



# ***Master of Public Administration Program Handbook***

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## Message from the Program Director

Greetings Current and Prospective Program Participants:

This handbook is the official reference document for the MPA program, covering its structure, process, and policies. Students are required to review it as part of their program orientation and are encouraged to consult it first for any information needed over the course of your involvement in the program. Current and prospective students can, of course, contact me directly on any element that is unclear or not covered in the handbook.

Below is a summary of the TAMIU MPA program's unique and valuable features:

- We are a fully on-line program with all of our core courses and many of our elective offerings available to participants from anywhere in Texas, the nation and the world.
- We are fully accredited by the National Association of Schools of Public Affairs and Administration (NASPAA), one of only two Texas A&M system universities to achieve this standing (the other is College Station).
- We have full time faculty who are nationally and internationally recognized, committed to improving the quality of public service, and dedicated to your professional development.
- The program carries with it the full compliment of resources available through the entire Texas A&M system including on-line library access to books and professional journal articles numbering in the millions.
- We have a demonstrated record of accomplishments and are highly regarded among employers, alumni, and current participants who know this program truly contributes to a successful and satisfying public service career.

Please feel free to email, call, or come personally to talk about the program with me about our program. We are proud of the educational opportunity that awaits you in the MPA program at Texas A&M International University and pledge to work with you to achieve your personal and career goals.

Peter F. Haruna

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## **Mission and Purpose**

The MPA program is committed to providing individuals employed in or seeking careers in the public and non-profit sectors with quality professional knowledge, skills, and abilities needed to lead and manage public and non-profit agencies, programs, and projects. Taking advantage of the location in the south Texas border region, we prepare students for leadership and management roles in a culturally diverse nation and global society. Through commitment to innovative teaching and research, the MPA program provides excellence in education and training for public service by teaching students to value public service, to think analytically and critically, and to communicate effectively.

## **Program Background**

The MPA Program has been in existence since 1999 and many of our graduates are serving in various positions in federal, state, county, and local government. We are housed in the Department of Social Sciences that includes Criminal Justice, Geography, Political Science, and Sociology. We are fully accredited by the National Association of Schools of Public Affairs and Administration (NASPAA). We are the only NASPAA accredited program in the A&M system outside of the main campus at College Station. Our focus is to develop the professional capacities of rising and mid-career professionals in both the foundations and newest innovations of our craft.

The program features in-depth study in an interdisciplinary core that provides students with a comprehensive understanding of the field of public administration and the knowledge, skills and abilities in the essential areas of communication, administrative ethics, advanced research methods, budgeting and financial management, human resources management, and program evaluation. Our program allows the flexibility to construct a program of study that incorporates elective courses from other academic departments.

As a fully online program, we are aware of benefits, but also the challenges of preparing participants in all aspects of professional development including establishing a network of relationships with fellow members of the program. Our student-faculty ratio is low, which facilitates more individualized consultation and advising, as well as close working cooperation between faculty and students. We recognize our responsibilities as educators and mentors in professional development and strive to be accessible beyond the delivery of course content.

We are a professional graduate program that prepares students for leadership and management roles in the public and nonprofit sectors. We offer the opportunity to tailor a program of study to individual professional needs and interests through a choice of elective offerings and our nonprofit management certificate option. The faculty are

nationally and internationally recognized in their respective areas of research and teaching and yet remain highly accessible to and interested in the professional development of all our graduate students.

### **Admission Requirements**

General admission requirements for graduate study at TAMIU are described at <http://www.tamtu.edu/gradschool/>.

The Master of Public Administration degree (MPA) is open to all who hold a baccalaureate degree from an accredited institution of higher learning, and meet the requirements of TAMIU and the College of Arts and Sciences for graduate admission. In addition, candidates for admission must meet 3 of the 4 criteria listed below:

- A minimum cumulative grade point average of 3.0 (4-point scale)
- Evidence of 3 years or more of management experience to be addressed in the applicant's statement of purpose
- Satisfactory expression in the statement of purpose essay portion of the application
- Satisfactory performance on the personal interview portion of the program admissions process.

**International Students** from non-English speaking countries will need a TOEFL exam score of 79 (on-line version) or 550 (paper-based) or an ILETS score of 6.5. This is an institution-wide standard for graduate admission.

