



STUDENT HANDBOOK

SFSU MASTER OF PUBLIC ADMINISTRATION

Passion. Skill. Leadership.



SAN FRANCISCO
STATE UNIVERSITY

MPA Student Handbook 2022-2023
A publication of the Master of Public Administration Program
School of Public Affairs & Civic Engagement
San Francisco State University
1600 Holloway Avenue
San Francisco, California 94132 USA
Photos (c) MPA Program



Dear MPA Student,

Congratulations on pursuing the Master of Public Administration (MPA) degree! You have joined one of the best and nationally-recognized graduate programs at San Francisco State University. Founded in 1979, we are one of the oldest and largest MPA programs in the Bay Area, with alumni throughout the region's public and nonprofit organizations. The degree provides a definitive pathway to a meaningful career in government nonprofit networks. As our nation tries to surmount multiple challenges, your presence here enables the continuous development of leaders in public affairs.

Guided by people with expertise, experience, and public service values, the MPA program is committed to assist you toward your degree. This **Student Handbook** outlines your responsibilities as a San Francisco State University student in the MPA program. It also tells you how to make the most of your time in graduate school. The Handbook identifies the relevant offices, people, policies, and resources for graduate students across the campuses. As some University policies can change from time-to-time, ensure that you are updated by doing three vital things: (1) bookmarking and regularly visiting our MPA [website](#) (2) conducting regular check-ins with your MPA adviser, and (3) keeping an eye on your emails and the "To Do" list found in your SFSU Gateway.

Passion, skill, and leadership are the hallmarks of an MPA degree; and we are excited to see you embody them. On behalf of the MPA program, I wish you a great journey ahead—with your peers, the faculty and staff of SF State, and the communities of public service and learning that you will meet along the way.

With the kindest regards,

"Ernie"

M. Ernita Joaquin, Ph.D.

Associate Professor and Graduate Director

Master of Public Administration Program

School of Public Affairs & Civic Engagement

College of Health and Social Sciences

San Francisco State University

Table of Contents

I. Welcome & Introductions

- Introduction to the MPA Program
- Program History: MPA Beginnings
- The MPA Now: Program Mission Statement
- The MPA Program Tag Line: Passion. Skill. Leadership.
- Maintaining Program Excellence: NASPAA Accreditation
- A Commitment to Innovation
 - Transformative Learning
 - Establishing the SF State Scholars Programs
- Program Learning Outcomes
 - Student Learning Outcomes
 - Program Accomplishment in Student Learning
- People: Faculty, Staff, and Community
 - Core Faculty
 - Lecturers
 - Faculty Emerita
 - MPA Program Board of Advisors
- PACE Office, Faculty Offices, and Support Staff at the Main Campus

II. Getting to Know SFSU Student Resources & Support Offices

- Program Administration and Communication
 - MPA Program Website and Social Media
 - Must-Read Emails
 - Faculty Hours
- Make Sure We Can Contact You
- Getting Information thru the Listservs
- The Downtown Campus
- Main Campus Student Resources
 - Graduate Studies Division
 - My SFSU/Student Center/Gateway
 - Registrar
 - Financial Affairs and Bursar's Office
- Additional Main Campus Student Resources

III. The MPA Curriculum: Understanding the Degree Requirements

- The MPA Curriculum
 - Core Courses
 - Management Perspectives
 - Program Electives
 - Elective emphasis
 - The Internship Requirement
 - Setting up the Memorandum of Understanding
 - Applying for a Waiver
- Navigating the Degree: Initial Course Selection and Roadmaps
 - Initial Course Selection
- Getting to Degree for Full-Time and Part-Time Students
- Things to Remember to Fulfill the Degree

IV. Starting Out: Orientation, Registration, & Advising

- Orientation Session for New Students
 - Your First Steps
 - The Projected Schedule and Current Schedule of Courses
 - Registration Procedures
 - Student Program Fees
 - Advising
- Course Modalities
- Developing Crucial Skills: Computer, Presentation, Team Work and Writing
- Required Knowledge of American Government
- E-Portfolio (Student Learning Portfolio)

V. Enriching Grad Student Life

- Making the Most of Your Time
- International Connections: Summer Abroad
- Scholarships, Fellowships, & Financial Assistance
 - Willie L. Brown Graduate Fellowship
- Graduate Student Associations & PAA Honor Society
 - International City/County Management Association Student Chapter
 - Pi Alpha Alpha
- Following your Program on Social Media

VI. University and Program Policies

- Ethics and Honesty in the Program
- Disclosures of Sexual Violence (Title IX)
- Disability Access
- Covid-19 and Our Campus
- TITLE V. Article 2. Standards for Student Conduct

VII. Graduation & Career Planning

- Steps to Graduation
- Advancement to Candidacy
- The Culminating Experience Process
- Career Planning
- Where would I work with a MPA Degree?
- Top 10 Things to do with your MPA Degree

VIII. Recognizing Outstanding Students & Alumni

- PACE and MPA Awards
 - Alumni of the Year Award
 - Distinguished PACE Student Award
 - Barbara Jordan Awards for Student Excellence
 - Award for Outstanding Public Service

IX. Becoming Part of the MPA Alumni

- Staying connected with the MPA Program
- MPA Alumni: Leaders, Trailblazers, and Mentors
- Testimonies from Graduates
- Professional Networks: Now and Beyond

I. Welcome & Introductions

Introduction to the MPA Program

Welcome to the Master of Public Administration (MPA) program at San Francisco State University (SF State)! We are looking forward to working with you to help you achieve your professional goals. This 2022- 2023 Student Handbook provides much of the information you will need to plan and manage your studies with us.

The goal of the MPA degree 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.

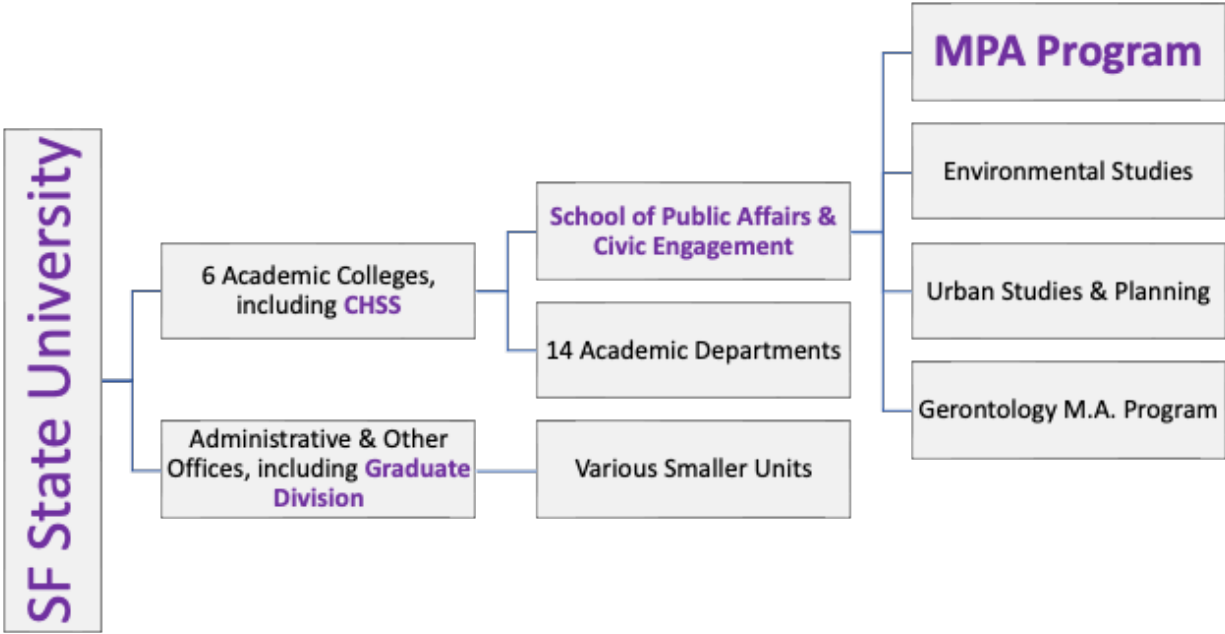
Our student body includes persons proceeding directly from an undergraduate degree, without prior work experience and those with experience who wish to strengthen their capabilities or prepare themselves for new opportunities. Our MPA degree is fully accredited by NASPAA, the membership organization of graduate education programs in public policy and public and nonprofit management. We are currently one of only three in the Bay Area whose MPA degree 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. Our nationally recognized program blends a rigorous foundation in management knowledge and leadership skills with the flexibility for students to choose among various specializations.

The requirements for the MPA, in general, and the specialty emphases, in particular, are described in detail in this Handbook. The common core of the program is heavily focused on essential knowledge and skills for public management. Beyond the core, the program offers multiple areas of emphasis as an opportunity for specialization. Students may specialize in Public Management, Nonprofit Administration, Public Policy, Urban Administration, Environmental Administration, and Criminal Justice Administration.

Graduates from the MPA 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. Visit our MPA [website](#) for up-to-date program outcomes.

The figure below describes where the MPA program fits in SF State's bureaucracy.



Program History: MPA Beginnings

The Master of Public Administration Program was officially established as an independent, interdisciplinary graduate degree program in 1979, admitting 11 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.

In 2011, through the effort of a University-wide reorganization, the School of Public Affairs and Civic Engagement (PACE) was created. Public Administration is one of the founding programs of PACE. Professor Gen led the Program through a number of curricular and administrative changes, including joining with three other academic units to create PACE, launching a new curriculum, and another successful NASPAA reaccreditation. PACE is a collaborative interdisciplinary unit of public affairs oriented scholars that delivers degree programs in Environmental Studies, Public Administration, Urban Studies and Planning and Gerontology, which joined PACE in Fall 2016. Students in these four 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 21st century. Find out more about PACE and the MPA Program by visiting our [website](#).

