

**MASTER OF PUBLIC ADMINISTRATION**  
**SEATTLE UNIVERSITY**



**PROGRAM HANDBOOK**  
Academic Year 2011-2012

To be used in conjunction with the  
Seattle University Graduate Bulletin of Information

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For updates throughout the year, please log on to:  
<http://www2.seattleu.edu/artsci/mpa>

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## Master of Public Administration Faculty and Staff Directory

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Marie Rose Wong, Ph.D.	Associate Professor	296-5430	<a href="mailto:docwong@seattleu.edu">docwong@seattleu.edu</a>

### LECTURER FACULTY

Judy Andrews, JD  
 Beth Bakeman, MPA  
 Ruth Bernstein, DM  
 Peter Blomquist, BA  
 Therese Caouette, MPH  
 Kathleen Erskine, MPA  
 Stan Finkelstein, MA  
 Russ Goedde, Ed.D  
 Cris Gonzalez, MA  
 Nick Handy, JD  
 Carole Holland, EdD  
 Marco Lowe, MPA  
 Curt Malloy, JD, MPH  
 Karen Porterfield, MPA  
 Janet Quillian, PhD  
 Gary Robinson, MPA  
 Michael Shadow, JCD, PhD  
 Sven-Erik Svard, PhD

**IMPORTANT NUMBERS (prefix 296)** Public Safety: 5990 \* Student Health Center: 6300 \* Helpdesk: 5571

## MISSION, VISION, AND VALUES OF THE INSTITUTE OF PUBLIC SERVICE

### MISSION STATEMENT

Seattle University's Institute of Public Service educates working professionals for positions of responsibility and leadership in the public service. The Institute, consistent with the Mission of Seattle University, "is dedicated to educating the whole person, to professional formation, and to empowering leaders for a just and humane world."

Students and graduates are expected to meet high standards of professionalism, trust, and stewardship. The Institute's academic program is responsive to the evolving character of the public service and to the changing problems our public leaders confront.

The Institute serves neighboring communities, the region, and beyond with applied research, collaborations, training, consultation, and public policy forums.

### VISION AND VALUES

#### ***Our Students:***

- Are individuals with the capabilities and commitment to improve their leadership capacity in government and nonprofits
- Are individuals with a high potential to move into leadership roles in government and nonprofits
- Bring to their degree work relevant professional experience
- Are well representative of diverse populations
- Are committed to public service
- Are committed to intellectual development and life-long learning

#### ***Our Classes:***

- Consider ethics and values
- Balance education in management, leadership, and policy analysis
- Emphasize concern for developing the entire person
- Are designed to meet student needs, and are added and removed to reflect evolving student needs
- Balance theory and application
- Emphasize the interdependency of the governmental, nonprofit and for-profit sectors
- Emphasize cutting-edge knowledge
- Provide the highest quality of teaching
- Emphasize experiential modes of learning
- Are responsive to the needs of working students
- Emphasize high levels of interaction among faculty and students

#### ***The Institute of Public Service places high value on:***

- Collegial decision making
- Mutual respect between faculty, staff, and students
- Students and faculty making a difference in public and nonprofit agencies
- Serving the community
- Graduating students who are sought by nonprofit and government agencies for responsible professional positions
- Contributing to the quality, the reputation, and the resources of Seattle University
- Maintaining helpful, functional, complementary relations with related programs at Seattle University

## ACCREDITATION

The Institute of Public Service's Master of Public Administration program was accredited in 2004 by the National Association of Schools of Public Affairs and Administration. Accreditation means that the program fully satisfies the NASPAA standards for professional study in public affairs and administration. The process involved a detailed self-study, a close examination of the program by a site visit team and, finally, endorsement by the NASPAA's accrediting arm. The MPA program was awarded unconditional accreditation for a period of 7 years.

## NONDISCRIMINATION POLICY

Seattle University does not discriminate on the basis of race, color, religion, sex, national origin, age, disability, marital status, sexual or political orientation, or status as a Vietnam-era or special disabled veteran in the administration of any of its education policies, admission policies, scholarship and loan programs, athletics, and other school-administered policies and programs, or in its employment related policies and practices.

All University policies, practices, and procedures are administered in a manner consistent with Seattle University's Catholic and Jesuit identity and character.

Inquiries relating to these policies may be referred to the University's Associate Vice President of Human Resources and Equal Opportunity Officer.

Consistent with the requirements of Title IX of the Education Amendments of 1972 and its implementing regulations, Seattle University has designated three individuals responsible for coordinating the University's Title IX compliance. Students or employees with concerns or complaints about discrimination on the basis of sex in employment or an education program or activity may contact any one of the following Title IX coordinators:

**Jerry Huffman**

Assistant Vice President of Human Resources  
Equal Opportunity Officer  
University Services Building 107  
(206) 296-5870  
[huffmaje@seattleu.edu](mailto:huffmaje@seattleu.edu)

**Dr. Michele Murray**

Vice President for Student Development  
STCN 140B  
(206) 296-6066  
[mmurray@seattleu.edu](mailto:mmurray@seattleu.edu)

**Jacquelyn Miller**

Associate Provost for Academic Affairs  
Administration Building 104  
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[jcmiller@seattleu.edu](mailto:jcmiller@seattleu.edu)

## **FACULTY BIOGRAPHIES**

### **Kelly Bay, Ph.D Visiting Assistant Professor**

Kelly Bay earned her Ph.D. in Political Science from Brown University in Providence, Rhode Island and her B.A. in Foreign Affairs from the University of Virginia in Charlottesville, Virginia. She concentrated her studies in the fields of Comparative Politics and International Relations, with a regional focus on Latin America.

### **Michael Bisesi, Ed.D. Director and Professor**

Michael Bisesi is Professor and Director of the Center for Nonprofit and Social Enterprise Management. He also serves as Deputy Executive Director of the Institute of Public Service. Previously, he served as Managing Director of Program Services at the Greater Houston Community Foundation, as Senior Vice President at the United Way of the Texas Gulf Coast, and as Associate Dean of the College of Business Administration at the University of Houston.

Professor Bisesi is the author of over 50 articles and book reviews on business, education, management, nonprofit leadership, and public policy. He also has led over 120 strategic planning and leadership development programs for community, business, professional, student, faculty, and church groups.

Professor Bisesi serves on the boards of the Workforce Development Council of Seattle-King County, the United Way of King County, the Washington Technology Center, and the Executive Service Corps of Washington.

Professor Bisesi holds a BS from the University of Texas at Austin, an MS from Indiana University, and an EdD from the University of Houston.

