



# Master of Public Administration 2016-2017 Catalog

(Revised August 2016)

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## **Welcome to LMU!**

Congratulations on your acceptance to Lincoln Memorial University's (LMUs) Master of Public Administration degree program!

The following information has been compiled to help make the path to completing your degree efficient and meaningful. It is important that you read and understand these materials. In particular, pay close attention to the Curriculum and Requirements sections. It is your responsibility as a student to make yourself familiar with all of the requirements and procedures for your program and to follow them accordingly.

You have an academically challenging time ahead of you. It is our hope that the MPA program will serve you well and allow you to become prepared for the future you desire as a graduate of Lincoln Memorial University.

### **We look forward to welcoming you to campus!**

Martin Sellers, PhD  
Dean, School of Arts and Sciences

Stephen M. Adkins, PhD  
Assistant Prof. and MPA Director

John Grove, PhD  
Assistant Prof. Political Science

Mark Cushing  
Professor of Law and Administration

Frank Woodward, PhD  
Assistant Vice President of Alumni and Advancement & MPA Instructor

This edition of the *Master of Public Administration Catalog* is effective July 1, 2016. The policies, programs, curricula, and fees set forth in this catalog are subject to change at any time at the discretion of Lincoln Memorial University (LMU). Because of the possibility of change or undetected error, important points of fact and interpretation should be confirmed by the appropriate University official.

In support of the mission statement and the principles on which it is based, LMU is committed to equal opportunity for all students, staff, and faculty; and to nondiscrimination in the recruitment, admission, and retention of students, and the recruitment, hiring, promotion, and retention of faculty and staff.

LMU reaffirms its commitment to personnel and educational policies that comply with the requirement applicable to equal opportunity/affirmative action laws, directives, executive orders, and regulations to the effect that no person at LMU shall, on the basis of age, color, creed, disability, ethnic/national origin, gender, military status, pregnancy, race, religion, sexual orientation, or any other class protected by applicable law, be excluded from participating in, or be denied benefits of, any employment or educational opportunity.

LMU is accredited by the **Commission on Colleges of the Southern Association of Colleges and Schools** to award associate, baccalaureate, masters, specialist, and doctorate degrees. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097, or call 404-679-4500, for questions about the accreditation of Lincoln Memorial University.

## **MESSAGE FROM THE PRESIDENT**

Lincoln Memorial University is a living legacy to President Abraham Lincoln. Ours is a mission that has remained true to the vision of our namesake, a guiding light for thousands of men and women whose lives have been transformed by their experiences here. It is my hope that you fulfill your ambitions and dreams while pursuing a degree on our campus. Upon completion of your goals you will carry with you a sense of pride that comes from your accomplishments.

Let me congratulate you on making the decision to continue your education at Lincoln Memorial University. The faculty and staff of LMU are committed to providing an experience of uncommon quality characterized by personal attention and a true interest in your success. We provide a learning environment that maximizes the use of technology and ensures opportunities for personal interaction. The investment you are making in your future will pay dividends for your lifetime. The degree you receive will be enhanced by the growing reputation of our University.

I trust that you will achieve your full potential as a student on this lovely campus. By realizing your goals here, you become a part of the legacy that began in 1897, and are now a member of our academic community. There are responsibilities associated with your engagement in our living and learning environment. Above all else, we expect all of our students to respect their student colleagues and to pursue their educational aspirations with a commitment to academic integrity. Keep your dream of completing your education ever before you and know that you will succeed. I am honored that you join us now and wish you much success.

- Dr. B. James Dawson

## Table of Contents

Welcome	1
Accreditation	5
Lincoln Memorial University's Mission Statement	7
Lincoln Memorial University's Statement of Institution Goals	8
Board of Trustees and Administration	10
School and Program Missions Statements	12
Master of Public Administration Program Overview	13
Admissions Requirements	13
Graduation Requirements	13
Orientation	14
Graduate Programs Committees	15
Admissions Committee	15
Thesis/Project Committee	15
Appeals Committee	15
General Policies and Standards	16
Grade Point Average	16
Grading Scale	16
Appeals	17
Off Campus Complaint Process Protocol	17
Attendance	17
Medical Leave of Absence	17
Official and Unofficial Withdrawal	17
Maximum Program Completion	18
Plagiarism	18
Program Acceptance	19
Change of Schedule	19
Tuition and Fees	20
Financial Aid	20
Payment Plans	21
Satisfactory Academic Progress (SAP) Policy	22
Refund Policy	23
Graduate Student Services and Campus Life	24
Housing	24
Parking	24
WebAdvisor	24

Library Services	25
Federal Educational Rights and Privacy Act (FERPA)	25
American Disabilities Act (ADA)	26
Curriculum and Standards	26
Faculty and Staff Contact Information	32
Academic Calendar	34
Cancellation Notification	35
Downtown Knoxville Map	36
Main Campus Map, Harrogate	37

## Lincoln Memorial University's Accreditation

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## LINCOLN MEMORIAL UNIVERSITY'S MISSION

Lincoln Memorial University is a values-based learning community dedicated to providing educational experiences in the liberal arts and professional studies. The University strives to give students a foundation for a more productive life by upholding the principles of Abraham Lincoln's life: a dedication to individual liberty, responsibility, and improvement; a respect for citizenship; recognition of the intrinsic value of high moral and ethical standards; and a belief in a personal God.

The University is committed to teaching, research, and service. The University's curriculum and commitment to quality instruction at every level are based on the beliefs that graduates must be able to communicate clearly and effectively in an era of rapidly and continuously expanding communication technology, must have an appreciable depth of learning in a field of knowledge, must appreciate and understand the various ways by which we come to know ourselves and the world around us, and must be able to exercise informed judgments.

The University believes that one of the major cornerstones of meaningful existence is service to humanity. By making educational and research opportunities available to students, Lincoln Memorial University seeks to advance life throughout the Appalachian region and beyond through teaching, research, and service.