The MPA Program currently has five full-time core faculty members. Professors Stowers and Gen remain members of the core Public Administration faculty, along with Drs. Ernita Joaquin, Janey Wang and Jennifer Shea. Professor Shea assumed the position of MPA Director in July 2015 and became concurrent Associate Director of the School of PACE in January 2016. As MPA Director, she led the Program in developing its tag line (Passion. Skill. Leadership) with our students, alumni, and Advisory Board. Dr. Shea also developed our Diversity, Equity, and Inclusion (DEI) policy for continuous incorporation in matters of program management, curriculum, and community relationships.

Professor Wang became the MPA Director in Spring 2019, and led the Program for much of the COVID-19 pandemic years, until 2022. Across the world, educational centers confronted massive pressures in delivering education amidst public health restrictions, fiscal and human capital challenges. The MPA faculty, pioneers in delivering courses in hybrid modality, adopted more ways of teaching as the pandemic evolved.

In Fall 2022, Professor Joaquin shared coordinating duties for the Program, and in Spring 2022 assumed leadership as MPA Director. In January 2022, the Program launched a comprehensive strategic planning initiative with various stakeholders. The period also saw systematic efforts by the faculty to enhance student recruitment, retention and success through advising, outreach, and network building. In Fall 2022, no less than four Blended Programs or "SF State Scholars Programs" that allow undergraduates majoring in Urban Studies, Political Science, Asian American Studies, and Latin American Studies to accelerate toward their MPA were approved by the University. Touting excellence in this competitive environment, the Program has also created new platforms for personal and digital outreach, and refreshed its Advisory Board and alumni connections.

The MPA Now: Program 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.

The MPA Program Tag Line:

Passion.

Skill.

Leadership.

Maintaining Program Excellence: NASPAA Accreditation

The MPA is proud to be a flagship graduate program of SF State. The Program is recognized for its excellence in the Bay Area and beyond. It has been re-accredited twice by NASPAA. NASPAA stands for the Network of Schools of Public Policy, Affairs, and Administration. It is an accrediting body that recognizes that a master's degree program in public and nonprofit policy, affairs, or administration has undertaken a rigorous process of peer review conducted by the Commission on Peer Review and Accreditation (COPRA). Our Program is accredited until the 2027 academic year.

For more information about this rigorous process, please visit the NASPAA [website](#).

A Commitment to Innovation

Transformative Learning

The MPA Program practices innovation and agility: well before the pandemic, the faculty have been leading in developing efficiencies in delivering graduate education. For example, Professors [Jennifer Shea](#), [Ernie Joaquin](#), and [Janey Wang](#) have systematically developed and studied the hybrid teaching modality for different MPA courses— a structure that blends traditional elements of presence and activities with remote strategies for achieving teaching and learning outcomes. The courses were evaluated in terms of their impact in transforming how students engaged and performed. Offering students a choice of modalities well before COVID-19 has allowed the Program to enhance student engagement and performance. When the pandemic hit and schools worldwide had to grapple with remote learning vehicles, the MPA Program was very well situated in handling the 2020 transition, to our students' satisfaction. Other benefits involved efficiencies in facility use and time commuting, while also serving the social distancing requirements that public health authorities required. Today, the Program continues to explore avenues to deliver higher education as societal demands and workforce trends evolve.

Establishing the SF State Scholars Programs

Continuing its tradition of innovation and adaptiveness, the MPA Program is a leader in the University in establishing Blended Programs or SF State Scholars Programs. Spearheaded by Professor Genie Stowers, SF State Scholars Programs allow undergraduates to work on their BA degree then, during their junior and senior years, also work on a graduate degree. This saves students time and money while enabling them to quick-start their careers. These programs are administered by the Graduate Division, which [provides more details on how they operate](#).

The MPA Program currently has four approved SF State Scholars Programs, offering students in these majors a unique opportunity to earn two degrees (BA + Master of Public Administration) in less time than it would take to do both, separately.

1. Asian American Studies
2. Latin American Studies
3. Urban Studies
4. Political Science

These programs have a simple application process but each student must have a Faculty Sponsor from the BA department. For more information about this rigorous process, please visit the Graduate Studies Division [website](#) and the MPA [website](#).

Program Learning Outcomes

To achieve its mission and deliver an excellent curriculum, the MPA Program pursues the following learning outcomes, according to the NASPAA standards. Each of the courses you take is designed to pursue some of these outcomes in greater measure than others, depending on the course.

Student Learning Outcomes

Graduates of our program are expected to perform the following:

1. Lead and manage in public governance or Meet challenges of rapidly changing world
2. Apply a wide range of knowledge about the public service
3. Apply a wide range of knowledge about an elective area within public service
4. Provide evidence of professional skills necessary for the public service
5. Participate in and contribute to the public policy process
6. Analyze, synthesize, think critically, solve problems and make decisions
7. Articulate and apply a public service perspective
8. Communicate and interact productively with a diverse and changing workforce and citizenry
9. Write effectively and concisely for an audience of professionals
10. Present effectively to small and large groups
11. Work effectively in groups and teams
12. Communicate and work to ensure social justice, equity and other public service values highlighted by the Program

Program Accomplishments in Student Learning

Here are some quick facts that demonstrate the Program's success in pursuing our goals to develop our future leaders and managers in public affairs.

For example, students graduating in Spring 2021 indicated these knowledge and skills:

- 93.6% of students exhibited a Developed or Highly Developed level on their Knowledge of Public Affairs
- 83.8% of students exhibited a Developed or Highly Developed level on their ability to identify and analyze issues
- 83% of students exhibited a Developed or Highly Developed level on their ability to effectively make recommendations
- 96.4% of students demonstrated Developed or Highly Developed skills in their control of the syntax and mechanics of their writing
- 100% of students highlighting Roles and Relationships demonstrated a mastery of content about this aspect of their elective field.
- 100% of students graduating in 2018-2019 demonstrated the application of specific professional skills like budget analysis, program evaluation, workforce forecasting, revenue forecasting, data visualization, survey research, and others.

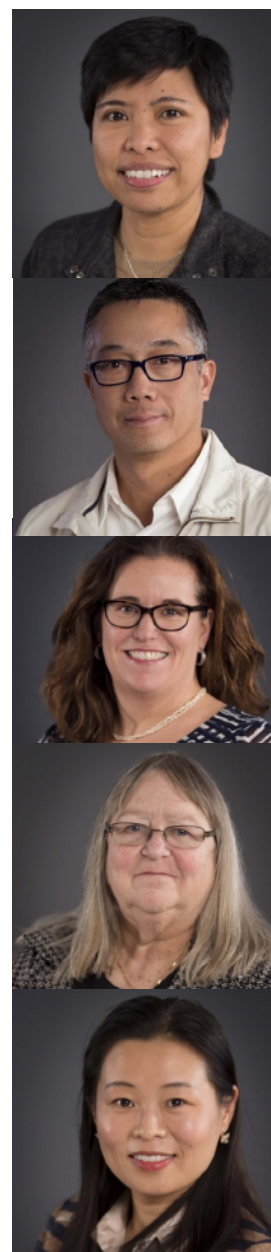
People: Faculty, Staff, and Community

We have a highly diverse student body: 70% of the student body come from under-represented groups. Our students also represent a wide variety of backgrounds, experiences, and fields. Our full-time faculty is highly diverse, with 80% female and 60% from under-represented groups.

Core Faculty

Five full-time faculty members form the core of the MPA Program. They are your main advisers during your studies. Their course specializations are the following:

- Dr. M. Ernita Joaquin (Ph.D., Political Science, Northern Illinois University, 2007) Associate Professor and Program Director. Courses taught: organization theory, intergovernmental relations, crisis management, budgeting and public management reform. (ejoaquin@sfsu.edu / 415-817-4460)
- Dr. Sheldon Gen (Ph.D., Public Policy, Georgia Institute of Technology, 2004) Professor. Courses taught: public policy, research methods, policy analysis and program evaluation, environmental policy. (sgen@sfsu.edu / 415-817-4458)
- Dr. Jennifer Shea (Ph.D., Public Policy, University of Massachusetts—Boston, 2008) Professor. Courses taught: public administration, nonprofit administration, organizational behavior, and leadership. (jshea@sfsu.edu / 415-817 -4462)
- Dr. Genie Stowers (Ph.D., Political Science, Florida State University, 1987) Professor. Courses taught: public administration, public information management, budgeting and financial management, analysis and evaluation, research methods. (gstowers@sfsu.edu / 415-817-4457)
- Dr. Janey Q. Wang (Ph.D., Public Affairs, Indiana University, 2009) Associate Professor, Courses taught: public administration, budgeting, research methods, policy analysis. (jqwang@sfsu.edu / 415-817-4456)



Lecturers

In addition to the core faculty, the MPA Program delivers the curriculum with part-time faculty, lecturers who are also highly qualified practitioners and academicians in their fields. A list of individuals who have recently taught for the MPA Program and their teaching interests follow below:

- Katherine Naff, Ph.D., Professor, also a Faculty Emerita of Public Administration. Areas of teaching include human resources management, representative bureaucracy, public management
- Carol Silverman, Ph.D: Areas of teaching include research methods, urban poverty, and program evaluation
- Regina Neu, MsED: Areas of teaching include leadership development, strategic planning, board governance and overall nonprofit management skills
- Kevin Hickey, MPA: Chief Program Officer, New Door Ventures. Areas of teaching include leadership, nonprofit management and public policy advocacy
- Steve Ford, Doctorate in Educational Leadership, Master of Science: Chief of Police, Antioch. Areas of teaching include leadership and criminal justice administration
- Debra Gill, MPA: Human Resources and Labor Relations Director (retired). Areas of teaching: Organization, human capital management
- Bryan Montgomery, MPA: City Manager. Areas of teaching include public administration, public management
- Glen Rojas, MBA: City Manager (retired). Areas of teaching include local government and public policy
- Margaret Brodtkin, MSW: Areas of teaching include systemic change, policy advocacy, child welfare policy
- Joel Mackey, J.D: Areas of teaching include nonprofits the law and leadership

Faculty Emerita

In addition to our lecturers, 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)
- Al Hyde, Ph.D. Public administration, public management. (Retired 2012)
- 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)

MPA Program Board of Advisors

Maintaining excellence not only requires rigorous instructional standards, but also engaging effectively with, and learning from, the leaders of our wider community. This is where the MPA Program's Board of Advisors plays a pivotal role.