### **Noreen Elbert, Ed.D Visiting Assistant Professor**

Noreen Elbert is Director of the Bachelor of Public Affairs (BPA) program at Seattle University. She teaches in the BPA, Master of Public Administration, Master of Nonprofit Leadership, and Master of Fine Arts in Arts Leadership programs. Dr. Elbert has over 10 years experience in leadership positions within the nonprofit sector. She was Director of Outdoor Ministries for the Catholic Youth Organization and Executive Director of a local youth services agency.

Her teaching and research interests focus on nonprofit executive director issues, leadership, and interpersonal behavior.

Dr. Elbert volunteers each week in her children's public school classrooms. She finds joy in teaching all ages and learns new lessons in leadership on a regular basis.

Noreen Elbert holds a Doctorate in Educational Leadership and Master of Public Administration from Seattle University.

**Maureen Emerson Feit, Ph.D.**  
**Visiting Assistant Professor**

Maureen Emerson Feit holds a Ph.D. in cultural anthropology from the University of Michigan. Maureen has more than 15 years of leadership experience in the nonprofit sector, primarily with community-based social change organizations. She served as Associate Director at Communities Schools Collaboration, and as chief development officer at Casa Latina, OneAmerica and Powerful Voices.

**Tanya M. Hayes, Ph.D.**  
**Assistant Professor**  
**Environmental Studies and Institute for Public Service**

Tanya Hayes holds a joint PhD in Political Science and Public and Environmental Affairs from Indiana University, Bloomington (2007), where she specialized in policy analysis and natural resource management. In addition, she holds a Masters in Urban and Regional Planning from UCLA and a Bachelor of Arts in Politics from Whitman College.

Dr. Hayes's research examines the institutional and socioeconomic aspects of environmental change and sustainable ecosystem management. She has spent several years in Latin America living and working with peasant farmers and indigenous peoples on soil conservation and forest management. With over ten years experience facilitating and researching natural resource management, Dr. Hayes's expertise is in international and national conservation policies and their impacts on community resource management in developing countries. Dr. Hayes's research examines the impact of different protected area and property rights policies on forest conservation and the conditions that enable communities to self-govern their natural resource systems. Currently, Dr. Hayes is assessing the impacts of incentive-based programs for forest conservation on private lands in the East Andes, Colombia. Her publications include a cross-national evaluation of the effectiveness of protected areas for forest conservation and findings from fieldwork in Honduras and Nicaragua on the ability of indigenous residents to conserve their forests.

**Leanna L. Holmer, Ph.D.**  
**Associate Professor**

Leanna "Lee" Holmer joined the Institute of Public Service in September, 1995. She holds a Ph.D. in Public Policy and Management from Ohio State University, in addition to a Master of Public Administration and a Bachelor of Arts in Economics. Her published articles focus on the role of emotional development in leadership and organizational health, and on strategies for teaching leadership, team, and management skills.

Lee has served for more than 20 years in management and consulting capacities with state, local, and nonprofit organizations. She held positions that include Director of Budget and Finance for the Ohio Bureau of Employment Services, and Manager of Planning for the City of Columbus Department of Finance. She also provided training, organization development, and strategic planning services for a diverse group of public agencies and nonprofit organizations.

**Rich Nafziger, MA**  
**Visiting Assistant Professor**

Richard Nafziger worked as an economist in public policy for nearly 35 years. His public service positions include Executive Director for Partnerships and Economic Development for Seattle Community Colleges, the Chief of Staff for the State Senate Democrats, Chief Clerk of the Washington House of Representatives, policy advisor to Governors Gardner and Locke, Director of Workforce Training for the State Board for Community and Technical Colleges, and Chair of the State Workforce Training Education and Coordination Board. He has also served as Research Director for the Service Employees International Union and Americans for Indian Opportunity in Washington D.C. He was Senior Associate with Tanzer Economics in New York City, working on international petroleum and minerals issues. Rich was elected twice to the Olympia School Board and served as board chair. Rich serves on the board of the Seattle Jobs Initiative, Port Jobs, the Drop Out Retrieval Advisory Group, and Skill-up Washington. He is married to Kristin Swenddal and has two children; Tess a graduate of Evergreen State College and Mia, a student at Western Washington University.

**James E. Sawyer, Ph.D.**  
**Associate Professor**

Jim Sawyer completed his baccalaureate degree in Psychology and began his professional career managing and providing technical assistance to community employment programs for the economically marginalized. He also served on the Governor's staff of the State of Utah, advising on human resources policy. Later he completed his doctoral studies in Economics at the University of Utah. After receiving the degree, he served on the Business and Social Work faculties of West Virginia University and the Economics faculty of Oregon State University. He joined Seattle University's Institute of Public Service in 1977. Sawyer served as the IPS director between 1978 and 1981. He also served as chair of the undergraduate department of Political Science. Between 2003 and 2005 Sawyer held the Reverend Louis B. Gaffney Chair in Arts and Sciences. For the 2008-09 academic year, he held the title "Fulbright-Nord Pas de Calais Regional Council Scholar and Research Associate, Laboratoire de Recherche sur l'Industrie et l'Innovation, L'Université du Littoral Côte d'Opale" (Dunkerque, France).

Jim's teaching repertoire includes Economic Analysis and Management Analysis and Control. His scholarly interests pertain to "paradigm failure," or the collapse of intellectual models that have become outdated in their ability to explain and predict. A 1987 book, *Why Reaganomics and Keynesian Economics Failed* (London: Palgrave Macmillan), explored the disequilibrium implications of the conventional macroeconomic paradigm. Nine major papers have been delivered to European conferences over the prior decade. Sawyer has also published extensively in Europe on these themes. In 2008 he published "Doctrinal Roots of Short-Termism" in a book of readings released by Palgrave Macmillan. In 2009 Sawyer's publications included "Anti-Sustainability Rhetoric: Sketching Ideological Responses" in the *Journal of Innovation Economics* published in Belgium by Cairn. This past year, also, two of his articles on the significance and meaning of the global financial crisis were carried in the United States by [www.realclearmarkets.com](http://www.realclearmarkets.com)

**Janelle Wong, Ph.D.**  
**Director and Professor**

Janelle Wong is Professor and Director of the Institute of Public Service. Janelle received her PhD from the Department of Political Science at Yale University in 2001. Before joining the Institute of Public Service at Seattle University in 2011 she was on the faculty in the Departments of Political Science and American Studies and Ethnicity at the University of Southern California in Los Angeles, CA. Originally from Yuba City, California, Janelle moved to Seattle in 2010.

**Marie Rose Wong, Ph.D.**  
**Associate Professor**

Marie Wong joined the Institute of Public Service faculty in January 2002. Prior to joining Seattle University, she taught at Texas A&M, Iowa State University, CalPoly-San Luis Obispo, and the University of Washington.

