San Francisco State University

Public Administration Program Student Handbook 2018—2019

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INTRODUCTION TO THE PROGRAM

Listening to former Mayor Willie Brown speak

Career Development Event

Welcome to the Public Administration Program at San Francisco State University. We are looking forward to working with you to help you achieve your career and life goals. This handbook provides much of the information you'll need to plan and manage your studies with us. As always, the Public Administration Program website (https://mpa.sfsu.edu) is kept up to date and is another place where you will find information and answers to important questions.

The goal of the Public Administration Program at San Francisco State University is to prepare people for responsible positions in the public and nonprofit sectors. This includes positions in all levels of government, and also in such entities as community development corporations, nonprofit social service agencies, planning and consulting organizations, and activities of private firms working in public affairs and public policy. Our student body includes persons proceeding directly from an undergraduate degree without prior experience and those with experience who wish to strengthen their capabilities or prepare themselves for new opportunities. The Master of Public Administration is fully accredited by NASPAA, the membership organization of graduate education programs in public policy, public affairs, public administration, and public & nonprofit management; it is one of only three in the Bay Area which is accredited.

The program is based on the premise that policy and administration must be understood in relation to each other, and the core of the program seeks to develop knowledge, skills, and understanding in both public policy and public administration. The common core of the program is heavily focused on essential knowledge and skills for public management. Beyond the core, the program offers six areas of emphasis as an opportunity for specialization. They are Public Management, Nonprofit Administration, Public Policy, Urban Administration, Environmental Administration, and Criminal Justice Administration.

The requirements for the M.P.A., in general, and the specialty emphases, in particular, are shown in detail on the following pages. Taking an emphasis for specialization is optional, not mandatory. Those who choose not to pursue an emphasis may take appropriate electives to satisfy their professional needs and design their own emphasis. Students may choose courses relevant to their professional interests offered by other Programs and programs throughout the university.

Graduates from the M.P.A. program pursue their professional careers in various government agencies at federal, state, and local levels, such as the Federal Environmental Protection Agency, the Program of Health and Human Services, the Government Accounting Office, city management, and state offices. In addition, many others find careers in nonprofit organizations, and consulting and research firms. Some go on to pursue a Ph.D. in Public Administration at other universities to enter into a career in higher education.

In 2011, through the effort of a University-wide reorganization, The School of Public Affairs and Civic Engagement was created. Public Administration is one of the founding programs of PACE.

PACE is a collaborative interdisciplinary unit of public affairs oriented scholars

that delivers degree programs in Criminal Justice Studies, Environmental Studies, Gerontology, Public Administration, and Urban Studies and Planning. Students in these programs are immersed in a problem-oriented learning environment that extends beyond the classroom and into the community, the public arena, and the world. Building on an ethos of social justice and sustainability, faculty prepare PACE graduates with the critical and analytical skills necessary to understand and address the issues and challenges of the twenty-first century.   To learn more about PACE, visit pace.sfsu.edu.

Program Administration and Communications

Administrative Office
Graduate Coordinator: Dr. Jennifer Shea (advising and program oversight)
      Email: jshea@sfsu.edu; **Phone:** 415-817-4462
Director of Academic Services: Ms. Bridget McCracken (operations & support)
      Email: mpa@sfsu.edu; **Phone:** 415-817-4455
Location: 835 Market Street, Suite 678—679
Mailing Address: Public Administration Program, San Francisco State University, 835 Market Street, Suite 679, San Francisco, CA 94103
Fax: 415-817-4464
Administrative Office Hours: 11 am—7 pm, Mondays - Fridays. ***Note: The Graduate Coordinator and other faculty members schedule limited 'drop-in' office hours each semester.*** Check with individual faculty about their office hours as they often change each semester. You'll also find current office hours on course syllabi, posted in MPA office, and on the MPA website.   Changes to scheduled office hours will be posted as they are known. Faculty hold office hours when the administrative office is closed.
Website: http://mpa.sfsu.edu. The Program considers its website its virtual bulletin board and it is kept up-to-date with announcements, important deadlines for students to know, and other information.   All important Program documents (strategic plan, policies, student handbooks, etc.) are also available online on our website.

Making Sure We Can Contact You
Be sure to activate your @mail.sfsu.edu email address and check it regularly or have it forwarded it to an email you do check regularly. It is the primary mechanism we will use to communicate with you. For more information about how to do that, visit http://tech.sfsu.edu/guides/live-edu-email

In addition, the Public Administration Program tracks students' home email and mailing address listings for our students separate from the University. If you move and then change your address online through MySFSU, those changes do not get communicated to the Public Administration Program. Please inform the MPA directly office when your contact information changes by emailing mpa@sfsu.edu.

Getting Information about Events and Other News

The School of Public Affairs and Civic Engagement listservs will be an opportunity to stay up to date on current events and opportunities, important dates and reminders, and many other items related to your studies and career trajectories. We encourage you to join the listserv in order to stay up to date on departmental happenings.

In order to provide efficient communication to our students, we have created four listservs (email distribution list): pace-general@lists.sfsu.edu (for general information), pace-jobs@lists.sfsu.edu (for jobs listings) pace-internships@lists.sfsu.edu (for internship listings) and pace-events@lists.sfsu.edu (for PACE related events).

To subscribe to one of these listservs:
1. Send the following message to one, or all, of the listserv addresses above:

Subscribe

Be sure that no signature or ads are also in the body of the email. A confirmation e-mail will be sent with instructions for completing the subscription process.

To send messages to one of the listservs:
Note: The message will be delivered to all members of the list. You will receive a notification if the message is rejected or if it needs a moderator's approval.

1. Verify the List e-mail address on your Distribution List Subscriptions page, or in the e-mail you received when you subscribed to the list, i.e., <listname>@lists.sfsu.edu

2. Use your e-mail client (i.e., OWA, Outlook, Mac Mail) to create a new message.

3. Enter the list e-mail address in the To: field, compose and then send the message.

If you have any questions, please contact us at pace@sfsu.edu.

To unsubscribe from one of the listservs:
    Email the word unsubscribe to the address of the listserv from which you want to unsubscribe. A confirmation e-mail will be sent to the unsubscribing address. If you wish to unsubscribe an address other than the address you sent this request from, you may specify address=e-mail@domain.com

Program History

The Public Administration Program was officially established as an independent, interdisciplinary graduate degree program in 1979, admitting eleven students that first year.

The program was originally organized as a coordinated program with a committed group of interdisciplinary faculty from various academic units in the College of Behavioral and Social Sciences, our home at the time. Their academic disciplines represented a full cross-section of the social sciences. The founding faculty and their Programs were:

- Rufus Browning, Political Science
- Rich DeLeon, Political Science
- Dick Legates, Urban Studies
- Debbie LeVeen, Urban Studies
- Ray Miller, Social Science and International Relations
- Jack Osman, Economics
- Ray Pomerleau, Political Science
- Pat Purcell, Social Work
- Norm Schneider, Urban Studies
- Marjorie Seashore, Sociology
- Ruth Shen, Economics
- David Tabb, Political Science

Initially, the Program was directed by Rufus Browning.   Richard LeGates was the next Director, until a new Director was hired externally in a national search. For part of this early period, the Program was part of the Center for Politics, Policy and Administration along with the Departments of Political Science, International Relations, and the Urban Studies Program.

The first full-time Public Administration faculty member and Program Director, Professor Al Hyde, was hired to direct the Program in 1984. Professor Yong Hyo Cho served as Director from 1989 to 1997, when Professor Genie Stowers assumed that role. Professor Stowers lead the Program through a period of phenomenal growth, including a 30 percent growth in the size of the student body between 1999 and 2000. Soon thereafter, the Program welcomed its fifth full-time core faculty members. This crucial milestone was accompanied by many changes—revised curricula, new culminating experience requirements, changes in Program prerequisites, and new admissions processes, and NASPAA reaccreditation. Professor Stowers served as Director until 2012, when Professor Sheldon Gen took over.

