

School of Public Affairs & Administration (SPAA)

Rutgers University-Newark

Master of Public Administration (MPA) Policy Handbook



RUTGERS
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School of Public Affairs
and Administration

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PREFACE

This handbook serves as a reference for all Master of Public Administration (MPA) and Executive Master of Public Administration (EMPA) students. It provides essential information on a variety of policies and procedures relevant to graduate students at Rutgers University-Newark's School of Public Affairs and Administration (SPAA), ranging from admission and matriculation to graduation.

Every student bears individual responsibility to be aware of the policies, procedures, deadlines, and regulations provided in this handbook. While many of the policies included here may never apply to you, others apply to every student. This handbook will be revised from time to time; please ensure you are using the most current version, which will always be provided on the SPAA website.

If a student has a concern or question that is not covered here, they should seek advice from their academic unit. The following list will help identify appropriate contacts.

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Policy Appeals, Advising, General Questions

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MPA Curriculum, Approvals for Internships and Independent Studies, Exceptions to MPA Policies, Grade Appeals, Transfer Credit Requests

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Admissions, Withdrawals, and Graduation, Advising for EMPA, MPA On-Campus and MPA Online students

SCHOOL OF PUBLIC AFFAIRS AND ADMINISTRATION

Guided by the principles of Knowledge, Competence, Diversity, Service and Ethics – with an emphasis on public service values and competencies for effective performance – SPAA promotes accountability, transparency, and performance in the public and nonprofit sectors.

Rutgers SPAA is highly ranked by U.S. News and World Report and fully accredited by the Network of Schools of Public Policy, Affairs, and Administration (NASPAA) and the International Commission on Accreditation of Public Administration Education and Training Programs (ICAPA).

Rutgers SPAA educates and motivates students to choose careers in public service and administration through its innovative and comprehensive undergraduate program in Public and Nonprofit Administration (BA), and its Master of Public Administration (MPA), Executive MPA, PhD, and professional and graduate certificate programs.

Over 800 students are registered annually in SPAA's PhD, Master of Public Administration (MPA), Executive MPA, and BA in Public and Nonprofit Administration degree programs, as well as our many certificate programs. Over 25% of SPAA students are international, representing over 30 countries. SPAA graduates are teaching and earning tenure at dozens of universities and hold executive-level positions in the nonprofit and public sectors in the U.S. and around the world.

World Class Faculty

The school's faculty generates knowledge and best practices in public service and administration, and collaborates with public and nonprofit organizations and professionals throughout the U.S. and the world.

SPAA has over 25 faculty members whose areas of expertise include public and nonprofit management and administration, public performance measurement and reporting, public budgeting and finance, economic development, health, and urban affairs. Five faculty are members of the Congressionally-chartered National Academy of Public Administration (NAPA).

Mission

The Rutgers University-Newark School of Public Affairs & Administration prepares highly motivated individuals seeking to establish or further their careers as leaders in public and nonprofit organizations. We are especially proud to expand opportunities for students from working class, urban, minority, and other underserved populations in both the US and abroad. As the state's public university, we have special commitment to strengthening New Jersey's public and nonprofit organizations, but we also have a strong reputation among students internationally, and increasingly in other states. This makes the School a culturally and intellectually rich and diverse place to learn. Many of our students go on to careers in local, state, and provincial level organizations in New Jersey and internationally. We blend a solid education in public sector and nonprofit fundamentals with internationally-recognized specializations in performance measurement, nonprofit management, budgeting and financial management, healthcare administration, leadership of public organizations, and information and technology

management. We also have special opportunities in law, criminal justice, public health, human resources, and public finance.

Vision

SPAA is recognized for its knowledge and competence in public service and administration, with particular attention to the fields of performance measurement, management, and improvement. SPAA is dedicated to diversity and ethical values across all of its programs.

MPA PROGRAM

Requirements for MPA and Online MPA

All applications are completed online at <http://gradstudy.rutgers.edu> and require the following materials:

- Application
- Resume or CV
- Fee of \$70 – payable to Rutgers University
- Official Transcripts for all colleges and universities attended (A bachelor's degree from a recognized institution of higher education is required)
- Three Letters of Recommendation
- Personal Statement (explaining the reason for choosing Rutgers SPAA, how you plan to use the MPA to advance your career goals, and why you believe you will be successful in our program)
- GRE Score (optional)
- TOEFL/IELTS Scores (required if undergraduate education was completed in a non-English speaking country)

For More Information on Graduate Admissions

SPAA Outreach and Recruitment

spaa.sas@newark.rutgers.edu

973-353-3709

Additional Admissions and Enrollment Requirements for International Students

The minimum acceptable TOEFL score for regular admission to the MPA program is a 90. IELTS 6.5 or higher is also accepted. Students that score below a 90 on TOEFL or a 6.5 on IELTS may be conditionally admitted. Once admitted, all incoming international MPA students must take an assessment exam with the Rutgers-Newark Program in American Language Studies (PALS).

Students who receive less than a score of 80 out of 120 on the “Overall Oxford” measure must take the course recommended to them by PALS in their first semester in the MPA program. Students who receive above a score of 80 out of 120 on the “Overall Oxford” measure and have received at least one recommended course to take from PALS will be monitored for academic progress in their first semester. Unsatisfactory academic progress includes, but is not limited to, one course grade below a B, or an incomplete in a course. If it is deemed that a student is making unsatisfactory progress in their course work, they will be required to take the recommended PALS course in their second semester.

The MPA Director may require students to take additional PALS courses if their “Overall Oxford” scores and academic progress indicates it is necessary. In some cases, students may not be permitted to take MPA courses until they have successfully completed a specified PALS curriculum. PALS classes are available to all international students and students are encouraged to take PALS courses, even if they are not required to do so. If a student fails to take the PALS assessment exam, they will have a dean's hold placed on future registration, which will prevent the student from registering further until the requirements are satisfied.