Marie's teaching and research interests are in Urban Studies, including housing, urban and architectural history, and land use development; and in Asian American studies. She has a number of presentations and publications on Chinese American settlements and urban preservation of ethnic communities that include a book on Portland, Oregon's First Chinese communities entitled *Sweet Cakes, Long Journey: The Chinatowns of Portland, Oregon*.

Originally from the Midwest, Marie received her Bachelor's degree from Iowa State University in Community and Regional Planning. She holds a Master's degree in Planning and Community Development from the University of Colorado and has a Ph.D. in Urban Design and Planning with specialty areas in urban and architectural history, Chinese American history, and a Certificate in Preservation Planning from the University of Washington. In addition to teaching, Marie has over twenty-five years of experience in public and private sector planning and has worked for agencies such as the Puget Sound Regional Council, King County Transportation Planning, the City of San Diego, and King and Associates in Denver. She is currently on the Board of InterIm Community Development Corporation and is Public Information Advisor to the Kong Yick Investment Corporation.

**Professor Emeritus:**

Jim Hogan

John Collins

Russell Lidman

**INSTITUTE OF PUBLIC SERVICE  
 MASTER OF PUBLIC ADMINISTRATION  
 POLICY MEMORANDUM**

**A. INTRODUCTION**

This handbook describes some of the key guidelines and requirements of the MPA program. For the most part these are policies that are specific to the Institute of Public Service. This document is not meant to replace the Seattle University Graduate Bulletin of Information. You should supplement this material with information contained in that publication, as well as in the Institute’s newsletter (the Leader Reader) and the Seattle University Student Handbook to obtain a complete picture of University policy. Also note that the most current version of this document can be found on the IPS Website.

You are responsible for completing coursework, attending to deadlines, adhering to policies and guidelines, initiating petitions and in other ways managing your academic program. When in doubt, please do not hesitate to ask any IPS faculty and staff member for assistance, who are here to facilitate your individual professional growth through completion of your MPA degree. We will attempt to assist you in every possible and reasonable way to complete your degree in a timely fashion.

**B. GENERAL CURRICULUM PLAN**

There are three components to the MPA program:

1. Required coursework with specializations in either Government or Nonprofit (30 credits)
2. Electives (21 credits)
3. Capstone course, PUBM 590, Prospectives in Public Service (3 credits)

These credits must be completed within six years of starting coursework with a grade-point average of 3.0 or higher. You must receive a grade of at least a ‘C’ in a required course to count it toward your degree.

**1. Required Coursework**

All students are required to take the following three-credit required courses for a total of 33 credits:

33 credits, including:

General Core	24
PUBM 501 Foundations of Public Administration .....	3
PUBM 511 Understanding Organizations .....	3
PUBM 512 Policy Formation and Implementation .....	3
PUBM 521 Management and Human Relations Skills .....	3
PUBM 530 Management Analysis and Control .....	3
PUBM 540 Policy and Program Research.....	3
PUBM 570 Economic Analysis.....	3
PUBM 590 Prospectives in Public Service .....	3
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Government Specialization	Nonprofit Specialization
PUBM 572 Administrative Law <span style="float: right;">3</span>	PUBM 582 Nonprofit Law <span style="float: right;">3</span>
PUBM 584 Information Management for Government <span style="float: right;">3</span>	PUBM 561 Information Management for Nonprofit <span style="float: right;">3</span>
PUBM 541 Policy Analysis <span style="float: right;">3</span>	PUBM 588 Nonprofit Governance <span style="float: right;">3</span>

Individual courses may be waived under the following circumstances:

- a. if you have a graduate-level equivalent, in terms of content and/or number of credits from another accredited university; or

- b. if substantial and equivalent undergraduate preparation and/or professional experience has been completed in the area.

Please discuss with your advisor early in your course of studies any courses you think you may be able to waive. Requests for approval of transfer credit and waiver of a course are submitted on the University petition form, available in the IPS office. The primary instructor of the course, your MPA Advisor, the IPS Director, and the Arts and Sciences Dean must approve the petition for waiver of a course. Approval of a waiver of a course is NOT equivalent to earning credit for the course. The equivalent credit hours need to be taken in an elective course. In rare circumstances, substitution of another course at Seattle University for a core course may be approved. In such case the petition process is the same as for transfer of credit. Petitions are submitted to your MPA Advisor.

## 2. Electives

The 21 credit-hour block of electives is intended to allow you to pursue a particular topic in more depth than the core curriculum allows, or to expand to an area of interest not covered in the core. The elective requirement can be met in a number of different ways.

- a. Each quarter at least three IPS elective courses are regularly offered. Many electives in the IPS are listed as special topic courses with the listing of PUBM 591, PUBM 592, or PUBM 593. Each quarter, the IPS aims to offer at least one elective in each of the following areas: nonprofits, public policy, and management skills. Elective offerings change from quarter to quarter to reflect special student interests, new topics, or the field of expertise of special adjunct faculty. Electives offered have included Negotiation and Mediation Skills, Oral Communications, Comparative Public Administration (in Oaxaca, Mexico and Uppsala, Sweden) and Labor Law and Collective Bargaining.
- b. A series of three electives are offered each year within the MPA curriculum on nonprofit management and leadership. Each fall, “Fundamentals of Nonprofits” is offered, followed in winter quarter by “Resource Development for Nonprofits” and “Nonprofit Boards and Volunteers” in spring quarter. You can select one or all, although we recommend that “Fundamentals of Nonprofit” be taken before either of the other nonprofit electives.
- c. Each year the program offers a series of three elective courses aimed at those pursuing or aiming to pursue a career in local government. These courses are the “Introduction to City Management,” “Creating and Sustaining the Livable City,” and “Government Finance.”
- d. Courses in other Seattle University graduate programs, appropriate for the study of public administration, may be used as electives. IPS students have enrolled in courses in the Albers School of Business such as marketing, information systems, accounting, or operations management. Leadership courses in the School of Education have also been used. Nonprofit courses offered through the Executive Nonprofit Leadership program open to eligible MPA students include Resource Development for Nonprofit (six credits); Public Policy, Advocacy and Collaboration; and Nonprofit Marketing and Public Relations. Some IPS students have taken elective course work in the School of Theology and Ministry.
- e. Appropriate course work in other accredited universities may also be used as electives up to a maximum of ten hours. This requires a transfer petition before taking the course. Check with your advisor before taking courses at another university to make sure they will count toward your degree. Graduate course work previously completed may also be transferred in and used as an elective if it does not duplicate course work taken in the IPS, and if it was taken within six years of completion of your MPA degree. All courses transferred must have been completed with a grade of ‘B’ or better.
- f. Internships also count as electives. If you are interested in an internship, make sure your advisor knows and schedule an appointment with the MPA Coordinator to discuss internship opportunities. (See Section D: Supplemental Course Information, Individualized Courses)

