

**GUIDELINES FOR THE
MASTER OF PUBLIC ADMINISTRATION
(MPA)
PROGRAM AT
ARKANSAS STATE UNIVERSITY**

Online Program Edition

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MPA Director
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ASU MPA PROGRAM VISION STATEMENT

The Master of Public Administration at Arkansas State University exists to enhance individual, organizational, social and governmental capacity in the public and non-profit sectors by equipping service and mid-careers students with sound management skills and a public/non-profit philosophy to lead public institutions of the future with integrity, innovation, excellence and professionalism.

ASU MPA PROGRAM MISSION STATEMENT

The MPA Program at ASU will equip the next generation of public leaders by:

1. Enhancing student skills in leading and managing diverse people with dignity and respect.
2. Developing students' analytical, problem solving and decision-making skills.
3. Equipping students with the interpersonal and communication skills needed to establish and maintain relationships in public/non-profit institutions.
4. Assisting students in establishing a professional code of ethics that sustains quality leadership.
5. Providing students with fundamental financial management skills as a basis for financial fluency in public institutions.
6. Involving students in experiential learning to find solutions to public problems.

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Note: Your curriculum is governed by the Graduate Bulletin under which you entered the program. That is your "contract" with the University. Your curriculum is also governed by these guidelines which detail the operation of the MPA program and which are periodically revised. You may choose to be governed by the MPA curriculum in any later Bulletin and its associated guidelines while you are still completing your degree.

It is your responsibility to comply with the various requirements of the Graduate School and the Department of Political Science. You should, therefore, be familiar with the Graduate Bulletin and these guidelines about the MPA degree. Please be aware that this information packet is intended to supplement but not replace the Bulletin.

The American Society for Public Administration (ASPA)'s Code of Ethics, to which we subscribe and expect graduates of the ASU MPA program to do as well, follows.

American Society for Public Administration's Code of Ethics

Serve the Public Interest: Serve the public, beyond serving oneself. ASPA members are committed to:

1. Exercise discretionary authority to promote the public interest.
2. Oppose all forms of discrimination and harassment, and promote affirmative action.
3. Recognize and support the public's right to know the public's business.
4. Involve citizens in policy decision-making.
5. Exercise compassion, benevolence, fairness and optimism.
6. Respond to the public in ways that are complete, clear, and easy to understand.
7. Assist citizens in their dealings with government.
8. Be prepared to make decisions that may not be popular.

Respect the Constitution and the Law: Respect, support, and study government constitutions and laws that define responsibilities of public agencies, employees, and all citizens. ASPA members are committed to:

1. Understand and apply legislation and regulations relevant to their professional role.
2. Work to improve and change laws and policies that are counterproductive or obsolete.
3. Eliminate unlawful discrimination.
4. Prevent all forms of mismanagement of public funds by establishing and maintaining strong fiscal and management controls, and by supporting audits and investigative activities.
5. Respect and protect privileged information.
6. Encourage and facilitate legitimate dissent activities in government and protect the whistleblowing rights of public employees.
7. Promote constitutional principles of equality, fairness, representativeness, responsiveness and due process in protecting citizens' rights.

Demonstrate Personal Integrity: Demonstrate the highest standards in all activities to inspire public confidence and trust in public service. ASPA members are committed to:

1. Maintain truthfulness and honesty and to not compromise them for advancement, honor, or personal gain.
2. Ensure that others receive credit for their work and contributions.
3. Zealously guard against conflict of interest or its appearance: e.g., nepotism, improper outside employment, misuse of public resources or the acceptance of gifts.
4. Respect superiors, subordinates, colleagues and the public.
5. Take responsibility for their own errors.
6. Conduct official acts without partisanship.

Promote Ethical Organizations: Strengthen organizational capabilities to apply ethics, efficiency and effectiveness in serving the public. ASPA members are committed to:

1. Enhance organizational capacity for open communication, creativity, and dedication.
2. Subordinate institutional loyalties to the public good.
3. Establish procedures that promote ethical behavior and hold individuals and organizations accountable for their conduct.
4. Provide organization members with an administrative means for dissent, assurance of due process and safeguards against reprisal.
5. Promote merit principles that protect against arbitrary and capricious actions.
6. Promote organizational accountability through appropriate controls and procedures.
7. Encourage organizations to adopt, distribute, and periodically review a code of ethics as a living document.