Application Deadline

The deadline for priority consideration for Fall admission is July 1st; the deadline for priority consideration for Spring is December 1st. After these dates, applications will continue to be considered on a rolling basis. Students are not admitted for summer and winter sessions.

Orientation

Orientation occurs approximately one week before the semester starts. All new students are required to attend this orientation. After being accepted for admission, the student will be notified by SPAA to attend the appropriate orientation session. Information on upcoming orientations will also be posted to the SPAA website: <https://spaa.newark.rutgers.edu/>.

Curriculum/Credits

The MPA degree at Rutgers SPAA consists of 42 credits of coursework addressing the design, delivery, leadership, management, performance, and results of public and nonprofit sector activity. Candidates for the MPA degree complete 42 credits (14 courses of 3 credits each), comprised of 11 core courses and 3 elective courses. Students are expected to take their elective courses in SPAA, and any variation requires review and approval by the MPA Director.

Core Courses

The core curriculum consists of five core areas listed below.

1. Foundation: Provides understanding of public administration contexts and key professional competencies for public and nonprofit sectors.
2. Analytical: Examines quantitative and qualitative data methods and research design.
3. Managerial: Provides foundations in organization and human resources management.
4. Financial: Examines financial contexts and budgeting skills.
5. Application: Provides students with the opportunity to utilize what they have learned in the program via a real-world capstone project.

Areas of Concentrations/Electives

Students in the MPA program can graduate with a concentration, dual concentrations, or no concentration.

A concentration area offers three courses (3 credits each) on a topic of interest within the field of public service. These concentrations provide greater breadth or depth of knowledge in a specific area of public administration. To receive a concentration, the student must complete **at least two** elective courses identified. Limited exceptions include the substitution of one course for another elective (with MPA Director approval), an independent study (with MPA Director approval), or an internship related to the concentration (with MPA Director approval).

In order to receive a dual concentration, in addition to the core course requirements, students must take two elective courses from each of the two desired concentration areas for a total of four elective courses (3 credits each) and 45 credits to graduate.

Students who are not interested in graduating without a concentration may take three elective courses in various concentration areas.

Concentration Course Listing

Leadership of Public Organizations

20:834:505 Intergovernmental and Intersectoral Management (3)

20:834:507 Leadership and Diversity (3)

20:834:527 Labor Relations (3)

Budgeting and Financial Management

20:834:543 Public Financial Management (3)

20:834:545 Capital Budgeting and Debt Management (3)

20:834:568 Government Revenue Theory and Administration (3)

Nonprofit Management

20:834:571 Nonprofit Budgeting (3)

20:834:575 Grant Writing and Grants Management (3)

20:834:576 Resource Development for Nonprofit Organizations (3)

Healthcare Administration

20:834:581 Health Systems and Policy (3)

20:834:582 Health Care Management (3)

20:834:584 Health Care Finance (3)

By Arrangement

20:834:503 Special Topics (By Permission Only)

20:834:590 Internship (3) [Prerequisite: Advanced approval of MPA Director]

20:834:598 Independent Study (3) [Prerequisite: Advanced approval of MPA Director]

All course listings and course descriptions can be found at

<https://spaa.newark.rutgers.edu/courses?program=All>.

Course Schedules

MPA core courses are offered every Fall and Spring semester. In the Summer and Winter sessions, some additional MPA courses may be offered. In the Winter session, students are limited to taking 3 credits. Concentration courses are offered at least once per year, and therefore must be taken when they are offered. If there are any questions, you should consult with your academic advisor. Course schedules can be found on our website at:

<https://sis.rutgers.edu/soc/#home>.

Full-time vs. Part-Time/Credit Overload

Students complete the program in two to three calendar years depending upon the number of credits taken per semester. Most MPA students are working professionals who take 6 credits per semester (part-time), including summers. Nine credits per semester is considered full-time at the graduate level.

Students with a GPA of at least 3.0 can enroll in 12 credits in the Fall or Spring semesters. If a student has lower than a 3.0, then a credit overload (above 9 credits) has to be approved in writing by the MPA Director.

Certificate Programs

SPAA offers a series of 9-credit certificate programs in which non-degree seeking students and MPA students can achieve. Each of the available programs requires the student apply through the Rutgers University – Newark Admissions Office, using the non-degree option. Applications should include the application fee, official transcripts, and personal statement.

Students completing the certificate should notify the Assistant Dean of Graduate Programs, who will verify that the certificate courses have been completed, and issue the certificate. Certificate courses completed with a grade of B or better may be used for the MPA degree, should a student elect to apply to the degree program. If a certificate student elects to matriculate into the MPA degree program, the admission application must be completed before the student may become matriculated.

The following Certificate Programs are available:

- *Budgeting and Financial Management*
 - Required courses include:
 - 20:834:543 Public Financial Management (3)
 - 20:834:545 Capital Budgeting (3)
 - 20:834:568 Government Revenue Systems (3)
- *Healthcare Administration*
 - Required courses include:
 - 20:834:581 Health Systems and Policy (3)
 - 20:834:582 Healthcare Management (3)
 - 20:834:659 Healthcare Finance (3)
- *Leadership of Public Organizations*
 - Required courses include:
 - 20:834:505 Intergovernmental Relations and Management (3)
 - 20:834:507 Leadership and Diversity (3)
 - 20:834:527 Labor Relations (3)
- *Nonprofit Management*
 - Required courses include:
 - 20:834:571 Nonprofit Budgeting (3)
 - 20:834:575 Grant Writing and Grants Management (3)
 - 20:834:576 Resource Development for Nonprofit Organizations (3)

For each of these certificate programs, three required courses are considered elective courses within the Master of Public Administration program. More information on the certificate programs can be found at: <https://spaa.newark.rutgers.edu/certificates>.