Professor Gen lead the program through a number of curricular and administrative changes, including joining with three other academic units with three other academic units (Urban Studies and Planning, Criminal Justice, and Environmental Studies) to create the School of Public Affairs & Civic Engagement (PACE), launching a new curriculum, and another successful NASPAA reaccreditation.

The Program currently still has five full-time core faculty members. Professors Stowers

and Gen remain members of the core Public Administration faculty, along with Drs. Ernita Joaquin and Janey Wang. Professor Jennifer Shea assumed the position of Director in July 2015 and became Associate Director of PACE in January 2016. In Fall 2016, the M.A. in Gerontology Program joined PACE.

Ethics and Honesty in the Program

The Public Administration Program at San Francisco State University expects ethical and honest behavior in its students, faculty and staff.   The Program maintains a zero tolerance policy towards cheating, plagiarism or any other form of academic dishonesty.

Plagiarism, defined broadly, is the presentation of another's words and/or ideas as one's own without attributing the proper source. It is grounds not only for failure of a given piece of work, which could result in failure for the entire course, it could also result in being reported to the administrative body responsible for student conduct violations and being subject to disciplinary action, which includes expulsion, suspension, and/or probation.

The Program regards any form of cheating including plagiarism as a serious matter of academic dishonesty which threatens the integrity of the assessment process and award of grades and/or the degree, to the detriment of all other students and graduates of the University.

Students are expected to cite materials and ideas based upon the work of others, using appropriate citation methods. Students who have cheated will receive a grade of 0 on the assignment in question. The appropriate citation strategies will be covered in PA 700, PA 705 and in other classes; in general, the APA in-text citation style is utilized.

Faculty

Core Faculty

The Public Administration Program has five full-time faculty members as well as faculty affiliated with other Programs and programs.   The 2018-2019 list of Public Administration faculty is:

- *Sheldon Gen* (Ph.D., Public Policy, Georgia Institute of Technology, 2004) Associate Professor: public policy, research methods, policy analysis and program evaluation, environmental policy. (sgen@sfsu.edu / 415-817-4458)
- *M. Ernita Joaquin* (Ph.D., Political Science, Northern Illinois University, 2007) Associate Professor: public administration, organizational theory, intergovernmental relations and networks, administrative theory, public sector reform.

(ejoaquin@sfsu.edu / 415-817-4460)
- *Jennifer Shea (*Ph.D., Public Policy, University of Massachusetts—Boston, 2008) Associate Professor, MPA Graduate Coordinator and Associate Director of the School of Public Affairs and civic Engagement: public administration, nonprofit administration, organizational behavior, and leadership. (jshea@sfsu.edu / 415-817 -4462)
- *Genie Stowers* (Ph.D., Political Science, Florida State University, 1987) Professor: public administration, public information management, budgeting and financial management, analysis and evaluation, research methods. (gstowers@sfsu.edu / 415-817-4457)
- *Janey Q. Wang* (Ph.D., Public Affairs, Indiana University, 2009) Associate Professor*:* public administration, budgeting, research methods, policy analysis. (jqwang@sfsu.edu / 415-817-4456)

Lecturers

The Public Administration Program also utilizes part-time faculty, who are highly qualified practitioners and academicians.   A partial list of these individuals is included here, along with their teaching interests:
- *Margaret Brodkin, MSW*: systemic change, policy advocacy, child welfare policy
- *Kevin Hickey*, MPA: leadership, nonprofit administration, policy advocacy
- *Al Hyde,* Ph.D.: public administration, public management
- *Regina Neu, MsED:* nonprofits and fundraising
- *Joel Mackey, J.D.:* nonprofits the law and leadership
- *Bryan Montgomery, MPA*: public administration, public management
- *Glen Rojas, MBA:* local government and public policy
- *Carol Silverman,* Ph.D*.:* research methods, program evaluation

Faculty Emerita

In addition, we are proud to continue our affiliation with our faculty emerita—faculty who created and supported our Program for many, many years, but have retired.
- *Lilly Berry*, Ph.D., Professor, Psychology. Human resources management, I/O Psychology. (Retired 2004)
- *Rufus Browning*, Ph.D. Professor, Political Science. Urban Administration, research methods. (Retired 2004)
- *Richard DeLeon*, Ph.D. Professor, Political Science. Urban politics, research methods and statistics. (Retired 2005)
- *Carol Edlund,* Ph.D. Organizational behavior, leadership, ethics, and human resources management and general public administration. (Retired 2011)
- *Richard LeGates,* Professor Urban Studies). Urban growth management, housing and law. (Retired 2009)
- *Debbie LeVeen*, Ph.D. Professor Urban Studies. Urban studies, health politics.

(Retired 2006)

- *Katherine Naff,* Ph.*D.,* Professor, Public Administration. Human resources management, representative bureaucracy, public management, administrative law (Retired 2012)
- *Jack Osman*, Ph.D. Professor, Economics. Microeconomic applications to public sector problems, education financing, public finance. (Retired 2004)
- *Raymond Pomerleau*, Ph.D. Professor, Political Science. Human resource management, organizational behavior. (Retired 2001)
- *Marjorie Seashore*, Ph.D. Professor, Sociology. Organizational behavior, educational policy, evaluation, integrative and collaborative services. (Retired 2004)

Mission and Goals of the Public Administration Program

The Public Administration Program has engaged in strategic planning since 1997 and has updated its plan regularly. The Program frequently updates its plan to incorporate changes and achievements of its goals. The strategic plans developed over time can be found at its website.

Mission Statement

The mission of the SF State MPA Program is to enhance individual and organizational capacity to serve the public and nonprofit sectors through engaged and innovative teaching, research and service.

- We teach effective public administration by enriching students with knowledge and skills to inspire innovation and motivate continuous improvement.
- As faculty and students, we work to provide applied research and service to the community.
- We instill an appreciation for public service values such as accountability, civic engagement, equity, social justice and sustainability,

(Revised and adopted in February 2013)

Goals

Goal 1: Ensure all students leave the program with an understanding of the mechanics and values of contemporary public services.

Goal 2: Ensure the Program emphasizes real, hands-on learning through long-term joint learning team projects, applied projects in the community and other learning opportunities.

Goal 3: Work to enhance and increase connections for students with other students, other Programs, and other academic institutions (through technology or other means).

Goal 4: Work to balance practice and theory in instruction.

Goal 5: Emphasize innovative thinking in administration, instruction, pedagogy, advising, service and research by encouraging innovation as a value and by

emphasizing cutting edge ideas/concepts in the classroom.

Goal 6: Provide students with substantive knowledge about the depth and breadth of public affairs today.

Goal 7: Provide students with the skills necessary to be leaders in today's and tomorrow's organizations.

Goal 8: Provide students with the ability to be sensitive and knowledgeable about ethical, diversity and international issues in the public and nonprofit sectors.

Goal 9: Provide students with the substantive knowledge about a specialized area of public affairs.

Goal 10: Continue to be an effective and high quality Program.

Goal 11: Research: Contribute to the body of applied and theoretical research in public and nonprofit administration and policy, gaining recognition as faculty experts in our fields.

Goal 12: Community Engagement: Emphasize value and service to the community.

Goal 13: Create a reliable "pathway" to graduation for all students.

University Resources

San Francisco State University has numerous academic and professional resources available to its students. These include the following:

- The **J. Paul Leonard Library** (http://www.library.sfsu.edu/) with its numerous traditional and online resources. During the course of your studies, you will hear research librarians speak to your classes about using resources such as electronic databases (http://library.sfsu.edu/find-articles-more-databases) reference materials in the Library (http://library.sfsu.edu/find-articles-books-more) and the computer and media laboratories within the Library as well as books and periodicals (http://opac.sfsu.eduhttp://library.sfsu.edu/articles-magazines-and-journal-collection/) leads to the online catalog Investigator).