*Revised July 2012; approved by Board of Trustees, November 13, 2012*



## LINCOLN MEMORIAL UNIVERSITY'S INSTITUTIONAL GOALS

Lincoln Memorial University is a private, independent, non-sectarian University with a clearly defined mission that distinguishes it from other educational institutions. While the University cherishes its heritage and rich traditions, it recognizes that dynamic growth and change are required to meet the needs of today's students. The University has identified the following goals, which are derived from its mission and reflect its vision for the future:

1. Make educational opportunities available to all persons without reference to social status. The University seeks to maximize enrollment by strengthening recruitment efforts and increasing student retention through the creation of an academic and social environment that facilitates success and rewards achievement.
2. Maintain fiscal integrity in all its activities, programs, and operations through concerted efforts to continuously increase its endowment and financial standing.
3. Provide quality educational experiences that have their foundation in the liberal arts and professional studies, promote high personal standards, and produce graduates with relevant career skills to compete in an ever-changing, increasingly global market.
4. Advance the Cumberland Gap and Appalachian region through community service programs in continuing education, leadership development, recreation, and the fine and performing arts.
5. Serve as a critical educational, cultural, and recreational center for the area, and to develop and maintain facilities, which are safe, accessible, and conducive to the development of body, mind, and spirit.
6. Attract and retain a diverse and highly qualified faculty and staff, committed to teaching, research, and service.



7. Commit resources to support the teaching, research, and service role of the Institution.
8. Support faculty and staff development programs with priority for allocation of resources determined by institutional needs.
9. Increase technology for all educational sites. Specifically, the University seeks to continuously improve its computer and other technological resources for faculty, staff, and students.
10. Develop and implement academic programs in response to anticipated or demonstrated educational need, and to continuously evaluate and improve the effectiveness of current programs.
11. Provide a caring and nurturing environment where students, faculty, and staff with varied talents, experiences, and aspirations come together to form a diverse community that encourages students to grow intellectually and personally to meet their academic and career goals.
12. Provide quality educational opportunities through selected degree programs for students who live or work a significant distance from the Lincoln Memorial University main campus, and for whom other options are not as accessible or satisfactory.

## BOARD OF TRUSTEES

Lincoln Memorial University is a private, non-profit institution owned and controlled by a self-perpetuating Board of Trustees. Board members are elected on the basis of commitment to the programs and purposes of Lincoln Memorial University. Board members receive no remuneration from but work on behalf of the University. The Board establishes the broad guidelines of philosophy and institutional purpose and names the President to execute those guidelines.

**O. V. (Pete) DeBusk, Chairman**  
**Sam A. Mars, Jr., Chairman, Executive Committee**  
**Brian C. DeBusk, First Vice-Chairman**  
**Gary J. Burchett, Second Vice-Chairman**  
**James Jordan, Third Vice-Chairman**  
**Sam A. Mars, III, Secretary**

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Sherrie Nevils Claiborne, Alumni Representative - Harrogate, TN  
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Jerry W. Zillion - Germantown, MD  
Joseph C. Smiddy, Trustee Emeritus - Wise, VA  
Samuel Spencer, Trustee Emeritus - Lakeland, FL

ADMINISTRATION

<b>Officers of the University</b>	<b>Academic Officers</b>
B. James Dawson, President	Sylvia Lynch, Dean, Carter and Moyers School of Education
Christy Graham, VP Finance	Jason Johnson, Dean, Veterinarian Medical School
Lisa Blair-Cox, VP Administration	Amiel Jarstfer, Dean, School of Mathematics and Sciences
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Dennis Kiick, VP Research	Martin Sellers, Dean, School of Arts, Humanities, and Social Sciences
Brian Kessler, VP and Dean DeBusk School of Medicine	Beth Thompson, Dean, School of Allied Health Sciences
Cynthia Whitt, VP for University Advancement	Evelyn Smith, Associate Provost
Jonathan Leo, VP for Student and Enrollment Services	MaryAnn Modrcin, VP for Extended Sites and Dean of the School of Nursing
Judge Gary Wade, VP and Dean, Duncan School of Law	

## **MISSION STATEMENTS**

### **School of Arts and Humanities Mission Statement**

The mission of the School of Arts and Humanities is to provide distinguished academic programs and General Education courses that cultivate the skills and perspectives essential for preparing all university students for productive participation and leadership in a rapidly changing world. Inspired by the enduring principles of Abraham Lincoln's life and legacy, the School of Arts and Humanities strives to promote the development of innovative research, scholarship, and creative expression. At the heart of the LMU experience is a commitment to a tradition and standard of excellence that fosters students' intellectual, moral, civic, and creative capacities and aspirations in service to humanity through the advancement of life in the Appalachian region and beyond.

### **Department of Social Sciences Mission Statement**

The Department of Social Sciences is committed to providing quality educational opportunities that incorporate a balanced emphasis on theory, research, practice, community service, social justice, and personal growth.

### **Master of Public Administration Mission Statement**

The Master of Public Administration (MPA) program prepares individuals to serve as managers in the executive arm of local, state/provincial, and federal/national government, and increasingly non-governmental organizations (NGO) and non-profits. It is our goal that those completing an MPA Program will increasingly be called to work in large national and multi-national organizations and in the healthcare industry. The program focuses on the systematic investigation of executive organization and management. The main objective of the program is to help students in understanding and recognizing the development and principles of the field of public administration, the making, management, implementation, and assessment of public policy in our society today.

### **Institute of Collaborative Leadership Mission Statement**

The Lincoln Memorial University Institute for Collaborative Leadership was established to provide an experiential education emphasizing the importance of developing organizational leaders in public and private sector organizations, consistent with the values and mission of the university. A particular emphasis of the Institute is the application of conflict management and dispute resolution skills in the practice of collaborative leadership.

# MASTER OF PUBLIC ADMINISTRATION PROGRAM OVERVIEW

## Expected Learning Outcomes

1. To lead and manage in the public governance arena
2. To understand and create in the public policy process
3. To analyze, solve, and track public sector problems
4. To articulate public sector values

## Master of Public Administration Program Admission Requirements

**A. Completed bachelor degree from an institution with regional accreditation or equivalent verification in the case of international degrees.** An international degree must follow university policies in existence for certifying international degrees and/or credit.

**i. Minimum undergraduate course work**

Two courses that focused upon American National Government, State and Local Government, or any equivalent courses focused on the three branches of government.

**ii. Recommended undergraduate course work**

Courses about government structure, policy making, and administration and budgeting.

**B. Other Admissions Requirements**

- Undergraduate GPA of 2.75 or higher on a four (4)-point scale
- Entrance interview may be required if one or more requirements are not met.

**C. Letters of Reference**

Two letters of reference from the applicant's undergraduate instructors or one letter from an instructor and one from a professional source are required.

**D. Personal Statement**

Submit an essay detailing the student's purpose for attending the LMU MPA program, relevant skills, qualification, preparation, and a statement of goals after completing the program.

