

CALIFORNIA STATE UNIVERSITY, NORTHRIDGE



MASTER OF PUBLIC ADMINISTRATION

STUDENT HANDBOOK

ACADEMIC YEAR 2019-2020

Dr. Henrik Minassians
Acting MPA Director
henrik.minassians@csun.edu
master.mpa@csun.edu

CSUN | COLLEGE OF
SOCIAL AND
BEHAVIORAL SCIENCES

Table of Contents

ACADEMIC POLICIES AND PROCEDURES.....	3
MISSION STATEMENT	3
1.0 CORE COMPETENCIES	3
1.1 Articulate and Apply Public Services Perspectives.....	3
1.2 Lead and Management in Public Governance	4
1.3 Participate in and Contribute to the Public Policy.....	5
1.4 Analyze, Synthesize, Think Creatively, Solve Problems, and Make Decisions.....	5
1.5 Communicate and Interact Productively with Diverse and Changing Workforce and Citizenry..	6
1.6 Reply on Professional Ethics While Making Policy, Managerial and Program Decisions	7
2.0 PROGRAM GUIDELINES AND OPTIONS	8
2.1 Checklist for success in your MPA Program:.....	8
2.2 Program Options	8
Health Administration Option	8
Nonprofit Sector Management Option	8
Public Sector Management and Leadership Option	8
Faculty Advisor	9
MPA Graduation Requirements	9
Classified Graduate Status	9
Conditionally Classified Graduate Status	10
Admissions and Re-Admissions	10
Time to Graduation.....	10
CSUN Accreditation	10
2.3 MPA Degree Plans	11
Public Sector Management & Leadership - Core Courses	11
Public Sector Management & Leadership – Elective Courses	12
Public Sector Management & Leadership - Culminating Experience.....	12
Non-Profit - Core Courses	13
Non-Profit - Elective Courses.....	13
Non- Profit - Culminating Experience.....	14
Health Administration- Core Courses	14

	Health Administration - Elective Courses	15
	Health Administration - Culminating Experience	15
2.4	Academic Grievance.....	16
	Academic Grievance and Grade Appeal Procedures.....	16
	Important Clarifications Pertaining to Grade Appeals	17
2.5	Graduate Project Requirements	18
2.6	MPA Program’s Academic Dishonesty Policy.....	18
	Program Policies	18
2.7	Time Limitations for Earning Degrees and Certificates.....	18
2.8	Discontinuance of a Program.....	19
	Temporary Disruption of Attendance	19
2.9	Late Change in Academic Schedule for Students in Tseng College Courses/Open University..	19
2.10	Withdrawal Policy, Payment Deadline, Late Fee, and Refund Policies for Cohort Students	19
	International Students	20
	Withdrawal Procedure	21
	Alternate Payee Instructions	21
	Refund Computation Guidelines for Semester at CSUN (SAC).....	21
2.11	Disability Resources	22
	Disability Resources and Educational Services.....	22
2.12	Ethics for Public Administration	24
2.13	Professional Associations in Public Administration.....	24
	American Society for Public Administration (ASPA).....	25
	International City/County Management Association (ICMA)	25
3.0	CODE OF CONDUCT AND CIVILITY	26
3.1	MPA Committee.....	27

ACADEMIC POLICIES AND PROCEDURES

MISSION STATEMENT

The Master of Public Administration (MPA) program offers an interdisciplinary, multifaceted approach to problem solving that blends public sector theory with everyday real-world practice. The curriculum emphasizes the application of critical thinking skills to managerial and leadership functions.

The MPA curriculum is designed to develop leadership and educate students in public administration principles such as executive problem solving, human capital management and policy analysis. The program is also designed to fit the schedules of working students and their sponsoring agencies without compromising academic expectations. All courses have an academic core that emphasize the application of critical skills to leadership and managerial functions.

1.0 CORE COMPETENCIES

The California State University, Northridge (CSUN), MPA Program is an active learning, project-driven, competency-based program that is mission driven. With a focus particularly on metropolitan areas, competencies focus on knowledge that is applicable in the public sector workplace.

To this end, students enrolled in MPA classes are expected to develop these core competencies and applicable knowledge in the following MPA classes:

1.1 Articulate and Apply Public Services Perspectives

- **MPA 610: Seminar in Public Administration and Its Environment**
 - This is the first course for all MPA students.
 - Students will leave this class understanding the significance of public administration's development and how it is practiced.
 - Students enrolled in this class will learn about public administration's impact on the delivery of government services.
- **MPA 630: Seminar in Organization Theory and Human Behavior**
 - Students completing this course will learn about organizations and their importance to how they are structured in the workplace.
 - This course gives students a historical perspective on organizational theory and examines contemporary approaches to the study of organization.
 - Specific attention is given to applying concepts to the management of public and nonprofit organizations.
 - Students completing this course will understand the importance of organization hierarchy, legal authority and the role of informal organizations in the management of government organizations.
- **MPA 632E: Strategic Planning Needs Assessment and Program Design**
 - Students will examine the critical interconnection among strategic goals and objectives, including community needs assessment, program design and evaluation to the organization's mission.

- Students will gain knowledge of the strategic-planning process through an experimental approach that creates the mission, identifies long-range goals and develops objectives and action plans.
- Students will be exposed to the full cycle of organizational activities to examine organizational effectiveness by exploring approaches to community need assessment and building a program and evaluation process based on the need's assessment.
- **MPA 642B: Public Sector Labor Relations**
 - Students completing this course will understand the significance of labor management, contract management, contract negotiations and formal arbitration.
- **MPA 643: Public Human Resources Management**
 - The course will provide students with an understanding of the importance of effectively managing human resources and all of its elements.
 - MPA 643 introduces students to the HR process and basic functions. Students understand how it applies in the workplace through reading material, case studies, and HR exercises.
- **MPA 644: Public Budgeting and Financial Administration**
 - Students will understand the role of public finance and budgeting in managing public sector resources.
- **HSCI 510 – Systems for Health Delivery in the U.S.**
 - This introductory course describes the organization of public and private systems of care, role of governments and private healthcare systems, the evolution of healthcare in the U.S., key federal and state legislation and regulation impacting provide reimbursement, healthcare entitlement, quality of care, preparation of healing arts professionals, and how healthcare organization develop and function.
- **HSCI 511 – Health Services Administration Theory and Practice**
 - Students will be introduced to the basic historical and current theory and practice of administration of health services organizations.
 - Emphasis on the administrator's role in a systems approach to assessing and responding proactively to the external focus in the health services delivery system and in the development of the organization's culture and processes for the provision of quality service.