- The **Student Success Program** (http://studentsuccess.sfsu.edu/) is the College of Health and Social Sciences' own resource aimed at promoting the well-being and providing support to students preparing for careers in public services. Their services include counseling, advising, peer mentoring, and career planning. They are located at the HSS building, room 222.

- One resource for career planning is at the University's **Career Center** (http://careerservices.sfsu.edu/), located in SS 206. They provide numerous job fairs throughout the year, workshops on writing resumes and interviewing, and have numerous files on potential jobs as well as schedule some interview opportunities.

- The San Francisco State University **Division of Information Technology (DOIT)** (http://its.sfsu.edu/) offers a wide-range of technology services to the campus community: Internet/e-mail accounts, 24-hour computing lab, help desk support, campus-wide software licenses, and online services via the Web. Students have access to online registration, grades, financial statements, class schedule searches, class schedules, address changes, transcripts and Internet/e-mail

account requests. Internet/e-mail accounts can be used for e-mail, dialpublishing personal web page, programming coursework, and online research.

Joining Your Professional Association

Joining a professional association is important in the development of a professional in any field. The primary professional association in public administration is the American Society for Public Administration (ASPA) (http://www.aspanet.org/) although there are others for various subfields. Most professional associations have great membership rates for students—take advantage of it!

Membership in ASPA offers subscriptions to the *Public Administration Review*, the major academic journal in the field, as well as the monthly *PA Times* and access to ASPA's great website.   In addition, there are annual national conferences, regional conferences, and a local chapter which offers meetings and the chance to meet professionals in the field.

BEGINNING THE DEGREE PROGRAM

MPA faculty member and student meeting with partners at SF City Hall

First Steps When Beginning the M.P.A. Degree

There are several things to do when first beginning the M.P.A. degree program at San Francisco State University. They are:

1. Complete the form sent to you stating whether or not you will be attending San Francisco State University.
2. Meet with an advisor to discuss the choice of first courses; all students should be taking PA 700: Foundations of Governance & Management in their first semester.
3. Review the SFSU *Bulletin* corresponding to your first year of classes (i.e., the *2018-2019 Bulletin* for those who are admitted in the Fall of 2018). This *Bulletin* contains the requirements that will follow you throughout your academic career at San Francisco State University. The *Bulletin* is only available online at http://bulletin.sfsu.edu/
5. Attend the M.P.A. Orientation held by the Program Coordinator at the start of each semester.
6. Register for classes after fulfilling University requirements (any required inoculations, forms, and paying fees).
7. Bring to your classes a laptop computer with wireless internet access. This will enhance your learning experience, so it is strongly recommended.

Getting Started in Your First Semester

There are, of course, numerous details required of students when beginning a new program at a new university. Among these are the following:

*   **Obtaining a Student ID card**. The SFSU student identification card is called the OneCard; it is used to get books from the Library and to make copies (money can be added and then monitored on the card). More information on the cards is available at http://onecard.sfsu.edu/ The SFSU OneCard Office is located in SSB 103. The phone number is 415-338-3619 and the email address is onecard@sfsu.edu. To get your OneCard, go to SSB 103 and bring a photo ID card with you.
*   **My SFSU/Student Center/Gateway.** MySFSU is a SFSU online portal service which provides access to registration, fee payment, and other services for each student. At this site, a student can find their priority registration date, their grades, the fees they owe as well as numerous other services, http://www.sfsu.edu/login.htm
*   **How to Pay Fees**. Fees must be paid prior to registration. The process for doing that is available at http://bursar.sfsu.edu/Student-Services/payment-methods
*   **How to Register for Classes.** Registration is done through your MySFSU space; details on how to register for classes (either on the phone or over the Web) is at http://www.sfsu.edu/~admisrec/reg/tthold.html
*   Students should check their MySFSU account on the web to determine their priority

registration date and time then should register as close as possible to that exact time and date. And remember—it's always good to talk with an advisor prior to registering for classes!

More Information on Downtown Campus Procedures

- **Where are Classes?**   Most Public Administration classes are at the Downtown Campus (DTC) on the 6th floor. Any on-campus courses taken from another department are generally (but not always) in the HSS Building, on 19th Avenue.
- **Submitting forms**   Many forms that you need to turn in will be submitted for you by the Public Administration Program staff. However, it will be good to know the locations of the following offices:
    - **Graduate Division GradStop:** The Graduate Division one stop site is called the GradStop and is located in ADM 253; their website is at http://grad.sfsu.edu/
        - **Student Services One Stop:** The Student Services One Stop Student Services office is located in the lobby of the Student Services Building (next to the Lot 20 parking deck). Their website is at http://www.sfsu.edu/~admisrec/reg/onestop.html
- **Library Services @ the Downtown Campus**
  M.P.A. students can check out library books on line and have them delivered to the downtown campus. Please email Director of Academic Services at mpa@sfsu.edu to confirm. For more information about checking library books out online, go to http://library.sfsu.edu/library-services-downtown-campus
- **Recycling and Composting @ the Downtown Campus.** SF State's downtown campus has a recycling and composting program. Each class room has blue bins for recycling. For information on what can and cannot be recycled in San Francisco, go to https://sfenvironment.org/recycle-compost-how-to
- **Bicycle Parking at the Downtown Campus.** If you ride your back to campus, take advantage of the Westfield Center's bike room, which is conveniently located on the Concourse Level across from the elevator banks. To gain access to the room, please complete and sign the Bicycle Rack Usage agreement form and return it to the Director of Academic Services for processing.
- **Security Issues for Downtown Campus.** If the building alarm system sounds, evacuate the building towards the closest GREEN COLOR EXIT SIGNS. Do not take the elevators. The Historic Stairs located adjacent to the Reception Desk (on both the 5th and 6th floors) and Room 558 (on the 5th floor) and Room 615 (on the 6th floor) are NOT EMERGENCY EXITS. Once you are out of the building, congregate on Market Street or Mission Streets between Fourth Street and Fifth Streets.
- **Earthquakes.** When an earthquake occurs, remain calm. Seek cover in a doorway or under a desk or table. Stay away from glass windows, shelves and heavy equipment. And protect yourself at all times and be prepared for

aftershocks.

Initial Course Selection

The Public Administration Program requires that **PA 700: Foundations of Governance & Management** be taken in a student's first semester in the Program**.**   This serves several purposes:

- it provides an early introduction to the degree program itself,
- it allows everyone to have the same introduction to the field of public administration,
- it provides important introductory material: an overview of the basics of American Government and a review of important writing and presentation principles,
- it provides an opportunity for new students to meet each another.

The number of courses students typically take each term depends upon the numbers of hours they are working each week. Typically, a M.P.A. student takes one or two courses (up to 6 units) each semester while working full-time. A M.P.A. student can consider taking 3 or more courses (9 units or more) only when working part-time or not at all. A full-time graduate student is considered one who takes 9 units.

It is most important to the faculty that students have a good experience in the Program, particularly during the first semester. Therefore, we caution against taking too many units. Graduate studies is more intense than undergraduate studies. The expectation is that students will spend up to 4 hours outside of the classroom for every hour within the classroom.

Required Knowledge of American Government

At one time in public administration, most students came into the field with undergraduate degrees in political science and knew the basics of American government and how governmental processes work. In contemporary public administration, students come into the Program with majors ranging from painting and theater to engineering. In addition, we have foreign students who have not had basic American government or civics education. Therefore, students are required to become familiar with the basic American government institutions. However, rather than requiring a Program prerequisite, we provide foundations in these areas within a few classes: PA 700, PA 715 and PA 730. Making sure a student knows this information is one important reason for taking PA 700 during a student's first semester.