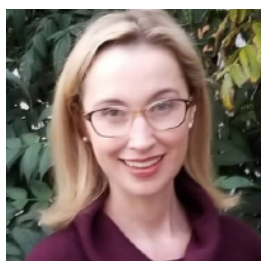
The Board consists of highly distinguished figures keeping us abreast of developments in the fields that employ our graduates. Representing governmental, nonprofit, and private industries and a unique blend of advocacy and analytic energies from the grassroots to the federal government, our Advisors exemplify the highest level of public service values promoted in the MPA Program. Meet our Advisory Board members:



Dinky Enty

Deputy Director, Center on Juvenile and Criminal Justice, and Director, Children's Waiting Rooms, San Francisco, California

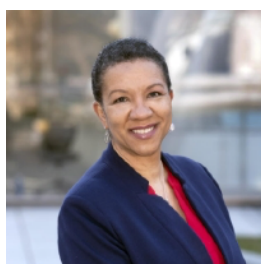
A recognized advocate for a humane criminal justice system, Dinky is co-author of *Renewing Juvenile Justice*, which offered model designs for juvenile justice reforms. Dinky is an alumni of our MPA program.



Erin Godtland

Assistant Director, United States General Accountability Office

As the GAO provides Congress, heads of agencies, and the public with timely, non-partisan information, Erin has led its various research efforts in the areas of education, workforce and income security issues.



Traci Lester

Executive Director, The Center for Fiction. New York

Traci is a recognized nonprofit executive in the fields of arts and culture, education, community development, and philanthropy. An alumna of our MPA program, Traci's work is imbued with social justice, equity, and inclusion.



Juslyn Manalo

City Councilor, Daly City, California

Juslyn is one of our recent MPA alumni to have successfully held elective office in the Bay Area. Before running for her Daly City post, Juslyn was recognized for her housing and organizing service among low-income and Filipino-American communities.



Lesley Miller

Economic Development Manager, Meta (formerly Facebook)

Lesley provides the Board with a unique perspective from the tech industry. In her role as Data Center Economic Development Manager, Lesley leverages her background in economic development strategy, public policy and state and local tax to help drive economic impact in the data center communities that Meta calls home. Prior to joining Meta, Lesley was a Tax Manager with Deloitte's Multistate Credits and Incentives practice, where she helped set up the recruitment pipeline for other MPA candidates. Lesley is an alumna of our MPA program and is a Certified Economic Developer (CEcD).



Regina Neu

Principal at Neu Consulting

Her experience includes being an Executive Director for two Bay Area nonprofits (Young Audiences of the Bay Area, Big Brothers Big Sisters of San Francisco and the Peninsula). Regina has also taught nonprofit administration courses at the undergraduate and graduate level at SFSU and at CSU East Bay. She has also been working as a consultant, primarily with small to mid-sized nonprofits, helping increase their efficiency, manage change, and overcome challenges. Her expertise is in board development (training and facilitation), transition management, leadership coaching, needs assessment, and strategic planning.



Tina Olson

Newly appointed Director of Administrative Services, City of Livermore, California

Highly experienced in steering the administrative, budgeting, and financial activities of different types of public agencies, most recently the City of Pleasanton, Tina is also an alumna of our MPA program.



Marcia Raines

Experienced City Manager

Marcia is recognized for her local government leadership in the cities of Sausalito, Millbrae, Half Moon Bay and Martinez, California, among others. Marcia is also a CSU Adjunct Faculty and is known for mentoring professionals and students in the local government field.



Glen Rojas

Experienced City Manager

Glen is a recognized leader in local government, having led the cities of Chino and Menlo Park, California, among others. Glen is also a CSU Adjunct Faculty and is known for mentoring professionals and students in the local government field.



Chris Rosenlund

Regional Commissioner, Bureau of Labor Statistics, United States
Department of Labor

Chris is a skilled federal executive in data analysis, strategic planning, and communication. He graduated from our MPA program with Distinction and co-led efforts in arriving at our program tagline, Passion.Skill.Leadership.



Maria Saguisag-Sid

Director of Human Resources and Risk Manager, Foster City, California

Maria has over 25 years of Human Resources management experience at the state and local government level, as well as in the private sector in hospitality. She oversees the Regional Training and Development Consortium of San Mateo County, promoting the continued growth of public sector employees. She also obtained the SFSU MPA degree with Distinction.



Kenneth Songco

Director of Student Equity and Success, Mission College, California

Ken provides leadership and direction of Mission College's Office of Student Equity and Success which oversees campus-wide diversity, equity, inclusion, and anti-racism efforts. He seeks to continue his life's work of transforming institutions through centering the needs of BIPOC communities while de-centering whiteness with an equity, anti-racism, social justice lens.

PACE Office, Faculty Offices, and Support Staff at the Main Campus

In 2020, the world confronted the coronavirus pandemic. With social distancing and other public health restrictions came various strategies by school worldwide to continue serving their students. At SF State, part of the adaptation included moving the MPA faculty to the Main Campus location while still holding classes at the Downtown Campus location. The MPA faculty offices are housed within the PACE unit at the 2nd floor of the College of Health and Social Sciences. Faculty continue to emphasize accessibility and prioritize students needs by providing multi-modal advising and meeting students at both campuses.

Because the MPA Program is part of School of PACE, the School's office and administrator serve as the Program's mother unit or department office. The PACE Director serves as the department head while the PACE office staff provide support to all PACE programs, including the MPA.

For most of your studies, forms and other official actions that require signatures will go through PACE and will need the signature of the PACE School Director.

Main Campus Location of PACE/ Public Administration Office:

1600 Holloway Avenue, HSS 261,
San Francisco CA 94132

PACE Director: Dr. Jasper Rubin (mjrubin@sfsu.edu); (415-405-3495)

MPA Program Coordinator: Dr. Ernita Joaquin (ejoaquin@sfsu.edu); (415- 817-4460)

Academic Office Coordinator/ Staff: Bridget McCracken (pace@sfsu.edu);
(415-817-3483)

II. Getting to Know SFSU Student Resources & Support Offices

Program Administration and Communication

MPA Program Website and Social Media

The MPA 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 about the people in the program. All important program documents (strategic plan, policies, student handbooks, etc.) are also available online on our website.

Must-Read Emails

Success in graduate school depends on good communication with your program, your faculty adviser, and your professors. The MPA Coordinator / Graduate Director sends out weekly emails on key information, events and deadlines. Every Friday, check your in-box for the Must-Read Email for MPA Students. Do not miss important dates, scholarship announcements, upcoming events, professional associations and more!



Faculty Hours

Keep in touch with your professors. MPA 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 and on the MPA website. Changes to scheduled office hours will be posted as they are known.

Make Sure We Can Contact You!

Be sure to activate your @mail.sfsu.edu email address and check it regularly or have it forwarded 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 their [website](#).

If you move and then change your address online through My SFSU, those changes do not get communicated to the MPA Program. Please inform the MPA office directly when your contact information changes by emailing mpa@sfsu.edu.

Getting Information thru the Listservs

The MPA 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)
- 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, in the email body only, and do not include a subject line: [Subscribe](#)

Be sure that no signature or ads are also in the body of the email. A confirmation e-mail will be sent back. No further action will be necessary.

To unsubscribe from one of the listservs:

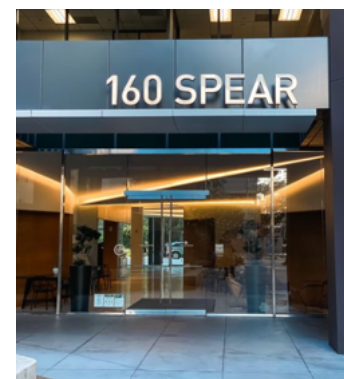
Email the word unsubscribe to the address of the listserv from which you want to unsubscribe. A confirmation e-mail will be sent to the unsubscribing address. If you wish to unsubscribe an address other than the address you sent this request from, you may specify address=e-mail@domain.com

The Downtown Campus

MPA classes are held at the Downtown Campus ("DTC") on the 5th floor of 160 Spear St, San Francisco. Our location is near the waterfront, with quick access to the Embarcadero BART/Muni station and adjacent to the Trans-bay Terminal.