1.2 Lead and Management in Public Governance

- **MPA 612A: Intergovernmental Relations**
 - Students will leave this course learning about the challenges of managing public agencies in a political and diverse environment.
 - This course teaches students about the government's external environment and the influence of stakeholders, operating in a public organization's environment.
- **MPA 623A: Seminar in Effective Public Sector Management**
 - Students will develop and apply leadership skills as public administration leaders.
 - Students enrolled will develop administrative skills and successfully apply them in the management of the public service organizations.
 - Students will develop the ability to resolve conflict and create consensus among service recipients.

- **MPA 632G: Non-Profit Finance and Financial Management**
 - Students will be exposed to non-profit financial management concepts and practices, including the framework for budgeting, financial analysis, internal controls and reporting.
 - Students will engage in exercises and learn to use tools for financial management.
 - Students will be introduced and cement the partnership between non-profit programming and effective financial management, and identify the intersections among governance, programmatic vision and financial practices.
- **MPA 698S: Graduate Project**
 - As the culminating project in the MPA program, each student's paper is to display application of the MPA program's core competencies.
 - Students enrolled will demonstrate their mastery of their specialization in Public Administration. Students write a research project paper (minimum 25 pages) that applies and reflects the cumulative skills and concepts derived from MPA program classes.
 - Students must complete *MPA 620: Research Methods* before enrolling in *MPA 698S*.
- **HSCI 513: Leadership in Health Administration Practice**
 - Special emphasis is placed on the leadership skills needed in healthcare organizations.
 - Students will study basic leadership principles, reviews literature, examines factors associated with successful leadership and discussion of case studies on leadership strategies used in the healthcare field.
 - A personal assessment of leadership styles is conducted, as well as a culminating community class project.

1.3 Participate in and Contribute to the Public Policy

- **MPA 622A: Policy Implementation and Program Evaluation**
 - Students completing this course will develop, implement, and revise public policies.
 - This course will provide students with an understanding of the link between policymaking, policy implementation and the administration of public services.
- **MPA 640: Public Policy Analysis**
 - Students will leave this class analyzing the impact of public policies on citizens, stakeholders, constituents and government agencies.
- **MPA 650: Seminar in Public Policy Process**
 - Students enrolled in this course will understand the policy making process and its impact on managing relations with constituents, relevant government agencies, and stakeholders.

1.4 Analyze, Synthesize, Think Creatively, Solve Problems, and Make Decisions

- **MPA 620: Research Methods for Public Administration**
 - This is the fifth or sixth course for all MPA students.
 - This course will introduce students to research methods as a tool for helping public professionals gain an understanding of public needs.

- Students completing this course will be introduced to the concepts, approaches and methods of research in public administration.
- Students will complete course being able to prepare a research proposal appropriate for the graduate project.
- Students will leave this course having explored different data collection methodologies (including experimental design, survey, observation, content analysis, case study, and evaluation).
- Students must complete *MPA 620* before enrolling in *MPA 698S*.
- **MPA 623B: Approaches and Methods in Program Evaluation**
 - Students enrolled in this course will utilize a public service perspective to apply research methods to assess program outcomes; particular attention is given to analysis to improve service delivery and promote innovation.
- **MPA 632B: Strategic Management**
 - Utilizing case studies, students enrolled will engage the strategic management literature with a critical thinking mien to demonstrate the ability to improve program, agency, department, and division management outcomes.
- **MPA 632H: Funding and Resource Development for Non-Profit Organization**
 - Students will examine how fund-raising works and fits into non-profit management as a whole.
 - Students will learn what must be in place before a non-profit organization raises money; how to plan and implement various approaches to raising funds, including grant writing, events and major gifts; and how to develop, manage and evaluate an annual fund-raising plan.
- **HSCI 523: Seminar in Healthcare Organization**
 - Students will examine the structure and interrelationships of health status and healthcare resources, including human resources, facilities and services.
 - Approach is interdisciplinary and designed to provide the student with an understanding of the issues in healthcare delivery.
 - Student's emphasis is placed on providers and populations within the clinical, legal, political and economic systems.

1.5 Communicate and Interact Productively with Diverse and Changing Workforce and Citizenry

- **MPA 632C: Communication in Public Organizations**
 - Students will demonstrate communicating clearly and effectively with citizens, constituents, and stakeholders.
 - Students will understand that organizations have internal and external environments including service recipients, stakeholders, interest groups, and government officials.
 - Students will learn groups, when competing with each other for resources or influence, create a political environment where administrations are active participants, boundary spanners, and managers.
 - Through examples and assigned materials, students will apply what they learn about the communication of policy to colleagues and external stakeholders.

- **MPA 632F:** Issues and Problems in Human Resources, Board and Volunteer Management in Non-Profits
 - Students will be introduced to the aggregate of human resource management process in complex organizations.
 - Student will focus on current policy issues and problems that challenge today's human resource specialists, supervisors and managers.
 - Students will examine the external human resources brought to non-profit organizations by governing boards and volunteers.
 - Students will study important policy issues for their political, legal, social, ethical and organizational ramifications.
- **HSCI 613:** Managing Change in Health Care Organizations
 - Students will focus on administrative trends, issues and new development in health-service delivery.