- g. An independent study may be used to pursue a special interest or a special research project but should not be used when a regular course would serve that purpose. You need to obtain agreement with a full-time faculty member to supervise your independent study. (See Section D: Supplemental Course Information, Individualized Courses)

### **3. Prospectives in Public Service - PUBM 590**

The MPA program is capped by an integrating and synthesizing experience in this 3 credit seminar class. In this seminar, you bring your course work and professional background to bear upon some particular policy or problem. This experience requires you to:

- a. identify and define a management or policy problem
- b. understand why this problem exists
- c. analyze solution options for the problem
- d. think analytically
- e. write and speak clearly
- f. plan a project
- g. demonstrate a command of theoretical knowledge in Public Administration
- h. demonstrate effective literature search skills

PUBM 590 should be taken as close to the end of your MPA course work as possible. It is usually taken in the last or next-to-last quarter of study. It is offered every fall, winter and spring quarter. Please note that PUBM 541, policy analysis, is a prerequisite to PUBM 590.

### **4. Joint MPA – JD Program**

The Seattle University public administration and law joint degree program allows students to choose whether their first year is spent in the Institute of Public Service (IPS) or in the School of Law. Once a student chooses, he or she may not cross over into the other area during that first year. The second year is spent in the other school (e.g., if the student chose law first, the second year would be in public administration and vice versa). The last two years (or more) are mixed in that students may take courses in both IPS and the law school. The Institute of Public Service operates on a quarter system and the School of Law operates on a semester system. Therefore, specific schedules must be carefully coordinated with and approved by the associate dean for students at the School of Law and the director of IPS.

Students are required to be admitted separately to both the School of Law and the Institute of Public Service, and should consult the *Graduate Bulletin of Information* for the specific admissions requirements for each school. Students may be admitted to both schools before starting in the joint program; alternatively, students may seek admission to the other school during their first year of law or public administration. In any case, students will be expected to meet the respective school's admissions deadlines for the coming year.

The minimum length of time required to complete the joint degree program is four years for full-time students. The length of time required for completion of the joint degree program will be longer if the student is part-time. Students in the joint program are required to complete 90 semester credits for the JD degree and 54 quarter credits for the MPA degree. In the joint degree program, students can satisfy the requirements for each degree by using a specified number of crossover credits to be chosen from a list approved courses in each school. This allows the student, whether full-time or part-time, to complete the two degrees in a shorter period of time than if the student sought to obtain the JD and MPA degrees independently. Of the 90 semester credits required for the JD degree, 12 semester credits can be satisfied by 18 quarter credits chosen from a list of specified courses from the Institute of Public Service. (one quarter credit is the equivalent of .67 semester credits. So, for example, a 3 quarter credit crossover IPS course could be used to satisfy 2 semester credits for the J.D. degree)

## C. ACADEMIC ADVISING

We encourage you to maintain regular and appropriate contact with your MPA advisor. Your advisor is responsible for assisting you with your academic and career planning, including course scheduling, independent study and internship opportunities, and university policies and procedures. He or she will keep up-to-date a degree planning record to track your degree progress. However, you have the primary responsibility for meeting deadlines and initiating contact with your advisor.

### 1. Faculty Advisor Assignment

The MPA Coordinator is the head advisor, and you will be assigned an MPA faculty advisor. Should you wish to change your faculty advisor, complete the "change of advisor" form that is available in the office. Our policy is to keep the number of advisees evenly distributed among the full-time MPA faculty.

### 2. Registration

Registration procedures reflect both University and the IPS policy. You are responsible for timely payment of tuition in order to avoid late fees. All registration for classes is done via [suonline.seattleu.edu](http://suonline.seattleu.edu).

Each quarter you will be assigned a specific registration time by the registrar. This is sent to you via your Seattle University e-mail. Registration times are assigned according to the number of completed credits. If SU Online indicates a course is closed, contact the IPS office. A waiting list is maintained for all courses on a first come, first-served basis to allocate any additional space available in closed courses. You are urged to take advantage of the early registration times. This period usually occurs in the middle of the preceding quarter.

The quarterly course time schedule is available at [suonline.seattleu.edu](http://suonline.seattleu.edu). Select 'Search for Classes'. Select the term and the subject, then click on 'Submit' at the bottom of the page.

### 3. Graduation

#### a. Degree Application

Application for graduation must be submitted to the Registrar's office. The forms are available in the IPS office as well as the Registrar's office. Graduation deadlines for each quarter are listed in the Graduate Bulletin of Information. Filing deadlines are:

October 1, 2011 – Winter Quarter 2012 graduation  
November 1, 2011 – Spring Quarter 2012 graduation  
February 1, 2012 – Summer or Fall Quarter 2012 graduation

To apply for graduation, follow these steps (as per the Graduate Bulletin):

- 1) Consult with your advisor, either in person or on the phone, to identify all remaining required courses and remaining elective credit hours.
- 2) Complete the "Application for Graduation" form found on SU Online ([suonline.seattleu.edu](http://suonline.seattleu.edu)) under Academic Profile.
- 3) Submit completed form to the Registrar's office.

To graduate and receive a diploma, all required coursework must be successfully completed, with a minimum cumulative grade point average of 3.00. All requirements for the degree must be completed within six years after course work is begun.

#### b. Commencement with Deficiencies

- 1) Graduate students who have six or fewer credits of degree requirements remaining to be satisfied and who meet the grade point standards for their degree programs are eligible to participate in commencement exercises held in June.
- 2) The commencement program will include the names of those who commence with deficiencies; however, asterisks will note those students who have not fulfilled all requirements. Students commencing with deficiencies will not receive their diplomas until all requirements for graduation have been completed. When degree requirements are fulfilled and forms submitted, degrees and honors will be posted and diplomas will be issued. Students' names will appear in the commencement program the following June.
- 3) Students must notify the registrar when they have completed degree requirements by submitting the form, "Request for Certification of Degree Completion After Commencement with Deficiencies."
- 4) Students may only participate in one commencement.
- 5) Students who have not completed their degree requirements and submitted the completion form within 12 months of participation in commencement will be held to the catalog requirements in effect at the time they petition for their degree certification.

#### 4. **On-leave Status**

If you find it necessary to stop out for a quarter or two, please inform your advisor and the IPS department so we can keep you on the mailing list for future notices and newsletters. If you do not enroll in courses for 4 or more consecutive quarters, you must reapply.