In addition to information provided in classes, students are strongly encouraged to learn on their own more about the basic American government institutions and structures of government: the executive, legislative, and judicial branches; the bureaucracy; nonprofits in public service; federalism; networked governance and civil society.

<u>**Developing Crucial Skills**</u>
The Program works to develop student skills in four specific areas as well as develop knowledge and abilities in public administration in general.   All classes will involve one or more of these skills:

Computing Skills
Some courses (i.e., PA 730: Resource Management) will utilize Microsoft Office Specialist Requirements as a guide to the basic and expert skills that should be developed (https://www.microsoft.com/en-us/learning/mos-certification.aspx) by students. This will be particularly true in the instruction of Excel and PowerPoint. Most students today already have a basic working knowledge of these software packages; instruction will therefore focus upon expert level skills.

The University has several computer laboratories available. There is a 24-hour computer laboratory within the J. Paul Leonard Library. The Public Administration Program also has two student workstations in suite 679. They are available to M.P.A students for light computing in the afternoons before classes. The Public Administration Program is primarily a PC-based institution. All computer instruction is done on PCs and the software that is taught is primarily Microsoft (or SPSS). Students are eligible to received discounts for Microsoft software through the SF State Bookstore.

The University also hosts cloud computing through "labspace," which provides access to numerous software packages from any computer, anywhere, anytime.   Details will be provided by faculty or are available at http://at.sfsu.edu/blog/labspace

Presentation Skills
Students will be giving numerous presentations in various classes to develop presentation skills important to their professional development. Some of these presentations will be accompanied by PowerPoint software. Emphasis will be upon increasing a student's confidence and providing information in a professional and interesting fashion to a variety of audiences.

Writing Skills
Employers in public services consistently stress the importance of good writing skills when describing ideal employees. So, Public Administration Program actively works to develop students' writing. Students in the Program will be writing a great deal, and in a variety of formats—long research papers, short argumentative papers, case study analyses, and memoranda.

Team Work Skills
Finally, the workplace of today requires individuals to be able to pool their resources, work cooperatively, and be able to achieve tasks via groups and teams.   The Public Administration Program develops these skills within our students through course assignments.   Both online and traditional tools will be utilized to ease group

communication and decision-making.

Advising

Advising in the Public Administration Program begins when a student is admitted. Each student is requested to attend the M.P.A. Orientation with the Program Coordinator to select initial classes. Once in the Program, each student selects a faculty advisor, based upon their elective emphasis (see below).

We encourage each student to seek advising often. Each semester is not too often! Faculty advisors know the changes in the tentative course schedule (updated annually on the Program website) as well as advise on course sequencing and how to match up courses with your own career goals. Use their expertise!

Advisor assignments, based upon elective emphases
- **Public Management** - Dr. Janey Wang (jqwang@sfsu.edu /415-817-4456) and Dr. Ernita Joaquin (ejoaquin@sfsu.edu /415-817-4460)
- **Nonprofit Administration; Self—Designed Emphasis** - Dr. Jennifer Shea (jshea@sfsu.edu /415-817-4462)
- **Public Policy** - Dr. Sheldon Gen (sgen@sfsu.edu /415-817-4458)
- **Urban Administration** - Dr. Genie Stowers (gstowers@sfsu.edu /415-817-4457)
- **Environmental Administration** - Dr. Sheldon Gen (sgen@sfsu.edu /415-817-4458)
- **Criminal Justice Administration** - Dr. Jennifer Shea (jshea@sfsu.edu /415-817-4462)
- **Undecided** - Any core M.P.A. faculty member.

The best times to reach faculty members are during their office hours or by email. Students should seek advice and assistance in developing an overall plan for their degree program early and on a regular basis.

Disabilities Accommodations

San Francisco State University has an outstanding Disability Programs and Resource Center (http://access.sfsu.edu/home). Students with mobility, hearing, visual, communication, psychological, systemic (HIV/AIDS, environmental illness, etc.), and learning disabilities should contact the resource center for information and make a formal request for accommodation through that office.

The Disability Programs and Resource Center (DPRC) is available to promote and provide equal access to the classroom and to campus-related activities. Students are provided assistance in coordinating a full range of support services in order that they may define and achieve personal autonomy at SFSU. The DPRC also provides eligible students with help understanding and managing DPRC services, campus-wide

access, attitudinal barriers, other campus resources, and disability civil rights. These services include the following:

- Academic Assistance Program
- Adaptive Technology Web site
- Admission Assistance
- Alternate Media Program
- Deaf / Hard of Hearing Services
- Disability and Instructional Strategies
- On-Campus Shuttle Service
- Parking
- Priority Registration
- Scholarships
- Testing Accommodations"

To contact their office, phone 415/338-2472 or email dprc@sfsu.edu .

Scholarships and Financial Assistance

The Public Administration Program administers a few scholarships available for M.P.A. students. There are no research fellowships or teaching fellowships per se, but faculty often work on research projects in which they have funds to hire research assistants. Further information about scholarships and other financial assistance can be found at the University's Office of Financial Aid (http://www.sfsu.edu/~finaid/) or by visiting a financial aid counselor at the Student Service Building during their office hours.

Cho Public Service Scholarship

The Cho Public Service Scholarship, founded by the former director of the M.P.A. program, is available on a competitive basis for incoming and continuing M.P.A. students. Students are selected on the basis of outstanding academic achievement, outstanding community service, and potential for excellence in the public and nonprofit sectors. The scholarship is awarded annually, with applications accepted in November.

Eugene I. Pearl Memorial Scholarships

The Eugene I. Pearl Memorial Scholarship Fund was created by an alumnus, Barry Pearl, in honor of his late father. The Fund provides reimbursement for the purchase of textbooks in a semester. The award is given annually to two students who are committed to careers in local governance. The annual application period occurs in November.

Bernard T. Deasy Honorary Scholarship in Public Administration

This scholarship is awarded to M.P.A. students with exceptional promise in public service, particularly those focused on housing policy and programs. We expect the award to be distributed annually, with application periods in spring semester.

CSU Robert O'Dell Scholarship

Every other year, each public administration program in the CSU is asked to nominate a student to receive the $1000 CSU Robert M. Odell Scholarship. The Scholarship is provided by the CA Society of Municipal Finance Officers (CSMFO). To be eligible, a student must be currently enrolled as a full-time upper division or graduate student in a public administration major and must remain in good academic standing. Strong consideration is giving to students emphasizing finance and first-generation college students.

Once selected, scholarship recipients are required to provide a letter to the president of the CA Society of Municipal Finance Officers thanking them for the scholarship. The student should include information about his/her academic progress and future plans. The scholarship recipient is also invited by the California Society of Municipal Finance Officers to attend their annual professional conference for recognition of their achievement at the CSMFO annual conference.

FULFILLING DEGREE REQUIREMENTS

Curriculum

The M.P.A. degree program is 39 to 42 semester units, consisting of 4 core courses (12 units), 4 electives in management perspectives (12 units), 12 units in an elective emphasis area, an internship requirement (3 units), and a culminating experience (3 units). Students typically complete the degree in 13 to 14 courses over 2 to 3 years, including summer sessions.

Core Courses (12 units in 4 required courses). The core of the degree Program is 4 required courses comprising 12 units.   These courses include essential knowledge, skills, and abilities that all students in public administration need to have to function successfully. They are:

PA700   Foundations of Government & Management, 3 units
PA705   Design & Consumption of Research, 3 units
PA706   Applied Data Analysis, 3 units
PA715   Policy Process & Civic Engagement, 3 units

Management Perspectives (12 units; select 4 of 6 courses)
Management of public services can require varied skills and approaches. M.P.A. students are required to complete 12 units in management perspectives, selecting any 4 of the following courses:

PA720   Organizational Design & Change Management, 3 units
PA722   Performance Management & Planning, 3 units
PA724   Economic Perspectives, 3 units
PA725   Managing Human Capital, 3 units
PA727   Program Planning & Delivery, 3 units
PA730   Resource Management, 3 units

Table 1 gives a sample schedule of when these core courses are offered. (See the tentative course schedule on the Program webpage for current estimates of course offerings.) In all cases, they are offered at least once each year.