Strive for Professional Excellence: Strengthen individual capabilities and encourage the professional development of others. ASPA members are committed to:

1. Provide support and encouragement to upgrade competence.
2. Accept as a personal duty the responsibility to keep up to date on emerging issues and potential problems.
3. Encourage others, throughout their careers, to participate in professional activities and associations.
4. Allocate time to meet with students and provide a bridge between classroom studies and the realities of public service.

GENERAL MPA PROGRAM INFORMATION

CHECKLIST for staying "On Top" of your MPA Program

- Read the Graduate Bulletin.
- Consult with your advisor about your program.
- Be aware that most MPA courses are offered during alternate semesters.
- Complete co-requisite courses during your first year in the program.
- File the "Intent to Graduate" form during the registration period of your last enrollment.
- Prepare to take the MPA comprehensive examinations during the registration period of your last enrollment.

The MPA Director and Your Faculty Advisor

Every MPA student must have an advisor who is a member of the Political Science faculty. The name of the advisor will be indicated on your notice of admission. The role of the advisor is to guide you, both in academic and procedural context, through the MPA degree. In most instances, the MPA Director will also be your advisor. However, you may change advisors, providing, of course, that another faculty member agrees to assume the advising responsibility.

Foundation Courses

The student entering the MPA program is expected to have previously taken an undergraduate course in U.S. Government and a course in the Principles of Economics. If not, the student must complete the course(s) prior to or during the first year of study.

NASPAA Accreditation

The Master of Public Administration Program at Arkansas State University is recognized by, and a member of, the National Association for Schools of Public Affairs and Administration (NASPAA). ASU is also fully accredited by North Central Association of Colleges and Schools.

MPA PROGRAM COURSEWORK

Core Curriculum

POSC 6563 Seminar in Public Administration
 POSC 6533 Public Policy Analysis & Evaluation
 POSC 6553 Public Budgeting & Finance
 POSC 6543 Administrative Behavior
 POSC 6003 Techniques of Political & Public Administration Research
 POSC 6633 Public Information Management
 POSC 6593 Seminar in Human Resources Management
 POSC 6573 Grant Writing & Administration
 POSC 6613 Administrative Leadership
 POSC 6623 Administrative Ethics

Six hours chosen from the three options listed below:

POSC 6603 Internship in Public Administration* and POSC 6653 MPA Capstone Experience

OR

POSC 6643 Non-Profit Management and POSC 6653 MPA Capstone Experience

OR

POSC 6656, Thesis in Public Administration

*Internships are required for all pre-service students and are normally undertaken after a student has completed 18 credit hours. Internships are open only to students with a grade point average of at least 3.0.

Minimum hours required for the program: 36

MPA CORE COURSE ROTATION

The rotation of courses for the online program is complicated by the fact that we offer seven start dates per year for students. You will need to refer to the main page for the MPA program to see the forthcoming rotation of the course carousel for your planning purposes.

Internship

All pre-service students are required to complete an internship. The minimum internship is 300 hours (3 credit hours) although internships may extend to 600 hours (6 credit hours) in significant professional work. It is expected the student will be involved in a major written project (>20 pages) in addition to usual day-to-day duties. Students should embark upon their internship upon completion of their first year of core courses (18 credit hours).

Students classified as in-service (having one year full-time or more of management experience) are exempt from this requirement, and may take an additional 6 hours of coursework or thesis. Pre-service is defined as not having substantial (the equivalent of one year full-time) managerial or administrative professional experience.

Model Sequence for Completing the MPA Program

An MPA student carrying a **full load of courses** (6 credit hours per 7-week semester) will typically complete the program in 6 semesters or roughly 42 weeks.

An MPA student carrying a **part-time load of courses** (3 credit hours per 7-week semester) will typically complete the program in 12 semesters or approximately 84 weeks (1 year & 32 weeks or 1.6 years).

Course Transfers

You are allowed to transfer a maximum of nine semester credit hours (normally, three courses) of equivalent graduate coursework previously taken in a NASPAA-accredited MPA program at another university. To effect such a transfer, you must submit a letter to the MPA Director documenting the course taken by presenting a syllabus and specifying the course against which you request the course to apply. Your request will be considered by the MPA Committee and you will be notified of its decision. Transfer credit may be obtained only for appropriate courses taken at the graduate level for which you received no less than a grade of "B". Moreover, graduate work cannot be transferred unless a graduate course average of 3.0 was maintained at the university from which the transfer emanates.