1.6 Reply on Professional Ethics While Making Policy, Managerial and Program Decisions

- **MPA 632A:** Organizational Leadership
 - Students will utilize ethical frameworks for examining decision making.
 - This course explores the traits, habits and communication patterns of effective leaders.
 - Students will understand internal communication patterns within organizations.
- **MPA 632I:** Program Implementation and Management for Non-Profit Services
 - Students will examine policies, strategies and the decision-making processes to support successful program implementation from a manager's perspective.
 - Non-profit policy formulation places emphasis on training managers to develop and analyze programs, both in terms of choosing goals and organizing resources to achieve them.
 - Students will be given the opportunity to formulate strategic implementation considerations using environmental analysis, resource assessment, goals determination, program planning and evaluation and performance overview.
 - This course will concentrate on the process of implementing programs and the role of advocacy in achieving programmatic and overall mission attainment.
- **MPA 642A:** Ethics and Professionalism
 - Students will apply ethical reasoning to decision making, policy making and program implementation.
 - Through case studies and projects students will demonstrate competence by applying public service ethics and professionalism
- **MPA 623D:** Human Resources and the Basics of Competencies Measurement in Government
 - Students will strategically look at the area of human resources and its link to firm performance through the balanced scorecard method.
 - Students will learn how to develop the balanced scorecard and use it in the analysis of human resource decisions.
 - Students will learn how to analyze the various human resource functional areas and

measure the overall worth of these areas.

2.0 PROGRAM GUIDELINES AND OPTIONS

It is the responsibility of each student to comply with the various requirements of the Graduate School, Tseng College and California State University, Northridge. Therefore, students need to be acquainted with Tseng College Graduate Program Policies ([available online here](#)). Please be aware that MPA Program Guidelines are intended to supplement but not replace the California State University Northridge [How to Guide for Students](#).

2.1 Checklist for success in your MPA Program:

- ✓ Read the California State University, Northridge MPA Student Handbook.
- ✓ Consult with your [MPA Advisor](#) about the program early, and as needed.
- ✓ Familiarize yourself with the MPA course rotation with your advisor and [course catalog](#).
- ✓ Submit the [Intent to Graduate form](#) at the start of your last semester.
- ✓ Plan to take the MPA Research Project Course (MPA 698) in your final semester.

2.2 Program Options

Health Administration Option

Online

CSUN created the [Health Administration](#) option in response to requests for an opportunity to develop leadership and management skills specific to health-related organizations. As there are many public sector nuances within the health care sector, it is crucial for those involved to have the capacity for managing in both the private and public domain. This two-year online program prepares individuals in both the public and private sectors who work with health-related organizations and fosters the ability to work across all facets of this growing industry.

Nonprofit Sector Management Option

Online

CSUN created the [Nonprofit Sector Management](#) option in response to requests for an opportunity to develop leadership and management skills specific to nonprofit organizations. Since many nonprofits rely on public sector funding and contract their services out to those same public agencies, it is crucial for those involved to have the capacity for managing private and public agencies. This program empowers individuals working in both the public and private sectors of a philanthropic organization and fosters their ability to work across all facets of the nonprofit world.

Public Sector Management and Leadership Option

Online, On-Campus, Off-Campus

The [Public Sector Management and Leadership](#) option develops and enhances management skills, enabling graduates to function more effectively within all types of public organizations. This option emphasizes both the quantitative aspects of management (i.e., decisions based on analytical data) and the human dynamics of leadership. By emphasizing conceptual and professional development, the

program offers a well-rounded perspective of the field and develops leaders with a broad understanding at both the organizational and theoretical levels.

The MPA program offers three matriculating options. They are:

- 1) **On Campus** - Students enrolled in the On-Campus program work with their assigned advisor to enroll in MPA classes.
- 2) **Cohorts** - Students assigned to Cohorts take classes in different locations in Los Angeles County.
- 3) **Online** - Students in the online program enroll in courses that are entirely online.

Note: The curriculum is the same for all MPA students. Location and the delivery mode of the curriculum differ depending on option. Only with the MPA Director's formal approval may students transfer between matriculation options.

Faculty Advisor

Every MPA student is assigned an academic advisor who is a member of the MPA faculty. The role of the advisor is to guide you through your academic program. The current advisor is [Dr. Anaïs Valiquette L'Heureux \(email\)](#). Advising can occur via email, ZOOM teleconference, or in person. Contact [Dr. Valiquette L'Heureux \(website\)](#) to establish an appointment.

MPA Graduation Requirements

- Completion of 12 courses (3-units each) to satisfy the MPA Program graduation requirements.
- Completion of a minimum of 30 semester units of approved graduate courses to become eligible to enroll in the culminating project of the MPA program – MPA 698S, Graduate Project.
- Once ten courses have been completed, the eleventh course (3-units) may be taken either before or while enrolled in MPA 698S. For those receiving financial aid, to remain eligible for financial aid, the 11th and 12th courses must be taken concurrently.
- A cumulative GPA of 3.0 is required to graduate. Students whose cumulative GPA is lower than 3.0 may be placed on academic probation and risk dismissal from the program. A student may earn a grade no lower than a “C” to pass a course. However, if the cumulative GPA is lower than 3.0, academic probation will result. [[See Tseng College Graduate Program Policies.](#)]
- Students must be fully classified as opposed to unclassified. (Classified refers to a student who meets all University and departmental requirements as outlined in the [current catalog](#) at the time of graduation. Unclassified refers to a student who does not satisfy all of the University requirements for admission in the program.)

Classified Graduate Status

Fully classified students must have the following: Bachelor's degree from an accredited university, 3.0 GPA in their cumulative post-graduate course work, and have completed Upper Division Writing Proficiency Exam (UDWPE). Students who have taken and passed with a score of eight or higher on the UDWPE are not required to retake the examination.

Conditionally Classified Graduate Status

In order to achieve fully classified graduate standing, students will need a passing score on the Writing Proficiency Exam. It is important to achieve full classified standing prior to completing more than four classes (12 units) of graduate coursework in the program of study. No more than 12 units of work taken prior to attaining fully classified status will be applied to a master's degree program. This status refers to students who meet all University and departmental requirements as outlined in the current catalog.