Table 1: Sample Schedule of Core and Management Perspective Courses

	Fall Semester	Spring Semester	Summer Semester
PA 700 : Foundations of Government & Management	X	X	
PA 705: Design & Consumption of Research	X	X	
PA 706: Applied Data Analysis	X	X	
PA 715: Policy Process & Civic Engagement	X		a
PA 720: Organizational Design & Change Management		X	a
PA 722: Performance Management & Planning	X		a
PA 724: Economic Perspectives	X		a
PA 725: Managing Human Capital		X	a
PA 727: Program Planning & Delivery		X	a
PA 730: Resource Management	X	X	

a: During summer semesters, the Program typically offers 2 to 4 of these courses: PA 715, PA 720, PA 722, PA 724, PA 725, and PA 727.

Program Electives (select 12 units with advisor's approval)
Students must take 12 units of electives. These may include a selection of courses listed below and courses from other units across campus (upon approval by your advisor). The 3-unit electives offered by the Public Administration Program are:

- PA740   Public Service Management, 3 units
- PA741   Emerging Trends in Public Service, 3 units
- PA744   Nonprofits, Public Policy & Society, 3 units
- PA745   Perspectives on Nonprofit Management, 3 units
- PA746   Organizational Learning & Nonprofit Management, 3 units
- PA750   Financial Management in Public Service, 3 units
- PA752   Public Affairs & the Law, 3 units
- PA753   Decision Making in Public Affairs, 3 units
- PA754   Comparative Perspectives in Public Service, 3 units
- PA755   Information & Knowledge in Public Service, 3 units
- PA757   Moving Public Service Online, 3 units
- PA762   Leading Change Across Sectors, 3 units
- PA770   Policy Analysis, 3 units

- PA775   Program Evaluation, 3 units
- PA776   Environmental Policy, 3 units
- PA777   Criminal Justice Administration, 3 units
- PA780   Urban Administration, 3 units
- PA781   Sustainable Development in Cities, 3 units
- PA783   Urban Housing Policy, 3 units
- PA784   Intergovernmental Relations, 3 units
- PA790   Special Topics in Public Administration, 3 units
- PA858   Environmental Land Use Planning, 3 units

These 3-unit courses are offered every three to four semesters, not including summers. Some of these courses are offered by the broader faculty of the School of Public Affairs and Civic Engagement.

Additionally, the Program offers several 1-unit electives that are typically offered in winter (January) or summer terms. Students can take a maximum of three (3) 1-unit classes to count toward the degree. These courses are focused on practical training in specialized skills and knowledge:

- PA 709: Logistic Regression and SPSS, 1 unit
- PA 743: Collaborative Government, 1 unit
- PA 747: Organizational Ethics, 1 unit
- PA 748: Negotiation and Conflict Management, 1 unit
- PA 756: Data Mining and Visualization, 1 unit
- PA 763: Personal Leadership Development, 1 unit

On the website, the Program keeps a tentative course schedule for the upcoming two to three years. This will allow you to plan ahead for electives you would like to take.

Elective Emphases
To fulfill the 12 units of electives that are required, students in the Public Administration Program have seven elective emphases from which to choose:
- Public Management
- Nonprofit Administration
- Public Policy
- Urban Administration
- Environmental Administration
- Criminal Justice Administration
- Self-Designed Elective Emphasis

In each of these elective emphases, students must obtain their advisors' approval for their selections of courses. Below are lists of the electives under each area of emphasis.

Public Management (Select 12 units)
Required Course:
      PA740   Public Service Management, 3 units
Select 9 units from the following courses:
      PA741   Emerging Trends in Public Service, 3 units
      PA750   Financial Management in Public Service, 3 units
      PA752   Public Affairs and the Law, 3 units
      PA753   Decision Making in Public Service, 3 units
      PA754   Comparative Perspectives in Public Service, 3 units
      PA755   Information & Knowledge in Public Service, 3 units
      PA757   Moving Public Service Online, 3 units
      PA762   Leading Change Across Sectors, 3 units
      PA770   Policy Analysis, 3 units
      PA775   Program Evaluation, 3 units
      Any of the 1-unit electives
      The remaining two Management Perspectives courses not already taken

Nonprofit Administration (Select 12 units)
Required Course:
      PA744   Nonprofits, Public Policy & Society, 3 units
Select 9 units from the following courses:
      PA740   Public Service Management, 3 units
      PA741   Emerging Trends in Public Service, 3 units
      PA745   Perspectives on Nonprofit Management, 3 units
      PA746   Organizational Learning and Nonprofit Management, 3 units
      PA750   Financial Management in Public Service, 3 units
      PA752   Public Affairs and the Law, 3 units
      PA753   Decision Making in Public Service, 3 units
      PA754   Comparative Perspectives in Public Service, 3 units
      PA755   Information & Knowledge in Public Service, 3 units
      PA757   Moving Public Service Online, 3 units
      PA762   Leading Change Across Sectors, 3 units
      PA775   Program Evaluation, 3 units
      MS800   Museum Management, Law, and Ethics, 3 units
      MS860   Fundraising in Museums, 3 units
      Any of the 1-unit electives
      The remaining two Management Perspectives courses not already taken

Public Policy (Select 12 units)
Required Courses:

PA770	Policy Analysis, 3 units	
PA775	Program Evaluation, 3 units	

Select 6 units from the following courses:

PA750	Financial Management in Public Service, 3 units
PA753	Decision Making in Public Service, 3 units

Courses in substantive issues in public policy, such as:

PA776	Environmental Policy, 3 units
PA777	Criminal Justice Administration, 3 units
PA783	Urban Housing Policy, 3 units
PA858	Environmental Land Use Planning, 3 units
USP433	Urban Transportation, 4 units
USP560	Urban Poverty and Policy, 4 units
USP570	Urban Health Policy, 3 units

Any of the 1-unit electives
The remaining two Management Perspectives courses not already taken

Urban Administration (Select 12 units)
Required Course:

PA780	Urban Administration, 3 units

Select 9 units from the following courses:

PA741	Emerging Trends in Public Service, 3 units
PA750	Financial Management in Public Service, 3 units
PA752	Public Affairs and the Law, 3 units
PA753	Decision Making in Public Service, 3 units
PA754	Comparative Perspectives in Public Service, 3 units
PA755	Information and Knowledge in Public Service, 3 units
PA757	Moving Public Service Online, 3 units
PA762	Leading Change Across Sectors, 3 units
PA770	Policy Analysis, 3 units
PA775	Program Evaluation, 3 units
PA781	Sustainable Development in Cities, 3 units
PA783	Urban Housing Policy, 3 units
PA784	Intergovernmental Relations, 3 units
PA858	Environmental & Land-Use Planning, 3 units
USP433	Urban Transportation, 4 units
USP535	Urban Economics, 3 units
USP560	Urban Poverty and Policy, 4 units
USP570	Urban Health Policy, 3 units
USP580	Urban Housing, 3 units

Any of the 1-unit electives
The remaining two Management Perspectives courses not already taken

Environmental Administration (Select 12 units)
Required Course:
      PA776   Environmental Policy, 3 units
Select 9 units from the following courses:
      PA781   Sustainable Development in Cities, 3 units
      PA858   Environmental Land Use Planning, 3 units
      ENVS470   Climate Policy and Politics, 3 units
      ENVS570   Campus (Institutional) Sustainability, 3 units
      GEOG652   Environmental Impact Analysis, 4 units
      Any of the 1-unit electives
      The remaining two Management Perspectives courses not already taken
      Other relevant upper-division and graduate courses in the Programs of Public Administration, Environmental Studies, Urban Studies and Planning, and Geography & Human Environmental Studies.

