# School of Public Affairs & Administration (SPAA)

**Rutgers University-Newark** 

## Master of Public Administration (MPA) Policy Handbook





School of Public Affairs and Administration (SPAA) Rutgers University-Newark Center for Urban and Public Service 111 Washington Street | Newark, NJ 07102-1801 p: 973-353-5093 | f: 973-353-5907

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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 School of Public Affairs 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.

#### **Dr. Annie Virkus**

Associate Dean for Student & Academic Services 973-353-1351

Policy Appeals

#### **Dr. Stephanie Newbold**

Associate Professor and Director of the MPA Program <a href="mailto:stephanie.newbold@rutgers.edu">stephanie.newbold@rutgers.edu</a>
973-353-3703

MPA curriculum/courses, Approvals for Internships, Independent Studies, Exceptions to MPA Policies, Grade Appeals

#### **Gail Daniels**

Assistant Dean for Student Services gaild@rutgers.edu
973-353-1122
Admissions, Withdrawals, and Graduation
Advising for MPA 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 1,200 students are registered annually in SPAA's PhD, Master of Public Administration (MPA), Executive MPA, Master of Public Health, 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, 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.

#### **Rutgers SPAA Rankings**

U.S. News & World Report ranks the Rutgers University-Newark School of Public Affairs and Administration as;







### Ranked #5 in the Nation: Most Innovative Public Service School

- Best Value Schools

## Ranked #6 in the Nation: Top Public Administration Program

- GraduatePrograms.com



#7 in Information and Technology Management

#11 in City Management and Urban Policy

#13 in Public Management / Administration

#17 in Nonprofit Management

#18 in Public Finance and Budgeting

#28 in Public Policy Analysis

#34 in Public Affairs

## First U.S. School to Receive International Accreditation for Public Administration Programs

 The International Commission on Accreditation of Public Administration Education and Training Programs (ICAPA)

#### **MPA PROGRAM**

#### Requirements for MPA and Online MPA

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

- Application
- Resume
- Fee of \$70 payable to Rutgers University
- Official Transcripts for colleges and universities attended (A bachelor's degree from a recognized institution of higher education is required)
- Three Letters of Recommendation
- Personal Statement one page explaining "Why You Are Pursuing an MPA Degree"
- GRE and TOEFL scores (if applicable\*)

\*All students with a GPA lower than 3.0 are required to submit GRE scores. All international students have to submit a TOEFL score.

For More Information on Graduate Admissions
Gail Daniels
Assistant Dean for Graduate Programs
gaild@rutgers.edu
973-353-1122

#### Additional Admissions and Enrollment Requirements for International Students

The minimum acceptable TOEFL score for regular admission to the MPA program is a 90. Students that score at or above 80 but below a 90 on TOEFL may be conditionally admitted. Once admitted, all incoming international MPA students must take an assessment exam with the Rutgers-Newark <u>Program in American Language Studies</u> (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, he/she 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 1<sup>st</sup>; the deadline for priority consideration for spring is December 1<sup>st</sup>. After these dates, applications will continue to be reviewed, although space will be extremely limited. Students are not admitted for summer and winter sessions but may be permitted to take classes as a non-matriculated student.

#### **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 covered during orientations includes:

- Curriculum/Concentrations
- Requirements/Prerequisites
- Advising
- Internships/Independent Study
- Transfer Credits
- Graduation Requirements
- Student Organization (PAGA)
- Scholarships
- Honor Society: Pi Alpha Alpha
- Failing Grades
- Withdrawal/Incomplete Grades
- Matriculated vs. Non-matriculated status
- Accommodations
- Academic Integrity
- Public Safety
- Library Services
- Writing Center
- Blackboard Overview

#### Curriculum/Credits

The MPA degree at Rutgers SPAA consists of 42 credits of coursework addressing the context and application of public policy implementation; that is, the design, delivery, leadership, management, performance, and results of public and nonprofit sector activity. These sectors provide over 16 million job opportunities in the U.S. alone. Candidates for the master of public administration (MPA) degree complete 42 credits, 14 courses of 3 credits each, comprised of 11 core courses and 3 concentration/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. <u>Foundation</u>: Provides understanding of public administration contexts and key professional competencies for public and nonprofit sectors.