### **Admission Process**

Application materials are initially submitted to the Office of Graduate Studies and Research for preliminary screening to ensure compliance with university and graduate school policies (<http://www.tamtu.edu/gradschool/admissions.shtml>). The application includes a completed application form, official transcripts (TAMIU graduates do not need to submit transcripts), and a written statement specifically outlining your purpose for pursuing an MPA degree. There is also an application fee of \$35 payable in person, by mail, or online (\$25 late fee if submitted after deadline). Upon receipt of submission of graduate admission application materials candidates must then schedule interviews with the MPA Director. Where documentation is incomplete, you may register for up to six (6) credit hours with the express permission of the Program Director.

Our department has a standing admissions committee that receives and considers new applications from the Office of Graduate Studies and Research on a regular basis. This committee meets at least twice a year to consider and provide full review to all applications for Fall and Spring admissions. Upon review of your application package, the committee issues a written notice that grants full admission and clears the student to enroll full-time, once all the admission criteria are met and the student performs up to the level of graduate study.

The admissions committee may deny admission or recommend provisional admission, if in their professional judgment; the student does not satisfactorily meet all of the admissions criteria. In that case, the admissions committee issues a written notice of justification for their decision that is forwarded to the office of Graduate Studies and Research. Thus, the MPA faculty control the admissions process into the MPA program, but official notification of program admission emanates from the Office of Graduate Studies and Research.

Before you can enroll in a course, proof from the Office of Graduate Studies and Research to enroll on a provisional basis must be confirmed by the Registrar. At that point students are strongly urged to meet with the Program Director. Our MPA Program Director is initially responsible for MPA advisement and registration until you are assigned to a program advisory committee.

### **Program Advisory Committee (PAC)**

The Program Director is the principal advisor over the first year of study. After completing that one year of study, participants will be assigned to a Program Advisory Committee (hereafter PAC) consisting of three members, one of whom will be the Program Director, who will guide participants through the balance of their studies. Participants are free to change their PAC membership as circumstances might dictate. (Change of professional emphasis, faculty availability due to development leave, etc.).

PAC membership will normally include program faculty researching and teaching courses in one's area of specialized interest. The PAC serves to advise, jointly with the MPA Program Director who approves your program of study, and monitors progress through it. A faculty member who is not part of the MPA program core faculty but provides expertise in the participant's area of specialized study might be considered as PAC member with the approval of the Program Director. Likewise, a senior management professional from an organization related to the student's elective focus may be a member of a PAC. However, students can have only one non-program member as part of their PAC.

A **Program of Study Form** (p. 16) may be used for this purpose. The PAC works with you until after comprehensive exams have been completed and you have been cleared for graduation. Once constituted and approved, the PAC will be your official advisory body.

The PAC should meet at least once each academic year with the participant to review the student's progress and consult on electives. In instances of unsatisfactory progress, these findings may go to the Department Chair via the MPA Program Director for appropriate action. It is the participant's responsibility to arrange such a meeting whenever necessary. Meetings can be scheduled via a remote link such as Skype for participants not residing in the Laredo area.

The PAC Chair convenes the meeting as soon as possible to prepare a formal plan outlining your program of study, which identifies all course work to be completed, scheduled over a reasonable period of time. The program of study may be amended as circumstances warrant, subject to approval of the PAC and the MPA Program Director.

Participants are encouraged to determine and declare an area of professional focus in consultation with your primary advisor. For example, students interested in human services administration might choose a major specialization in public administration and concentrate on courses dealing with human services delivery or management. For students with an interest in nonprofits, you can choose 9 hours from the nonprofit offerings, or take all 12 hours to receive the Certificate.

### **Program of Study**

The MPA consists of 42 hours of graduate credit. Students will take 33 of these hours in 11 core classes and 9 hours of electives. The general outline is as follows:

Required Core Courses: 33 hours

- PADM 5375 Survey of Public Administration and Public Affairs<sup>1</sup>
- PADM 5301 Advanced Methods<sup>2</sup>
- PADM 5332 Program Evaluation
- PADM 5334 Administrative Law
- PADM 5342 Organization Theory
- PADM 5344 Communication for Public Administrators
- PADM 5362 Administrative Ethics
- PADM 5378 Human Resources Management in Public Administration
- PADM 5380 Principles and Politics of Public Budgeting
- PADM 5382 Public Policy Development and Implementation
- PADM 5395 Project<sup>3</sup> or
- PADM 5396 Internship<sup>4</sup>

NOTE: <sup>1</sup>Prerequisite for all required courses. <sup>2</sup>Prerequisite for all required core courses and cross-listed with CRIJ 5320 and SOCI 5322. <sup>3</sup>Required for students with two or more years experience in the public sector. <sup>4</sup>Required for students with less than two years of experience in the public sector.