Downtown Campus Location: 160 Spear Street, 5th Floor, San Francisco CA 94103

If driving to campus, the campus is located directly off highways 101, 280 and 80. Public Transportation is the recommended option for travel to downtown San Francisco on weekdays as parking spaces can be limited and costly. There is nearby parking available, but parking spaces are limited and costly. Please visit the websites for pricing. (1) 155 Main Street (2) Rincon Center Garage and (3) 188 Spear Street Parking Garage. For information on getting to the main campus find most current information on public transportation, parking and directions, check their [website!](#)



While in-person courses are always going to be taught at the DTC, some courses are taught non in-person, but online, and some are taught in hybrid fashion. Always read the Notes when signing up for a course. These are the different modalities through which courses are taught.

Traditional (fully in-person or synchronous remote)

- Evenings/Afternoons: Meet synchronously once per week
- Saturdays – 3-unit classes meet for 6-7 full-day sessions; 1-unit classes meet on varied schedules for a total of 15 'contact hours'

Hybrid

- Combines in person and online (synchronous or asynchronous) meetings

Online

- No in-person meetings; only online

As meeting schedules vary by course, you must always read the 'Notes' in the class schedule when you register, always consult your faculty adviser or the course professor, and consult the schedule posted on the MPA website for schedule details.

DTC Facilities

Study Hall

The MPA program is sharing the 5th floor with other departments. Visit the 5th floor Reception Desk to obtain information on spaces for student reading and meetings. Some spaces are available for Study Hall when classes and event are not in session but ensure you check with Reception first.

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 this [website](#).

Bicycle Parking

Bicycle parking is available in the loading dock elevator lobby on a first-come, first serve basis. Please check in with the loading dock lobby security for bicycle storage availability and be prepared to show your SF State ID. Bicycles and motorized scooters are not permitted inside the campus facility.

Security

When the building security systems are activated you should take your cellphone and all valuables with you. Evacuate the building towards the nearest green color exit sign and follow the green exit signs. Keep to the right in hallways and stairways to allow access for incoming emergency personnel and do not use the elevators. Students with mobility issues should go to the nearest emergency exit and wait at the top of the stairwell for Emergency Rescue Personnel, once you have exited the building, wait at the 160 Spear Street entrance for further instructions.

Earthquakes

When an earthquake occurs, remain calm. Seek cover in a doorway or under a desk or table, drop, cover and hold on. Stay away from glass windows, shelves and heavy equipment. Protect yourself at all times and be prepared for aftershocks. Do not exit the building as it may be safer to stay inside the building, unless the building threatens to collapse.

Main Campus Student Resources

Graduate Studies Division

As a central hub for all graduate education on campus, the Division offers information on the graduate programs available, resources and much more. GradStop is located at the main campus but can be reached by email or by phone.

GradStop: Graduate Student Services

1600 Holloway Avenue Administration Building, Room 250 San Francisco, CA 94132

Monday - Friday, 9 a.m. - 5 p.m.

Email: gradstudies@sfsu.edu

Graduate Advising: (415) 405-3655

Monday - Friday: 9 AM - 11 AM (PST) & 2 PM - 4 PM (PST)

Graduate Advising: gradadv@sfsu.edu

Division of Graduate Studies

Priority enrollment for Spring 2023 is now open! Log on to your Student Center to enroll in course for Spring 2023.

Graduate Studies staff is available to assist you via:

zoom

Grad Studies Zoom Drop-In

Tuesdays 2pm to 4pm (PST)
Meeting ID: 819 7215 5054
PW: 455013

You can meet with one of our Advisors by Booking a Zoom Appointment

Phone

415-338-2234
Monday through Friday
9:00 AM to 11:00 AM & 2:00 PM to 4:00 PM (PST)

Email

gradstudies@sfsu.edu

Quick Links

- Department Coordinators
- How to Enroll Guide
- Graduate Program Specialist
- Graduate Advising
- Residency Information

Explore Graduate Programs

Department Coordinators

Graduate Advising

International Admission

Explore

Graduate Admissions

Newly Admitted Students

Retrieved from the [Division of Graduate Studies](#) on 12/13/22

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.

Registrar

Registration is done through your MySFSU login; details on how to register for classes (either on the phone or over the Web) are on their [website](#).

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!

Financial Affairs and Bursar's Office

Fees must be paid prior to registration. The process for doing that is available on their [website](#) or through your student center/gateway portal.

Many forms that you need to turn in will be submitted for you by the MPA Program staff. However, it will be good to know the Bursar's Office [website](#).

Additional Main Campus Student Resources

San Francisco State University has numerous academic and professional resources available to its students. These include 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 on their [website](#). The SFSU OneCard Office is located in the Student Service Building (SSB) 103D. The phone number is 415-338-3619 and the email address is onecard@sfsu.edu. To get your OneCard, go to SSB 103D and bring a photo ID card with you, or use the CloudCard online photo submission available for first time students looking to acquire their first OneCard. Use their online services to learn about the issuance of your ID, management of the campus debt card program, viewing balances and transaction, the Gator Pass Program and more. Get your OneCard ID and Clipper Card all in one. Newly admitted students, the first OneCard will be free of charge.

Library Services

The [J. Paul Leonard Library](#) with its numerous traditional and online resources. As a student you can check out a book by registering and using ILLiad services. They will deliver articles and books usually within a few days of your request to the 6th floor reception desk. Find more [information](#) on services available. Don't miss out, ask a librarian!

Student Success Program

The [Student Success Program](#) 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.

Career Services

One resource for career planning is at the [University's Career Services and Leadership Development](#), located in the Administration Building, Suite 250. 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. A great resource when searching for your internship site.

Information Technology

The San Francisco State University Division of Information Technology ([DOIT](#)) 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, dial publishing personal web page, programming coursework, and online research.

University Bulletin

The current SF State Bulletin is available [online](#) only. Print out and retain the sections on Graduate policies and the requirements for your degree program for your entry or "Bulletin Year" at SFSU. See Section "Special Considerations" for complete information on your Bulletin or degree evaluation rights. Check with your faculty advisor, department staff or the online Bulletin for any changes in the curriculum that may occur. It is your responsibility to remain informed.

Disabilities Accommodations

San Francisco State University has an outstanding [Disability Programs and Resource Center](#). 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. To contact their office, phone 415/338-2472 or email dprc@sfsu.edu. Video phone: 415/335-7210 Fax: 415/338-1041

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.

And More

In search of other resources, find more information at the Division of Graduate Studies Student Resource [page](#). There you will find many academic support, campus community, student services, health and well-being, childcare resource and more. Find the in depth Grad Guide [here!](#)

III. The MPA Curriculum: Understanding the Degree Requirements

The MPA Curriculum

Our nationally recognized program blends a rigorous foundation in management knowledge and leadership skills with the flexibility for students to choose among various specializations.

The MPA 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:

Core: Foundations (12 units)

[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. MPA students are required to complete 12 units in management perspectives, selecting any 4 of the following courses:

Core: Management Perspectives (12 units)

[PA 720](#) Organizational Design & Change Management, 3 units

[PA 722](#) Performance Management & Planning, 3 units

[PA 724](#) Economic Perspectives, 3 units

[PA 725](#) Managing Human Capital, 3 units

[PA 727](#) Program Planning & Delivery, 3 units

[PA 730](#) Resource Management, 3 units

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 MPA Program are:

Electives (12 units)	
PA 740 Public Service Management, 3 units	PA 762
PA 741 Emerging Trends in Public Service, 3 units	PA 770 Policy Analysis, 3 units
PA 744 Nonprofits, Public Policy & Society, 3 units	PA 775 Program Evaluation, 3 units
PA 745 Perspectives on Nonprofit Management, 3 units	PA 776 Environmental Policy, 3 units
PA 746 Organizational Learning & Nonprofit Management, 3 units	PA 777 Criminal Justice Administration, 3 units
PA 750 Financial Management in Public Service, 3 unit	PA 780 Urban Administration, 3 units
PA 752 Public Affairs & the Law, 3 units	PA 781 Sustainable Development in Cities, 3 units
PA 753 Decision Making in Public Affairs, 3 units	PA 783 Urban Housing Policy, 3 units
PA 754 Comparative Perspectives in Public Service, 3 units	PA 784 Intergovernmental Relations, 3 units
PA 755 Information & Knowledge in Public Service, 3 units	PA 790 Special Topics in Public Administration, 3 units
PA 757 Moving Public Service Online, 3 units	PA 858 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:

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

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 Emphasis

To fulfill the 12 units of electives that are required, students in the MPA Program have 7 elective emphases from which to choose:

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

Public Policy

Environmental Administration

Nonprofit Administration

Urban Administration

Criminal Administration

Self-Designed Elective Emphasis

See below a sample of the electives that fall under each emphasis:

Public Management (select 12 units)	Nonprofit Administration (12 units)
PA 740 Public Service Management, 3 units (Req)	PA 744 Nonprofit, Public Policy & Society, 3 units (Req)
PA741 Emerging Trends in Public Service, 3 units	PA740 Public Service Management, 3 units
PA750 Financial Management in Public Service, 3 units	PA741 Emerging Trends in Public Service, 3 units
PA752 Public Affairs and the Law, 3 units	PA745 Perspectives on Nonprofit Management, 3 units
PA753 Decision Making in Public Service, 3 units	PA746 Organizational Learning and Nonprofit Management, 3 units
PA754 Comparative Perspectives in Public Service, 3 units	PA750 Financial Management in Public Service, 3 units
PA755 Information & Knowledge in Public Service, 3 units	PA752 Public Affairs and the Law, 3 units
PA 757 Moving Public Service Online, 3 units	PA753 Decision Making in Public Service, 3 units
PA762 Leading Change Across Sectors, 3 units	PA754 Comparative Perspectives in Public Service, 3 units
PA770 Policy Analysis, 3 units	PA755 Information & Knowledge in Public Service, 3 units
PA775 Program Evaluation, 3 units	PA 757 Moving Public Service Online, 3 units
	PA762 Leading Change Across Sectors, 3 units
	PA775 Program Evaluation, 3 units
	MS 800 Museum Management, Law & Ethics, 3 units
	MS 860 Fundraising in Museums, 3 units