#### **E. Transfer credit**

A maximum of nine (9) graduate credit hours or its equivalent of graduate work closely related to the MPA degree will be allowed in transfer by approval of the program's Admissions Committee.

### **Graduation Requirements**

- A. A minimum of 36 credit hours of graduate course work and satisfactory completion of all core courses is required for graduation with the Master of Public Administration degree general track. (CM and GRA tracks require 39 and 37 credit hours, respectively).
- B. Students must maintain a cumulative GPA of 3.00 or be placed on academic probation. Failure to meet or exceed this standard of academic progress in the subsequent semester will result in dismissal from the program.
- C. Thesis or MPA project must be completed and receive a grade of "B" or better. See thesis/project handbook for more details.
- D. Completion of all program and university assessments and student surveys.

### **ORIENTATION**

MPA students will be required to attend an initial program orientation. The MPA Orientation will include program familiarization, establishing a schedule, finalizing financial aid, and completing the registration process. An orientation regarding library resources will be provided early in the first semester. Information about registration will be made available when the student's application has been accepted.

New graduate students are assigned an academic advisor and are required to attend a new student orientation. The orientation session provides students with critical information for progressing through each degree program. Information includes admission, program, and exit requirements. The advisement process is important in that advisors assist in the formulation of comprehensive examinations and in the monitoring of internships and field experiences. Advisors are accessible throughout the program for academic advisement. Advisor contact information and office hours are posted on each syllabus.

## GRADUATE PROGRAMS COMMITTEES

### Admissions Committee

This Graduate Programs Admissions committee consists of faculty and administration members from the collaborating programs. This committee will resolve all matters or questions regarding admissions.

### Thesis/Project Supervisory Committee

This committee functions to provide course work and thesis/project direction and approval for each graduate student in either program. The committee approves the thesis/project proposal, and when submitted, reviews and approves the completed thesis/project document, and conducts a final oral defense of the thesis/project. The chair of this committee is the person who directly supervises the thesis/research project. A second committee member is selected from the graduate faculty and should have reasonably related knowledge of the thesis/project topic. A third member may be selected to complement the knowledge of the other members and may be chosen from outside of the relevant departments. The appointment of this committee is made by the program's school Dean upon recommendation of the Program Director and submission of names by the student.

### Appeals Committee

This three-member committee exists to resolve academic matters that may arise in either program. The Dean of the school will nominate members of this committee. They will serve three years with the possibility of reappointment. One faculty member from each program will serve with the program director (of the relevant program) with an alternate member appointed in the case of conflict of interests.

### Graduate Council

Graduate education is a significant function of the Department of Social Sciences within the School of Arts, Humanities, and Social Sciences at LMU. It constitutes a dominant force in maintaining and developing scholarly inquiry and intellectual achievement in the School and University community. Ultimate responsibility for all matters pertaining to graduate education and graduate research rests with the graduate faculty through the discussions and decision making of the Graduate Council. The Graduate Council is the policy making (and in some cases the decision making) body of the Department of Social Sciences for graduate programs located there. Members consist of the Dean of the School, the program directors, and the department chair (meetings are open to all graduate faculty).

## GENERAL POLICIES AND STANDARDS

### Grade Point Average

Students must maintain a cumulative grade point average (GPA) of 3.0 or more on a 4.0 scale. Falling below a 3.0 GPA will place the student on probation until a 3.0 GPA is reached.

The 3.0 GPA performance level includes graduate and undergraduate courses if the student is completing deficiency courses. No more than one grade of "C" will be allowed. A second grade of "C" or below will remove the student from the program.

### Grading Scale

A candidate receives a grade for most registered coursework. Letters indicate grades and are assigned quality points as shown below. Credit toward a degree program will be granted only for courses in which a grade of "C" or better is earned.

**A** = 90.51 - 100%; expected student learning outcomes were demonstrated by superior quality student work in all aspects of the course

**B** = 80.51 - 90.50%; expected student learning outcomes were demonstrated by better than average quality of student work in the course

**C** = 70 – 80.5%; expected student learning outcomes were demonstrated in student work

Some graduate courses are graded P-Pass/F-Fail and are identified under "Course Descriptions."

The candidate's grade point average (GPA) is determined by dividing the total number of grade points earned by the total number of letter-graded (A-F) credit hours attempted (not the number of credit hours passed).



## Appeals

Students in the program or applying to the program may submit an appeal in writing directly to the Appeals Committee. The committee is expected to collect information from all parties to the matter in question, hold a hearing in which parties to the appeal will be invited and notified with at least 48 hours advanced notice, and reach a decision on the matter within 24 hours of the hearing. In the event that more investigation is needed after the hearing, all parties to the matter will be notified of the timeline for reaching a conclusion for the matter. A decision must be reached by no more than one week after the initial hearing. Decisions of this committee will be communicated to the party making the appeal as well as any individuals named in the appeal along with the relevant Deans and the Vice President of Academic Affairs. A log of matters and copies of all communication related to an appeal will be maintained by the specific Program Director's office in which the appealing student is enrolled or hoping to enroll.

## Off Campus Complaint Process Protocol

Complaints relating to quality of education or accreditation requirements shall be referred to the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), (<http://www.sacscoc.org/pdf/081705/complaintpolicy.pdf>).

Complaints related to the application of state laws or rules related to approval to operate or licensure of a particular professional program within a postsecondary institution shall be referred to the appropriate State Board (i.e., State Boards of Health, State Board of Education, and so on) within the Tennessee State Government and shall be reviewed and handled by that licensing board (<http://www.tn.gov>, and then search for the appropriate division).

Complaints related to state consumer protection laws (e.g., laws related to fraud or false advertising) shall be referred to the Tennessee Division of Consumer Affairs and shall be reviewed and handled by that Unit (<http://www.tn.gov/consumer/>).

## Attendance

Attendance requirements will be stated in each course syllabus.

## Medical Leave of Absence

A student may petition to their Program Director for a medical leave of absence from a major program of study in event of a medical condition, which prevents normal participation in the required activities of the degree. No approved medical absence can

remove a student from his or her coursework for more than two years or the student will be dismissed from the program.