Admissions and Re-Admissions

A transfer student is a student who was enrolled and completed credit bearing classes at another college or university. Transferring students with a GPA less than a 3.0 will not be admitted into the MPA Program. Transfer students with a GPA of at least 3.0 but with failing grades or grades that do not count towards graduation may not be admitted into the MPA Program. Consultation with the MPA Program Director is required. Students on academic probation whose GPA is less than a 3.0 may be readmitted after academic advising to determine if, after one semester, students can bring their GPA up to a minimum of 3.0. Students readmitted after the probationary period must have a GPA of 3.0 or higher to comply with graduate studies grade point average requirements.

Time to Graduation

The Master's in Public Administration Program is a two-year program. It is not organized to accommodate students hoping to accelerate their time to graduation.

CSUN Accreditation

The Western Association of Schools and Colleges (WASC) accredits CSUN. In 2012, the WASC Commission stated, "The Commission commends CSUN for becoming a model learning organization characterized by collaborative and evidence-based planning, decision making and problem solving."

2.3 MPA Degree Plans

(12 courses, 36 units)

Each student is expected to take the courses listed below. Students enrolled in cohorts (whether face-to-face or online) follow a set schedule of courses that is provided by Tseng College. On campus, students may, with the assistance of the MPA Advisor, select their own courses. It is highly recommended that all students enroll in MPA 610 as their first course in the program. Additionally, students are strongly encouraged to complete required classes before enrolling in the elective classes.

Student: _____ ID: _____

Public Sector Management & Leadership - Core Courses

(6 required – 3.0 units each)

COURSE	COURSE COMPETENCY
MPA 610: Seminar in Public Administration and Its Environment	Articulate and apply public service perspectives.
MPA 620: Research Methods in Public Administration	Analyze, synthesize, think creatively, solve problems, and make decisions.
MPA 630: Organization Theory and Human Behavior	Articulate and apply public service perspectives.
MPA 644: Public Budgeting and Financial Administration	Analyze, synthesize, think creatively, solve problems, and make decisions.
MPA 650: Public Policy Process	Participate in and contribute to the public policy process.
MPA 642A: Ethics & Professionalism	To rely on professional ethics while making policy, managerial & program decisions.

Public Sector Management & Leadership – Elective Courses

(Select 5 out of 11- 3.0 units each)

COURSE	COURSE COMPETENCY
MPA 612A: Intergovernmental Relations	Lead and manage in public governance.
MPA 622A: Policy Implementation and Program Evaluation	Participate in and contribute to the public policy process.
MPA 623A: Seminar in Effective Public Sector Management	Lead and manage in public governance.
MPA 623B: Approaches and Methods in Program Evaluation	Lead and manage in public governance.
MPA 623D: Human Resources and the Basics of Competencies Measurement in Government	Lead and manage in public governance.
MPA 632A: Organizational Leadership	Analyze, synthesize, think creatively, solve problems, and make decisions.
MPA 632B: Strategic Management	Analyze, synthesize, think creatively, solve problems, and make decisions.
MPA 632C: Communication in Public Organization	Communicate and interact productively with diverse and changing workforce and citizenry.
MPA 640: Public Policy Analysis	Participate in and contribute to the public policy process.
MPA 642B: Public Sector Labor Relations	Articulate and apply public service perspectives.
MPA 643: Human Resources Management	Articulate and apply public service perspectives.

Public Sector Management & Leadership - Culminating Experience

(3 units)

COURSE	COURSE COMPETENCY
698S MPA: Graduate Project	Analyze, synthesize, think creatively, solve problems, and make decisions.

Non-Profit - Core Courses

(7 required - 3.0 units each)

COURSE	COURSE COMPETENCY
MPA 610: Seminar in Public Administration and Its Environment	Articulate and apply public service perspectives.
MPA 620: Research Methods in Public Administration	Analyze, synthesize, think creatively, solve problems, and make decisions.
MPA 630: Organization Theory and Human Behavior	Articulate and apply public service perspectives.
MPA 644: Public Budgeting and Financial Administration	Analyze, synthesize, think creatively, solve problems, and make decisions.
MPA 650: Public Policy Process	Participate in and contribute to the public policy process.
MPA 642A: Ethics & Professionalism	To rely on professional ethics while making policy, managerial & program decisions.
MPA 623D: Human Resources and the basics of Competencies Measures in Government	Lead and manage in public governance.

Non-Profit - Elective Courses

(Select 4 - 3.0 units each)

COURSE	COURSE COMPETENCY
MPA 632E: Strategic Planning Needs Assessment and Program Design	Articulate and apply public service perspectives.
MPA 632F: Issues and Problems in Human Resources, Board and Volunteer Management in Non-Profits	To rely on professional ethics while making policy, managerial & program decisions.
MPA 632G: Non-Profit Finance and Financial Management	Lead and manage in public governance.
MPA 632H: Funding and Resource Development for Non-Profit Organization	Analyze, synthesize, think creatively, solve problems, and make decisions.
MPA 632I: Program Implementation and Management for Non-Profit Services	To rely on professional ethics while making policy, managerial & program decisions.

Non- Profit - Culminating Experience

(3 units)

COURSE	COURSE COMPETENCY
698S MPA: Graduate Project	Analyze, synthesize, think creatively, solve problems, and make decisions.

Health Administration- Core Courses

(6 required - 3.0 units each)

COURSE	COURSE COMPETENCY
MPA 610: Seminar in Public Administration and Its Environment	Articulate and apply public service perspectives.
MPA 620: Research Methods in Public Administration	Analyze, synthesize, think creatively, solve problems, and make decisions.
MPA 630: Organization Theory and Human Behavior	Articulate and apply public service perspectives.
MPA 644: Public Budgeting and Financial Administration	Analyze, synthesize, think creatively, solve problems, and make decisions.
MPA 650: Public Policy Process	Participate in and contribute to the public policy process.
MPA 642A: Ethics & Professionalism	To rely on professional ethics while making policy, managerial & program decisions.