Public Policy (select 12 units)	Urban Administration (12 units)
PA770 Policy Analysis, 3 units (Req)	PA 780 Urban Administration, 3 units (Req)
PA775 Program Evaluation, 3 units	PA741 Emerging Trends in Public Service, 3 units
PA750 Financial Management in Public Service, 3 units	PA750 Financial Management in Public Service, 3 units
PA753 Decision Making in Public Service, 3 units	PA752 Public Affairs and the Law, 3 units
PA 776 Environmental Policy, 3 units	PA753 Decision Making in Public Service, 3 units
PA 777 Criminal Justice Administration, 3 units	PA754 Comparative Perspectives in Public Service, 3 units
PA 783 Urban Housing Policy, 3 units	PA755 Information & Knowledge in Public Service, 3 units
PA 858 Environmental Land Use Planning, 3 units	PA 757 Moving Public Service Online, 3 units
USP/ GEOG 433 Urban Transportation, 4 units	PA762 Leading Change Across Sectors, 3 units
USP/PLSI 560 Urban Poverty and Policy, 4 units	PA770 Policy Analysis, 3 units
USP/LAABR/PLSI 570 Urban Health Policy, 3 units	PA755 Information & Knowledge in Public Service, 3 units
	PA781 Sustainable Development in Cities, 3 units
	PA 783 Urban Housing Policy, 3 units
	PA 784 Intergovernmental Relations, 3 units
	PA 858 Environmental Land Use Planning, 3 units
	USP/ GEOG 433 Urban Transportation, 4 units
	USP535 Urban Economics, 3 units
	USP560 Urban Poverty & Policy, 3 units
	USP570 Urban Health Policy, 3 units
	USP580 Urban Housing, 3 units

Environmental Administration (select 12 units)	Criminal Justice Administration (12 units)
PA 776 Environmental Policy, 3 units	PA 777 Criminal Justice Administration, 3 units
PA781 Sustainable Development in Cities, 3 units	CJ501 Criminal Law, 2 units
PA858 Environmental Land Use Planning, 3 units	CJ505 International Criminal Law, 4 units
ENVS470 Climate Policy and Politics, 3 units	CJ515 Extremism as Crime, 3 units
ENVS570 Campus (institutional) Sustainability, 3 units	CJ520 Construction of Crime and Justice, 3 units
GEOG652 Environmental Impact Analysis, 4 units	CJ530 Geographies of Social Control and Urban Diversity, 3 units
Other relevant upper-division and graduate courses in the Programs of Public Administration, Environmental Studies, Urban Studies and Planning, and Geography & Human Environmental Studies.	CJ550 School Violence and Discipline, 3 unit
	CJ600 Youth Gangs in Community Context, 3 units
	Other relevant upper division and graduate courses in the Programs of Public Administration and d Criminal Justice Studies.

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 throughout the university.

The Internship Requirement

PA 803: Public Service Internship (3 units) is required of anyone who does not already possess significant work experience in the public or nonprofit sectors.

Setting up the Memorandum of Understanding

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. 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 (MOU) between the agency and the MPA 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. Consult the Program Coordinator for help finding an organization for internship, the internship requirements and the MOU that must be set up.

Applying for a Waiver

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 MPA Director outlining their work experience and making a formal request for the waiver. A current resume should be attached to the memorandum. The MPA Director 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.

Navigating the Degree: Initial Course Selection & Roadmaps

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 other.

The number of courses students typically take each term depends upon the numbers of hours they are working each week. Typically, a MPA student takes one or two courses (up to 6 units) each semester while working full-time. A MPA 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.

Getting to Degree for Full-Time & Part-Time Students

Whether you are working full-time or part-time, getting the MPA degree successfully is the number one goal. Check out the recommended roadmaps to suit your personal situation or preferences. Please consult with your faculty advisor every semester to ensure that you are on track.

MPA Roadmap for Part-Time Students

Fall admit

Year 1

Fall 1	units
PA700	3
Management Perspective 1	3
term total	6
Spring 1	units
PA705	3
Elective 1	3
term total	6
Summer 1	units
Management Perspective 2	3
term total	3

Year 2

Fall 2	units
PA706	3
Elective 2	3
term total	6
Spring 2	units
PA715	3
Management Perspective 3	3
term total	6
Summer 2	units
Elective 3	3
term total	3

Year 3

Fall 3	units
Management Perspective 4	3
Elective 4	3
term total	3
Spring 3	units
PA890 or thesis	3
PA803 or waiver	3 or 0
term total	6 or 3

degree total	42 or 39
---------------------	-----------------

Spring admit

Year 1

Spring 1	units
PA700	3
Management Perspective 1	3
term total	6
Summer 1	units
Elective 1	3
term total	3
Fall 1	units
PA705	3
Management Perspective 2	3
term total	6

Year 2

Spring 2	units
PA706	3
Elective 2	3
term total	6
Summer 2	units
Management Perspective 3	3
term total	3
Fall 2	units
PA715	3
Elective 3	3
term total	6

Year 3

Spring 3	units
Management Perspective 4	3
Elective 4	3
term total	6
Summer 3 off	units
Fall 3	units
PA890 or thesis	3
PA803 or waiver	3 or 0
term total	6 or 3

degree total	42 or 39
---------------------	-----------------

MPA Roadmap for Full-Time Students

Fall admit

Year 1

Fall 1	units
PA700	3
PA705	3
Elective 1	3
term total	9
Spring 1	units
PA706	3
Management Perspective 1	3
Elective 2	3
term total	9
Summer 1	units
Management Perspective 2	3
Elective 3	3
term total	6

Year 2

Fall 2	units
PA715	3
Management Perspective 3	3
Elective 4	3
term total	9
Spring 2	units
PA890 or thesis	3
Management Perspective 4	3
PA803 or waiver	3 or 0
term total	9 or 6

degree total	42 or 39
---------------------	-----------------

Spring admit

Year 1

Spring 1	units
PA700	3
PA705	3
Elective 1	3
term total	9
Summer 1	units
Management Perspective 1	3
Elective 2	3
term total	6
Fall 1	units
PA706	3
Elective 3	3
Management Perspective 2	3
term total	9

Year 2

Spring 2	units
PA715	3
Elective 4	3
Management Perspective 3	3
term total	9
Summer 2 off	
Fall 2	units
PA890 or thesis	3
Management Perspective 4	3
PA803 or waiver	3 or 0
term total	9 or 6

degree total	42 or 39
---------------------	-----------------

Things to Remember to Fulfill the Degree

- B average minimum overall; Plus, No course should get a grade lower than C; Plus, no lower than B minus for any core course (700, 705, 715, 706, 890) and any Management Perspective course
- No more than 6 units CR/NC (must get letter grade for undergraduate courses)
- Max of 11 units of upper division undergraduate coursework (this does not apply to students in so-called [Blended Programs or Scholars Programs](#). Information about these programs may be found on Graduate Studies Division website)
- Max of 9 transfer units
- Max of 3 units from 1-credit courses
- Internship: complete or request a waiver from the Program Coordinator

The semester before graduation (6 or fewer units left)...

- Complete the Advancement to Candidacy (ATC) form
- Complete proposal for culminating experience (PCE form) (for capstone course or thesis)

The final semester...

- Fulfill culminating experience and remaining course(s)
- Apply for graduate degree (fee involved)
- Graduation!

V. Starting Out: Orientation, Registration, & Advising

Orientation Session for New Students

Your First Steps

There are several things to do when first beginning the MPA degree at San Francisco State University. They are:

- Complete the intake form for incoming students. This is a survey for incoming students that is matched later with an “exit survey.” This gauges your aspirations, expectations, and career path as you begin the program.
- Attend the **New Student Orientation** held at the start of each semester. The information for this event may be found in your Admission Letter
- Meet with your MPA faculty advisor to discuss your first semester plans, your elective and career interests, and other degree questions

The Projected & Current Course Schedule

The projected MPA course schedule plots the courses for several years. The MPA Program provides this projected schedule of courses for each semester to help students make long-range scheduling plans. These projections are tentative, so students should check for updates each semester. For more information on the projected course offerings visit our [website](#).

Summer classes are typically held during any of four different summer sessions (called R1, R2, R3, R4). Summer offerings are not as definite as the projected spring and fall offerings, so be sure to pay attention to communications from the MPA office.

Registration Procedures

Registration is done through your MySFSU login; 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!

The screenshot shows the 'Log into the Student Center' page. At the top, a yellow banner contains the text 'Log into the Student Center'. Below this, a list of instructions reads: '1. Open SF State Gateway', '2. Navigate to the LaunchPad', and '3. Select the Student Center tile'. The main content area is titled 'Gateway' and features a user profile section on the left with a placeholder for a profile picture, 'Major:', 'SFSU ID:', and 'Email:'. A central purple 'Announcements' box contains text about fall registration for continuing students starting May 24th, a feedback request from Information Technology Services, and a link to 'Announcement Archives'. Below the announcements are three sections: 'Notifications' (with a 'You're all caught up!' message), 'To Do List' (also with 'You're all caught up!'), and 'Finances' (showing 'Unpaid Charges' with a table header for 'Item', 'Date', and 'Amount'). On the right, a 'LaunchPad' grid of application tiles is displayed, with the 'Student Center' tile highlighted by a red box. Other tiles include iLearn, Email, Web Conferencing, File Storage, Navigator, Class Schedule Search, Student Jobs, and GatorExperience. A 'See all apps' button is located at the bottom right of the LaunchPad.