MPA Program/Political Science Department's Plagiarism Policy

Plagiarism is the use, theft, purchase, or obtaining by any means another's work or ideas, and the unacknowledged or insufficiently documented submission and/or incorporation of that work as one's own. It involves quoting or paraphrasing someone else's work without providing the source or properly assigning credit. This is not merely an offense of academic dishonesty which may result in failure of a course or dismissal from the university; it is also an illegal act subject to criminal prosecution.

It is easy to avoid plagiarism. Writers simply need to acknowledge the sources they use in writing their own work. Some instances of plagiarism are inadvertent, arising from inexperience and a misunderstanding of what a writer does and does not need to cite, but ignorance is not an excuse that carries a lot of weight. Here is a *rough* guide to what writers do and do not need to cite in their own work:

*Materials that **do not** need to be acknowledged:*

- Information that is common knowledge. For example, a writer would not need to credit a source for the statement that Little Rock is the capital of Arkansas. The writer would, though, need to cite a source if he/she discussed information outside of common knowledge (e.g., Little Rock's population, circumstances regarding the city's founding, etc.).
- Information that is widely available in a variety of sources. A writer who mentions the fact that President Kennedy was assassinated on November 22, 1963 would not need to cite a source for that information, even if the writer had to check to insure that the date was correct. If a borderline case arises, consult your teacher.

Information based on the writer's own field research. If you use information gathered from your own surveys, observations, and interviews, you only need to say so in your work.

*Materials that **do** need to be acknowledged:*

- Direct quotations.
- Summaries and paraphrases of someone else's words. Note that whereas a summary is a recapitulation or a succinct covering of a text's main points, a paraphrase is a rewording, perhaps a simplification, of a text. Borrowing from either requires that the user credit the source.
- Facts not widely known and statements that are arguable. For example, the assertion that the U.S. is becoming increasingly socialistic is arguable, while the statement that Augustus attempted to reduce the size of the Senate, but gave it up in bafflement is (presumably) a fact beyond common knowledge. Writers should be careful in judging whether the borrowed information is fact or opinion and use the information fittingly in their own work.
- Data such as statistics, tables, and other graphs not derived from your own work.

Grade and Other Grievance Appeals

If you feel that a grade has been unfairly given to you or if you otherwise feel aggrieved by a practice or policy of a faculty member, the Department, the Graduate School or the University you should first attempt to resolve the matter with the party concerned and if such is not possible, direct your grievance to the Chair of the Department of Political Science. The Chair will seek a disposition of your grievance and if such is not resolved, will inform you of the appeals process.

THE MPA COMPREHENSIVE EXAMINATION

University policies with respect to the comprehensive examination are given in the Graduate Bulletin. The comprehensive examination policy of the MPA program conforms to those general guidelines. The MPA comprehensive examination is designed to test your overall grasp of the public administration subject matter that you have studied by challenging you with a set of real-world problems in the field.

MPA students take their comprehensives during the last term of their program. Students may not take their comprehensives unless they have registered for the MPA Capstone Experience course, which encompasses the comprehensive examinations. Students applying to take the capstone must have a 3.0 GPA and must have satisfied any undergraduate-level co-requisites. The MPA Committee has established the following procedure for the comprehensive examination of MPA candidates:

1. Prior to the semester during which the examination is to be taken, normally when the student has nearly finished the core curriculum, the candidate must register for the MPA Capstone Experience course. This registration will, in turn, notify the MPA Director that the student is nearing the end of his/her program.
2. The comprehensive examination will be in writing and consist of three applied case studies chosen by the MPA Director with input from the MPA Committee and designed to measure student mastery of the core competencies taught in the program.
3. Answers to a given question will be graded by a quorum of committee members who will read and grade each question. Each reader will assign a grade of: High Pass = 4.0; Pass = 3.0; Low Pass = 2.0; Fail = 1.0; Low Fail = 0.0. To pass the comprehensive examination, students must achieve an average of 2.67.
4. The comprehensive examination is normally distributed by the end of the second week of the semester. The comprehensive examination is normally due two weeks before the results are due to the Graduate School, as announced in the academic calendar and published in the university Graduate Bulletin.
5. If the candidate fails one or more of the case studies, the entire MPA comprehensive examination must be repeated during the next semester. Students who fail the comprehensives for the second time are dropped from candidacy.
6. The comprehensive exam is to be distributed and submitted electronically in Word format unless otherwise agreed.