- 2. <u>Research and Analysis</u>: Examines quantitative and qualitative data methods and research design.
- 3. <u>Management</u>: Provides foundations in organization and human resources management.
- 4. Financial Management: Examines financial contexts and budgeting skills.
- 5. <u>Application</u>: Provides students with the opportunity to utilize what they have learned in the program via a real-world project.

#### **Areas of Concentrations/Electives**

A concentration consists of three courses (3 credits each) in an area of the student's interest. Concentrations provide greater breadth or depth of knowledge in a specific area of public administration. In order to receive a concentration, the student must complete the three 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 desired concentration areas for a total of four elective courses (3 credits each) and 45 credits to graduate. This policy also applies to students pursuing available concentrations in the online MPA program (Pearson).

#### **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)

#### Public and Nonprofit Performance Management

20:834:529 Performance Measurement and Reporting for Public and Nonprofit Organizations (3)

20:834:578 Results-Driven Strategic Management (3)

20:834:526 Evidence-Based Public Management and Policy (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)

Technology and Information Management

20:834:517 E-Governance and Digital Services (3) 20:834:518 GIS for Public and Nonprofit Management (3) 20:834:520 Data Management for Public and Nonprofit Organizations (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 <a href="http://spaa.newark.rutgers.edu/mpa-curriculum-course-descriptions">http://spaa.newark.rutgers.edu/mpa-curriculum-course-descriptions</a>

#### Course Schedules/Syllabi

MPA core courses are offered every semester. Concentration courses are offered 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 and course syllabi can be found on our website at:

For MPA: <a href="http://spaa.newark.rutgers.edu/mpa-course-schedules">http://spaa.newark.rutgers.edu/mpa-course-schedules</a>
For EMPA: <a href="http://spaa.newark.rutgers.edu/empa-course-schedules">http://spaa.newark.rutgers.edu/empa-course-schedules</a>

For Online MPA: <a href="http://spaa.newark.rutgers.edu/onlinempa-course-schedules">http://spaa.newark.rutgers.edu/onlinempa-course-schedules</a>

#### 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.

In order to take 12 credits, credit overload has to be approved by the MPA Director. The student must have at least a 3.5 cumulative GPA to request credit overload.

#### 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 <a href="https://studentaid.rutgers.edu/">https://studentaid.rutgers.edu/</a>. 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. Approval from the MPA Director is required before any internship taken for academic credit begins. Students are limited to one 3-credit internship; if a student takes an internship, the credits count toward the student's concentration, which means he/she takes two elective courses from his/her concentration, rather

than the customary three. An internship must be related to the student's concentration. After the MPA Director approves the request, the student will complete the internship contract and submit it to the department 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 contract
- 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 form and approval of the MPA Director prior to enrollment]

#### **Independent Study**

Independent study is available on a very limited basis as a concentration course for students to investigate a specific topic or issue in depth. Independent study occurs under the direct supervision of a core 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 course of the MPA program, and it may count as either a concentration course (with approval) or an elective; Independent Study cannot substitute for a core course.

Requirements to receive credits for independent study:

- Approval from a SPAA faculty member to direct the independent study.
- Submit a detailed description of the proposed topic, the deliverables to be assessed, and a
  recommendation letter from the supervising faculty member to be considered by the
  MPA Director for approval.
- The typical minimum deliverable for Independent Study consists of a substantial research paper, including: literature review, collection of data, analysis. The supervising faculty may require additional assignments.

[Prerequisite: Advance approval of the MPA Director prior to enrollment]

#### Capstone Project

The Capstone course provides students with an opportunity to integrate learning from various courses with analysis of real-world issues. Making use of the classroom setting and encouraging teamwork, the capstone project consists of a project design, action plan, and implementation. Students develop individual projects, under guidance of a faculty member, in which they carry out data collection and analysis, evaluate their findings, and provide conclusions and recommendations. The outputs are a project report and PowerPoint presentation to fellow students, faculty members, and invited guests. The capstone seminar serves as a culminating experience in the MPA program.