Criminal Justice Administration (Select 12 units)
Required Course:
      PA777   Criminal Justice Administration, 3 units
Select 9 units from the following courses:
      CJ501   Criminal Law, 3 units
      CJ505   International Criminal Law, 4 units
      CJ515   Extremism as Crime, 3 units
      CJ520   Construction of Crime and Justice, 3 units
      CJ530   Geographies of Social Control and Urban Diversity, 3 units
      CJ550   School Violence and Discipline, 3 units
      CJ600   Youth Gangs in Community Context, 3 units
      Any of the 1-unit electives
      The remaining two Management Perspectives courses not already taken
      Other relevant upper-division and graduate courses in the Programs of Public Administration and Criminal Justice Studies.

The Internship Requirement

An internship is required of anyone who does not already possess significant work experience in the public or nonprofit sectors.   Students who have significant, relevant, professional experiences may waive the internship requirement. This typically means a minimum of 12 to 18 months of full-time work experience. To waive the internship, a student must write a memorandum to the Program Coordinator outlining their work experience and making a formal request for the waiver. A current resume should be attached to the memorandum. The Program Coordinator will review the request and the student will be informed by letter whether or not the waiver is approved. If a student wishes to waive the internship, this memo must be submitted prior to approval of the GAP (Graduate Approved Program) form. While many of our students waive the internship requirement, there are also those who complete the internship even if they work, to use the internship to learn about an agency, or to get a job in another agency. This is perfectly appropriate.

All students who wish to take an internship for these reasons or because they do not have significant work experience take PA 803: Public Service Internship (3 units). Students arrange their own internships with public and nonprofit agencies, and complete course requirements at the same time. The requirements include a memorandum of understanding between the agency and the Public Administration Program, and written assignments. The internship requires 300 hours of work (typically 20 hours per week over a span of 15 weeks). There are specific requirements for supervision and these must be followed.

Students who want to learn more about internships should: 1) sign up for the mpainterns listserv (see page 4); and 2) talk to the semester's faculty internship advisor.

Portfolium (Student Learning Portfolio)

San Francisco State University public administration students graduate with a portfolio of work products and evaluations of student work designed to demonstrate the knowledge, skills, and abilities acquired in the Public Administration Program. The required components of the portfolio have been chosen based upon a careful assessment of the skills that are crucial for the success of public administrators.

This portfolio (http://eportfolio.sfsu.edu/home) is presented online as an innovative e-portfolio. During the capstone course, students develop a website (based upon a template) and place the best examples of their work on the site. To facilitate the construction of the e-portfolios, M.P.A. students should keep electronic copies of all their class work. The following page provides examples of course products that measure key outcomes of the M.P.A. program.

The Public Administration Program Student Learning Portfolio has been recognized as a NASPAA Best Practice, as well as a Best Assessment Practice at San Francisco State University.

GRADUATING WITH YOUR M.P.A. DEGREE

Steps to Graduation

There is a clear path to graduation, made even clearer by repeatedly seeking out advising and assistance from faculty and staff. The steps include the following:

During your studies:
1. Complete all 4 Core courses and 4 of 6 Management Perspectives electives with a B average (with no grade lower than a B- for an individual course).
2. Select electives with the help of an advisor and complete them with a B average (with no grade lower than a C for an individual course).
3. Complete or waive the internship (see page 25).

In the semester prior to graduation:
4. Complete the ATC (Advancement to Candidacy) form, a listing of all courses completed and pending for the degree program.
5. Complete the CE (Proposal for Culminating Experience Form) for either the Master's Thesis (PA 898) or the Written Comprehensive Examination (PA 890: Capstone Course), so you can enroll in the appropriate Culminating Experience course.

In your last semester:
6. File the Application for Graduate Degree with the University's Graduate Division.
7 With the help of your faculty committee, complete the culminating experience requirement during your last semester. File the Report of Completion when your culminating experience is successfully complete.
8. Go to the Public Administration Program's Awards Reception and to the University's Commencement to celebrate your graduation! (These events are held annually in May, for students graduating between the preceding fall term and the following summer term.)

Career Planning

We have several different types of students working on their M.P.A. degrees. They include students who want to move ahead in their current career trajectory, and students who want to change fields. Each of these types of student requires a different type of career planning. In general, we suggest that students use the following strategies while they are completing their degree:
1. Attend the M.P.A. Career Development Workshops to learn about different career options, career search skills, how to improve your resume, or to undertake an effective job search.
2. Join at least one professional association (like the American Society for Public Administration), read their publications and attend local meetings.
3. Attend special interest meetings to meet professionals in that field and to explore current issues.
4. Attend workshops held by the SFSU Career Center (Student Services Building 206)

5. Join the PACE Jobs listserv to keep up with current job openings.
6. Continually think about the following issues:
   a. What do you like and not like about your current and past jobs? Why?
   b. What is your ideal job right out of the M.P.A.? In 5 to 10 years?
   c. What would you like to have accomplished in 5 to 10 years?
   d. How can the M.P.A. help you to achieve your goals? What about it and the classes will help you? How can you structure your degree program so that you can achieve these goals?
   e. What barriers exist that could keep you from achieving your goals? How can you overcome those barriers and how can the M.P.A. assist?
7. Go to the SFSU Career Center and take the skills and aptitude tests they offer, talk to the career planning professionals there, and see how they can assist you in meeting your goals.
8. Do informational interviews with professionals in the sub-field in which you are interested. Call up someone who is in a job you would like to have some day and ask for 30 minutes of their time to talk about what it is like in that job, what skills are required, and what you would have to do to work in that agency some day. You may be surprised at how much professionals like being asked these questions and are willing to talk. However, do not use this as an opportunity to ask for a job.
9. Talk to your M.P.A. advisor. Ask them about jobs and current issues in the sub-field of interest.
10. Network with SFSU M.P.A./PACE alumni at social events and when they speak in your classes. Ask them for advice in finding jobs in your field. They are practically always willing to assist their fellow SFSU students.
11. The Public Administration Program is continually creating new partnerships which provide fellowship opportunities for our students. Past partners include San Mateo County, Deloitte, and GOA. The program will send out announcement regarding these opportunities.

Advancement to Candidacy

Advancing to candidacy means that a student has completed most of the degree requirements and is ready for the final steps toward completing the degree. Approval of a student's ATC form advances the student to candidacy. Afterwards, completion of the outstanding requirements identified in the ATC form qualifies the student to apply for graduation and the master's degree. Besides meeting university requirements for advancement to candidacy, students are required to:

- Complete prerequisites and any other conditions specified by the program.
- Maintain a cumulative GPA of 3.0 or higher in all course work, with no individual course lower than a C.
- Consult regularly with a program adviser.

Students will be automatically moved from Conditionally Classified to Classified when they file their ATC form.

Culminating Experience Process

The M.P.A. Culminating Experience is designed to be integrating, pulling together much of the knowledge students have gained through the curriculum. With the portfolio, it also serves a role in the program's assessment process. It is also an opportunity for students to illustrate their knowledge of: general public administration; their specific subfield; knowledge about organizations and how they work; political, social and economic institutions; and public ethics and diversity in public and nonprofit organizations. Students choose from two options for the culminating experience: the capstone course, or the master's thesis. **Note:** For either culminating experience option, it is important to utilize both the notes and the textbooks from all of the courses in your degree program. Keep them, at least until you have finished your degree.