Financial Aid

To receive financial aid, an MPA student has to register for at least 6 credits and submit a

FAFSA form by the deadline. For more information, please visit the Office of Financial Aid at <https://studentaid.rutgers.edu>. There are no financial loans available for the winter session.

Internship

The MPA Program does not require an internship but encourages internships for pre-career and career-changing students. Rutgers SPAA assists on-campus MPA students in locating internship opportunities with an expanding network of partners in the Newark urban area in local, county, and state government organizations, and among dozens of nonprofit organizations in the surrounding areas. Additionally, the school circulates information about available national and international internship opportunities via regular email announcements in the Student Bulletin.

Approval from the MPA Director is required before any internship taken for academic credit begins. Students are limited to one 3-credit internship in their MPA; if a student takes an internship, the credits count toward the student's elective requirements, which means the student must still complete two other elective courses. An internship must be related to the student's concentration. After the student completes the internship contract and the MPA Director approves the request, the student will submit it to their Academic Advisor for a special permission number to register for credit. An internship can only count for an elective and cannot replace a core course.

Requirements to receive credits for internship:

- Submit a completed internship contract (available online at <https://spaa.newark.rutgers.edu/academic-policies-procedures-forms>)
- Complete 150 hours of work within one semester
- Submit mid-semester and final evaluations (by the supervisor and the student)
- Submit a 10 to 20-page research paper relating the internship to the student's concentration (if applicable) at the end of the semester

[Prerequisite: Advance completion of internship contract and approval of the MPA Director prior to enrollment]

Independent Study

Independent study is available on a very limited basis as an elective course for students to investigate a specific topic or issue in depth. Independent study occurs under the direct supervision of a full-time SPAA faculty member. Independent study requires permission from the supervising faculty member and MPA Director approval before students may register. Independent study is limited to 3 credits during the MPA program. It can only count for an elective and cannot replace a core course.

Requirements to receive credits for independent study:

- Approval from a full-time SPAA faculty member to direct the independent study.
- Submit a completed independent study form available online at: <https://spaa.newark.rutgers.edu/academic-policies-procedures-forms>.
- The typical minimum deliverable for Independent Study consists of a substantial research paper, including: literature review, collection of data, and analysis. The supervising faculty may require additional assignments. The description of the project and methods for grading must be outlined in the completed Independent Study form.

[Prerequisite: Advance completion of independent study form and approval of the MPA Director prior to enrollment]

Capstone Project

The capstone provides students with an opportunity to integrate learning from various courses with application to real-world issues and career ambitions. Students work individually under the guidance of a faculty member to develop either a research paper (thesis) on a topic of interest, or a professional portfolio (often in the form of a website) showcasing their academic work, community engagement, and professional competencies. The outputs are a final project as well as a presentation to fellow students, faculty members, and invited guests. The capstone seminar serves as a culminating experience in the MPA program.

At the conclusion of the course, students will have demonstrated effective research skills, excellent oral and written communication skills, and will have displayed the level of knowledge necessary for effectively managing a public or nonprofit organization as a competent leader.

[Prerequisites: 26:834:561 Applied Statistics & 26:834:562 Applied Research Design in order]

Dual Degrees

SPAA offers the following dual degrees:

JD/MPA

Rutgers University-Newark's School of Public Affairs and Administration (SPAA) and Rutgers School of Law-Newark have signed a Memorandum of Understanding to establish a dual Juris Doctor/Master of Public Administration (JD/MPA) degree program. The program allows a full-time student to complete the requirements for both the JD and MPA degree in four years (eight full-time semesters). Students who wish to pursue the dual degree must apply for and gain admission to the JD program and the MPA program separately. The student would normally spend the first full-time year completing the required curriculum for the JD degree and the second full-time year completing the core curriculum for the MPA. During the third and fourth years of full-time study, the student would take elective courses from either the JD or MPA curriculum to meet the requirements for both degrees. Each program will accept up to 12 credits earned at the other toward satisfaction of the JD or MPA degree requirements, allowing the student to complete the program in eight semesters, rather than the 10 semesters that would be required if the two degrees were earned separately.

Program Information

This dual degree can be completed in four years on a full-time basis (eight full-time semesters). It could take more than eight years on a part-time basis.

Students must complete a total of 30 credits at Rutgers SPAA and a total of 72 credits at Rutgers Law School. After applying to both programs, the student should spend the first full-time year (Fall, Spring, Summer) completing the core curriculum for the JD degree in the Law School. Students should spend the second full-time year completing the core curriculum for the MPA degree in SPAA. More information can be found on the SPAA website:

<https://spaa.newark.rutgers.edu/jd-mpa>.

Program Requirements

Rutgers SPAA

- Application to the MPA program at Rutgers SPAA (School 20)
- Personal statement
- Three letters of recommendation*
- Official transcript*
- \$70 application fee
- Admission only in Spring

Rutgers School of Law-Newark

- Application to the Law School (School 23)**
- LSAT score earned within the last three years
- Personal statement and Resume
- Two letters of recommendation*
- Official transcript*
- \$70 application fee
- Admission only in Fall (deadline 3/15)
- Completion of an undergraduate degree

*Students can use the same letters of recommendation and transcript for each school.

**The law school application must be completed through the Law School Admissions Council (www.lsac.org), which acts as a clearinghouse for all law school applicants. Please follow their instructions for creating an account, registering for the LSAT, submitting transcripts and letters of recommendation for processing, and submitting an application.