### **Official Withdrawal**

Any student withdrawal completed will be reviewed for the official withdrawal date, set forth by the Registrar. If this date falls after the first day of classes, there will be a Return of Title IV (R2T4) calculation done to determine financial aid earned. If a withdrawal is completed prior to the FA disbursement date, and there is aid earned, the aid would be seen as a post withdrawal disbursement and LMU would obtain permission from the student/parent prior to disbursing earned aid. If a withdrawal is completed on or after the FA disbursement date, the aid is adjusted based on the pro rata of the R2T4 calculation given back to us by the FAA Access Return to Title IV Worksheet provided by the Department of Education (DOE). Adjustments are made and refunds sent back to the appropriate program(s), with the DOE, at the time of processing the withdrawal form. If the student is present at the time of processing the withdrawal form, financial aid staff does a counseling session to explain how the calculation is determined and how it affects their responsibility to repay, if applicable. If the student is not present at the time of processing the withdrawal form, the financial aid office notifies the student by certified mail of the adjustment made and any responsibility that lay with the student, at that time. It is stated and understood that after the 60% point of the term a student has earned 100% of aid and in most cases there will not be pending aid, at this point; however, we do an R2T4 calculation to determine a post withdrawal disbursement, if pending aid is present and all conditions are met.

### **Unofficial Withdrawal**

Unofficial Withdrawals are reviewed after grades post for each term. Any student earning all F's is considered an Unofficial Withdrawal. We provide a notification letter to the student asking them to confirm attendance past the 60% point of the term and a timeline in which to provide that documentation. Adequate attendance documentation can be an email statement directly from the instructors stating the student attended past the 60% date, hard copy print outs of online coursework submitted after the 60% date or hard copy tests submitted after the 60% point. If the attendance documentation is not provided, we notify the student, again, via email reminding them of this opportunity. If we do not receive a response, LMU will do an R2T4 calculation, thru FAA Access, using the 50% point of the term as the withdrawal date. Adjustments are made and refunds sent back to the appropriate program(s), with the DOE, at the time of processing the Unofficial Withdrawal student record(s). We then notify the student, via USPS, of the adjustments made via the results of the R2T4 calculation, and we explain why the calculation had to be done and what financial responsibilities lay with the student.

## **Maximum Program Completion**

Students who enter the MPA graduate program must complete their studies for their graduate degree within six years after initial registration. An extension may be requested of the Program Director for personal or professional reasons.

## **Plagiarism**

Plagiarism is the presentation of someone else's words or ideas as one's own. One of the most common forms of plagiarism is the paraphrasing of several phrases, sentences, or ideas in a paragraph with only one citation at the end of the paragraph resulting in confusion between the cited content and the researcher's own words or ideas. Another common form is the practice of substituting words or phrases while retaining the original author's form and structure.

Use citation practices as described in the APA Manual 6th edition of the Publication Manual of the American Psychological Association (2009), or the most recent version of Chicago Manual of Style or other citation guidelines as instructed by course professor.

For questions regarding citations or plagiarism, contact LMUs Library Center for Teaching and Learning at the library website.

## **Program Acceptance**

Upon acceptance into the MPA program, applicants will receive an official packet of materials including an acceptance letter, a program catalog, registration information, and other program items and information. All students are required to have all transcripts, letters of support, and fees submitted by one month in advance of the start of the new semester.

## **Change of Schedule**

All schedule changes made by the program will be addressed before the start of classes. Any changes to student class schedules must be discussed and approved by the advisor and program director.

## FINANCIALS

### Tuition and Fees

- A. Tuition is \$453 per semester hour.
- B. Tuition may change at any time so please contact Financial Aid or the Finance Office if you questions.

### Financial Aid

Financial Aid in the form of loan support is available to graduate students. The LMU Financial Aid website is [www.lmunet.edu/admissions/finaid.shtml](http://www.lmunet.edu/admissions/finaid.shtml) or the office may be reached directly at 423.869.6336. The Financial Aid Office is located in the DAR building on main LMU campus.

Federal Financial aid is available to students who enroll in at least 6 credit hours each semester, which is considered to be half time. Any student with less than 6 hours is considered less than half time and is not eligible for loan support.

Federal Financial Aid available for graduate students and consists of Stafford Loans (up to a maximum of \$20,500 per year) and Grad Plus loans. Eligibility determination for loan amounts will be determined by the student's federal application for aid (FAFSA).

Please note important information below released by the U.S. Department of Education and effective July 1, 2012.

“Effective with all loans processed after July 1, 2012, due to the Federal Government cost cutting measures, there will be no more Federal Direct Subsidized Stafford Loans available to Graduate Students. While Graduate Students will still have FULL eligibility for Federal Direct Stafford Loans, only the Federal Direct Unsubsidized Stafford Loan will be available. Once students have met Federal Direct Stafford Loan limits, Graduate Plus Loans will also be available just as they have in the past. You may read more about Federal Direct Stafford Loans on LMU's homepage under Financial Aid for Graduate Students.”

## Payment Plans

Interest-Free Monthly Payment Plan through Tuition Management Systems (TMS)

---Fall and Spring Semesters ONLY---

There are NO Deferred Payment Plans available for the summer semester. Payment must be paid in full prior to the first day of classes.

TMS Payment Plan Options

OPTION ONE: Annual Plan – (Both fall and spring semesters)

Able to divide tuition total for both semesters into 10, 9, or 8 monthly payments

\$65 Enrollment Fee - Due at the time of enrollment in plan.

OPTION TWO: Semester Plan (For either the fall or spring semester)

Able to divide the cost of tuition for that semester into 5, 4, or 3 monthly payments

\$45 Enrollment Fee per semester – Due at the time of enrollment in plan.

Other Information about the Plan

- No interest

- All payments are due to TMS by the 15th of each month. A late fee of \$40 is applied to the account if a payment is received late.

- Life insurance covering the Interest-Free Monthly Payment Plan is included, at no additional cost.

For further information, call Tuition Management Systems at 1-888-572-8985.

Additional Fees:

Graduate Tuition - MSCJ (per credit hour) .....	\$440
Drop/Add Fee (per class).....	\$15
Directed/Independent Study Fee (plus tuition for each course). .....	\$25
Late Registration Fee.....	\$100
Comprehensive Fee (spring and fall semester) .....	\$15
Graduation Fee.....	\$100
Draft Reject Fee or NSF fee.....	\$30
Vehicle Registration Fee- Vehicle fee is included in the comprehensive fee (above).	

## Satisfactory Academic Progress (SAP)

### LMU General SAP Policy

Satisfactory Academic Progress relating to Financial Aid federal regulations require that all students who receive federal financial aid make progress toward a degree. All colleges must have policies that ensure students are making this progress both qualitatively and quantitatively. At LMU, starting with the fall 2011 semester, we have established the following Satisfactory Academic Progress (SAP) Policy that will be reviewed following each semester, including the summer term.