The Capstone course meets once a week throughout the semester. The course allows students to draw on material presented throughout the curriculum to develop and conduct an applied research project on a topic salient to public or nonprofit administration. This seminar will

prepare students to use the skills they have developed throughout the program to analyze and solve key problems of public management and policy. Students complete individual practical analytic papers suitable for publication or public consumption as their key graded assignment. These papers will demonstrate each student's unique abilities and their collective body of skills and knowledge acquired throughout the MPA curriculum. The capstone project challenges students to clearly articulate a research question, identify best practices in the field through a literature review, and develop and execute a research design, in which the student is to:

- 1. Define a research question that addresses an existing public or nonprofit problem.
- 2. Identify a theoretical model through which to approach the issue.
- 3. Select appropriate data collection methods.
- 4. Collect data.
- 5. Analyze and interpret the data.
- 6. Develop a written report and oral presentation of the findings and recommendations.

Final projects are presented at a Public Policy and Management Forum during scheduled class time. 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 non-profit 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 in order 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.

Students can also start in the MPA program and then apply to the JD program, but such students would need to be mindful of ABA Standard and Interpretation 304-5 ("Credit for a JD degree shall only be given for course work taken after the student has matriculated in a law school"). During the third and fourth years of full-time study, the student would take elective courses from either the JD or MPA curriculum in order to meet the requirements for both degrees. For any given semester, the unit with which a student is attempting to earn a majority of credits is the unit with which he/she shall be deemed primarily affiliated during that semester.

#### Program Requirements

#### **Rutgers SPAA**

- Application to the MPA program at Rutgers SPAA (School 20)
- GRE score 290 or better (if undergraduate GPA is less than 3.0)
- Personal statement
- Three letters of recommendation\*
- Official transcript\*
- \$65 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\*
- \$65 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
Stephanie Newbold, PhD
Associate Professor and JD/MPA
Coordinator
Center for Urban and Public Service

111 Washington Street 973-353-3703 *JD at Rutgers School of Law-Newark* Anita T. Walton Assistant Dean for Admissions

awalton@andromeda.rutgers.edu 973-353-3077

#### 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.

#### More Information

Gail Daniels
Assistant Dean for Graduate Programs
<a href="mailto:gaild@rutgers.edu">gaild@rutgers.edu</a>
973-353-1122

MAccy at Rutgers Business School Irfan Bora Program Director ibora@business.rutgers.edu 848-445-5311

#### **Grading System**

<u>Grade</u>	<b>Definition</b>	Numerical Equivalent
A	Outstanding	4.0
B+	Very Good	3.5
В	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, which outlines a deadline by which the student is required to submit missing or incomplete work in order to receive a letter grade. 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 Executive 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 the School of Public Affairs and Administration (SPAA). This policy applies only to recorded course grades—not to grades on individual assignments within a course, which are handled directly with the instructor. The School of Public Affairs 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 NOT a valid basis for appeal.

Typically, a grade will only be changed in the case of mathematical error or accidental entry. 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 5 business days of said grade being posted. The student should produce 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.

- 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. 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 petitioner's 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 or the requested grade is accurate.
- 3. A student may appeal the MPA Director's decision to the Dean of the School of Public Affairs and Administration, 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 Dean must receive any further appeal (electronically) within 5 business days of the MPA Director's response. 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 and the MPA Director to make a reasoned judgment on the petitioner's case within 10 business days of receiving the appeal. The Dean will collect any additional evidence he or she considers 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 or the requested grade is accurate.

- 4. 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.

#### **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.

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 he/she 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, the student must apply for graduation at <a href="https://grad.admissions.rutgers.edu/Diploma/">https://grad.admissions.rutgers.edu/Diploma/</a>

*The deadlines for applying 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 (Intro to PA) Policy

All incoming MPA Students must enroll in Intro to PA (501) during their first semester 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. These dates can be found at: <a href="http://registrar.newark.rutgers.edu/office-registrar-fall-academic-calendar">http://registrar.newark.rutgers.edu/office-registrar-fall-academic-calendar</a>.