- **PA 890: Capstone Course** (3 units)**:** The Public Administration Capstone Course is a semester-long course which focuses on synthesizing the material learned throughout the entire degree. To do this, rigorous analyses and critiques of case studies from the field are used. To complete their culminating experience, students write a Strategic Assessment Memorandum of one of the cases studied, focusing upon what steps a manager would take to resolve the situation presented in the case, and utilizing all of the areas and resources studied during the course of their degree. This take-home project will serve as the written comprehensive examination option of the University's culminating experience requirement. The e-portfolio is also created during this class.
- **PA 898: Master's Thesis** (3 units)**:** The Master's Thesis is a traditional option and incorporates a rigorous research prospectus incorporating the problem statement, literature review and methodology sections. This prospectus and the approval of the Human Subjects Committee must be completed the semester *prior* to the student entering the PA 898 course to work on the thesis. Any research methodology may be utilized but the format is more formal and the expectations is to produce primary research that makes a significant contribution to public administration.

Procedures for the Thesis—PA 898

1. The student chooses a faculty member to chair the two-person Faculty Committee, and then the second faculty member for their committee. The student works most directly with the committee chair on their prospectus and thesis.

2. Before writing the thesis, a prospectus—composed of a problem statement, full literature review (not annotated bibliography), and research methodology—must be completed. If appropriate, research hypotheses should also be included. The prospectus must be approved by the Faculty Committee in the semester *prior* to that in which the student enrolls in PA 898 and works on the thesis. Approval of the proposal is signified by Faculty Committee signatures on the Culminating Experience forms and on the Human Subjects Protections forms.
3. In the semester the student will be ready for graduation, s/he applies for graduation with the Graduate Division.
4. The student signs up for PA 898 in the final semester and works on the thesis, consulting carefully with the Committee Chair.
5. When the Faculty Chair believes the thesis is ready for review by the second faculty member, it is forwarded to the second faculty member for review. Getting the thesis ready for review typically requires multiple drafts and reviews. Students must allow adequate time for faculty to review their drafts.
6. A thesis is completed when both members of the Faculty Committee approve its content, and the thesis meets the standards of quality within the University, the Public Administration Program, and the discipline of public administration.
7. If there is disagreement between the two faculty members, then a third faculty member will be added to the Committee to review the thesis and make a determination on its quality and appropriateness for a Master's Thesis.
8. If the Graduate Division deadline is not met by the student, then the student must sign up for PA 897 Research in Public Administration in the next semester and continue working on the thesis during the next semester. The student must also reapply for graduation.
9. Students must simultaneously work with the Graduate Division to ensure that their thesis meets its formatting requirements. These include writing a proper Executive Summary and proper signature pages as well as necessary margins.
10. Once the Faculty Committee has approved the thesis and the student has made any final changes requested, both faculty members sign the Report of Completion and the final thesis on the appropriate signature pages. The student must then turn in their thesis to the Graduate Division and obtain a thesis receipt.

Procedures for the Strategic Assessment Memo (Written Comprehensive Examination) within PA 890: Capstone Course
1. In the case of the Written Comprehensive Examination (or Strategic Assessment Memo), the Culminating Experience Faculty Committee chair is the faculty member teaching the PA 890 Capstone course, in which the Written Comprehensive Examination is written.
2. The second member of the Faculty Committee will be assigned by the Chair during the PA 890 class according to the topic of the case study chosen by the student.
3. The Culminating Experience form must be completed the semester *prior* to taking PA 890, as with the thesis, but there is no prospectus.

6. A Strategic Assessment Memo is completed if the two-person Faculty Committee approves its content and format according to the standards of quality within the University, the Public Administration Program, and the discipline of public administration.

7. The Strategic Assessment Memo will receive a numeric grade by the faculty member teaching the PA 800 class, for the purpose of course grades. It will receive an assessment of High Pass, Pass, or Revise and Resubmit by the two faculty members serving on the Culminating Experience Committee.

8. If there is disagreement between the two faculty members on the assessment of the Strategic Assessment Memo, then a third faculty member will be added to the Committee to review the Strategic Assessment Memo.

9. If a student has passed the Written Comprehensive Examination, the Faculty Committee will sign the Report of Completion form and the Public Administration Program office will forward it to the Graduate Division.

10. If a student does not pass the Strategic Assessment Memo, they have until the completion of the following semester to rewrite it and receive a determination of passing without having to enroll in additional units. The MPA degree will not be awarded until a determination of passing is made and a Report of Completion filed by the faculty.

11. A student has only two chances to submit revisions to the Strategic Assessment Memo.

AWARDS AND HONORS

Award recipients at a CSU Research Competition

Pi Alpha Alpha

The Public Administration Program at San Francisco State University received a Charter for a Chapter of the national public administration honorary society, Pi Alpha Alpha, in 1999.   Since then, students have been inducted each academic year into the Society.

Faculty Advisor for PAA nominate students for induction into Pi Alpha Alpha. Invitations typically go out in March of each year.   The requirements at San Francisco State University for induction are the completion of 18 units of M.P.A. coursework with a grade point average of 3.75 or above. For more information go to http://mpa.sfsu.edu/content/piaa

Students inducted into Pi Alpha Alpha plan and implement events for members and the general M.P.A. community throughout the year. Past activities have ranged from social events to academic and professional development workshops. In 2012, NASPAA honored the San Francisco State University chapter with the national award for the Outstanding Pi Alpha Alpha Chapter.

Awards

The School of Public Affairs & Civic Engagement celebrates outstanding students and public servants in several ways:

Alumni of the Year Award

This award recognizes PACE alumni who have made outstanding contributions to the public service in their career and serve as excellent role models for our PACE students.

Distinguished PACE Student Award

Students are nominated for the University's Distinguished Student Awards. If selected, these students sit on the stage during Commencement in the Spring and receive their Master's hoods at that time.

In addition, one of these students is also nominated to be selected as the College of Health and Social Science's Hood nominee, representing all graduate students from the College, with special recognition during Commencement. In recent years, the Public Administration Program nominee has been selected as the College's Hood nominee.

Barbara Jordan Awards for Student Excellence

The Barbara Jordan Awards for Student Excellence recognizes outstanding achievement and service, following the example of the late esteemed public servant Barbara Jordan, among graduating students of The School of Public Affairs amd Civic Engagement.

The Award was established in 2001 to honor students for outstanding achievement and public service.   Up to five awards are given each year, with no minimum number. Criteria for the Awards consist of the following:

- Significance of a course-related project
- Contributions to on-campus or off-campus community
- Academic performance in individual classes
- Overall academic performance as measured by GPA
- Evidence of being a "team" player
- Evidence of surmounting greater than usual obstacles in pursuing degree

Candidates need not have excellent records in each criterion. Rather, the entire record will be considered together. The awards process occurs during each Spring semester, and awards are announced at the PACE End of the Year Event.

Award for Outstanding Public Service
 The School of Public Affairs and Civic Engagement Award for Public Service was established in 2001 to honor public and nonprofit sector leaders for outstanding achievement in the administration and/or management of public services. The awards process occurs during each Spring semester, and awards are announced at the end of year event. Nominations may come from a candidate themselves, students, faculty or a member of the community.