Course descriptions can be found in the TAMIU Graduate Catalog at:

<http://www.tamtu.edu/catalog/current/coas-cdlist.shtml#padm>

The program is configured to commence in the fall terms when our gateway courses (PADM 5375 and PADM 5301) are offered. These courses are prerequisites for all other core offerings. Those admitted or who choose to commence their study in the spring or summer terms will only be allowed to take elective courses until the gateway courses are completed. The majority of the core courses are only offered during the regular academic

year, although occasionally a core course may be offered during the summer session. The exceptions to this rule are: PADM 5395 (Project) and PADM 5396 (Internship), which are offered only during the summer session.

## **Electives**

The MPA degree does not have a minor. However, your electives should cohere in a logical fashion to reflect a specialized interest. For example, students interested in human resources might choose related courses in business. For students residing in the Laredo area, taking a face-to-face course to fulfill the elective option is encouraged if the specialization of interest is not available online. For those residing outside of Laredo, six (6) SCH can be transferred from an accredited institution. For those interested in nonprofits, you can choose nine (9) hours from the nonprofit course offerings, or take twelve (12) hours to receive the Certificate (be advised if you pursue this option you will graduate with 45 hours). Please consult with your faculty advisor about your specialized interest for assistance in selecting the appropriate courses. Any 5000-level class the University offers can be considered for your electives.

## **Certificate in Nonprofit Leadership & Management:**

The certificate in Nonprofit Leadership and Management is a graduate level program that will develop the leadership and management skills unique to nonprofit organizations. The Certificate of Nonprofit Leadership and Management requires twelve (12) semester credit hours of graduate level courses or four (4) classes. It is intended for current master's students at TAMIU or at any other accredited university, and for graduates holding a minimum undergraduate degree in any discipline who want to acquire skills in leading nonprofit organizations. Courses in the Certificate Program can also be taken to satisfy the elective requirements in the TAMIU Master in Public Administration program. Courses are offered completely online in 7.5 week terms (2 per semester).

- PADM 5377 Survey of Nonprofit Management (first course in the sequence)
- PADM 5379 Philanthropy, Fund Raising for Nonprofit Organization
- PADM 5381 Grant and Contract Management
- PADM 5383 Nonprofit Law and Process
- PADM 5385 Strategic Planning and Fiscal Administration for Nonprofit Organizations
- PADM 5387 International Nonprofit Management
- PADM 5389 Leading for Performance in Nonprofit Organizations

Course descriptions can be found in the TAMIU Graduate Catalog at:

<http://www.tamtu.edu/catalog/current/coas-cdlist.shtml#padm>



## **Internship**

For those students who do not possess the requisite years of experience working in their field in a supervisory/management position, you will be required to complete an internship (PADM 5396) in lieu of PADM 5395 Project. The MPA Program Director will determine whether a student is eligible for the Internship option upon admission to the program. The MPA Program Director will work jointly with students and public agencies to identify potential internship opportunities beginning in the Fall semester preceding the anticipated summer term internship. For example, if a student anticipates enrolling in PADM 5396 during summer of 2017, the identification of a potential internship should begin in Fall 2016 semester.

## **Project**

The course is designed to assist graduating MPA students to complete a summer-long applied project. It is expected that students will bring knowledge gained from the MPA program to bear on the analysis of public problems and work-related experience. To this end, they will be exposed to research tools, techniques, and methods that they can apply in analyzing and solving problems toward achieving public interest goals and objectives. By the end of the summer, students will have a greater sense of how to grapple with complex public problems and apply analytical tools for studying and recommending solutions for them. The MPA Program Director will determine student eligibility for the Project.

## **Comprehensive Examinations**

All students must pass a Comprehensive Examination (hereinafter COMPS) to fulfill the requirements of the degree. Students are eligible for COMPS after they have completed all of the core courses (with the exception of PADM 5395 - Project or PADM 5396 - Internship). The COMPS are a four-hour in-class closed-book examination designed to test the student's knowledge and understanding of the field and discipline, incorporating all relevant class material. The COMPS are graded on a Pass/Fail basis.