Retrieved from the [Registrar's office](#) on 12/13/22

Student Program Fees

Tuition and Fees

San Francisco State provides a high-quality graduate education that is truly affordable in comparison to that of other Bay Area universities and national public universities. Below are the current tuition fees for post-baccalaureate students:

Semester Tuition Fees*

Credential	Master's Degree, Second Baccalaureate		Doctorate		
	Part-time	Full-time	Part-time	Full-time	Part- and Full-time
6.0 or less units	6.1 or more units		6.0 or less units	6.1 or more units	1 or more units - PT
Tuition: \$2,805	Tuition: \$4,203		Tuition: \$2,955	Tuition: \$4,461	Tuition: \$6,792

*Plus any applicable program and non-resident tuition fees:

- **Non-Resident Tuition Fee:** Non-residents of California and international students pay an additional **\$396 per unit**.
- **Master programs in Business (MBA, MSA, MSBA):** Graduate students in the College of Business will be charged an additional Graduate Program Fee of **\$700** (0 to 6.0 units) or **\$1,200** (6.1 or more units) and a Professional Program Fee of **\$270** per unit.
- **Master of Public Administration (MPA):** Graduate students in the MPA program will be charged an additional fee of **\$430** (0 to 6.0 units) or **\$850** (6.1 or more units) per semester.

Retrieved from the [Division of Graduate Studies](#) on 12/13/22

Advising

Advising in the MPA Program begins when a student is admitted. Each student is requested to attend the MPA Orientation to select initial classes. Once in the Program, each student is assigned a faculty advisor, based upon their last name.

We encourage each student to seek advising 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 and email them for an appointment. They are there to help you succeed!

Advisors guide for current MPA students	
A to C	Dr. Sheldon Gen (sgen@sfsu.edu)
D to G	Dr. Ernita Joaquin (ejoaquin@sfsu.edu)
H to L	Dr. Jennifer Shea (jshea@sfsu.edu)
M to R	Dr. Genie Stowers (gstowers@sfsu.edu)
S to Z	Dr. Janey Wang (jqwang@sfsu.edu)

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.

Course Modalities

While in-person courses are always going to be taught at the DTC, some courses are taught non in-person, but online, and some are taught in hybrid fashion. Always read the Notes when signing up for a course. These are the different modalities through which courses are taught.

Traditional (fully in-person or synchronous remote)

- Evenings/Afternoons: Meet synchronously once per week
- Saturdays – 3-unit classes meet for 6-7 full-day sessions; 1-unit classes meet on varied schedules for a total of 15 'contact hours'

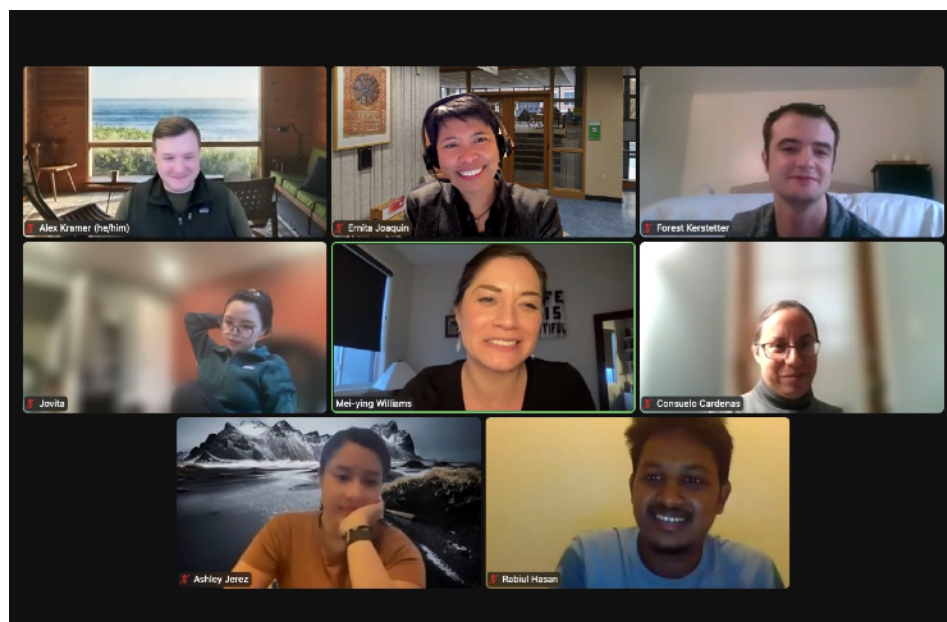
Hybrid

- Combines in person and online (synchronous or asynchronous) meetings

Online

- No in-person meetings; only online

Meeting schedules vary by course; always read the 'notes' in online schedule, consult the professor, and/ or consult the schedule posted on the MPA website for schedule details



Developing Crucial Skills

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 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. Students are eligible to receive discounts for 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.

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, the MPA 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 MPA 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.

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.

E- 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 MPA. 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](#) 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 MPA 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.

The screenshot displays a student profile for Rodrigo Duran on the Portfolium platform. The profile header includes a circular profile picture, the name "Rodrigo Duran" with a verified checkmark, and a bio: "San Francisco State University student proudly showcasing my work and projects". Below the bio is the URL "https://portfolium.com/RodrigoDuran" and a "CONNECT" button. The navigation tabs are "PROFILE", "PORTFOLIO", and "CONNECTIONS", with "PORTFOLIO" selected.

The "PORTFOLIO" section is divided into three columns:

- Left Column (Overview):**
 - Education: Master's In Public Administration - Public Administration (2017) at San Francisco State University
 - Lives In: San Francisco, CA
 - Statistics: 19 Projects, 29 Skills, 19 Connections
 - Skills: Search Rodrigo's skills... (Critical Thinking: 5)
- Middle Column:**
 - Image: SFSU MPA Core Courses logo
 - Title: SFSU MPA Core Courses
 - Description: PA700 Foundations of Governance and Management PA705 Design and Consumption of Research PA706 Applied...
 - Category: Public Administration
- Right Column:**
 - Image: Three people holding a certificate
 - Title: Public Policy Process
 - Description: Public Policy Process
 - Category: Public Administration
- Far Right Column:**
 - Image: Word cloud with terms like Analyst, Director, Manager, Coordinator
 - Title: Management Perspectives
 - Description: Management Perspectives
 - Category: Public Administration

III. Enriching Grad Student Life

Making the Most of Your Time

Be intentional and strategic.

Connect with:

- Fellow students
- Alumni from across PACE programs
- Faculty from across PACE programs
- Community partners



Avail yourself of opportunities:

- Career development is a two-way street
- Participate in workshops, recruitment sessions
- Engage in service-learning opportunities
- Apply for scholarships, internships, etc.
- Get to know a range of faculty and experience different teaching styles

International Connections: Summer Abroad

Looking for a fun summer while earning credits toward your MPA degree? How about doing summer abroad in Denmark, with the University of Aarhus?

As part of the University's Office International Programs (OIP) efforts, MPA students may take up to 5 elective credits at partner universities like Aarhus, while paying SFSU tuition and fees. Students may also study abroad in Thailand, at the National Institute of Development Administration. With the same tuition, the cost of living cheaper, and your financial aid going with you abroad, this is a great way to enrich your graduate student experience!

The courses that our students take abroad are pre-approved by the MPA program and SF State. Pay attention to emails from the MPA Graduate Director about the orientation session in connection with summer abroad. This usually happens in December and January, as applications typically close by late February. In the meantime, check out the [Study Abroad information from OIP](#).

Students who have done summer abroad usually have a great time and we can connect you to them during the orientation.

Scholarships, Fellowships, & Financial Assistance

The MPA Program administers a few scholarships available for MPA 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 (<https://financialaid.sfsu.edu/scholarships>) or by visiting a financial aid counselor at the Student Service Building during their office hours.

Willie L. Brown Graduate Fellowship

[The Willie L. Brown, Jr. Graduate Fellowship Program](#) provides SF State Master of Public Administration students who have faced barriers pursuing a college education with an opportunity to gain professional experience in the public sector while developing a lifelong commitment to public service. It is a two-year program in which Fellows get professional experience in high-level internships with the City and County of San Francisco in the first year and conduct a professional development project that complements their internship experience. Fellows are awarded a \$20,000 stipend disbursed over four semesters as well as \$3,000 for professional development.

Spring 2023 admitted the fifth cohort of graduate fellows and saw the fourth cohort complete their first fellowship year. Since the program started in spring 2019, eight fellows have completed internship placements in the following City/County offices:

- Mayor's Office of Innovation
- San Francisco Department of Emergency Management
- San Francisco Department of Human Resources
- San Francisco Human Services Agency
- San Francisco Office of the Controller, Systems Division (2 fellows)
- San Francisco Office of the Controller, City Services Auditor (2 fellows)
- San Francisco Office of the Controller, Office of Public Finance

All the graduate fellow alumni and the current second-year fellows are employed in full-time positions in public sector organizations including the City of Palm Desert, San Francisco Committee on Information Technology, San Francisco Department of Public Health, San Francisco Office of the Controller, and San Francisco State University.

Cho Public Service Scholarship

The Cho Public Service Scholarship, founded by the former director of the MPA program and Professor Emeritus, Dr. Young Hyo Cho. The scholarship is available on a competitive basis for incoming and continuing MPA 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, Eugene I. Pearl. The scholarship is available on a competitive basis for incoming and continuing MPA students. Students are selected on the basis of outstanding academic achievement, community service, and commitment to a career in local government.