More Information

MPA at Rutgers SPAA

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JD at Rutgers School of Law-Newark

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MPA/MACCY

The Master of Public Administration (MPA) / Master of Accountancy in Governmental Accounting (MAccy) is a dual degree program designed for pre-career and in-career students to enable them to acquire professional competencies in public administration and governmental accounting within the context of public administration and public financial management. As governments increasingly seek qualified senior-level management staff who are conversant in accounting, auditing budget, and public finance, this unique dual degree program – the first of its kind in the nation – will be of great interest to those want to broaden their skills in both of these fields. The program will familiarize students with the emerging context of public administration and nonprofit organizations in which increased accountability, transparency, and effectiveness require higher mastery of these specific skills.

The program is offered jointly by Rutgers School of Public Affairs and Administration (SPAA), which is accredited by the Network of Schools of Public Policy, Affairs and Administration (NASPAA); and Rutgers Business School, an AACSB accredited institution. Students need to apply separately to the two programs and must identify their interest in the dual degree program on both applications. The MPA program under the dual degree can be completed with 30 credits, instead of the normally required 42 credits. Students in the dual degree program will need to complete a total of 60 credits, 30 from the Rutgers Business School and 30 from the School of Public Affairs and Administration. For more information, see the SPAA website: <https://spaa.newark.rutgers.edu/mpa-maccy>.

More Information

MPA at Rutgers SPAA

Reena Patel

Assistant Dean for Graduate Programs

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MAccy at Rutgers Business School

Irfan Bora

Program Director

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848-445-5311

ACADEMIC POLICIES

Grading System

<u>Grade</u>	<u>Definition</u>	<u>Numerical Equivalent</u>
A	Outstanding	4.0
B+	Very Good	3.5
B	Good	3.0
C+	Intermediate	2.5
C	Satisfactory	2.0
F	Failing	0.0

Incomplete Grades

Incomplete grades (IN) may be assigned at the discretion of an instructor who believes that an extension of time is warranted for a student whose work is incomplete at the end of the semester as a result of extraordinary circumstances. The student must have satisfactorily completed at least 60% of the coursework to be eligible to receive a grade of incomplete. An instructor assigning an incomplete grade should submit an Incomplete Form before assigning the grade, which outlines a deadline by which the student is required to submit missing or incomplete work in order to receive a letter grade and is signed by the instructor and the student. The incomplete grade will automatically convert to the grade indicated on the form (usually an F) if the agreed upon deadline and requirements are not met.

Time Limits for Incompletes: Work must be completed and a change of grade submitted no later than the end of the following full semester. After that date the IN grade will automatically convert to the grade indicated on the Incomplete Form. A one-time, one semester extension may be requested in writing from the MPA Director, and subject to approval by the MPA Committee. If a graduate student has 6 or more credits of incomplete (IN) coursework, future course registration will be denied unless waived in specific cases by the MPA Director. It is the student's responsibility to ensure that an Incomplete Form is completed before the grading period closes for the semester in which they are enrolled.

Grade Appeals

Student complaints about course grades are handled within SPAA. This policy applies only to recorded final course grades—not to grades on individual assignments within a course, which are handled directly with the instructor. SPAA recognizes the unique skills and talents each faculty member brings to the table. Our faculty members are among the foremost experts in their fields, they are the persons most familiar with the syllabus they use to teach a class, and they are most familiar with an individual student's performance relative to the expectations developed in the classes they teach. For these reasons, the faculty member of record is also the most qualified to assess a student's performance in a class. Only in the rarest circumstance will a grade assigned by the instructor of record be reviewed or amended. A student's subjective belief that their work is of higher quality than the instructor's assessment of that work is usually NOT a valid basis for appeal. Typically, a grade will only be changed in the case of mathematical error or accidental entry; however, a student may appeal a grade that they believe strongly may be incorrectly judged. The process for grade appeal is as follows, and must be strictly followed:

1. As a first resort, the student should discuss the contested grade with the instructor of record within 30 business days of the last day of the class in a given semester as scheduled by the Registrar's Office. The student must provide a formal written appeal (deliverable by email) of 1-2 pages that delineates:
 - a. The student's name, contact information, and RUID number
 - b. The date the appeal is being submitted.
 - c. The name of the course, its section number, and the instructor's name and email address.
 - d. A description of the error and the specific correction requested.
 - e. A clear description of the basis for appeal, including any factual information or computation necessary to document the error.
 - f. All requests must be addressed to the instructor of record and must also copy the MPA Director and the Associate Dean for Student and Academic Services.
 - g. The request should include the course syllabus as an attachment.

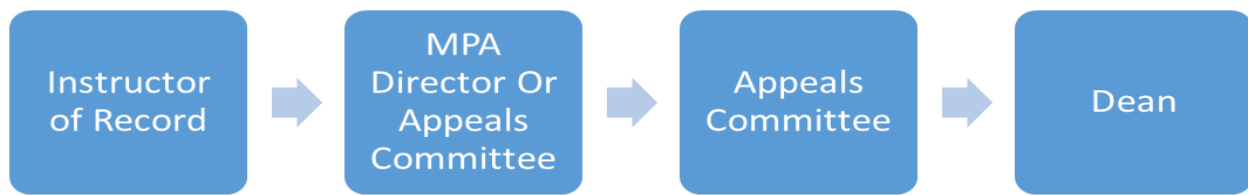
The instructor shall respond within 10 business days of receiving the complaint and shall copy the MPA Director and Associate Dean for Student and Academic Services on the electronic response. The instructor's 1-2-page response should include the appeal decision and the explanation for that decision.