#### Qualitative

Students who fail to maintain satisfactory progress may not receive the following types of financial aid: Federal Stafford Loans, Federal PLUS Loans, other aid involving Title IV funds, or any other aid for which satisfactory progress is a requirement. These policies apply only to eligibility to receive financial aid. A student is considered to have made satisfactory academic progress provided he/she passes at least 67% of the cumulative credit hours attempted and has not reached 150% of time enrolled in an academic program (see Maximum Time Frame section).

Students must also earn a certain cumulative Grade Point Average (GPA) determined by their Academic program to maintain financial aid SAP. Students enrolled in a Graduate program (excluding Graduate Nursing, please see that specific SAP Policy) at LMU, must maintain a minimum of a 3.0 GPA. A student whose academic performance drops below the minimum standards will be placed on financial aid warning. A student can retain financial aid while on warning for one semester but must meet Satisfactory Academic Progress by the end of that semester or be placed on Financial Aid Suspension.

#### Quantitative- Hours Attempted vs Hours Earned

A student is considered to have made satisfactory academic progress provided he/she passes at least 67% of the cumulative credit hours attempted. For instance, a student who attempts 18 credit hours must complete at least 12 of those credit hours to make satisfactory academic progress. A student whose academic performance drops below the minimum standards will be placed on financial aid warning. A student can retain financial aid while on warning for one semester but must meet Satisfactory Academic Progress by the end of that semester or be placed on Financial Aid Suspension.

## Quantitative –Maximum Time Frame

No student will be eligible to receive financial aid for more than 150% of the published length of the program. This time is measured by credit hours attempted. For example, a student seeking a MPA degree totaling 36 credit hours cannot receive aid for more than 45 attempted hours ( $36 \times 150\% = 54$ ). Please refer to specific graduate catalogs to see the published length of the program. Transfer credits will be evaluated and those credits that count toward the student's current academic program will count as both attempted and completed hours. Failing a class or withdrawing from a class, whether passing or failing, can affect SAP. Incomplete grades will not count against attempted hours until a grade is recorded or the candidate is withdrawn from the class or classes. Satisfactory academic progress will be reviewed at the end of each semester.

## Refund Policy

In the event a student drops one or more classes, withdraws, or is administratively dismissed from the University for disciplinary or for financial reasons after registration is completed and prior to the end of a semester of enrollment, the student's eligibility for a refund of appropriate institutional tuition will be prorated as indicated.

A student must complete a Change of Schedule form (obtained from the Office of the Registrar) for dropping one or more classes. Any situation in which all classes are dropped is considered to be a withdrawal from the University. The student initiates this process by completing a withdrawal form (can be found online) and submitting this to the Registrar's Office. Should the student fail to complete this process, all semester charges will become immediately due and payable. The official withdrawal process begins in the Office of the Registrar. A withdrawal form must be completed and all the necessary signatures obtained. *Oral requests do not constitute official notification.*

The University's official date of withdrawal used to compute the refund is based on the date the withdrawal form is recorded by the Registrar. Applicable institutional charges for fall and spring semesters will be refunded according to the following schedule:

Through the first official day of classes 100%

After the first official day of classes and during the first week of the semester 90%

During the second week of the semester 75%

During the third week of the semester 50%

During the fourth week of the semester 25%

After the fourth week of the semester 0%

No refund of institutional charges will be made after the fourth week of the semester. Specific dates affecting the schedule of refunds appear on the Registration Policies page of the electronic class schedule, WebAdvisor, which is available on the LMU web site by selecting the Current Students and Faculty link; and/or the Office of Student Services, the Office of the Registrar and the Office of Finance.

Refund schedules pertaining to summer are adjusted to the varying length of the terms. They are also available in WebAdvisor by selecting the given term.



## GRADUATE STUDENT SERVICES & CAMPUS LIFE

### Housing

Students are responsible for acquiring housing and meals. Helpful information is available from the LMU Office of Admissions, Student Services, or the DSOL Office of Admissions.

### Parking

Graduate students should park in either the Market Square Parking Garage or the Locust Street Parking Garage. Parking in the lot adjacent to the law school is reserved for law students, faculty, visitors, or those with handicap needs.

Entrances to the building are located on the West Summit Hill side of the building or through the handicap entrance closest to the faculty/staff parking lot.

### WebAdvisor

WebAdvisor is a web-based information management tool that allows candidates to access Lincoln Memorial University's administrative database. Information/functions available through WebAdvisor include Search for Classes, Student Profile, Class Schedule, Grades, Student Account, and Financial Aid. The candidate's account with the Finance Office must be paid in full and Perkins student loans must be in a current, non-defaulted status in order for the candidate to access his/her academic grades on WebAdvisor. To access WebAdvisor from LMU's web site, go to <https://webadvisor.lmunet.edu>. Each candidate is assigned a unique username and temporary password (which must be changed upon first log-in to WebAdvisor). **It is the responsibility of each candidate to ensure that his/her password remains confidential. Lincoln Memorial University does not accept responsibility for any password-related breach of security.**

### Library Services

Library services are provided for all graduate candidates through the campus library, at the library terminals located at all off-campus sites, and/or through Internet access to on-campus databases. Library personnel and instructors will give candidates access codes and procedures at the beginning of each semester.

## **Family Educational Rights and Privacy Act (FERPA)**

The University complies with the provisions of the Family Educational Rights and Privacy Act, 1974, as amended. This law maintains that the institution will provide for the confidentiality of candidate's education records. No one outside the institution shall have access to nor will LMU disclose any information from candidates' educational records without the written consent of candidates except to personnel within the institution, to officials of other institutions in which candidates seek to enroll, to persons or organizations providing candidates financial aid, to accrediting agencies carrying out their accreditation function, to persons in compliance with a judicial order, and to persons in an emergency in order to protect the health or safety of candidates or other persons. All these exceptions are permitted under the Act.