Graduate Student Associations & PAA Honor Society

Connecting with your peers is one of the best ways to succeed in graduate school. There are plenty of student associations at SF State but we have one “in-house,” the ICMA group.

International County/City Management Association Student Chapter

The ICMA Student Chapter at San Francisco State University was founded by MPA students and is spearheaded over the years by MPA student leaders. ICMA at SFSU aims to introduce and integrate students and alumni into the state and local government management profession. At the same time, the SFSU student chapter aims to familiarize students with the premier local government management association, its members, and abundant resources. We aim to provide students frequent access to mentoring and networking events to build their public management skills, leadership abilities, and connections to further their careers and professional development.

Student Chapter Faculty Advisor:

Dr. Ernita Joaquin

Student Chapter Mentor:

James Schutz, San Rafael City Manager

Student Chapter President:

Rebecca Aldridge, MPA Student

Find More Information on Facebook and LinkedIn or ask for more information at sfsuicma@gmail.com



Pi Alpha Alpha

The Pi Alpha Alpha (PAA) Honor Society admits students of outstanding academic status. The MPA program at San Francisco State University received a Charter for a Chapter of the national public administration honor society 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 MPA coursework with a grade point average of 3.75 or above.

Students inducted into Pi Alpha Alpha plan and implement events for members and the general MPA 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.

Student Chapter Faculty Advisor:

Dr. Janey Wang

Student Chapter President:

Shae Hancock, MPA Student



Following your Program on Social Media

Students can stay up to date with current events and connect with other students and alumni by using their Facebook or LinkedIn pages. Use these resources as well to share MPA program information with your network. We frequently use to announce our students' and alumni's professional achievements.



Facebook: <https://www.facebook.com/sfmpa>



LinkedIn: <https://www.linkedin.com/company/sf-state-s-master-of-public-administration/>

VI. University and Program Policies

Ethics and Honesty in the Program

The MPA 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.

Disclosures of Sexual Violence (Title IX)

SF State fosters a campus free of sexual violence including sexual harassment, domestic violence, dating violence, stalking, and/or any form of sex or gender discrimination. If you disclose a personal experience as an SF State student, the course instructor is required to notify the Dean of Students.

To disclose any such violence confidentially, contact:

The SAFE Place – (415) 338-2208; psyservs.sfsu.edu/content/safe-place
Counseling and Psychological Services Center - (415) 338-2208; psyservs.sfsu.edu

Disability Access

Students with disabilities who need reasonable accommodations are encouraged to contact the instructor. The [Disability Programs and Resource Center \(DPRC\)](#) is available to facilitate the reasonable accommodations process. The DPRC is located in the Student Service Building and can be reached by telephone (voice/TTY 415-338-2472) or by email to dprc@sfsu.edu.

COVID-19 and Our Campus

Your health and safety are our paramount concern at SF State. We ask every member of our campus community to join a pledge to make and follow plans to keep fellow students, faculty, and staff safe and well. Feeling confident, safe and well will help you focus on your academic success. To participate in this class, all students are expected to:

- stay informed on the most up-to-date information related to SF State's COVID-19 response and Campus Comeback plan
- plan ahead for possible class disruptions due to COVID-19 or other unexpected events, such as unhealthy air quality caused by smoke
- take care of yourself and others by staying home when you aren't feeling well or believe you have been exposed to COVID-19, and
- follow all required health and safety guidelines, including verifying your proof of vaccination or exemption status before coming to class; and wearing a multilayered mask over your nose and mouth at all times when indoors on campus; and wash your hands as often as possible (i.e. soap and water, hand sanitizer).

For more information about SF State's response to COVID-19 and how you can keep yourself and others safe and well, visit the [Campus Comeback Website](#). To plan for how you will maintain your academic success when unexpected events disrupt regular teaching and learning activities, follow the information on the course syllabus and consult the Keep Learning guide.

Per Academic Senate policy resolution SU21-292

TITLE V. Article 2. Standards for Student Conduct

§ 41301. Standards for Student Conduct

I. Student Responsibilities

The University is committed to maintaining a safe and healthy living and learning environment for students, faculty, and staff. Each member of the campus community should choose behaviors that contribute toward this end. Students are expected to be good citizens and to engage in responsible behaviors that reflect well upon their university, to be civil to one another and to others in the campus community, and contribute positively to student and university life.

II. Grounds for Student Discipline

Student Behavior that is not consistent with the Student Conduct Code is addressed through an educational process that is designed to promote safety and good citizenship and, when necessary, impose appropriate consequences.

The following are the grounds upon which student discipline can be based:

12.1. Dishonesty, including:

12.1.1. Cheating, plagiarism, or other forms of academic dishonesty that are intended to gain unfair academic advantage.

12.1.2. Furnishing false information to a University official, faculty member, or campus office.

12.1.3. Forgery, alteration, or misuse of a University document, key, or identification instrument.

12.1.4. Misrepresenting oneself to be an authorized agent of the University or one of its auxiliaries.

12.2. Unauthorized entry into, presence in, use of, or misuse of University property.

12.3. Willful, material and substantial disruption or obstruction of a University-related activity, or any on-campus activity.

12.4. Participating in an activity that substantially and materially disrupts the normal operations of the University, or infringes on the rights of members of the University community.

12.5. Willful, material and substantial obstruction of the free flow of pedestrian or other traffic, on or leading to campus property or an off-campus University related activity.

12.6. Disorderly, lewd, indecent, or obscene behavior at a University related activity, or directed toward a member of the University community.

- 12.7. Conduct that threatens or endangers the health or safety of any person within or related to the University community, including physical abuse, threats, intimidation, harassment, or sexual misconduct.
- 12.8. Hazing, or conspiracy to haze: Hazing is defined as any method of initiation or pre-initiation into a student organization, or student body, whether or not the organization or body is officially recognized by an educational institution, which is likely to cause serious bodily injury to any former, current, or prospective student of any school, community college, university or other educational institution in this state (Penal Code 245.6), and in addition, any act likely to cause physical harm, personal degradation or disgrace resulting in physical or mental harm, to any former, current, or prospective student of any school, community college, college, university or other educational institution. The term "hazing" does not include customary athletic events or school sanctioned events.
- Neither the express or implied consent of a victim of hazing, nor the lack of active participation in a particular hazing incident is a defense. Apathy or acquiescence in the presence of hazing is not a neutral act, and is also a violation of this section.
- 12.9. Use, possession, manufacture, or distribution of illegal drugs or drug-related paraphernalia, (except as expressly permitted by law and University regulations) or the misuse of legal pharmaceutical drugs.
- 12.10. Use, possession, manufacture, or distribution of alcoholic beverages (except as expressly permitted by law and University regulations), or public intoxication while on campus or at a University related activity.
- 12.11. Theft of property or services from the University community, or misappropriation of University resources.
- 12.12. Unauthorized destruction, or damage to University property or other property in the University community.
- 12.13. Possession or misuse of firearms or guns, replicas, ammunition, explosives, fireworks, knives, other weapons, or dangerous chemicals (without the prior authorization of the campus president) on campus or at a University related activity.
- 12.14. Unauthorized recording, dissemination, or publication of academic presentations (including handwritten notes) for a commercial purpose.
- 12.15. Misuse of computer facilities or resources, including:
- 12.15.1. Unauthorized entry into a file, for any purpose.
 - 12.15.2. Unauthorized transfer of a file.
 - 12.15.3. Use of another's identification or password.
 - 12.15.4. Use of computing facilities, campus network, or other resources to interfere with the work of another member of the University Community.
 - 12.15.5. Use of computing facilities and resources to send obscene or intimidating and abusive messages.

- 12.15.6. Use of computing facilities and resources to interfere with normal University operations.
- 12.15.7. Use of computing facilities and resources in violation of copyright laws.
- 12.15.8. Violation of a campus computer use policy.
- 12.16. Violation of any published University policy, rule, regulation or presidential order.
- 12.17. Failure to comply with directions of, or interference with, any University official or any public safety officer while acting in the performance of his/her duties.
- 12.18. Any act chargeable as a violation of a federal, state, or local law that poses a substantial threat to the safety or well-being of members of the University community, to property within the University community or poses a significant threat of disruption or interference with University operations.
- 12.19. Violation of the Student Conduct Procedures, including:
 - 12.19.1. Falsification, distortion, or misrepresentation of information related to a student discipline matter.
 - 12.19.2. Disruption or interference with the orderly progress of a student discipline proceeding.
 - 12.19.3. Initiation of a student discipline proceeding in bad faith.
 - 12.19.4. Attempting to discourage another from participating in the student discipline matter.
 - 12.19.5. Attempting to influence the impartiality of any participant in a student discipline matter.
 - 12.19.6. Verbal or physical harassment or intimidation of any participant in a student discipline matter.
 - 12.19.7. Failure to comply with the sanction(s) imposed under a student discipline proceeding.
- 12.20. Encouraging, permitting, or assisting another to do any act that could subject him or her to discipline.

III. Application of this Code

Sanctions for the conduct listed above can be imposed on applicants, enrolled students, students between academic terms, graduates awaiting degrees, and students who withdraw from school while a disciplinary matter is pending. Conduct that threatens the safety or security of the campus community, or substantially disrupts the functions or operation of the University is within the jurisdiction of this Article regardless of whether it occurs on or off campus. Nothing in this Code may conflict with Education Code section 66301 that prohibits disciplinary action against students based on behavior protected by the First Amendment.