2. The student may appeal the instructor's decision to the MPA Director, following the format of the initial appeal and including any new or additional documentation, including the instructor's formal response. In cases where the MPA Director is the faculty of record for the course, the second round of the appeal shall go to the Appeals Committee. The MPA Director must receive any further appeal (electronically) within 5 business days of the instructor's response. The MPA Director will then assess whether the student has established a valid basis for appeal and if the appeal has been received within the time limits established by this policy. If not, the student will be notified and the recorded grade will stand. If so, the MPA Director will solicit necessary information from the instructor to make a reasoned judgment on the case within 10 business days of receiving the appeal. As a result of the investigation, the student's grade may i) remain unchanged, ii) be amended to the requested grade, or iii) be amended to the correct grade in the event neither the recorded grade nor the requested grade is accurate.
3. A student may appeal the MPA Director's decision to the SPAA Appeals Committee (a newly created Committee), following the format of the initial appeal and including any new or additional documentation, including the instructor's formal response as well as that of the MPA Director. The SPAA Appeals Committee must receive any further appeal (electronically) within 5 business days of the MPA Director's response. The Appeals Committee will then assess whether the student has established a valid basis for appeal and if the appeal has been received within the time limits established by this policy. If not, the student will be notified and the recorded grade will stand. If so, the Appeals Committee will solicit necessary information from the instructor and the MPA Director to make a reasoned judgment on the case within 10 business days of receiving the appeal. The SPAA Appeals Committee will collect any additional evidence they consider appropriate. As a result of the

investigation, the student's grade may i) remain unchanged, ii) be amended to the requested grade, or iii) be amended to the correct grade in the event neither the recorded grade nor the requested grade is accurate.

4. A student may appeal the SPAA Appeals Committee's decision to the Dean of the School of Public Affairs and Administration, following the format of the appeal to the MPA Director/Appeals Committee and including any new or additional documentation, including the instructor's formal response as well as that of the MPA Director and SPAA Appeals Committee. The Dean must receive any further appeal (electronically) within 5 business days of the MPA Director's and Appeals Committee's responses. The Dean will then assess whether the student has established a valid basis for appeal and if the appeal has been received within the time limits established by this policy. If not, the student will be notified and the recorded grade will stand. If so, the Dean will solicit necessary information from the instructor, MPA Director, and the Appeals Committee to make a reasoned judgment on the case within 10 business days of receiving the appeal. The Dean will collect any additional evidence they consider appropriate. As a result of the investigation, the student's grade may i) remain unchanged, ii) be amended to the requested grade, or iii) be amended to the correct grade in the event neither the recorded grade nor the requested grade is accurate. Appeal to the Dean constitutes the appeal of last resort. Decisions of the Dean of SPAA are final; there are no appeals beyond the Dean of SPAA.
5. All grade appeal requests and decisions will become part of the student's permanent record at SPAA.

Steps of Grade Appeal:



Failing Grades

Students earning a failing grade (below C) in any core course shall:

- 1) Immediately be returned to academic probationary status;
- 2) Be subject to an administrative review by the Associate Dean of Student and Academic Services. The Associate Dean will then determine an appropriate course of action for the affected student, with two options:
 - A) Dismissal from the program, or
 - B) Permission to retake the course in which the failing grade was earned.

Students who are permitted to retake a course in which a failing grade was earned may return to regular status when:

- 1) A passing grade is earned in the relevant course, and
- 2) The student's GPA returns to the threshold of 3.0.

Students who earn more than one failing grade in any single course will be dismissed from the program. Students should be aware that grades, failing or not, will affect their GPA and that this policy in no way circumvents GPA requirements for program continuation or graduation.

Academic Standing and Annual Assessment

The academic standing evaluations for all MPA students are conducted annually during the summer semester. The Associate Dean of Student and Academic Services will evaluate each transcript and notify the student via letter delivered to their Rutgers email explaining their assessment. If a student's GPA falls below 3.0, it is required that they meet with the Associate Dean for Student and Academic Services immediately. To remain in good standing, a student must maintain a 3.0 GPA or better, and continue making progress toward the MPA degree.

Graduation Requirements

To be eligible to have the MPA degree conferred, each student must, at the time of graduation, have a cumulative GPA of 3.0 and have finished all of the course requirements for the degree.

In order to graduate, a student must apply for graduation at <https://grad.admissions.rutgers.edu/Diploma/>.

The deadlines for applying for graduation are:

- August 1st for October degrees
- November 1st for January degrees
- March 1st for May degrees

Even though a student can graduate in October, January, or May, there is only one graduation ceremony which is scheduled annually in May.

First Semester Requirement

All incoming MPA students must enroll in Introduction to Public Administration (501) course during their first term in the program or, if not available, during the first semester in which it is offered.

Add/Drop

Students are required to make any necessary changes to their registration before the add/drop period closes each semester. No course can be retroactively dropped or added after the deadline. These dates can be found at: <http://registrar.newark.rutgers.edu/office-registrar-fall-academic-calendar>.

Deregistration/Reinstatement

If a student is deregistered due to nonpayment, SPAA does not permit students to be reinstated/re-enrolled. If a student is dropped for non-payment the student is not permitted to attend classes or complete coursework.

Late Registrations

Registering for a course after the regular registration period closes will cause a late registration fee (currently \$125) to be added to your account. This fee cannot be waived. The registration

dates can be found on the Registrar's website at <http://registrar.newark.rutgers.edu/office-registrar-fall-academic-calendar>.

Leave of Absence and Time Limits on Completion of the Degree

Students who are obliged to interrupt their studies may, with approval of the Associate Dean for Student and Academic Services, register for matriculation continued. Registering for Matric Continued will keep the student's status active for one semester. A student must register for Matric Continued for each Fall and Spring semester until they resume taking courses. Failure to follow this procedure will result in the student's status changing to inactive, and the student will have to be readmitted to the MPA program in order to take courses again. There is no tuition fee for this registration, although a student fee and a computer fee are charged. Matric Continued only applies to Fall or Spring semesters; there is no need to register for Matric Continued for the summer or winter semester.