CAPSTONE EXPERIENCE IN THE MPA PROGRAM

Because of the importance of practical application of public administration knowledge, it is expected MPA students will either bring with them substantial work experience or will gain this experience during their course of study.

Specifics about the Internship will be found below. Every MPA candidate must take the Internship unless:

- (a) The student chooses the MPA thesis option; or
- (b) The student is classified as in-service, in which case he/she will instead take Non-Profit Management.

The MPA Public Internship

Public service internships provide students with work experience to give them a realistic exposure to an organizational/bureaucratic environment and the administrative method. This experience is expected to develop the student's awareness of the internal dynamics of a public organization and of the values and attitudes of public employees pertaining to both their clientele and their administrative and political superiors.

The internship should provide the students the opportunity to become aware of their profession and of the public. The intern is expected to handle real work assignments and, consequently, be held accountable for concrete assistance to the employing agency. It should be remembered by the agency supervisor that the major reason for the internship is to provide a learning experience for the intern. It is expected that employing agencies will make a strong effort to expose interns to a variety of duties/experiences.

Duration and Timing

To obtain three hours of graduate credit, the internship period must consist, at a minimum, of 7 weeks of full-time employment or its equivalent of 300 work hours. The internship should be undertaken after the student has completed 18 credit hours.

Placement

Students may seek their own placement with a public service agency or seek the assistance of the MPA Program Director to obtain such placement. In either case, placement must be approved by the Director. Some MPA candidates will serve their internships under the auspices of the Arkansas Public Administration Consortium (APAC), a joint program of Arkansas State University, University of Arkansas-Little Rock and University of Arkansas- Fayetteville. APAC will assist with the placement of the intern, provide unified liaison and supervision, pay the intern's salary from agency funding, and provide for the intern's performance evaluation. Students whose placement is outside the Consortium's MPA Intern Program will be subject to direct supervision by the MPA Program Director.

Compensation

The placement agency is strongly encouraged to provide a stipend or a salary to the intern. However, the non-availability of compensation in no way detracts from the academic validity of the internship experience.

Academic Component

The culminating point of the student's internship is the preparation and submission for faculty review of the INTERNSHIP REPORT.

Procedural Matters

The student intern must register for a total of 3 hours of POSC 6600: Internship in Public Administration. The student intern must provide a statement of internship service on organization letterhead signed by the intern's supervisor at the beginning of the internship.

The *clinical* component of the student's internship is considered fulfilled when the student meets the time duration requirement and the agency supervisor provides APAC and the MPA Director with a completed performance evaluation form.

The *academic* component of the student's internship is considered fulfilled when the student's INTERNSHIP REPORT is approved by the MPA Director.

POSC 6600 is graded on a pass/ fail basis. The assignment of a "Pass" by the MPA Director is based on how well the student integrated the academic and clinical components of the internship. Such a perception is influenced by the quality of the report that the student prepares and the performance evaluation by the agency supervisor. Pages immediately following contain forms that apply to the internship assignment.

Supervision

The supervisor will confer on a regular basis with the intern to give directions and aid, and review work performed. The supervisor will also make a systematic effort to expose the intern to the full range of agency operations.

Evaluation

The supervisor, at the end of the student's internship, will prepare an evaluation of the intern (see the AGENCY EVALUATION OF STUDENT INTERN form attached).

Guidelines for the Preparation of the Internship Report

- The report must be submitted to the MPA Director no later than two weeks prior to the anticipated degree award date or as specified on the Internship paperwork.
- The paper must meet accepted standards of graduate level work and adhere to an accepted manual of bibliographical style (APA, MLA).
- The paper should contain the following sections:
 - (1) Identification of the organization where internship was served;
 - (2) Summary of responsibilities assumed during the internship; and,
 - (3) Evaluation of the internship experience.
 - (4) Records of time spent working at the internship.