At its discretion, LMU may provide Directory Information in accordance with the provision of the Act to include: candidate name, address, telephone number, major field of study, dates of attendance, degrees and awards received, the most recent previous educational agency or institution attended by the candidate, participation in officially recognized activities and sports, and weight and height of members of athletic teams. Currently enrolled candidates may withhold disclosure in writing to the attention of the Registrar. Candidates may not inspect and review financial information submitted by their parents; confidential letters and recommendations associated with admissions, employment or job placement, or honors to which they have waived their rights of inspection and review; or educational records containing information about more than one candidate, in which case LMU will permit access only to that part of the record which pertains to the inquiring candidate. Lincoln Memorial University maintains a list of all persons except other college officials who have received a copy of the candidate's educational record. A copy of the LMU institutional policy on the release of educational records is on file in the President's Office and the Registrar's Office

## **ADA Statement**

As a rule, all candidates must read and comply with standards of the LMU Student Handbook and LMU catalog. Any candidate seeking assistance in accordance with the Americans Disabilities Act (1990 as amended) should contact his/her instructor and the LMU ADA Compliance Officer, Jason Kishpaugh, with regard to required documentation and in order to make appropriate arrangements. Contact information: jason.kishpaugh@lmunet.edu and/or 423-869-6251 (800-325-0900, ext. 6251). The office is located on the third floor of the Student Center, room 319, on the main campus in Harrogate.

## CURRICULUM & STANDARDS

The curriculum of the MPA program at LMU is designed to enhance a student's academic qualifications. All classes are preparatory coursework for post-graduate goals in programs leading to a terminal degree. **Please note that the semester's schedules and/or coursework and timeframes are subject to change based upon individual student needs or as determined by the MPA/MSJ Admissions Committees and Program Directors.**

### PADM Course offerings:

#### **Core and Required Courses (24 hours):**

##### **Core Courses (3 credits each)**

PADM 510 Quantitative Analysis

PADM 515 Qualitative Analysis

PADM 520 Public Administration

PADM 525 Public Policy Process

##### **Required Courses (3 credits each)**

PADM 697 Thesis Research (6 credit hours required) [Thesis, Case Study or Project]

- See Thesis Guidebook for Requirements

- To be completed in the final two semesters before graduation

PADM 530 Public Financial Administration

PADM 540 Public Service Ethics and Values

##### **Elective Courses (3 credits each; 12 hours):**

PADM 550 Economics for the Public Sector

PADM 601 Managing Public and Non-Profit Organizations

PADM 611 Legal Context for Policy and Public Management

PADM 620 Special Topics in Public Policy

Non-PADM Electives: students pursuing the General PA track (see below) may, upon consultation with their advisor, choose up to six hours of approved MBA, IL, EDHE, CM, or GRA courses

MBA, IL and EDHE Courses Students May Consider:

MBA 516 Human Resource Management  
MBA 550 Financial Management  
MBA 565 Economics and Decision Making  
MBA 575 Contemporary Management and Leadership  
MBA 600 Organizational Behavior  
MBA 610 Organization Leadership

IL 501 Leadership  
IL 561 School Law and Ethics  
IL 571 School Finance and Resource Management  
IL 651 Education Law and Ethics  
IL 661 Finance and Human Resource Management  
IL 652 Leadership

EDHE 851: Higher Education: Theory, Foundations and Principles  
EDHE 853: Policy Development and Analysis  
EDHE 854: Governance, Administration and Politics  
EDHE 855: Law in Higher Education

**Track 1: General PA Track**

36 credit hours including a thesis/project (6 credit hours). See requirements above

**Track 2: GRA Track (Government Relations and Advocacy Track – non-thesis option)**

37 credit hours: 18 core/required PA hours, 9 hours of PA electives and 10 hours of Government Relations and Advocacy courses including externship:

LAW 3010: Legislation and Regulation (3 credits)  
LAW 5051: Intro to Government Relations and Advocacy (3 credits)  
LAW Summer externship with 1-week intensive prep course (4 credits total) **OR** 4 total credits of PADM 698: Internship

**Track 3: CM Track (Conflict Management Track – non-thesis option)**

39 credit hours: 18 core/required PA hours, 9 hours of PA electives and 12 hours of courses in Conflict Management)

Choose at least 4 of the following:

CMDR 501 - Survey of Alternative Dispute Resolution Processes (3)

CMDR 502 - Mediation Theory and Practice (3)

CMDR 503 - Negotiation Theory and Practice (3)

CMDR 510 - Psychology and Communication of Conflict (3)

CMDR 511 - Dispute Resolution Systems in Organizations (3)

## Course Descriptions

### Core and Required Course Descriptions

- **PADM 510 Quantitative Analysis (3)**

This course teaches the use of social science quantitative techniques, emphasizing applications of value to public sector analysts and scholars alike. Includes descriptive statistics, hypothesis testing, cross-tabulation, bivariate regression and correlation, and multiple regression. Examines how to generate and interpret statistical analyses through use of SPSS.

- **PADM 515 Qualitative Analysis (3)**

This course will introduce participants to the characteristics and approaches to designing and conducting qualitative research projects in public, non-profit and non-governmental sectors. Students will gain hands-on experience in various qualitative methods and analysis techniques while carrying out a research project related to their area of interest.

- **PADM 520 Public Administration (3)**

This course will introduce students to the development and impact of American Public Administration. The course will emphasize the role of public managers and their relationships with clientele groups, the legislature, the executive, and the public. The course will introduce theories of administrative accountability; public official discretion, public organization, organizational behavior, and political oversight.

- **PADM 525 Public Policy Process (3)**  
 This course introduces students to the theoretical and quantitative techniques of public policy analysis and public policy development, focusing primarily on public policy development and implementation. The course is intended to enable students to be critical users of policy analysis and to understand the role of policy analysis in the development of all types of policies at all levels of government. The course will provide a thorough introduction to the field of policy analysis particularly as the development of public policy is influenced by political actors.
  
- **PADM 697 Thesis or Research Project (6)**  
 All general track students must complete an approved thesis (minimum of 6 hours) or research project (minimum of 6 hours). The research project and thesis must make a unique and significant contribution to the discipline of Public Administration. A Handbook on the MPA Thesis/Project will be available as a guide to course requirements.
  
- **PADM 530 Public Financial Administration (3)**  
 The ability of public officials to manage budgets, distribute resources and predict costs is crucial to a community's well-being. This course gives students a solid grounding in the concepts, terminology and techniques in the art and science of public sector budgeting and financial administration. Students use real world examples to analyze various approaches to public budgeting and revenue planning, evaluate and problem solve fiscal activities in governmental units, and gain "hands-on" budget preparation and presentation experience.
  
- **PADM 540 Public Service Ethics and Values (3)**  
 Ethics shape and define the nature of public professions. Therefore, public administrators need to be competent in understanding and dealing with ethical dilemmas and difficult public management issues that have no easy solutions, no right or wrong answers in order to conduct their work effectively and fairly. The course centers on the dynamic relationships between public professionals and the people, organizations, and society they serve and how those relationships can be maintained in a highly competitive system.