No course can be retroactively dropped or added after the deadline.

#### **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 <u>not</u> 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 <a href="http://registrar.newark.rutgers.edu/office-registrar-fall-academic-calendar">http://registrar.newark.rutgers.edu/office-registrar-fall-academic-calendar</a>.

#### 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 7 calendar years. If a student is admitted in fall 2015, for example, that student must finish by summer 2022. This includes any semesters of Matriculation Continued. A one-year extension 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 the School of Public Affairs and Administration 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.

#### **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 5-year BA/MPA program.

#### **Transferring Graduate Credits**

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 and submit it to the MPA Director with an official transcript. Transfer credits are applied to the concentration/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 should have been taken within the past 6 years
- Courses must equal 3 credit hours each

#### **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 will result in suspension of your registration for the upcoming semester.

The complete Academic Integrity Policy can be found at <a href="http://academicintegrity.rutgers.edu/academic-integrity-policy">http://academicintegrity.rutgers.edu/academic-integrity-policy</a>

#### **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 & Administration respectively. 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 textbooks for SPAA courses

#### *Eligibility Requirements:*

- Must submit a complete application by the due date
- Must have completed at least 9 credits in the SPAA program
- Must have a cumulative GPA of 3.5 or better
- Must be an active student in spring 2017 and fall 2017 semesters (must be registered for at least 3 credits)
- Students must be enrolled in the fall semester for any programs corresponding to the award. For example, must be enrolled as an MPA student in Fall 2017 semester to be eligible for the SPAA MPA Scholarship.

#### *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 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 graduation ceremony.

#### **On-Campus Students Taking Online Classes**

As part of the application process to the Master's 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; no more than 1 online class in the Fall and Spring semesters.

#### **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. Within the School of Public Affairs and Administration, tuition remission benefits can be applied to the traditional, oncampus MPA program. Tuition remission will not be accepted for any classes offered in the online MPA program or the Executive Online Program while they are classified as non-self-sustaining.

#### STUDENT SERVICES

#### **Writing and Career Development Center**

The Writing and Career Development 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 and Career Development Center is to aid both undergraduate and graduate students in the development of career materials, including resumes, cover letters and personal statements. Services will 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."

#### **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**

Telephone: 973-353-2571

Email: writenow@andromeda.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 <a href="http://spaa.newark.rutgers.edu/paga">http://spaa.newark.rutgers.edu/paga</a>

#### **Computer Labs**

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

For each six-month period (January-June and July-December), every student gets \$30 posted to their printing account for black-and-white and color printing. The cost of printing is 4 cents per sheet for documents sent to a black-and-white printer or 25 cents per sheet for those sent to a color printer.

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, <a href="http://printing.rutgers.edu">http://printing.rutgers.edu</a>.

#### **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 with last names beginning with A to H should see Assistant Dean for Graduate Programs and students with last names beginning with I to Z should see Sr. Student Programs Manager. Online MPA students should contact the Sr. Student Programs Manager.

#### **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. Our services are FREE and CONFIDENTIAL. For more information, please visit <a href="http://counseling.newark.rutgers.edu/">http://counseling.newark.rutgers.edu/</a>.

#### **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 <a href="http://housing.newark.rutgers.edu/">http://housing.newark.rutgers.edu/</a>.

#### **Parking**

There are different types of parking permits available for students. For more information, please visit <a href="https://nwkparking.rutgers.edu/">https://nwkparking.rutgers.edu/</a> or email at <a href="mailto:info@aps.rutgers.edu">info@aps.rutgers.edu</a> 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 <a href="https://nwkparking.rutgers.edu/locations">https://nwkparking.rutgers.edu/locations</a>

#### **ID Cards**

After the student registers and pays for their courses, he/she can go to Blumenthal Hall, 249 University Ave, 3<sup>rd</sup> 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 <a href="http://businessoffice.newark.rutgers.edu/photo-id-1">http://businessoffice.newark.rutgers.edu/photo-id-1</a>