The "Evaluation of Internship Experience" section is the heart of the report. It should be prepared from the following perspective: Assume the stance of a consultant who has been requested to recommend improvements in the programs and administration of the agency for which you interned that would enhance its effectiveness. The evaluation section therefore should address the following issues:

- A. **Programmatic assessment.** Search current professional journals that deal with programs handled by the agency for which you have interned and explain the latest developments in the field. Based on such study, suggest any projects/programs that your agency could undertake which would place it "on the cutting edge" of such developments. (Example: one interning for a human resources agency would review, among others, the last eight issues of the *Review of Public Personnel Administration*);
- B. **Administrative capacity assessment.** Reflect on the public administration literature that you have studied in the MPA program and assess, to the extent to which you have been exposed by your internship to such areas, its personnel practices, the quality of its fiscal controls and practices, and its program evaluation methods. Recommend actions that you expect to improve the management of the organization.

Your recommendations should reflect formal learning (literature studied) and not your personal opinion. You must ground the basis for any recommendation that you make in the public administration body of knowledge. When referring to a theory, a principle or a research finding derived from your MPA studies, or other literature, you are required to cite such works.

The Internship Report is expected to be no less than 15 typed, double-spaced pages including footnotes and bibliography but excluding appended materials. There is no upper limit on the length, but mere verbosity is discouraged.

Most importantly, the tone, content, and format of your report should reflect a professional level communication from "a management consultant to his or her client". Your report should indicate your contemporary erudition in public administration, a mature appreciation of the agency's real world operational environment, and, as a result, reflect a balanced and a constructive criticism. In the end, you should be confident that your report would help improve your host agency's programs and its administration.

The MPA Thesis

The MPA thesis is expected to consist of a systematic study which contributes to the knowledge base of some aspect of public administration. Generally, the best MPA theses are those which analyze empirical data gathered to investigate a concrete issue, problem or hypothesis. Such theses are usually the most easily managed by the student and have the greatest potential for subsequent publication. Students who have a professional interest in program evaluation and policy analysis, as well as those who plan to take graduate work beyond the MPA degree, are encouraged to take the thesis option.

The MPA thesis will normally contain the following elements:

- a) a survey of previous research literature pertaining to the student's thesis;
- b) a statement of research methods being employed;
- c) data analysis and reporting of results; and
- d) the drawing of implications and conclusions.

Please refer to the Graduate Bulletin for additional information about theses. Students contemplating the thesis option should consult with the MPA Director.

PROFESSIONAL ASSOCIATIONS IN PUBLIC ADMINISTRATION

American Society for Public Administration (ASPA)

Membership includes students, academic specialists, and practitioners from local, state, and federal agencies. ASPA has one national meeting a year, and there are also regular multi-state regional meetings and local chapter meetings in many areas. ASPA publishes *Public Administration Review* (PAR), perhaps the most important journal in public administration, which includes articles of commentary, analysis, and research. Members also receive *Public Administration Times*, a monthly newspaper which provides information on current events in public administration as well as job openings across the United States. For more information see <http://www.aspanet.org/>

American Political Science Association (APSA)

APSA is the national professional association for political scientists and holds an annual conference. Members receive the *American Political Science Review* (APSR), which state of the art public research articles, *Perspectives on Politics*, which publishes book reviews and reviews of field research, and *PS: Political Science and Politics*, which focuses on current political topics and news of the profession. In addition to APSA, there are regional organizations that serve the political science community, including the Midwest Political Science Association (MPSA), the Southern Political Science Association (SPSA) and others, which have annual conferences and journals carrying research on political topics. For more information see <http://www.apsanet.org/>

International City/County Management Association (ICMA)

ICMA is a professional and educational organization representing appointed managers and administrators in local government throughout the world. Members receive bi-weekly newsletters and the monthly publication of *Public Management* magazine. For more information see <http://www.icma.org/main/>

International Personnel Management Association (IPMA)

IPMA is the recognized association for public personnel professionals. Members receive a monthly newsletter which includes position openings, a quarterly journal, and a membership directory. For more information see <http://www.ipma-hr.org/>

Government Finance Officers Association of the United States and Canada (GFOA)

Membership includes professionals in such areas as governmental accounting, debt, and cash management, revenue sharing, and data processing. The GFAO holds an annual conference and several regional and local seminars in topical areas. The journal, *Governmental Finance*, is published by GFAO and members receive a bimonthly newsletter with articles on financial topics and job advertisements. For more information see <http://www.gfoa.org/>

Pi Alpha Alpha – The Public Administration Honor Association

Arkansas State University has established a local chapter of Pi Alpha Alpha, the National Honorary Society for Public Affairs and Administration. Pi Alpha Alpha is prestigious for our students as well as for our public administration program and the university. We encourage all eligible MPA students to apply for induction. Eligibility qualifications for MPA students are that they must have completed at least 21 semester hours of graduate work with a GPA of at least 3.7. For more information: <http://www.naspaa.org/initiatives/honor.asp>