## **PADM Electives**

### **- PADM 550 Economics for the Public Sector (3)**

This course examines the role of the government as defined by economic theory in the creation of public policy. It will focus on concepts from micro and macro-economics such as externalities, public goods, public education, income redistribution, welfare programs and tax policy to understand policy problems including issues that affect subnational governments and the local community.

### **- PADM 601 Managing Public and Non-profit Organizations (3)**

The purpose of this course is to aid students in understanding the process of managing public service organizations, and thus enhance their management and leadership skills for use in the public sector. The course provides students with the tools needed to diagnose and solve organizational problems, to influence the actions of individuals, groups, and organizations, and to lead high-performing, successful public service organizations.

### **- PADM 611 Legal Context for Policy and Public Management (3)**

This course is intended for non-lawyers such as public planners or government administrators who wish to understand how the law affects the operation of governments as it relates to issues including planning, budgeting, land use and zoning, the environment, infrastructure development, social welfare, and healthcare.

### **- PADM 620 Special Topics in Public Policy (3)**

This course will review selected topics in public policy and public administration to be studied in relationship to business, the non-profit sector and the public sector. A wide variety of topics will be available to study including at prioritization, program development, agenda building, interest group and elite influence, program implementation, and program assessment.

## FACULTY/STAFF CONTACT INFORMATION

A directory of all LMU employees is present on our website, [www.lmunet.edu](http://www.lmunet.edu). The most frequently needed contacts for MS students are listed below.

### Faculty

While many part-time and adjunct faculty make valuable contributions to the teaching and learning at Lincoln Memorial University, only full-time employees holding faculty rank in academic schools offering undergraduate degrees are included in this catalog. Professional school faculty are included in the applicable school graduate catalog.

Dr. Stephen M. Adkins  
Assistant Professor of Public Administration & MPA Program Director  
Phone: 865.545.5334  
Email: [stephen.adkins@lmunet.edu](mailto:stephen.adkins@lmunet.edu)

Dr. Martin Sellers  
Dean , School of Arts, Humanities, and Social Sciences  
Phone: 423.869.6815  
Email: [martin.sellers@lmunet.edu](mailto:martin.sellers@lmunet.edu)

Dr. John Grove  
Assistant Professor of Political Science  
Phone: 423.869.6549  
Email: [john.grove@lmunet.edu](mailto:john.grove@lmunet.edu)

Dr. Frank Woodward  
Assistant Vice President of Alumni and Advancement & MPA Instructor  
Phone: 423.869.6351  
Email: [frank.woodward@lmunet.edu](mailto:frank.woodward@lmunet.edu)

Mark Cushing,  
Professor of Law and Administration  
Phone: 865.531.5323  
Email. [mark.cushing@lmunet.edu](mailto:mark.cushing@lmunet.edu)



### Contact Information by Department

Department	Telephone	Campus Location
Admissions (DSOL)	865.545.5303	601 W. Summit Hill Drive Knoxville
Administrative Assistant (DSOL)	865.545.5300	601 W. Summit Hill Drive Knoxville
LMU Bookstore	423.869.6306	Student Center
Cashier's Office	423.869.6315	DAR
Counseling Services	423.869.6401	Duke Hall
Dean of Law School Gary R. Wade	865.545.5313	601 W. Summit Hill Drive Knoxville
Disability Services	423.869.6401	Duke Hall
Financial Aid	423.869.6336	DAR
Information Services	423.869.6333	Duke Hall
LMU Medical Clinic	423.869.7193	165 Westmoreland Street, Harrogate
LMU Post Office	423.869.6301	Tex Turner Arena
Registrar	423.869.6313	DAR
LMU Security	423.869.6338	Tex Turner Arena
Student Services	423.869.6201	Student Center

## Academic Calendar (2016-2017)

### Fall Semester 2016

Final Registration before classes begin	August 11
Welcome Weekend	August 11-14
Matriculation Ceremony (11:00 AM)	August 11
Residence halls open (8:00 AM)	August 14
Classes begin	August 15
Last day to complete registration/add classes	August 24
Labor Day (no classes, residence halls remain open)	September 5
Last day to drop course without "WD"	September 13
Homecoming (classes held as scheduled)	October 7 - 8
Mid-term	October 10 – 14
Last day to drop course without "F"	October 21
Early registration begins	October 24
Thanksgiving holiday (No Classes)	November 23 - 25
Residence halls open (1:00 PM)	November 27
Classes end	December 2
Final exams	December 5 - 9
Commencement (11:00 AM)	December 10
Residence halls close (2:00 PM)	December 10

### Spring Semester 2017

Final Registration before classes begin	January 6
Residence halls open (8:00 AM)	January 8
Classes begin	January 9
Martin Luther King Day (Special Activities)	January 16
Last day to complete registration/add classes	January 18
Last day to drop course without "WD"	February 7
Lincoln Day/Founders Day (Special Activities)	February 13
Mid-term	Feb. 27 – March 3
Last day to drop course without "F"	March 17
Residence halls close (5:00 PM)	March 17
Spring break (No Classes)	March 20–24
Residence halls open (1:00 PM)	March 26
Early registration begins	March 27
Good Friday (No Classes)	April 14
Classes end	April 28
Final exams	May 1-5
Commencement (11:00 AM)	May 6
Residence halls close (2:00 PM)	May 6

## Summer Term 2017

Classes begin	May 8
Memorial Day (No Classes)	May 29
Independence Day (No Classes)	July 4
Classes end	July 28