Time limits on Matric Continued: Students can only register for Matric Continued for 4 consecutive semesters (equal to two years). After this time, the student has to enroll in courses and finish the program.

Time limits on completion of the degree: From the semester during which the student is admitted, **completion of the MPA program must occur within seven (7) calendar years**. If a student is admitted in Fall 2018, for example, that student must finish by summer 2025. This includes any semesters of Matriculation Continued credits. A one-year extension, requested in writing, may be approved by the MPA Director in the event of extraordinary circumstances. Students who fail to complete the degree within these parameters will be subject to dismissal from the program.

Withdrawal/Dismissal

Courses dropped during the first two weeks of class are deleted from the student's record; courses dropped from the third to the 11th week result in a W (Withdrawal) grade and a drop fee charge. This will not affect the student's GPA.

Students may withdraw from SPAA through the 12th week of classes; the signature of the Associate Dean for Student and Academic Services is required in such cases. No withdrawals of any sort are permitted during the last two weeks of classes; students who leave the University during this period are considered still officially enrolled and receive final grades for the semester. Depending on when the withdrawal occurs, student might get full, partial or no refund.

To withdraw from the school, the student must complete the withdrawal form and submit it to the Assistant Dean for Graduate Programs.

Students who are dismissed from the School will be notified via email from the Associate Dean for Student and Academic Services.

Transferring Graduate Credits from an Undergrad Degree

If a student received credits for graduate courses as part of an undergraduate degree, these credits will not be transferred into the MPA program unless the student is in our accelerated BA/MPA program.

Transferring Graduate Credits

In general, students can transfer up to 9 credits and these apply only to the elective credits. Under special circumstances only (joint degree programs, MOUs, etc.), students can transfer up to 12 credits from an accredited master's program. In order to transfer credits, the student must complete the Application for Transfer Credits form (available at <https://spaa.newark.rutgers.edu/academic-policies-procedures-forms>) and submit it to the MPA Director with an official transcript. Transfer credits are applied to the elective courses.

Requirements for transfer credits:

- Student must have an unconditional admission into the MPA program
- Student must have completed 12 credits of B or better in the MPA program
- Transfer courses must be at graduate level with a B or better
- Courses for transfer should have been taken within the past 6 years
- Courses for transfer must equal 3 credit hours each

Registration and Special Permission Numbers

Students register for courses online using **Rutgers WebReg**. This service is available to all students at the University. Students with prerequisites, time conflicts, and maximum credit override problems must add courses in person at the Registrar's Office.

Login to WebReg using your 9-digit Rutgers ID. Your Personal Access Code (PAC) is the first four digits of your birthday (ex. September 5th birthday = 0905 PAC code). Most students can utilize the WEBREG system; however, if a student's access is blocked, they must obtain a signature from the Associate Dean for Student and Academic Services.

Special Permission Numbers (SPN)

For specific courses and circumstances in the MPA program, special permission numbers are required in the following circumstances:

Capstone

The final class students will take in their MPA program is Capstone. To be eligible for Capstone, students must be in their final semester, having completed all necessary pre-requisites.

On-campus student seeking an online course

The MPA program is offered in two formats, on-campus and online. To ensure that student enrolled in the online program are able to take the classes they need, students in the on-campus program are limited in how many online courses they can enroll. Students enrolled in the on-campus program are able to register for up to 3 online courses throughout the pursuit of their degree, no more than 1 per semester. On-campus student must use an SPN to register for an online class. Only online students are able to register for online courses for the first two weeks of the registration period.

BA or BS/MPA students

Those students completing the BA or BS/MPA accelerated program are eligible to take master's

level courses as an undergraduate student with permission from their academic advisor.

Course is closed

This means the original number of students approved to take this course has been reached. In some limited situations, students may be able to be added to a close course using an SPN.

To obtain a Special Permission Number, contact your Academic Advisor. Please note, SPNs are given out each Thursday during the registration period. In cases where the student requests a different section after an SPN has been issued, if approved, the student will receive the new SPN the following Thursday.

Curricular Practical Training (CPT) Policy

**Applicable to international students only.* International SPAA students may take advantage of the Office of International Student Services (OISS) CPT program by registering for an approved internship course for credit. No other MPA courses will be considered for CPT approval. Students must adhere to all requirements for the CPT program as determined by OISS, as well as all credit-bearing SPAA internship requirements and other MPA policies.

Academic Integrity

Principles of academic integrity require that every Rutgers University student:

- Properly acknowledge and cite all use of the ideas, results, or words of others;
- Properly acknowledge all contributors to a given piece of work;
- Make sure that all work submitted as his or her own in a course or other academic activity is produced without the aid of unsanctioned materials or unsanctioned collaboration;
- Obtain all data or results by ethical means and report them accurately, without suppressing any results inconsistent with his or her interpretation or conclusions;
- Treat all other students in an ethical manner, respecting their integrity and right to pursue their educational goals without interference. This requires that a student neither facilitate academic dishonesty by others nor obstruct their academic progress; and
- Uphold the canons of the ethical or professional code of the profession for which he or she is preparing.

Adherence to these principles is necessary in order to insure that:

- Everyone is given proper credit for his or her ideas, words, results, and other scholarly accomplishments;
- All student work is fairly evaluated and no student has an inappropriate advantage over others;
- The academic and ethical development of all students is fostered;
- The reputation of the University for integrity in its teaching, research, and scholarship is maintained and enhanced; and
- Failure to uphold these principles of academic integrity threatens both the reputation of the University and the value of the degrees awarded to its students. Every member of the University community therefore bears a responsibility for ensuring that the highest standards of academic integrity are upheld.