Students must be cleared by the Program Director before they can register for the COMPS. For students residing in close proximity to Laredo, the COMPS are administered at the University Testing Center (located in the Zaffirini Student Success Center). The COMPS are not hand-written; students will be using a computer. The exam begins promptly at 9AM, so arrive early, as latecomers will NOT be allowed to take the exam. For students residing outside of the local area, arrangements will be made to identify a suitable location to take the COMPS to guarantee the integrity of the process. Because the COMPS serve as the means for conducting annual assessments of our program, they are prepared and graded collectively by all MPA Faculty. You are expected to answer three questions, including knowledge and history of the field, theory, and practical tools and skills.

COMPS questions test your ability to synthesize themes and issues, analyze complex ideas, and write clearly and logically. They also test your ability to apply the tools and skills in solving practical public problems. An acceptable response would be one that thoughtfully addresses all aspects of the questions, connects them logically, accurately cites the relevant literature, as well as demonstrating good writing mechanics.

MPA COMPS are offered once each in the Fall and Spring Semesters as indicated in the University calendar, and students must pass to be certified for graduation.

Eligible students can register online for the COMPS and you should register for the exam as soon as possible after the Program Director has cleared you. Registration should be completed no later than two (2) weeks prior to the scheduled COMPS date. Students who miss the deadline will need to contact the Program Director for permission to register late, although it is not a guarantee.

Link to COMPS Registration:

<http://www.tamtu.edu/coas/dss/compexam.shtml>

As part of the preparation, the MPA Program Director in consultation with the MPA Faculty will arrange a 2-3-hour COMPS seminar at a date and time to be mutually agreed upon (students not residing in Laredo can be accommodated via Skype). Detailed guidance for and expectations of performance will be provided during the seminar. You are required to attend the seminar and seek clarification for all COMPS related issues.

COMPS results will be communicated in writing to each student within three weeks so make sure your mailing address is up to date. Students must pass all three questions to be cleared for graduation. Students who fail any of the three questions will be allowed to re-take those failed portions during the next iteration of COMPS. This information will be communicated in the official letter so you will know exactly which question/s you need to re-take.

### **Tips for the COMPS**

**Know your material well:** The comprehensive exam is geared to test your knowledge of the field of Public Administration. You have to possess a thorough understanding about the concepts and also the connections and contradictions between and among the major ideas of Public Administration. One good way is to go back to the major thinkers and find out their perceptions about key issues (for example, politics/administration dichotomy, decision-making, leadership, accountability and discretion).

**Save all course material:** Students lose access to courses shortly after the course ends, so it is your responsibility to save a copy of all relevant material to include assignments, papers, and exams you have done in the core courses. You should also keep the course textbooks, so avoid renting the textbook unless you want to incur the additional cost of a rental to prepare for the COMPS. You should also have backups in various storage devices. The COMPS include only the core courses, but you should consider saving work

from the courses comprising your specialized area of interest for your professional development.

**Arrange your ideas according to major topics:** During each semester break, go over your notes, paper, collected articles and arrange them in a way that makes sense to you. You could have all the articles, commentaries by *Waldo* in one file. Or you could have all the papers about *reinventing government* in one place. You should know how they are arranged and where they are. To keep up with the issues, your notes need to be in your fingertips as well.

**Start preparing essays on major topics:** You will have to write papers for a lot of courses. Take a look at the paper, see what and who is missing, and keep on adding to these. Soon, you will have your own little summaries of the field and sub-fields.

**Work in groups:** Different study styles are appropriate for different people. Even if group work is not suited for you, meet with your cohorts and discuss about topics, preparation, and probable questions. You can exchange books and articles and find out about what you are missing from your colleagues.

**Utilize faculty:** Pick the brains of your professors. Talk to them, ask them for suggestions, reading lists and anything you can think of. Each and everyone of the faculty has gone through the grueling process and their insights might help you a great deal.