Health Administration - Elective Courses

(Select 5, 3.0 units each)

COURSE	COURSE COMPETENCY
HSCI 510: Systems for Health Delivery in the U.S.	Articulate and apply public service perspectives.
HSCI 511: Health Administration Theory and Practice	Articulate and apply public service perspectives.
HSCI 513: Leadership in Health Administration	Lead and manage in public governance.
HSCI 523: Seminar in Healthcare Organization	Analyze, synthesize, think creatively, solve problems, and make decisions.
HSCI 613: Managing Change in Healthcare Organization	Communicate and interact productively with diverse and changing workforce and citizenry.

Health Administration - Culminating Experience

(3 units)

COURSE	COURSE COMPETENCY
698S MPA: Graduate Project	Analyze, synthesize, think creatively, solve problems, and make decisions.

2.4 Academic Grievance

Academic grievances may be filed when a student feels aggrieved in (non-grade) matters concerning an academic decision, action or judgment by a faculty member. A grade appeal may be filed when a student believes a grade is erroneous, violates a University rule or policy, is not entered by the instructor, or is believed to be awarded based on discrimination or other improper conduct toward the student. Grade appeals based wholly or in part on a subjective or qualitative judgment of an instructor will not be considered by the Board.

Students should attempt to resolve matters informally with the faculty member prior to filing an academic grievance or grade appeal. Students also should seek the review of the appropriate department chair and college dean or designee. If the matter cannot be resolved in this manner, the student may file a formal grievance or grade appeal. The grievance or appeal must be presented in writing before the end of the semester following the semester in which the matter occurred or the grade was assigned

Academic Grievance and Grade Appeal Procedures

Purpose

Consistent with CSU Executive Order 1037, California State University, Northridge has adopted policies that provide for the redress of student concerns about certain academic decisions made by faculty. The following procedures, which implement said policies, are established pursuant to authority assigned to the Academic Grievance and Grade Appeals Board and are administered by the Office of the Vice President for Student Affairs. Students may elect to use these procedures when they are unable to resolve academic disputes with members of the faculty.

These procedures are limited to actions that fall within the definition of an “academic grievance” or “grade appeal” as defined below. The University has various complaint procedures and, therefore, students are encouraged to seek advice before filing a formal complaint. Students who believe they have been subject to illegal discrimination or harassment must contact the Office of Equity and Diversity at (818) 677-2077 for assistance.

Students who only want to express a complaint about a faculty member’s professional conduct, and are not seeking a grade change, are encouraged to bring their concerns to the attention of the chairperson of the department in which the instructor is employed. In cases when the instructor is the chairperson or program director, students should direct their concerns to the College of Social and Behavioral Sciences, Office of the Dean – Sierra Hall Room 401, phone number (818) 677-3317. Individuals who need assistance in identifying an appropriate department chairperson, or evaluating whether these procedures are appropriate to a specific concern, may visit the Office of the Vice President for Student Affairs (OVPSA), located in University Hall 310, or call (818) 677-2391.

Definitions

These procedures are appropriate if an unresolved complaint meets one of the following definitions. The Office of the Vice President for Student Affairs will return any complaint that does not meet one of the definitions.

An “academic grievance” is a complaint that meets all of the following conditions:

- It must concern an academic decision, action, or judgment for which no existing university complaint procedure is available; it must not involve a grade.
- It must not be within the scope of the University’s petition procedures for waiving academic regulations.
- It must be a matter for which the Board can identify a remedy.

A “grade appeal” is a complaint about a final course grade, which involves one or more of the following conditions, the existence of which the student is required to prove:

- The instructor violated a specific University rule or policy.
- The instructor refused to correct a clerical or administrative error made in the process of transmitting a grade to the Office of Admissions and Records.
- The instructor refused to report any grade at all for the individual student.
- The grade is based on an allegation of cheating or other academic dishonesty, and the instructor has chosen not to request formal disciplinary action with the Office of the Vice President for Student Affairs.
- The grade is based on an allegation of cheating or other academic dishonesty and, pursuant to the student disciplinary process, it has been determined that (a) there was insufficient evidence to proceed with formal disciplinary action or (b) the student was found innocent of the charges.
- The grade reflects threatening, abusive, exploitative, or similar personal, improper conduct towards the individual student.

Important Clarifications Pertaining to Grade Appeals

Most complaints considered by the Board involve a grade appeal. It is important for students to know that, in accordance with the policies of the California State University, the Board must presume that an assigned grade is correct. Therefore, it is the student’s responsibility to prove that the final course grade is improper based on one of the criteria listed above under the definition of “grade appeal.” The Board’s authority in cases involving a grade appeal is very specific and limited to the conditions included in the above definition. The Board cannot tell an instructor that he/she has graded an exam too harshly; or that his/her standards are too high; or that particular assignments are unreasonable; or that other classroom practices or expectations applied to the class as a whole are unfair. These are all matters of professional judgment, which, if consistent with applicable campus policies, are entirely within the prerogative of the instructor. Concerns about such matters should be discussed with the instructor and, if necessary, the appropriate department chair or college associate dean.

The University provides procedures for the orderly processing of grievances by students against members of the faculty and for the appeal of assigned grades. Established by the Faculty Senate, these procedures are contained in the Academic Grievance and Grade Appeals Board Bylaws. The Board is empowered to act on grievances and appeals that are properly filed.

Academic grievances may be filed when a student feels aggrieved in (non-grade) matters concerning an academic decision, action or judgment by a faculty member. A grade appeal may be filed when a

student believes a grade is based on error, violation of University rule or policy, refusal by the instructor to report a grade, discrimination or other improper conduct toward the student. Grade appeals based wholly or in part on a subjective or qualitative judgment of an instructor will not be considered by the Board.