Forms for the MPA Program

continue on the next page

AGENCY EVALUATION OF MPA STUDENT INTERN

Intern: _____ Semester/Year: _____

POLITICAL SCIENCE DEPARTMENT-ARKANSAS STATE UNIVERSITY
Dr. Catherine C. Reese ccrease@astate.edu

To Agency Supervisor: We hope that this intern has been of assistance to you and to your agency, and that now you may help us and the student by providing the following evaluation. Your assessment is vital to an evaluation of the student's internship experience. Your feedback provides Arkansas State University with information regarding his/her ability to translate that knowledge into practice. Thank you for your help.

I. Ratings Please evaluate the Intern on the following areas:

Area	Excellent	Good	Average	Fair	Poor	N/A
Performance of Duties						
Initiative						
Communication						
Ability to Represent Agency						
Reliability						
Academic Preparation for the Work						

II. Describe the intern's most significant accomplishment or activity.

III. If you were in a position to fill a vacancy in your agency, would you hire the intern based on performance during the internship period? Yes____ No____

Comments: (continue on another page if needed)

Supervisor _____ Date _____

GRADUATE ASSISTANT EVALUATION

POLITICAL SCIENCE DEPARTMENT-ARKANSAS STATE UNIVERSITY

Graduate Assistant _____ Semester/Year _____

Assigned Professor _____

This form is designed to provide a basis for future reference comments, assist in the professional development of the student, and help the department improve its learning, teaching, and research environment. The form will be placed in the student's permanent file. Thank you for your assistance.

I. Ratings Please evaluate the Assistant on the following areas:

Area	Excellent	Good	Average	Fair	Poor	N/A
Adaptability						
Initiative						
Ability to Organize						
Follow Through						
Attitude						
Cooperation						
Personality						

II. Duties Briefly indicate the assignments given to your graduate assistant during the term.

III. Performance Comment on the assistant's performance.

IV. Comments (continue on another page if needed)

Professor _____

Date _____

ARKANSAS STATE UNIVERSITY
MASTER OF PUBLIC ADMINISTRATION (MPA)
PROGRAM
 DEGREE PLAN/CHECKSHEET

Student: _____ ID _____

CO-REQUISITE COURSES

COURSE	SEMESTER	GRADE
POSC 2103 Introduction to U.S. Government		
ECON 2333 Economic Issues & Concepts		

CORE COURSES (36 HOURS)

COURSE	SEMESTER	GRADE
6563 Seminar in Public Administration		
6533 Public Policy Analysis		
6553 Public Budgeting & Finance		
6543 Administrative Behavior		
6003 Techniques of Public Administration Research		
6633 Public Information Management		
6593 Seminar in Human Resource Management		
6573 Grant Writing		
6613 Administrative Leadership		
6623 Administrative Ethics		
6603 Internship* OR		
6643 Non-Profit Management		
6653 MPA Capstone Experience **		

COMPREHENSIVE EXAMINATIONS

PASS/FAIL		SEMESTER	
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MPA Director's Signature _____

Date _____

*Internship required for pre-service students (those without a minimum of one year of administrative-level work in government or non-profit sectors).

** Writing a thesis is also a possibility for the final 6 hours of the MPA program, usually only undertaken by MPA students planning to continue on for a Ph.D. Contact the MPA Director if this applies to you. CCR 05.2013

ASU MPA ADVISORY COMMITTEE

NAME	AFFILIATION	E-MAIL
Darrell Phillips	Paragould Light, Water & Cable	dphillips@paragould.com
Elaine Poynter	ASU Alumni Relations	epoynter@astate.edu
Jason French	Arkansas Attorney General's Office	jason.french@arkansasag.gov
Drew Merryman	City of Jonesboro	drewml5@hotmail.com
Jack Turner	Burch and Co. Real Estate	jackaturner0@gmail.com
Scott Roper	Jonesboro Police Dept	sroper@jonesboro.org
Shunqetta Cunningham	ASU MPA Alum	shunqettacunningham@gmail.com
Travis Brooks	City of Jonesboro	tbrooks@jonesboro.org
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Christy Hewitt-Mann	ASU – Newport	Christy_mann@asun.edu
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5.9.2013 ccr