All new students are required to complete the Academic Integrity tutorial during their first semester. Our office will remind you, and you can find the tutorial on Blackboard under 'More Organizations Plus'. Failure to complete the tutorial may result in suspension of your registration for the upcoming semester. The complete Academic Integrity Policy can be found at <http://academicintegrity.rutgers.edu/academic-integrity-policy>

Scholarships

The School of Public Affairs and Administration makes annual awards to highly qualified SPAA students. The scholarships listed below are available to students in the BA and MPA programs as part of the School of Public Affairs and Administration. Students are notified regarding scholarship applications during the Spring semester, usually in March. If selected, the award will be applied to the student's Fall term bill.

The awards (*which are subject to change*) are:

- Marcia Lynn Whicker Memorial Endowed Scholarship: Awarded to deserving full-time graduate students enrolled in the MPA program at the Rutgers University –Newark.
- Louis Eckstein Fellowship: Awarded to a deserving graduate student who has shown academic achievement, who is a New Jersey resident and attended a NJ public high school.
- Annette McIntyre Family Endowed Scholarship: Awarded to full-time MPA students dedicating their careers to public service.
- GALA Anniversary Scholarship: To provide financial assistance to undergraduate students in the Public and Nonprofit Administration program.
- SPAA Undergraduate Scholarship: Provides financial assistance to deserving undergraduate students in Public and Nonprofit Administration who embody "Academic Success", "Commitment to Public Service" or "Community Engagement."
- SPAA MPA Scholarship: Provides financial assistance to deserving students in the MPA program who embody "Academic Success", "Commitment to Public Service" or "Community Engagement."
- SPAA Book Fund: Provides funding at RU-N bookstore to purchase course textbooks.

Eligibility Requirements:

- Must submit a complete application by the due date
- Must have completed at least 9 credits in the SPAA MPA program
- Must have a cumulative GPA of 3.5 or better
- Must be an actively enrolled student in Spring when applying and Fall semester when the scholarship will be applied to term bill (must be registered for at least 3 credits)
- Students must be enrolled in the Fall semester for any programs corresponding to the award.

How to Apply:

- Completed application form
- Personal statement referring to at least one of the three criteria above (no more than 1,000 words)
- Current resume

- Unofficial copy of transcript from my.rutgers.edu (found under “academics tab”)
- Recommendation by a SPAA course instructor. Committee members cannot provide recommendations.

Pi Alpha Alpha Honor Society

Pi Alpha Alpha (PAA), the National Honor Society for Public Affairs and Administration, recognizes outstanding graduate as well as undergraduate students in public administration, public policy, and public affairs. The purpose of Pi Alpha Alpha is to encourage and recognize outstanding scholarship and accomplishment in public affairs and administration. Its objectives, such as fostering integrity, professionalism, and effective performance, promote the advancement of quality in the education and practice of the art and science of public affairs and administration. PAA membership identifies those with the highest performance levels in educational programs, preparing them for public service careers. Students who meet these standards will be invited to join Pi Alpha Alpha.

Students who have a cumulative GPA of 3.85 (Masters and PhD) or 3.5 (undergraduate) at the end of the last semester before they graduate will be invited by SPAA to join Pi Alpha Alpha, the National Honor Society for Public Affairs and Administration. Students are inducted at the SPAA Award Ceremony, which usually takes place one week before the University’s graduation ceremony. Please contact the PAA advisor for more information:

<https://spaa.newark.rutgers.edu/paa>.

On-Campus Students Taking Online Classes

As part of the application process to the Master of Public Administration program within the School of Public Affairs and Administration, students must enroll in one of two modalities to receive the degree: the traditional on-campus program or the fully online program. Students are able to switch between these modalities twice between acceptance and graduation. Students enrolled in the online program are not able to take on-campus classes due to health immunization requirements. Students enrolled in the on-campus program are able to take a maximum of three (3) online classes. Students enrolled in the online program are not able to take courses in the on-campus program.

To formally switch between the on-campus and online programs, students must complete and sign the “Change of Program” form which will be provided by their academic advisor.

Tuition Remission

In compliance with Rutgers University policy, University staff are able to use their tuition remission benefits for any academic program that is self-sustaining. Potential students should speak with the SPAA Associate Dean for Student and Academic Services regarding the use of tuition remission for the MPA program.

STUDENT SERVICES

Writing Center

The SPAA Writing Center provides focused help to students preparing for leadership roles in the public and nonprofit sectors. The Center's staff assists students in conceptualizing and organizing professional and academic materials. The primary focus of the Writing Center is to aid graduate students in the development of career materials, including resumes, cover letters and personal statements. Services also include graduate-level academic coaching. A series of career seminars will cover writing fundamentals throughout the semester. Career and internship opportunities will be posted on the SPAA website under "Career Services." All graduate students also have access to and are encouraged to utilize the Rutgers-Newark Career Development Center located in Hill Hall.

Coaching Sessions

The coaching sessions, which are scheduled by appointment, are one-on-one. They are designed to fit the needs of each student. The objective of these 45-60 minute meetings is to provide students with the tools that they need to fully express their ideas to the best of their ability. While grammar and syntax are essential elements of all well-constructed papers, sessions will concentrate on developing structure, organization and contextual relationships to effectively communicate. Students should come to these sessions prepared to discuss their work in detail.

Career Seminars

Career seminars will focus on creating custom-tailored resumes, CVs, cover letters and personal statements. These seminars are open to everyone. Students will learn to research their field in order to find internships and jobs which will lead them toward fulfilling careers. Seminars will also address other important issues, such as appropriate interviewing attire and etiquette.