Students should attempt to resolve matters informally with the faculty member prior to filing an academic grievance or grade appeal. Students also should seek the review of the appropriate department chair and college dean or designee. If the matter cannot be resolved in this manner, the student may file a formal grievance or grade appeal. The grievance or appeal must be presented in writing before the end of the semester following the semester in which the matter occurred or the grade was assigned.

2.5 Graduate Project Requirements

The only culminating experience for the Master of Public Administration program is the graduate project. Students take the graduate project course as the last class in their program. The graduate project course requires students to demonstrate their mastery of their specialization in Public Administration.

In order to enroll in a graduate project, students must be fully be classified. That implies successful completion of the Writing Proficiency Examination and the Graduate Record Examination (GRE) (if required), as well as having passed the requisite 30 units of coursework while maintaining a GPA of 3.0 or better.

2.6 MPA Program's Academic Dishonesty Policy

Each program participant is expected to complete all assignments in keeping with the CSUN, Academic Colleges, and Tseng College standards for academic and professional honesty and integrity. Any learner found to be in violation of these standards of academic integrity may receive a failing grade in the course in question and/or may be disqualified from the program.

Cheating or plagiarism in connection with an academic program at a CSU campus is listed in Section 41301, Title 5, California Code of Regulations as an offense for which a student may be expelled, suspended or given a less severe disciplinary sanction. For more information, please see the [CSUN catalog section Policies and Procedures: Academic Dishonesty](#).

Program Policies

Please carefully review the full list of [Program Policies](#), including [Academic Honesty and Integrity Requirement](#), [Time Limitations for Earning Degrees and Certificates](#), [Temporary Disruption of Attendance](#), [Withdrawal Policy](#) and [Refund Policy](#).

Students are expected to go online to locate policy information and relevant rules.

2.7 Time Limitations for Earning Degrees and Certificates

The Master of Public Administration complies with this policy and, as of fall semester 2019, does not validate courses that are older than seven years. University policy requires that all coursework for a

graduate degree program be completed within seven years of the start date of the first course taken in the program.

It is expected that participants enrolling in cohort programs will complete all coursework within the required seven years of starting the program. If a student drops out of the MPA Program in good standing, that student may rejoin a later cohort with the approval of the program academic lead. However, the student must complete the MPA Program within seven years to avoid the expiration of the time limit of classes that can be applied to graduation.

2.8 Discontinuance of a Program

In the event of a program's discontinuance, all cohorts will be completed. Once completed discontinued programs will stop enrolling students.

Temporary Disruption of Attendance

If, for compelling reasons, such as, new job, documented medical reasons, family emergency/death, job relocation, and military service, a participant finds it necessary to limit or discontinue his/her participation, we recommend the following course of action. The student must consult with the MPA Program Director as soon as the student is aware that class meetings or courses will be missed. Based on the recommendations of the MPA Program Director, every reasonable effort will be made to assist students in making up missed classes and assignments.

2.9 Late Change in Academic Schedule for Students in Tseng College Courses/Open University

Changes in academic schedules after the beginning of the cohort for the current academic term and session are rarely approved and will be considered only in cases where the student can provide written proof of extraordinary circumstances that have arisen from events beyond his or her control.

There must be no viable alternative to the requested change, such as repeating the course or enrolling in the course in the following semester. Completion of this [Late Change in Academic Schedule for Graduate Students Only \(.pdf\)](#) is the first step in the review process and does not imply that the request will be approved. Any request received after the last day of the semester will be considered retroactive.

2.10 Withdrawal Policy, Payment Deadline, Late Fee, and Refund Policies for Cohort Students

It is the responsibility of the student who is no longer attending classes to send a written notification to the program coordinator as a formal withdrawal request from the courses and the University. A student in a cohort who withdraws from courses with permission will receive a grade of "W," which is not calculated in the grade-point average (GPA). Withdrawal without permission will result in a grade of "WU" (Withdrawal Unauthorized), which is equivalent to an "F." For questions regarding course withdrawals, contact the Program Coordinator.

Any subsequent enrollment requires the student to be readmitted to the University by the relevant academic department and the Admissions Office.

Withdrawing students who receive financial aid funds must also consult with the [Tseng College Financial Aid Counselor](#) at (818) 677-7523 – prior to withdrawing from the University regarding any required return or repayment of grant or loan assistance received for that academic term.

NOTE: Simply not attending class and/or attempting (or even succeeding in) stopping payment on a check or payment voucher does not constitute an official withdrawal – nor does simply notifying the instructor. Withdrawal must be made through the formal process outlined above. Without a formal withdrawal, the student will be liable for fees and may earn a failing grade for the course. Further, even with a formal withdrawal, the student may not be entitled to any tuition refund, which depends on the time in the term in which the formal withdrawal is completed as well as the reason for the withdrawal.

Moreover, formal withdrawal is important for protecting the accuracy of the student's academic record.

Full tuition and fee payments for each term, including outstanding balances, are due no later than 24 hours prior to the Official Term Start Date for all self-support degree and certificate cohort programs. Students must clear all enrollment holds in order to be enrolled by the deadline, and payment in full must be received by the deadline to avoid incurring a \$50 late fee. The late fee does not apply to students with enough anticipated financial aid, waivers and/or sponsorships to cover the tuition and fee balances.

Students may only be eligible to request a tuition refund if the respective Tseng College Program Management staff receives written notification of the student's intent to withdraw, via email from the student's CSUN email address, by the Withdrawal Deadline (same date as payment deadline). Students requesting to withdraw after this deadline will be responsible for the full tuition for that entire term. Not attending class, notifying instructor(s), the academic lead or academic department of the intent to withdraw, receiving an official "approval"/withdrawal advice from non-Tseng College employees, or calling CSUN/Tseng College by telephone to express the intent to withdraw does not constitute a formal withdrawal, does not result in withdrawal, and does not remove the tuition and fees charged to the student for any portion of the term.

Please view the [Payment Deadline, Late Fee, and Refund/Withdrawal Policy](#).