## Other Important Information

### Academic Standards

Students are expected to maintain the highest level of academic integrity. Academic dishonesty of any sort will result in disciplinary action up to and including dismissal from the program. The relevant University policies are summarized in the current Catalog and in the College of Arts and Sciences (COAS) Academic Policies. Every course syllabus contains the most recent COAS policies and it is your responsibility to read and understand your rights and responsibilities. Examples of academic dishonesty include, but are not limited to:

- Submission of an assignment that is the work of another person in whole or part.
- Failure to cite the work of others appropriately, whether published or unpublished, print or non-print.
- Unauthorized copying of materials, including computer programs.
- Providing another student with information or receiving information from another student during examinations or class sessions, unless authorized by the instructor.
- Observing or assisting other students in their work unless authorized by the instructor.
- Conduct of any sort, which violates the integrity of examinations and other assignments.
- Cooperating with other persons involved in academic dishonesty.

Graduate students are required to maintain a B (3.0) grade point throughout their coursework to remain academically eligible. Students may repeat a required core course

in which they received a grade of “C” or lower, but are only allowed to do so once and you must receive a grade of “B” or better to remain in the program. Students may take extra-approved elective courses to replace other elective courses in which they received low grades, but the “B” minimum for do-overs still applies.

### **Student Responsibilities for Online Graduate Study**

The MPA program is entirely online and the majority of courses are offered in shortened semesters (called sub-terms). Each sub-term is approximately 7.5 weeks long and there are two sub-terms in each of the normal 15-week semesters (Fall and Spring). This means you are covering 15 weeks worth of material in half the time. It is important that you do not over extend yourself by taking too many classes during each sub-term. This is a professional program and assignment deadlines, as in the real world, need to be taken seriously otherwise you will fall behind and risk doing poorly in the course. Given the truncated nature of the sub-terms, shortly before the class officially begins you should contact the instructor of record (via their official TAMU email) and ask for a copy of the syllabus so you can either purchase the textbook/s at the campus bookstore or order them online. You should also log into the course on the first day of class and familiarize yourself with the course syllabus, COAS policies, and course requirements. Each course contains a Task List of required student actions that usually need to be completed within a few days. So do not wait until the weekend to log on.

The MPA faculty understand that the majority of our students are working professionals and many of you may also be married with children. It can be difficult to balance these competing interests while pursuing a graduate degree, given the increased workload inherent in graduate studies. We also understand that sometimes “life happens” and this may cause you to fall behind in your assignments or other course requirements. Therefore, if you find yourself in this situation you need to immediately contact the faculty teaching the course and let them know what is happening. Do not wait until the end of the sub-term to contact your instructor. We can more than likely work something out if contacted early, but as the sub-term draws near, we do not have as many options. Incompletes are only granted in extreme circumstances (with requisite documentation) and these are approved by the COAS Dean, not the instructor, Program Director, or Department Chair. Moreover, an incomplete granted in the first sub-term will affect your ability to complete coursework during the second sub-term.

### **Grading Philosophy and Standards**

The program grading philosophy reflects the principle that grades should communicate to students, future employers, and graduate schools how our students have performed with reference to the national and international standards of the field. Program grades will reflect the degree to which participants demonstrate the key competencies required for effective public and nonprofit organization management as well as good writing mechanics. The program prides itself on setting high standards of rigor and excellence in all aspects of management practice. Obtaining an MPA degree from TAMU will carry with it the prestige of state-of-the art advanced professional study from a nationally accredited

program.

## Enrollment Policy

Students in the MPA program must remain continuously enrolled in the University while in the program. This means that students must take at least one class each sub-term (Fall/Spring) until graduation unless special arrangements have been made. Continuous enrollment does not apply to the summer session.

A student who is making satisfactory progress (3.0 GPA), but is unable to continue taking classes, **must fill out a Leave of Absence form**, subject to approval by the Office of Graduate Studies and Research. Unapproved absences may result in the student being required to re-apply to their respective programs. In order to receive approval there are certain eligibility requirements. To view these requirements, click the link below.

Link to Leave of Absence Form:

<http://www.tamtu.edu/gradschool/documents/LeaveofAbsenceForm.pdf>.

## Expiration of Classes

It is important to know that graduate courses expire five (5) years after completion. Consequently, graduate students have five years in which to complete all required coursework. All expired courses must be repeated in order to satisfy the degree requirements.