IV. Procedures for Enforcing this Code

The Chancellor shall adopt procedures to ensure students are afforded appropriate notice and an opportunity to be heard before the University imposes any sanction for a violation of the Student Conduct Code.

VII. Graduation & Career Planning

Steps to Graduation

There is a clear path to graduation, made even clearer by repeatedly seeking out advising and assistance from the Graduate Studies Division, the 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.

In the semester prior to graduation:

1. Complete the ATC (Advancement to Candidacy) form, a listing of all courses completed and pending for the degree program.
2. 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:

1. File the Application for Graduate Degree with the University's Graduate Division.
2. 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.
3. Go to the 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.)

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.

How to File the ATC Form

The deadline and instructions for filling out the ATC form and saving it as a [PDF can be found on the Graduate Studies webpage](#). Please read the steps carefully, as accuracy is necessary for prompt review and approval. On the ATC form, list all the courses you have taken, year/semester and grades. If you are taking the course this semester, put "In progress" under the grade. If you plan to take it in the future, put "To do" under the grade. Follow the instructions for saving your form and navigating to the ATC Submission Portal. Your Program Coordinator is Dr. M. Ernita Joaquin (ejoaquin@sfsu.edu) and your Advisor's name can be found on the Advising List on the MPA webpage.

The Culminating Experience Process

The MPA 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 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.

How to File the PCE Form

The instructions for filling out the form [online](#) and submitting the PCE form [can be found on the Graduate Studies webpage](#). Please read the steps carefully, as accuracy is necessary for prompt review and approval. On the form, put in the following: the name of your Committee Chair is Dr. Jennifer Shea (jshea@sfsu.edu) or whoever is teaching PA 890. The second committee member is Dr. M. Ernita Joaquin (ejoaquin@sfsu.edu). A third committee member is not needed on your form, leave it blank. Your Graduate Program Coordinator is Dr. M. Ernita Joaquin (ejoaquin@sfsu.edu).

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 PA898 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 MPA 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.
4. 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 MPA Program, and the discipline of public administration.
5. 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.
6. 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.
7. If a student has passed the Written Comprehensive Examination, the Faculty Committee will sign the Report of Completion form and forward it to the Graduate Division.
8. 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.
9. A student has only two chances to submit revisions to the Strategic Assessment Memo.

Career Planning

We have several different types of students working on their MPA 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 MPA 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).
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 MPA? In 5 to 10 years?
 - c. What would you like to have accomplished in 5 to 10 years?
 - d. How can the MPA 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 MPA 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. adviser. Ask them about jobs and current issues in the sub-field of interest.

10. Network with 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 MPA program is continually creating new partnerships which provide fellowship opportunities for our students. Past partners include San Mateo County, Deloitte, and GAO. The program will send out announcement regarding these opportunities.

Where would I work with a MPA Degree?

Opportunities abound for holders of MPA degree in public, nonprofit, and even business sectors.

- 52.2% of students graduating in 2019-2020 got a NEW JOB DURING their MPA program
- 47.8% of students received a PROMOTION during their degree program.

Go to SF State Career Services and Leadership Development for assistance with your career services

Make sure to catch the career panels and speakers throughout the semester, as well as job opportunities announced in the weekly Must-Read MPA emails.

Top 10 things to do with your degree!

- Teach and mentor: in colleges, public service corps, and other educational settings
- Develop and manage programs, projects, people, and budgets within government, nonprofit, or even business organizations
- Become a city manager, a chief diversity officer, a sustainability officer, and other new, critical leadership posts
- Direct or launch your own policy advocacy or nonprofit organization (promoting, for example, environment, urban housing, or immigration services. Become a contractor for government services.)
- Launch your independent consulting career or join a management consulting outfit (for example, become a data analyst, a program evaluator, an organization development facilitator, a strategic planning specialist, or a DEI consultant)
- Run for office at the state and local government levels (for example, state assembly, city and county councils, or commissions)
- Run for special district offices (for example, school boards, parks, and utility districts)
- Volunteer or get appointed to oversight bodies, advisory commissions, and civic relations boards in government and nonprofit sectors
- Become an incubator: develop and promote initiatives that break barriers and harness untapped energies and resources in problem solving
- Get a Ph.D. and also do any of the above

VIII. Recognizing Outstanding Students & Alumni

PACE and MPA 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 MPA 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 PACE.

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 PACE 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.

IX. Becoming Part of the MPA Alumni

Staying Connected with the MPA Program

The SF State University alumni network is vast. As a graduate of SF State, you are part of a community of 280,000+ innovators, activists and leaders. More than 150,000 Gators are making their mark around the Bay Area and even more are impacting communities throughout the country and around the world. Working in education, public service, tech, entertainment, health care and so much more, your peers have incredible stories to tell and knowledge to share. You have so much to be proud of. While your time as students at SF State may be over, you are alumni for life. When you join the Alumni Association, you have access to resources to help elevate your career, grow your network and enhance your life.

Make Sure We Can Contact You!

If you move and then change your address online through My SFSU, those changes do not get communicated to the MPA Program. Please inform the MPA office directly when your contact information changes by emailing mpa@sfsu.edu.

MPA Alumni: Leaders, Trailblazers, and Mentors

What sets the SF State MPA alumni apart? A focus on social justice and sustainability — and a vibrant community of alumni, parents, families and friends worldwide. Together, we make connections, discoveries — and a difference.

As part of the School of Public Affairs and Civic Engagement, our alumni network spans decades, careers and the globe. Whether your motivation is professional, intellectual, social or a little bit of all three, the PACE Alumni Network offers multiple ways to connect or reconnect with your fellow graduates.

As an alum, you will be part of a global network of more than 5,000 leaders, creators and change makers bound together by our shared PACE connection and our collective passion, skills, and leadership abilities. United, we are creating meaningful change for our communities and around the world.

MPA alumni elected to U.S. Congress and local public offices

Author: MPA Program

November 23, 2022

Three San Francisco State University alumni of the Master of Public Administration program won seats in the U.S mid-term elections on November 8.



Left to right: Kevin Mullin, April Chan, Shamann Walton

Winning the 15th Congressional District election to serve in the **U.S. House of Representatives** is **Kevin Mullin** (MPA, '98). Mullin will represent the Peninsula and parts of San Francisco in the seat previously held by Democrat Jackie Speier. Mullin previously served in California's Assembly as Assembly speaker pro tempore and on the City Council for South San Francisco.

April Chan (MPA, '95) will represent Ward 7 on the **Board of East Bay Municipal Utility District**. Chan chairs the Fairview Municipal Advisory Council and previously served on Alameda County Fire Advisory Commission. After her MPA degree, she built a career in public finance and transit.

Shamann Walton (MPA, '10) was just re-elected to the **San Francisco Board of Supervisors**. He currently serves as the board president, representing District 10. He is the former executive director of Young Community Developers.

Other MPA alums have also served as elected officials. **John Baker** (MPA, '12) is currently president of the South San Francisco Unified School District. Baker first served on the board in 2016 and has been re-elected ever since. **Juslyn Manalo** (MPA, '14) is a member of the City Council for Daly City and has also served as mayor. **Alex Randolph** (MPA, '12) was a member of the City College of San Francisco Board of Trustees from 2015 to 2020 and has since worked in government affairs for Uber and currently at The Gap.

Testimonies from Graduates



The MPA Program has offered me a wide range of tools that I have been able to apply in my professional life. I gained research skills in several of the courses that gave me hands on experience with interviewing, survey development and research analysis. I learned planning methods that I was able to use in a major work project that involved collaboration among several partners.

Stacy Kono, Director of Programs and Innovation
Rockwood Leadership Institute
SF State MPA Graduate 2017



“He (Shamann Walton) credits San Francisco State with preparing him for that leap to government. There’s not a day that goes by in his current role that he doesn’t use what he learned at SF State, he says.

“The MPA program taught me how government works, how resources flow from all levels of government — federal, state to local,” he added. “The program is second to none in preparing you for a life in government.”

“He was drawn to SF State for its historic commitment to social justice, equity and inclusion, something his instructors lived and breathed, he says. “We live in a diverse world. In public service, it’s important to understand and build relationships with the communities and the cultures around you. All of my professors understood that and taught from that perspective,” he said. “It’s a testament to the leadership at SF State that professors know and understand that different cultures are important, that diversity is important and to bring all that to a leadership role is important.”

Shamann Walton
President , San Francisco Board of Supervisors
SF State MPA Graduate 2010

Professional Networks: Now and Beyond

Graduate school is enriched by your membership in professional associations in the public and nonprofit sectors. You may join a network now or wait until graduation.

These associations connect you to a worldwide web of scholars and practitioners, provide opportunities to collaborate and present research studies, mentor and be mentored, and career-spanning relationships that keep you informed in specialized areas and various communities of learning to enhance your intellectual and professional endeavors. The list below is not exhaustive; but there is something for everyone.

American Society for Public Administration

The primary professional association in public administration is the [American Society for Public Administration](#) (ASPA) 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.

- ABFM (www.abfm.org)
- American Evaluation Assn. (www.eval.org)
- APPAM (www.appam.org)
- APSA/WPSA (www.apsanet.org)
- ARNOVA (www.arnova.org)
- ASA (www.asanet.org)
- ASPA (www.aspanet.org)
- ICMA (www.icma.org)
- CSMFO (www.csmfo.org)
- Development Executives Roundtable (www.dersf.org)
- Foundation Center (www.foundationcenter.org)
- Thrive Alliance (www.thrivealliance.org)
- YNPN (www.ynpn.org)
- Local chapters/affiliates of national groups

- end of the document -