NOTE: Students who fail to complete their MPA 698S class must submit an A/R 601 Culminating Experience Enrollment Request Form to continue their enrollment in MPA 698S. There is a late reenrollment fee of \$250 for students to continue and complete the graduate project. Finally, there is a \$25 penalty for students for a late submission of their A/R 601 Culminating Experience Enrollment Request Form.

International Students

Withdrawal Policy, Payment Deadline, Late Fee, and Refund Policy

Occasionally, a student enrolled in an [International Programs and Partnerships](#) (IPP) program finds it necessary to withdraw from the program before his/her period of study is completed. Acceptable reasons for withdrawal include the following: serious personal or family illness, severe financial difficulties that developed while enrolled in the program, visa problems, or being required by the

government of the student's home country or the administrators of his/her sponsoring agency to return home. All of these reasons must be substantiated, in writing, by a recognized physician, financial institution, immigration officer, or the sponsor, depending on the reason for withdrawal.

NOTE: It is the student's responsibility to apply for a refund. The date a written refund request is submitted is very important and determines the refund amount. If the written refund request form is submitted after the deadline, no refund is possible.

Withdrawal Procedure

For any of the above cases, the withdrawal procedure is as follows:

- Step 1 - Complete the [IEUP Student Refund Request Form \(.pdf\)](#).
- Step 2 - Attach written verification of the reason for withdrawal.
- Step 3 - Submit the completed form to the IPP office, or via email to tsengfinance@csun.edu or FAX to (818) 677-2700/3929.

Additionally, students enrolled in the [Intensive English Program](#) (IEP) must bring their documentation to the IPP office and meet the Director of the IEP Academic Program before any refund can be considered.

All other questions regarding withdrawal should be addressed to the MPA Program Director.

Refunds will be granted only in cases in which the refund/withdrawal procedure described above has been satisfactorily completed. After reviewing the student's paperwork and making a determination of the acceptability of the refund request, the student will be notified of the final decision via U.S. Mail or email. If the refund is approved, a refund check will be mailed in six to eight weeks.

Alternate Payee Instructions

If the refund check is to be made payable to a payee other than the student, the following three documents must be submitted together with the refund/withdrawal paperwork described above:

- A letter signed by the student authorizing the refund to be issued to another party and providing the name of that party;
- A copy of the student's passport or identification card bearing a photo of the student and his/her signature; and
- A photocopy of payment (i.e., receipt) signed by the third party.

NOTE: Alternate payee requests will not be processed without these documents.

Refund Computation Guidelines for Semester at CSUN (SAC)

All fee computations are based on the semester start date in which the student is currently enrolled (as stated on the [SAC Course Schedules Page](#)).

Review the above [IPP Students Withdrawal/Refund Policy](#) for withdrawal procedures. The following fees, refunds, and deadlines apply to the SAC program:

For International Program and Partnerships Programs Policies. For more information, please go to the [Tseng College Graduate, International and Midcareer Education website](#).

2.11 Disability Resources

The Tseng College and CSUN are committed to meeting the needs of students with disabilities. Students requiring classroom accommodations should contact either Disability Resources and Educational Services or the National Center on Deafness (for those who are deaf or hard of hearing) for assistance as soon as the decision to enroll has been made.

[Disability Resources and Educational Services](#) provides assistive software on many campus computers and offers assistance to students in accessing and effectively utilizing that software for CSUN courses and course materials. The following [accessibility programs that may be used to read the Tseng College website](#)

Disability Resources and Educational Services provides assistive software on many campus computers and offers assistance to students in accessing and effectively utilizing that software for CSUN courses and course materials. The following accessibility programs that may be used to read the Tseng College website.

Disability Resources and Educational Services

For special services to accommodate a physical, perceptual or learning disability, please contact the Department of Disability Resources and Educational Services. This department provides accommodations and educational support services to students with disabilities enrolled in California State University, Northridge courses.

[Disability Resources and Educational Services](#) (website)

California State University, Northridge
18111 Nordhoff Street, Bayramian Hall 110
Northridge, CA 91330-8340
Phone: (818) 677-2684 (voice or TTY)
Fax: (818) 677-4932
dres@csun.edu

[National Center on Deafness](#)

Deaf and hard of hearing students should contact the National Center on Deafness (NCOD), which provides interpreting, note taking, tutoring, real-time captioning and counseling services for deaf and hard of hearing students. To obtain services, contact NCOD immediately following registration.

[National Center on Deafness](#) (website)

California State University, Northridge
18111 Nordhoff Street, Chisholm Hall
Northridge, CA 91330-8267
Phone: (818) 677-2054 (voice or TTY)

Fax: (818) 677-7192

ncod@csun.edu

Disability Resources and Educational Services (DRES) is guided by the belief that each individual has strengths, abilities and talents. Through student service, training and education programs, DRES furthers the vision of an inclusive society that supports the attainment of academic, professional and personal goals for persons of all abilities.

If you are a student, please look at [Student Services](#) to learn more about DRES. If you are a faculty or staff member, review the [Accommodating Students](#) section, and explore our [Student Access and Accommodation System \(SAAS\)](#). To learn more about our department mission and vision, visit [About Us](#).

Accessibility Programs That May Used to Read Tseng College Website

JAWS: (Job Access with Speech) is a computer screen reader program for Microsoft Windows that allows blind and visually impaired users to read the screen. DRES provides this assistive software on many campus computers.

- [JAWS Keystrokes](#) (*external website*).
- [JAWS Training Downloads](#) (*external website*).

Screen Magnification: ZOOM is full-screen magnifier that can magnify the items on the screen up to 40 times built into Apple Inc.'s Mac OS X, iOS and iPod operating systems.

To set it up go to System Preferences > Universal Access > Zoom. Click on "Options" to select your preferences.

Voice Over is a screen reader built into Apple Inc.'s Mac OS X, iOS and iPod operating systems.

- [About VoiceOver](#) (*external website*).
- [VoiceOver Getting Started](#) (*external website*).

Window-Eyes: A screen reader for Microsoft Windows.

