Introduction to Comparative Government
- PLSC 212 Introduction to International Relations
- PLSC 213 Introduction to Political Thought

B. Areas of Concentration – 21 credit hours

Elect seven courses from the three groups listed below, including at least one course from each group.

Group I – American Politics, Public Law, and Administration

- | | |
|---|---|
| PLSC 202 State and Local Government | PLSC 335 Labor in American Politics |
| PLSC 216 Municipal Government | PLSC 352 Politics of Government Budgeting |
| PLSC 270 Public Administration | PLSC 358 Parties, Elections & Interest Groups |
| PLSC 301 American Legal System | PLSC 364 The Legislative Process |
| PLSC 312 American Constitutional Law I | PLSC 365 Women and Politics |
| PLSC 313 American Constitutional Law II | PLSC 380 The American Presidency |
| PLSC 330 Urban Politics | PLSC 381 Public Policy Analysis |
| PLSC 332 Intergovernmental Relations/Federalism | PLSC 385 Judicial Process and Behavior |

Group II – Comparative Politics and International Relations

PLSC 221 Vietnam	PLSC 367 Latin American Politics
PLSC 222 War and Peace in the Nuclear Age	PLSC 371 Middle Eastern Politics
PLSC 311 Politics of the Developing World	PLSC 372 Sub-Sahara African Politics
PLSC 327 American Foreign Policy	PLSC 374 Asian Political Systems
PLSC 341 International Law	PLSC 462 Russian Foreign Relations
PLSC 342 International Organizations	PLSC 361 Russian Politics in Transition
PLSC 343/344 Model United Nations	PLSC 467 Advanced International Relations
PLSC 354 Government and Politics of Canada	

Group III – Political Theory and Methods

PLSC 308 Political Violence and Revolution	PLSC 418 20 th -Century Political Theory
PLSC 359 Public Opinion and Political Learning	PLSC 420 Democracy and Power
PLSC 382 Politics and the 21 st Century	PLSC 422 American Political Theory
PLSC 410 Political Science in Fiction	

Special Topics Courses numbered PLSC 277/278/279, PLSC 377/378/379, and PLSC 477/478/479, will count towards the major in the group that they logically fall under. If a student has any questions regarding a specific course, they should consult their advisor in the Political Science Department. The same applies to PLSC 297/298/299 Independent Study, PLSC 387 Cooperative Education, PLSC 470 Seminar in Political Science, PLSC 480 Field Seminar in Political Science/Public Administration, PLSC 486/488/489 Internship, PLSC 487 Cooperative Education, and PLSC 497/498/499 Independent Study.

APPENDIX C

3/2 Programs at Other Schools

During the first two weeks of August, 2003, Professor Jeffrey Bernstein spoke with the supervisors of 3/2 programs at three schools:

Fairleigh Dickinson University
University of Texas-Dallas
Illinois Institute of Technology

The following is a summary of what was learned from these calls:

1. All three are very happy they have this program, and were extremely encouraging toward our efforts to begin such a program
2. All deal with the problem of condensing the undergraduate and graduate programs in similar, yet slightly different, ways:
 - a. At FDU, three courses are counted double (both in the undergraduate and graduate programs. These are core MPA classes – Quantitative Methods, Information Technology, and the initial Public Policy Course. They are typically taken by students in their third year.
 - b. At UT-Dallas, 15 credits are double-counted. They tend to come out of the core – things like Policy Analysis and Personnel. Students take these courses in their senior year most commonly, at the graduate level.
 - c. At IIT, they allow students to count two of the Master's level courses toward the undergraduate requirements, and allow students to use two advanced undergraduate courses for graduate elective requirements. The two chosen for each category are approved by advisors.
3. As for the in-service/pre-service issue, all three programs keep the 3/2 student body small, relative to the larger program. This keeps the in-service nature of the program largely intact. Both UT-Dallas and IIT said that having a mix of both kinds of students was quite positive – the real-world practicality of the in-service students meshed well with the greater facility the pre-service students often have for dealing with theory, and for the general academic enterprise. In short, a 3/2 program need not diminish an MPA program.
4. All schools suggested that we enhance the program by being selective at the start in terms of who we admit. We ought not have anything approaching an open-door for admission. By restricting admission to the program to the best undergraduates, we lessen the risk that the MPA program will suffer from admitting these pre-service students.