Editing Services

Students whose work may require intensive edits will be referred to an independent editor. They will have access to these services for a small fee.

Location

Rutgers University-Newark
School of Public Affairs and Administration (SPAA)
Center for Urban and Public Service (CPS), Room 125
111 Washington Street
Newark, NJ 07102

Contact Information

Terry Hall, Director of the SPAA Writing Center
Telephone: 973-353-2571
Email: tlh135@newark.rutgers.edu

Public Administration Graduate Association (PAGA)

The Public Administration Graduate Student Association (PAGA) is the formal organization of all students enrolled in the School of Public Administration and Affairs (SPAA) at Rutgers-Newark. All graduate students enrolled in SPAA courses are members of PAGA. PAGA works

closely with the SPAA Alumni Network to encourage mentorship and career development. For more information, please visit <http://spaa.newark.rutgers.edu/paga>

Computer Labs

Rutgers University-Newark offers computer labs across the campus. For more information, please check the Computing Services website at <https://ncs.newark.rutgers.edu/computinglabs>

For each six-month period (January-June and July-December), every student gets a set amount of money posted to their printing account for black-and-white and color printing. Once a student uses up the balance, they must pay for additional printing through their Raider Card. Students must visit the Raider Card office, Paul Robeson Campus Center, Room 325, to add funds to their Raider Card. Details may be found at the PrintGreen site: <http://printing.rutgers.edu>.

Academic Advising

Each student should meet with their academic advisor during their first semester to map out their schedule of courses for the duration of their time in our program. EMPA courses follow a strict schedule, so the courses will be discussed during the new student orientation. MPA students are assigned to an academic advisor based on the first letter of their last name. Contact Student and Academic Services in the SPAA Student Success Center on the first floor of the Center for Public Service building.

Housing

Rutgers University-Newark Housing is located at Woodward Hall, 91 Bleeker Street, Newark, NJ 07102. They can be reached at 973-353-1037. For housing information, please visit <http://housing.newark.rutgers.edu/>.

Parking

There are different types of parking permits available for students. For more information, please visit <https://nwkparking.rutgers.edu/> or email at info@aps.rutgers.edu or via phone at 973-353-1839.

The Parking office is located at Blumenthal Hall, 249 University Ave., Suite 105, Newark, NJ 07102. A map of parking locations can be found at <https://nwkparking.rutgers.edu/locations>.

ID Cards

After the student registers and pays for their courses, they can go to Blumenthal Hall, 249 University Ave, 3rd Floor, to receive a photo ID.

Benefits of an ID card;

- Checkout privileges at any of the Rutgers University libraries
- Recreation centers and computer lab facilities
- Entry to football games and other events
- Purchased meal plans and debit account options
- Assigned housing and other buildings
- Parking lots (permit required)
- Identification for transactions with student accounting and registrar

- Attendance verification for classes and exams

For more information, please visit <http://businessoffice.newark.rutgers.edu/photo-id-1>

Counseling and Health Services

The Rutgers University-Newark Counseling Center is staffed by highly qualified mental health professionals who are passionate about providing an array of clinical services to our diverse student body. They are committed to helping students take care of their mental health and working through their challenges while they strive toward emotional and academic success. They offer psychological and psychiatric services, as well as a comprehensive Alcohol and Other Drug Assistance Program to all enrolled and eligible students. The services are FREE and CONFIDENTIAL. For more information, please visit <http://counseling.newark.rutgers.edu/>.

Office of Disability Services

Students in need of disability-related academic accommodations must register with the Office of Disability Services (ODS). Students with authorized disability-related accommodations must provide their instructors with a current Accommodation Authorization Letter from ODS to ensure that all necessary accommodations are provided. Accommodations cannot be provided retroactively, so please inform the instructor as early as possible. The ODS office is located at Paul Robeson Campus Center- Suite 219. For more information, please visit <http://robeson.rutgers.edu/disability-services/> or email ODSNewark@Newark.Rutgers.edu.

Additional Student Support Services

Rutgers University-Newark works to provide a first-rate education to an exceptionally diverse community, and this education includes the comprehensive support necessary for student success. Information for many of these support services are provided below:

- Campus Awareness Response and Education (CARE) Team
 - Site: <https://myrun.newark.rutgers.edu/care-team>
 - Office: Paul Robeson Campus Center- Room 302
 - Email: careteam@rutgers.edu
 - Phone: (973) 353-5063
- Office of International Student and Scholar Services
 - Site: <http://ncas.rutgers.edu/oiss>
 - Office: Conklin Hall- Room 216
 - Email: oiss@newark.rutgers.edu
 - Phone: (973) 353-1427
- LGBTQ and Intercultural Resource Center
 - Site: <http://lgbt.newark.rutgers.edu/>
 - Office: Paul Robeson Campus Center- Room 328 and Conklin Hall- Room 232
 - Email: interculturalrutgers@gmail.com
 - Phone: (973) 353-3416
- pantryRUN Food Pantry
 - Site: <https://myrun.newark.rutgers.edu/node/226>
 - Office: Paul Robeson Campus Center- Room 236
 - Email: pantry_run@newark.rutgers.edu
 - Phone: (973) 353-5231

- Veterans Affairs
 - o Site: <https://www.newark.rutgers.edu/resources-student-veterans>
 - o Office: Paul Robeson Campus Center- Room 316A
 - o Email: lazaro.paul@rutgers.edu
 - o Phone: (973) 353-5515
- Title IX Coordinator & Director of Title IX and ADA, Scott C. Strother
 - o Site: <http://robeson.rutgers.edu/sex-discrimination-harassment-assault-and-title-ix/>
 - o Office: Paul Robeson Campus Center- Room 316
 - o Email: scott.strother@rutgers.edu
 - o Phone: (973) 353-1906