## Professional Development

Students are encouraged to join professional associations for the purpose of professional development during your graduate studies and beyond. The American Society for Public Administration (ASPA) is the premiere professional association for public administration professionals. Benefits of membership include a subscription to the academic journal *Public Administration Review* (PAR); a subscription to *PA Times* which features key public management topics; electronic access to *The Public Manager*, a journal dedicated to encouraging professionalism and high performance by public sector managers; and training and professional development webinars. There are also other professional associations dealing with all aspects of public administration, such as urban planning (American Planning Association), human resources management (International Public Management Association for Human Resources), public budgeting (Government Finance Officers Association), nonprofits (Alliance for Nonprofit Management), public works (American Public Works Association), and city/county management (International City/County Management Association) to name a few. Many of these organizations may also provide additional training and certificate opportunities.

The program's faculty are aware of the challenges that come with being an entirely on-line course delivery system. In order to cultivate participation in the program as a learning community, the program will sponsor occasional events to orient new members and

provide ongoing points of contact with fellow students. These events will be scheduled in the evenings and possibly weekends for participant convenience.

### **Technical Requirements for Courses and Courseware Training**

The program requires that all participants have dependable and consistent online access and equipment. Due to the truncated nature of the courses, intermittent access to computing resources will not suffice. Lack of such access and equipment makes successful completion of the program all but impossible to accomplish. Basic equipment requirements include:

- A working desktop computer, laptop or other device capable of accessing the program's course sites via Blackboard, the University's Course Management System.
- A working audio capability on the device to both receive and transmit comprehensible sound and voice.
- A working camera capable of receiving and transmitting recognizable video feeds.

Basic software application packages required for this program include:

- MS Word, PowerPoint, and Excel in versions that are supported by the TAMIU Office of Instructional Technology (OIT).
- Adobe Acrobat Reader for PDF files in versions that are supported by TAMIU OIT.
- Media players such as Windows Media Player, Quicktime, or Real Player in versions that are supported by TAMIU OIT.

Training required to successfully use the program's online features, available at the Student Support tab located at the top of the course shell, include:

- Tutorials and OIT technical support guidance in using Blackboard courseware.
- Tutorials and OIT technical support assistance in using Voice Thread, Skype, or other conferencing platforms supported by TAMIU OIT.
- Tutorials, OIT and Killam Library technical support and assistance in accessing the Killam Library resources.

Other training for specialized software and utilities associated with specific courses should be completed per course instructor requirements. The courseware used to deliver the content is well developed and is generally regarded as user-friendly. Nonetheless a complete orientation with OIT is essential. Program faculty strive to develop and deliver their courses in as effective and convenient ways as possible. The experience of online course delivery, while still evolving, is now highly refined and oriented towards simple

access and use. OIT maintains 24-7 support for all of our students. Failure to comply with online access, and access to and competent use applications requirements outlined above will severely compromise student opportunities for program success.

### **MPA Faculty**

MPA faculty are dedicated educators, scholars and active in service to the community both within and outside of the TAMU campus. All have earned doctorates and have several years of experience at TAMU and other institutions of higher learning. Participants are urged to maintain close contact with faculty through their educational experience and to take advantage of the opportunity to learn from their mentorship.

Dr. Peter F. Haruna, Professor and MPA Program Director (International and Comparative Administration, Analysis of Governance Structures, Public Budgeting Development and Analysis).

Dr. Mehnaaz Momen, Associate Professor (Urban Governance, Public Space, Marginality).

Dr. Lynne L. Manganaro, Associate Professor (Urban Politics and Policy, Gender and Minority Issues in Policy and Governance).

Dr. Maria Reyes, Assistant Professional (Political Theory, Public Administration Theory, Local Government).

Dr. Heriberto Urby Jr., Visiting Assistant Professor (Nonprofit Management and Leadership, Human Resources Management, Emergency Management).

**Course of Study/PAC Form****Student ID Number:** \_\_\_\_\_ **Date:** \_\_\_\_\_**Last Name:** \_\_\_\_\_ **First Name:** \_\_\_\_\_**Proposed Area of Interest:** \_\_\_\_\_  

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**Proposed elective courses:**

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

**Participant Advisory Committee Members:**1. **Program Director (Required) Signature:** \_\_\_\_\_2. **Faculty Advisor** \_\_\_\_\_ **Signature:** \_\_\_\_\_3. **Advisor\*** \_\_\_\_\_ **Signature:** \_\_\_\_\_

\* 3<sup>rd</sup> Advisor may be designated from outside the program and TAMIU with approval of the director.