#### **D. SUPPLEMENTAL COURSE INFORMATION**

The preceding section addressed the basic components of the MPA curriculum. The following section provides information on individualized, transfer, non-IPS, and undergraduate courses.

##### **1. Individualized Courses**

Individualized courses include the following: (9 credits maximum)

- a. Internship (PUBM 595, 1 - 6 credits)
- b. Independent Study: (PUBM 596, 1 - 6 credits)

If your interests and program warrant, you may take up to nine credits toward your degree in individualized instruction. No more than six of these may be in either independent study or internship. These courses are normally taken in three credit hour units.

Credit is variable for internship and independent study; you may register for any number of credits within the limit. You may repeat course numbers for individualized classes; you may not repeat topics without the specific approval of your advisor.

Upon successful completion of an individualized course, you will receive a grade of 'Cr', designated credit earned. Thus, while the credits earned will count toward your degree, your grade-point average is not affected by these courses. No letter grades will be awarded for individualized classes.

You must register for internship and independent study courses by completing a form entitled, "Independent Study/Variable Credit Registration," available in the IPS office.

### a. Independent Study

Independent study courses require approval of topic and plan prior to the start of the quarter by the instructor and your IPS advisor. **A maximum of six credits of independent study may be applied toward your degree.**

### b. Internship

Students who have limited work experience in public or nonprofit service are strongly encouraged to pursue internships. Others who wish to augment their professional experience or apply course-specific learning may also benefit from the internship experience.

Your MPA advisor must approve your internship work program before you may register for internship credit. You may enroll in PUBM 595 only after completing at least nine credit hours in the MPA program. Internship credit is based on the following ratio:

1 credit hour = 50 hours of internship experience

A three credit-hour internship lasting ten weeks would require 15 hours per week. Internships need not start and stop on the same schedule as an academic quarter, and may take more or less time than the normal ten-week quarter. **A minimum of one and a maximum of six internship credit hours may be applied to your degree.**

## 2. Undergraduate Courses

In rare circumstances, certain undergraduate courses at the 400 level may count toward your graduate degree if they have the Director's approval and contribute to a coherent academic program. Your grades in such courses must be at least a 'B'. Courses which you take in fifth-year status cannot be credited toward your MPA degree. Specific policies described apply to Seattle University Undergraduates pursuing the BPA/MPA option.

## 3. Non-IPS Graduate Courses

Graduate courses in other departments of Seattle University or at other accredited academic institutions, which may include certain online institutions, may be counted toward your MPA degree if they are taken with departmental approval and if they contribute to a coherent academic program. Generally, these would apply as "electives" in your program.

## 4. Transfer Credits

Up to 18 credits, including at least nine credits from another graduate program in Public Administration, of post-baccalaureate work at other universities that are accredited to offer graduate coursework may be transferred.

Up to 10 credits of non-public administration program work may be eligible for transfer. Your petition must indicate how these courses fit into your MPA program and you may need to support your petition with course descriptions, course syllabi, reading lists, and other material as requested by your advisor. An official transcript must be sent from the institution directly to the Registrar's office. The IPS Director and the Arts and Sciences Dean must approve such petitions.

Note that the general Seattle University policy is that at the masters -level, a maximum of 10 credits may be transferred from another accredited institution if they are earned with a grade of 3.0 or better on a 4.0 American grading scale, were taken for graduate credit, fall within the six-year limitation, and are approved by the academic department. As such, a student may transfer up to 18 credits from another graduate program in Public Administration, but would not be eligible to transfer additional credits from a non-public administration program.

Courses that are more than six years old cannot be transferred, nor can those you took as an undergraduate (even if the courses were themselves graduate-level), nor can those in which you earned a grade of less than a 'B'.

Transfer credits do not affect your GPA. Further information can be found in the Graduate Bulletin of Information.

## **5. Tuition Rates**

The MPA tuition rate as listed in the catalogue and the quarterly bulletin applies to all IPS courses. Coursework in other Seattle University departments may have different tuition rates.

## **E. ACADEMIC STANDARDS**

You must achieve an overall grade-point average (GPA) of 3.00 to receive a graduate degree. Pass/fail courses such as internship and independent study work do not affect your GPA.

### **1. Grading Policy**

The MPA program is a professional program, and its grading policy reflects this orientation. Student performance is evaluated by the IPS instructors, much in the same way that a manager would evaluate the performance of a professional employee.

Grading criteria include:

- a. the quality of the academic work; and
- b. the degree of responsibility and initiative demonstrated.

Students who receive 'A' and 'B' grades will have completed assigned work in responsible fashion within course guidelines. A 'C' grade is the minimum passing grade in graduate school. Any 'C' grades received must be balanced by 'A' grades so that the student maintains a 'B' average (3.00). Typically, but not in all cases, a faculty member will include grading criteria with the syllabus.

### **2. Attendance Policy**

As a general rule, students are required to attend at least 80% of scheduled class sessions to receive credit for an MPA course. At their discretion, and as indicated in a course's syllabus, faculty may require a higher rate of attendance or may permit absences only for particular reasons. Under extenuating circumstances and upon request, the instructor of a course may waive the 80% rule for an individual student. As an option to denying credit or reducing the grade for excessive absence, instructors may choose to offer the student the option of completing additional work to compensate for missed classes.

### **3. Assignments Prior to First Class**

Saturday classes most often have reading and/or written assignments. These assignments will be emailed to your Seattle University email address prior to or at the start of the quarter. You can forward your e-mail from Seattle University to your other preferred address – see section G, number 3. If you do not receive this information, please call the IPS office at 206-296-5440. If you register late for a Saturday class, contact the instructor or the IPS office to forward the assignments to you.

### **4. Calculation of Graduate GPA**

The cumulative GPA listed on the quarterly transcripts may or may not accurately reflect your graduate GPA. Usually, this cumulative figure includes all post-baccalaureate work taken at Seattle University. However, not all such work may be counted toward the MPA degree, hence the possible discrepancy.

The GPA relevant to successful completion of the program is that which reflects courses approved for your MPA degree. The program log in your student file will list such courses. Should you have questions about this information, please consult with your advisor.

Grades earned in fifth-year courses, or in courses below the 400 level, are not used in computing your graduate GPA. Grades of 'I' do not affect your grade-point average.

## 5. Probation Policy

### a. Probationary Admit

If your undergraduate GPA is less than 3.00, but if your professional experiences and letters of evaluation indicate an ability to succeed in the MPA program, you may be admitted on probation. Your probationary status will be reviewed after you have completed three required core MPA classes.

The IPS director must approve these classes. While on probation, you cannot register for an internship or an independent study.

When you have completed these three courses, the Director will review your status. If you have received at least a grade of 3.00 for the three courses, you will be removed from probation and may continue the program. If you receive a grade below 3.00 in any single course, you may be required to withdraw from the program. If your overall GPA is below 3.00, you will be required to withdraw from the program.