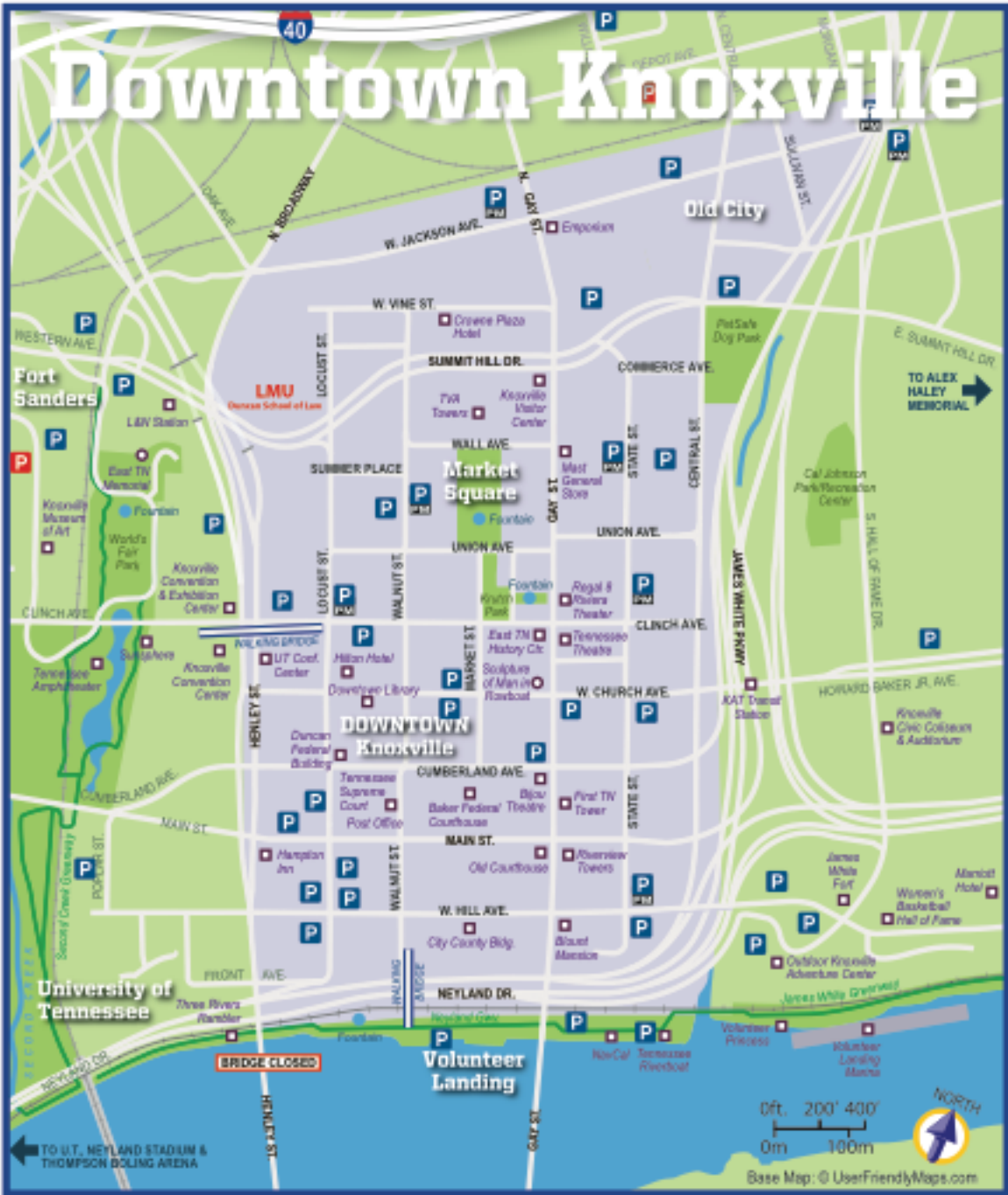
During the 12-week summer term, classes may meet 6 weeks, 7 weeks, or more, meeting the required number of contact hours.

### CANCELLATION NOTIFICATION DUE TO WEATHER OR OTHER EMERGENCIES

LMU offices generally will remain open during periods of inclement weather, even though classes may be canceled. Staff members should refer to the “Response to Inclement Weather Policy” in the Faculty-Staff Policy Manual for additional information.

The main sources of information regarding cancellation/delay of classes due to weather-related emergencies are the LMU Website, Pathway and the telephone weather information lines provided below. Also, when possible, radio and television stations (listed below) will be contacted to announce cancellations/delays. Every effort will be made to have morning or daytime cancellation/delay notices posted by 6 a.m. and notices for evening classes (those beginning at 6 p.m. or later) posted by 4:30 p.m.

NOTE: Extended learning sites utilizing local school facilities are closed when those facilities close due to weather conditions. If the Harrogate campus or an extended learning site is closed, an announcement will be made in the same way, i.e., LMU Website, Pathway and site-specific weather-related information line. Also, when possible, radio and television stations (listed below) will be contacted to announce cancellations/delays/closings.



 **CITY OF KNOXVILLE**  
**Map of Downtown Knoxville  
 Public Parking**

- P** PUBLIC PARKING
- P** FREE PARKING AFTER 6 p.m. on weekdays & anytime on weekends (excluding some special events.)
- P** FREE PARKING ALL DAY/NIGHT & parking for oversized vehicles

# LINCOLN MEMORIAL

L I N C O L N  
M E M O R I A L

## Main Campus Map

Hartogate, Tennessee

- Campus Building
- Amateur Field/Complex
- Parking
- Staircase
- Road



A	Book Station / Main Entrance	N	Bookstore/Student Building	AA	Langley Hall	HN	Phillips VetTech Center	OX	Spence-Chase Hall
B	Blair Hall	O	Pace House	AB	Shelby Hall	HO	Robinson House	OV	Woodward Fisher Laboratory
C	President's Home/William H. Vannoy	P	Organic Garden	BC	West Hall	OP	Stewart House / Synagogue	OW	Deussen House (Hallway)
D	Orange Hall	Q	Geoffrey Hall	BIO	Liberal	PP	Curber Hall/John R. Moore Hall	XX	Lincoln Hall
E	Alston Fitzgerald Sign	R	Montgomery City Park	CE	Student Center	TR	Trinity Hall	YY	Lincoln Hall
F	Allen Turner	S	Swain Field	CT	Walker Hall	UN	Union House	ZZ	Huff Tower
G	Signer Commemorative Center	T	Salem Center	GB	Walker Hall	VA	Virginia College of Osteopathic Med	1	Spring House
H	Mary S. Arns Hall	U	Tom Turner Arena	HH	Peace Hall	VB	College of Osteopathic Med	2	Amphitheater
I	Mary Alice Lyman	V	Amen (Lester) Courts	II	Lathrop (Lester) Hall	VC	College of Osteopathic Med	3	Maple Avenue
J	Comstock Hall	W	Deborah Pease Field (Softball)	JJ	Union House	TD	Trinity Hall	4	Maple Avenue
K	Math and Science Center	X	Lester (Lester) Field (Baseball)	KE	Shelby Hall	UV	Union House	5	Maple Avenue
L	Prayer Service Center	Y	Building 1	II	Prayer Shop	WV	Prayer Shop / Princeton Chapel	6	Deussen Hallway / Popas Courtyard
M	Tennis Courts	Z	Building 4	MHM	Winterhouse Building	WV	Avery Hall		