Appendix A: Leonard Library— Other Borrowing Options:

DTC Borrowing Options: A Decision Matrix for the Serious Library User			Leonard Library	
Starting Place	**Situation**	**How to get it**	**Where to get it**	**Loan Periods / Renewals**
FINDING BOOKS (or items from the Library's MAIN collection)				
InvestiGator Catalog If you find a book in our catalog….	…and it says AVAILABLE	Request it as a book through **ILLiad.** The book will be pulled from the old Library building.	Pick it up at DTC.	28 days / Renew multiple times through your Library Account.
InvestiGator Catalog If you find a book in our catalog…	…and it is not available (checked out missing, etc.)	Click on the Link+ Search Button …. LINK+ Search	Pick it up at DTC.	21 days / Renew for 14 days through your Library Account.
LINK+ If you use Link+…	…and the book is not available through our Investigator Catalog…	Request the book as an SFSU user and select MPA Downtown as your delivery location	Pick it up at DTC.	21 days / Renew for 14 days through your Library Account.
If you search for a title the Library does not have…	Search the catalog's title list	Click on the Link+ Search button from the title list LINK+ Search	Pick it up at DTC.	21 days / Renew for 14 days through your Library Account.
If you search for a title the Library does not have…	…and it isn't in Link+ either	Request it as a book through **ILLiad.**	Pick it up at DTC.	Usually 28 days / Renew for another 28 days through your Library Account.
FINDING ARTICLES				
If you search for a journal article…	…and it is available electronically (most cases)	You can connect to it from our databases or electronic journals list	Download it in HTML or PDF online anytime.	
If you search for a journal article…	…and it is not available electronically	Request it as an article through **ILLiad**	Download it from the **ILLiad** website when you get an email notice from dds@sfsu.edu.	
If you know the title of a journal article…	…and you have an exact citation	… search the journal title on the Electronic Journals list	Search for or navigate to the full text in a library database.	

Other Borrowing Options:

Use your local library to pick up Link+ books
A number of local libraries are part of the Link+ system and if it is more convenient for you to use your own public library you can use their Link+ service. For this you would use your public library's account at one of these libraries:
- Alameda County Libraries
- Berkeley Public Library
- Contra Costa County Library
- Hayward Public Library
- Livermore Public Library
- Mountain View Public Library
- Palo Alto City Library
- Pleasanton Public Library Richmond Public Library
- Sacramento Public Library
- San Francisco Public Library (NOTE: Any CA resident can get an SFPL Library card and the MAIN Library is located above the MUNI Civic Center station)
- San José Public Library
- Sunnyvale Public Library

Pick Up Link+ Books at Other Libraries
Other libraries allow you to pick up Link+ books at their library buildings. For this you would use your SFSU library account as your affiliation but select the OTHER library as your "pickup institution" within Link+. These local universities participate in this pickup option:
- Alliant International University- San Francisco
- CSU East Bay
- Saint Mary's College of California
- San José State University
- Santa Clara City Library
- Santa Clara University
- Sonoma State University
- University of San Francisco
- West Valley Community College

Use WorldCat.org
Search all catalogs at once at www.worldcat.org.
- When you enter your zip code WorldCat will tell you the libraries nearest you that have the items you find.

College of Health and Human Services

Petition and Policy Reference Guide
*All writing in RED is CHHS Policy and MUST be followed in ADDITION to University policy
*It is the students' responsibility to attain signatures at ALL levels of approval (departments should never forward petitions directly)

		How?	Time restrictions	Who is responsible?	Instructor/Advisor Approval	Chair Approval	Dean Approval	NOTES
1.	Grade Changes with same grading option	Online	After all grades submitted for a course	Faculty must enter new grade online.	✓	✓	Not required	• For security purposes, SF State recommends that AOCs not enter or change course grades. • Registrar will not accept forms hand carried by student assistants or delivered though campus mail. • Straight forward grade changes; if changing GRADING OPTION, must use Waiver of College Regulations
2.	Make up of Incomplete	Paper only	One year or by date specified by faculty.	Student completes petition and submits to faculty.	✓	✓	Not required	• Registrar will not accept forms hand carried by student assistants or delivered via campus mail. • CHHS Policy: Once Chair signs, paperwork MUST be sent to the SRC HSS 239 for review. ATT: Saya.
3.	Course Withdrawal	Paper	**Before** last 3 weeks of semester	Student submits petition & documentation to faculty and Chair. CHHS Policy: student must submit petition to the Associate Dean in HSS 239	✓	✓	✓	• Chair keeps copy, not original forms. • Documentation of serious and compelling reason required. See examples below. • Limits on numbers of withdrawal apply. See below.
4.	Course Withdrawal	Paper	**During** last 3 weeks of semester	Student submits petition & documentation to faculty and Chair. CHHS Policy: student must submit petition to the Associate Dean in HSS 239	✓	✓	✓	• Documentation of serious verifiable illness or accident. See examples below. • Limits on numbers of withdrawal apply. See below. • Board of Academic Review reviews all petitions and may override Dean's decision.
5.	Retroactive Course Withdrawal	Paper	After semester ends	Student submits petition & documentation to faculty and Chair. CHHS Policy: student must submit petition to the Associate Dean in HSS 239	✓	✓	✓	• Documentation of serious verifiable illness or accident (similar to last 3 weeks of semester). See examples below.
6.	University Withdrawal or Retroactive University Withdrawal	Paper	Current semester or retroactive	Student submits petition and documentation directly to registrar.	Not required	Not required	Not required	• Documentation of serious and compelling reason required. See examples below.

College of Health and Human Services

Petition and Policy Reference Guide
*All writing in RED is CHHS Policy and MUST be followed in ADDITION to University policy
*It is the students' responsibility to attain signatures at ALL levels of approval (departments should never forward petitions directly)

		How?	Time restrictions	Who is responsible?	Instructor/Advisor Approval	Chair Approval	Dean Approval	NOTES
7.	Late Add	Paper	ASAP	Student submits 2 forms: Late Add petition AND CHHS Justification Form CHHS Policy: student must submit petition to the Associate Dean in HSS 239	✓	✓	✓	• Documentation of serious and compelling reasons required. EXCEPTIONS for documentation: • Any Late Add administratively initiated • Student needs units to graduate • IRB approval issue (on a case by case basis)
8.	Waiver of College Regulations	Paper	ASAP	Student submits petition to instructor or advisor. CHHS Policy: student must submit petition to the Associate Dean in HSS 239	✓	✓	✓	• Change of grading option (from CR/NCR to LG) • Changing sections of a class • Retro-add (with documentation) • Student enrolled in wrong class (needs to drop and add simultaneously) • Petition to take a class a third time • Does NOT include course substitutions
9.	Exceeding Units (more than 19 units)	Paper	Students need to have this completed before the add deadline (4th week of school)	Student submits Exceeding Units petition to Major Advisor and/or Chair of department. CHHS Policy: student must submit petition to the Associate Dean in HSS 239	✓	✓	✓	• After Add deadline, student will need to fill out: 1. Exceeding Units Petition 2. Late Add Form 3. CHHS Justification Form 4. Documentation of serious and compelling reasons

Acceptable Reasons for Course Withdrawal

To withdraw from a course after the second week through the last week of the semester, documentation of serious and compelling reasons is required. To be approved, a withdrawal would need to be due to circumstances clearly beyond the student's control. Examples include unexpected changes in work schedule, accident, illness or family emergencies. Non-compelling reasons include changing an academic major, poor performance, class not required for graduation/major, or more time needed for other classes. *During the last three weeks of the semester, students must provide documentation for serious illness or verifiable accident in order for a withdrawal to be approved.*

Limit on number of withdrawals

As of Fall 2009, Undergraduates may not withdraw from more than 18 units of course work. Undergraduates may repeat a course once if the grade is a '"C-" or lower including grades of "W". A grade of "F" and "W" count as an attempt. A petition for Waiver of College Regulations will need to be filled out if student needs to take the class a third time. Graduate students may repeat a course once if the grade is a "B-" or lower including grades of "W". The 18-unit limit does not apply to graduate students.

Faculty should check student transcripts before approving withdrawals to make sure students have not exceeded the limits stated above. Web grades blocks faculty from assigning a grade of 'W' if a student exceeds the number of times they may withdraw.

EXCEPTIONS: If a student has extenuating circumstances (serious accident or hospitalization), a WM will appear on the students' unofficial transcript, and this *will not* go towards the students' withdrawal limit.