(You are not required to complete the three courses in any particular time period. However, you remain on probation until they are completed).

### b. Probation after Admission

There are specific University policies for Graduate Academic Probation. Consult the Graduate Bulletin. These policies below are in addition to the University Policies. If your cumulative GPA in courses applicable to your MPA falls below 3.00, you are placed on academic probation. You may be placed on probation if you drop two courses in a quarter or if you drop a course in two consecutive quarters. The probationary status applies to the next three core courses you take applicable to your MPA degree. The following requirements apply to course selection during this academic probationary period:

- a. all classes must be approved by your MPA advisor and the IPS Director;
- b. all three classes must be within the IPS; and
- c. you cannot register for an internship, independent study, or Prospectives (PUBM 590) while on probation.

For those on probation for a low GPA, when you have completed the three classes, the IPS Director will review your status and the following may apply:

- a. if you have raised your overall GPA to at least 3.00, you will be removed from academic probation;
- b. if your GPA has dropped even farther, you will be required to withdraw from the program; or
- c. if your GPA remains below 3.00, but has not fallen farther, you may petition for an extension of the probation period. Your petition will be reviewed by the Director to determine if it is likely that you could raise your GPA to 3.00 during the period of the extension. Extensions are granted only once, for a maximum of three classes, and course selection is guided by the policies listed above.

For those on probation for inability to complete courses:

- a. you will be removed from probation when you complete the classes uninterruptedly; or
- b. a withdrawal from one of the next three courses may result in the student's being required to withdraw from the program.

## 6. Extensions for Incomplete Academic Work, 'I' and 'N' Grades

If a student is unable to complete the requirements for a course before the end of a quarter, the student may request an extension. There are two types of extensions. Which extension will be appropriate, whether an 'I' or an 'N' grade, will depend on the type of course. The 'N' grade is reserved for independent study, special project, and internship capstone courses. Extensions in all other courses, whether elective or core, will be granted with the 'I' grade.

The 'I' grade represents an extension of the quarter's time to complete assigned work in a course. It is the instructor's option to grant the 'I' grade for work in a course. If you request and are given an 'I' grade, you will have up to four weeks into the next academic quarter to complete the course requirements. If you do not submit the work required to complete the course, you will receive a grade calculated on the basis of the course work you had completed at the end of the quarter for which the 'I' was given. The University does not permit instructors to assign 'N' grades for incomplete work in regularly scheduled courses.

### **'I' Grades Received**

Fall Term

Winter Term

Spring & Summer Terms

### **Must Be Removed Before**

January 31

April 25

October 25

"I" grade removals are due by the end of the fourth week of the next term. Spring term is the exception, in which the "I" grade removals are due by the end of the fourth week of the Fall term.

In the case of some independent study, special project, and internship courses, you may request and be granted an 'N' grade if you are unable to complete the work in the scheduled quarter. An 'N' grade must be removed by the next calendar year, according to the following schedule:

### **'N' Grades Received**

Summer Term

Fall Term

Winter Term

Spring Term

### **Must Be Removed Before**

August 1 of the following calendar year

November 15 of the following calendar year

March 1 of the following calendar year

May 1 of the following calendar year

In both the 'I' and 'N' grade situations, you must request the extension from the instructor. If an extension is given, the instructor will determine the terms of the extension, including the final date by which the completed work must be submitted to him or her in order to complete the grade in advance of the University deadline.

If the student disagrees with the type of extension granted, the student may pursue an appeal. See E.10.

## 7. Student Ethical Standards

We expect that high ethical standards will be maintained both in your professional life and in your course work. Specifically, this means that the work you submit as evidence of your academic competence must be your own. Violations of this criterion include (but are not limited to) plagiarism of all kinds, cheating, lying, and the use of unauthorized aid to obtain a grade or credit. (Ethical lapses not specifically course-related but which affect your Seattle University activities are also included in this policy).

Upon discovering an ethical violation, the instructor is required to report the matter to the IPS Director. If the violation occurs in a non-IPS course, it must be reported to that instructor's department chair as well. The specific penalty will depend upon the course or instructor, but would almost certainly include a failing grade for the assignment in question and possibly for the entire course. Two such offenses could result in your dismissal from the program.

### **8. Student Professional Competence**

This is a professional program – it is designed to prepare the student for opportunities to engage in high-level work within the public service. In rare instances, a student who in some respects may be capable academically may be found to lack the qualities of character, the disposition, the judgment and/or the inclination to succeed within and contribute to the public service. In such instances, an academic review process may be undertaken under the auspices of the IPS Director that could result in the student's suspension or termination from the MPA program. The following decisions may be considered in this policy:

- a. the decision to place a student on academic probation because the student has not demonstrated the requisite knowledge, skills, or judgment needed to successfully complete the program or because the student has engaged in unethical, unprofessional, or unsafe conduct; or
- b. the decision to terminate a student from the program because the student has not demonstrated the requisite knowledge, skills, or judgment needed to be a competent practitioner or because the student has engaged in unethical, unprofessional, or unsafe conduct.

Decisions of this nature are subject to the appropriate academic appeals processes, and in particular to the Seattle University Fair Process Policy (as applied to the circumstances of each program or college). In the event the appeal process reaches the Dean of the College of Arts and Sciences, the decision of the Dean is final and is not subject to further review or appeal within the University unless the decision has the effect of terminating the student from the University. In such instances, the student may ask the Provost to review the decision.

### **9. Classroom Decorum**

The character of the classroom is to be consistent with the professional nature of the program. Faculty and students will maintain an environment conducive to excellence in teaching and learning.

A student may have childcare problems and on a rare occasion may wish to bring a child to class. If possible, prior to class the student will convey to the faculty member a request to bring the child to class. Faculty may or may not permit children to attend. Students are asked to regard this as a last resort in addressing a childcare crisis.

**10. Grade Appeals Policy** Should you be dissatisfied with the academic or administrative actions of a faculty member, you are entitled to appeal a course grade. A university-wide official procedure is in effect for use in the event of a dispute over grades. All formal appeals regarding grades must use this system. The grade-challenging procedure operates as follows, as stated in the Seattle University Graduate Bulletin:

#### **Grading Grievance — Challenging a course grade\***

The ultimate responsibility for the integrity of the academic grading process belongs to the university as an institution. Individual faculty members routinely act as agents for the institution in evaluating the student's academic performance and in assigning final course grades. In the event of a student's challenge to a final course grade, the burden of proof lies with a student who claims a grievance. The faculty member has an obligation to award course grades on the basis of standards set at the beginning of the course. The following process will guide the university's response to allegations that a faculty member acted arbitrarily and capriciously in assigning course grades. The procedure does not apply to mathematical errors in calculating the grade, academic dismissals from the university, or questions of professional judgment concerning course content, instructional methods and appropriateness of performance standards. In addition, the policy does not apply to the Law School.