- [Window-Eyes manual](#) (*external website*).

ZOOMText: is a screen magnifier for Microsoft Windows designed for visually impaired people. DRES provides this assistive software on many campus computers.

- [ZoomText Quick Reference Guide \(.pdf\)](#). [Full version of the Reference Guide \(.pdf\)](#).

Other options for Mac OS X users

- OS X comes with a variety of assistive technologies to help those with vision disabilities, including a [built-in screen reader, screen and cursor magnification, high-contrast settings, and more](#) (*external website*).

2.12 Ethics for Public Administration

Students in the MPA program are to adhere to both professional ethics/plagiarism policies and national American Society for Public Administration (ASPA) ethics policies. The MPA student's ethical behavior should always be above reproach. Below are both the departmental and ASPA policies. Students must always be careful to uphold their reputations, including avoiding any unethical behavior as well as the appearance of any unethical behavior. Each program participant is expected to complete all assignments in keeping with the CSUN and Tseng College standards for academic and professional honesty and integrity. Any learner found to be in violation of these standards of academic honesty and integrity may receive a failing grade in the course in question and/or may be disqualified from the program. Students enrolled in MPA 642A will be introduced to ethical issues that will reinforce the ethical standards endorsed in this section. **(See ASPA Code of Ethics below).**

American Society of Public Administration (ASPA) Code of Ethics

The American Society for Public Administration (ASPA) advances the science, art, and practice of public administration. The Society affirms its responsibility to develop the spirit of responsible professionalism within its membership and to increase awareness and commitment to ethical principles and standards among all those who work in public service in all sectors. To this end, we, the members of the Society, commit ourselves to uphold the following principles:

1. **Advance the Public Interest.** Promote the interests of the public and put service to the public above service to oneself.
2. **Uphold the Constitution and the Law.** Respect and support government constitutions and laws, while seeking to improve laws and policies to promote the public good.
3. **Promote Democratic Participation.** Inform the public and encourage active engagement in governance. Be open, transparent and responsive, and respect and assist all persons in their dealings with public organizations.
4. **Strengthen Social Equity.** Treat all persons with fairness, justice, and equality and respect individual differences, rights, and freedoms. Promote affirmative action and other initiatives to reduce unfairness, injustice, and inequality in society.
5. **Fully Inform and Advise.** Provide accurate, honest, comprehensive, and timely information and advice to elected and appointed officials, governing board members, and staff members in your organization.
6. **Demonstrate Personal Integrity.** Adhere to the highest standards of conduct to inspire public confidence and trust in public service.
7. **Promote Ethical Organizations.** Strive to attain the highest standards of ethics, stewardship, and public service in organizations that serve the public.
8. **Advance Professional Excellence.** Strengthen personal capabilities to act competently and ethically and encourage the professional development of others.

2.13 Professional Associations in Public Administration

These are organizations of which students can become a member. They are also organizations with good and interesting information on public administration as a career.

American Society for Public Administration (ASPA)

Membership includes students, academics, and practitioners from local, state, and federal agencies. ASPA has one national meeting per year, and there are also regular regional meetings and local chapter meetings in many areas. ASPA publishes *Public Administration Review* (PAR), perhaps the most important journal in public administration, which includes articles of research, analysis, and commentary. Additionally, ASPA publishes *Public Integrity*, the only journal in the United States that focuses on publishing written material about ethical issues. Members also receive *Public Administration Times*, a monthly newspaper providing information on current events in public administration as well as job openings. In addition, members can join different sections of ASPA, such as the Public Budgeting and Finance Section (PBF) or the Section on Public Personnel Administration and Labor Relations (SPALR). Also, members can join local chapters of ASPA. ASPA has an inexpensive membership fee for students. For more information please, [visit the ASPA website](#).

International City/County Management Association (ICMA)

ICMA is a professional and educational organization representing appointed managers and administrators in local government throughout the world. Members receive bi-weekly newsletters and the monthly publication of *Public Management* magazine. For more information please, [visit the ICMA website](#).

3.0 CODE OF CONDUCT AND CIVILITY

As a student of the program, I will:

- ❖ **Respect** other students and professors. Demonstrate respect by allowing others time to respond to comments, responding in a timely manner to others' comments, and refraining from the use of insulting, derogatory or disrespectful language in discussions—in or out of class.
- ❖ **Reflect** before I reply; communication requires effort. Think about my audience and the context of my communication. Statements in class or online are not the same as private communication between friends.
- ❖ Take **Responsibility** for my own conduct—I will not blame others for my own actions.
- ❖ **Reject** bigotry, or discrimination against others based on a single attribute of theirs.
- ❖ **Represent** the truth—be honest in my dealings with others in the program and uphold the highest standards of academic integrity: never, ever submit anyone else's work as my own.
- ❖ **Respond** to all assignments with my own work and words, unless working in an authorized group. Understand that the MPA Program has a zero-tolerance policy for plagiarism and cheating.
- ❖ **Read and Refer** to this MPA Guide throughout my program.
- ❖ Understand that **Repercussions** for not following the code may include receiving a zero grade, failing a course, dismissal from the program, and/ or referral for a student conduct hearing at the University.
- ❖ **I hereby acknowledge that I have read and agree to the terms of the *Code of Conduct and Civility*.**
- ❖ **I hereby acknowledge that I have received and read the *Master of Public Administration Student Handbook*.**

Signed Name

Date

Printed Name

CSUN ID Number

Please sign, date, and return to the MPA Program at master.mpa@csun.edu prior to beginning your coursework.

3.1 MPA Committee

Henrik Minassians, Ph.D.

Acting MPA Director

Professor, Associate Director Community Outreach

henrik.minassians@csun.edu

Mylon Winn, Ph.D.

Professor, MPA Director (Personal Leave)

mylon.winn@csun.edu

Anaïs Valiquette L'Heureux, Ph.D.

Assistant Professor, Research Fellow

anaïs.valiquettelheureux@csun.edu