### **I. Definitions**

For the purposes of these procedures, the term “Dean’s Designee” means a faculty member appointed by the Dean (often the Associate Dean). Because the Dean hears appeals, the Dean cannot appoint him- or herself as the Dean’s designee.

## **II. Time Limits for Challenging a Course Grade**

Students who want to challenge their course grade must do so within the time limits set out below:

For fall, winter and summer quarters, the procedure must be initiated by the close of business on the **third Friday** of the following quarter.

For spring quarter, the procedure must be initiated by the close of business on the **third Friday** of fall quarter.

## **III. Burden of Proof**

The student challenging the course grade has the burden of supplying evidence that proves that the faculty member acted arbitrarily and capriciously in assigning the course grade.

## **IV. Procedures for Challenging a Course Grade**

To the greatest extent possible, grievances should be resolved at the level of authority closest to the classroom.

### **A. Meeting with faculty member:**

Students begin the process by scheduling a meeting with the faculty member teaching the course to discuss the course requirements and the student’s performance in the course. If the challenge cannot be resolved at this level, then the student wishing to proceed further may request informal mediation; the student must do so within the deadlines set out in Section II above.

### **B. Informal Mediation:**

#### **Step 1: Filing a Request for Informal Mediation**

If the course for which the student is challenging the grade is a course that is offered by a particular department (for students enrolled in MPA courses, this would be the Institute of Public Service), the student should file his or her written request for informal mediation with the department chair (i.e., MPA Program Director). If, however, the course is one that is offered by a school and not a particular department (for example, a course that is offered by the School of Nursing), the student should file his or her written request for informal mediation with the dean’s designee for that school. The request should include the date, the student’s name, the name of the course, the professor’s name, and a brief explanation of the challenge. This request must be signed by the student.

#### **Step 2: Selection of a Method for Resolving the Dispute**

Once the request has been made, the department chair or dean’s designee (whichever is appropriate) assumes the role of mediator. As the mediator, the designee will select a method for resolving the dispute. If the mediator selects a face-to-face meeting, the mediator will determine who should be present and the role or roles that each person will play.

#### **Step 3: Mediator’s Decision**

Within three class days after the end of the mediation, the mediator will send the faculty member and the student a short memo setting out his or her recommendation. If both the faculty member and the student agree with the mediator’s recommendation, the mediator’s recommendation will become binding. If, however, either the faculty member or student disagrees with the recommendation, the recommendation will not have any effect, and the student’s grade will not be changed. In such instances, the student may choose to initiate the formal procedure.

### **C. Formal Procedure**

Students who are dissatisfied with the results of the informal mediation may file a formal grievance with the dean’s designee of the school in which the course is being offered. *However, the student who filed the grievance can, at any time, withdraw his or her grievance. If the student withdraws his or her grievance, the process will immediately stop.*

## **Time Limits for Filing a Formal Grievance**

If a student chooses to file a formal grievance, he or she must do so within five class days after receiving the mediator's recommendation.

## **Content of Formal Grievance**

The formal grievance must be in writing and must set out the date, the student's name, the name of the course, the faculty member's name, and student's signature. In addition, the student must describe in detail his or her grievance, the evidence that supports that grievance, and the remedy that the student proposes.

## **Resolving the Grievance**

### ***Step 1: Notifying the faculty member that a formal grievance has been filed***

After receiving the grievance, the dean's designee will send the faculty member a copy of the grievance and the faculty member will submit a written response within five school days. The dean's designee will also send the student a copy of the faculty member's response.

### ***Step 2: Selection of Grievance Committee***

In addition, after receiving the grievance, the dean's designee will give the student the option of having the grievance heard either (a) by a committee made up of three members of that school's faculty or (b) by a committee made up of two faculty members of that school plus one student from that school who is in good standing. The dean's designee will select both the faculty members and the student. The dean's designee will function as chair of the committee without a vote.

### ***Step 3: Challenges for Bias***

After selecting the committee members who will hear the grievance, the dean's designee will send both the faculty member and the student a list of the proposed committee members. If they choose, both the faculty member and the student may challenge members of the committee for bias. Such challenges must be in writing *Seattle University Academic Policy Page 4 of 5* and must set out the reasons for the challenge. The dean's designee will rule on the challenges, and, if appropriate, appoint new members to the committee. Such challenging of committee members can only occur once for both student and faculty member.

### ***Step 4: Scheduling the Hearing***

Once the committee has been selected, the dean's designee will schedule the hearing. As a general rule, the hearing should be scheduled so that both the student and the faculty member have at least five class days to prepare for the hearing, and so that the hearing is held within fifteen school days of the date that the grievance was filed. The dean's designee does, however, have the right to extend these time limits to accommodate the schedules of the student, the faculty member, and the committee members who will hear the grievance. The dean's designee oversees the distribution of the written documentation to the committee in sufficient time to insure a careful advance review of the materials. Both the student and the faculty member may elect to bring to the hearing a support person of their choice from within the University community. The support person is not permitted to speak, question or otherwise participate in the hearing process. If the student and/or faculty person elects to invite a support person, that information should be provided to the dean's designee at least two days in advance of the hearing.

### ***Step 5: Conducting the Hearing***

The dean's designee will preside over the hearing. The hearing will be conducted as follows:

1. The dean's designee will open the hearing by introducing the student, the faculty member, and the committee members who will hear the grievance.
2. The dean's designee will ask the student to present the evidence supporting the grievance.
3. The dean's designee will ask the faculty member to respond to the student's evidence.
4. The dean's designee will provide the student with an opportunity to respond to the faculty member's statements and evidence.
5. The dean's designee will give the committee members hearing the grievance an opportunity to ask both the student and faculty member questions.

6. The dean's designee will end the hearing by telling the student and faculty member that the committee members will meet in a closed session to decide the merits of the grievance. The dean's designee will not attend or participate in the closed session.

**Step 6: Deciding the Grievance**

To change a grade, a majority of the committee members must agree to the change. If a majority of the committee members do not agree to the change, no change will be made.

**Step 7: Preparing the Written Opinion**

Within five class days after the hearing, the committee members will prepare and deliver to the student, the faculty member, and the dean's designee a written document setting out the committee's decision. Unless Part V below applies, the committee's decision is final and cannot be appealed.

**V. Limited Appeal to the Dean**

If the student or faculty member believes that his or her procedural rights were violated during the formal grievance, they may, within five class days of the decision, file a written appeal with the dean of the school that offered the course. In the appeal, the student or faculty member should set out the procedural right that he or she believes was violated and any evidence he or she has to support the claim. The dean will review the written material that has been submitted, conduct any investigation that he or she believes is necessary, and make a decision. The dean may affirm the earlier decision, remand the case for further action, or reverse the earlier decision. The decisions of the dean are not appealable.

\*Formerly Titled: Academic Grievance

<https://www.seattleu.edu/registrar/Policies.aspx>

Originally Issued: 09/1999

Policy Number: 2004-07

Last revised: 04/2004

**F. CAREER SERVICES**

The IPS faculty and staff work together to provide practical career development services to students. The Institute sponsors career events such as job search workshops and events.

The MPA coordinator provides advice and counsel to students on an individual and group basis on such topics as resume-writing, job and internship search strategies, interviewing, and cover-letter writing. The coordinator is the principal contact for those students interested in obtaining paid or unpaid internships, and for those seeking to communicate with MPA alumni for networking purposes.

MPA students are encouraged to join the American Society of Public Administration (ASPA) and participate in its regular program meetings. Application forms are available in the IPS office.

Other services offered by the Institute of Public Services include:

- A weekly e-mail of job opportunities.
- Project A.S.K. (Alumni Sharing Knowledge) - see Alumni Relations Office for more information on this program
- Access to a network of over 900 alumni employed throughout the U.S. and abroad
- E-mail and web access to current job and internship opportunities

The Career Services Center also provide career services which are made available to the university community. Please be sure to check with these centers regularly by telephone or via the web regarding upcoming special events and services.

## **G. COMMUNICATIONS**

### **1. The Institute of Public Service Office**

Each student has a student folder in the horizontal file cabinet in the IPS office where graded papers/exams and special notices are filed. Please check it often. Faculty members often spend a significant amount of time commenting upon your work, and there is much to learn from reading and considering the comments. Papers left longer than two quarters after the grade was assigned will be discarded. Only the IPS staff or faculty may place materials in MPA student files. Do not inspect other students' files.

We maintain career search materials, including job and internship listings for both the nonprofit and government sectors as well as fellowship opportunities. Postings are updated daily and kept on clipboards for your use.

### **2. Current Contact Information**

It is **very important** that you keep us posted with your most current telephone numbers, FAX numbers, and home/work street and e-mail addresses. Please notify both the Registrar and the IPS office of any home address or phone number changes. Keeping us up-to-date will ensure that you receive registration materials, notices, newsletters and other information.

Please note that the Seattle University telephone system is designed such that we cannot call those phone numbers that do not accept blocked calls. If your phone system does have that feature, please let us know of alternative means of communication with you.

### **3. E-mail**

Faculty and staff to communicate with students use e-mail regularly. We will use your Seattle University address. Note—you can forward your e-mail from Seattle University to your other preferred address. The MPA Administrative Assistant sends out job and internship information, grant and fellowship announcements and other pertinent information. Faculty may use e-mail to notify you of classroom number changes, class cancellations, etc. To find out how to get your own Seattle University internet and e-mail account or to forward your SU email to a preferred account, please call the Technology Information Help Desk at (206) 296-5571.

### **4. IPS Web Page: [www2.seattleu.edu/arts/mpi](http://www2.seattleu.edu/arts/mpi)**

The IPS web page contains information on the MPA curriculum, the staff and faculty (including biographies, phone numbers and e-mail addresses), upcoming IPS events, career services, employment opportunity web site links, and current quarter class schedules.

### **Angel Sites for Course**

ANGEL is Seattle University's course management system: a web-based tool that makes it simple to teach and learn online. It is accessible both on and off campus. With an ANGEL class web site, instructors can distribute course materials such as syllabi, web pages, power point slides and media; students and instructors can communicate online with discussion and chat; instructors can assess student performance with quizzes, assignment drop boxes and grade books and much more. To learn more, visit: <https://angel.seattleu.edu>

## 5. MPA Student Association

This student organization "promotes the exchange between the administration, the public service community and individual association members in order to broaden the educational, social and public service opportunities of the Institute of Public Service graduate program." Membership is open to all MPA graduate students. Elections for new officers are held in the spring quarter of every year.

Seattle University has a chapter of the National Council of Pi Alpha Alpha, a national honorary society dedicated to recognizing outstanding scholarship in the public administration profession. Graduate students who have completed 30 or more credits and have a GPS of 3.7 or higher may be invited to join Pi Alpha Alpha.

## 7. Publications of Interest to Students

- Schedule of Classes – a quarterly publication from the Registrar listing classes, important dates, tuition information, registration procedures, add/drop instructions, and other pertinent information for students. Please visit [suonline.seattleu.edu](http://suonline.seattleu.edu).
- Seattle University Graduate Bulletin -- an annual publication distributed online by the Office of the Registrar. Please visit <http://www2.seattleu.edu/registrar/default.aspx?id=31286>.
- Institute of Public Service Leader Reader -- a bi-annual newsletter for students, faculty and alumni with course and events information; student, faculty and alumni achievements, and important departmental notices.
- List of Professional Associations - This list, though not comprehensive, contains addresses and telephone numbers of professional associations relevant to public and nonprofit management.

## H. ADDITIONAL GRADUATE STUDENT SERVICES

### 1. Bookstore

206-296-5821

University Services Building/First Floor

The Seattle University bookstore is a nonprofit institutional bookstore offering a wide range of materials including textbooks, general fiction, and non-fiction books, SU apparel, gifts, snacks, and much more.

### 2. Campus Computer Labs

206-296-5571

Locations:

Engineering 310

Pigott 206

To access the computers, students must have your Seattle University e-mail alias (login) and the password. The labs have free printing, Internet access, and Macs or PCs.

### **3. Career Services**

206-296-6075

Student Center Pavilion 110

Graduate students will appreciate the Career Services Center, located on campus. Career counseling and help in job search strategies are available, as well as assistance in preparing resumes and developing interview skills. Other services include a career resource library, career fairs, and workshops.

### **4. Connolly Center**

206-296-6441

Corner of 14<sup>th</sup> Ave. & E. Cherry

Facility hours: <http://www.seattleu.edu/recsports/inner.aspx?id=18680>

Show your Seattle U ID card for free use of all the recreational facilities.

### **5. Disabilities Services**

206-296-5470

The Disabilities Services office coordinates appropriate accommodations, assisting students to deepen their self-knowledge, academic competence and advocacy skills. It also promotes a campus environment that is welcoming and accessible to persons with disabilities. Students can consult with the Disabilities Specialist prior to and while enrolled in a graduate program.

### **6. Financial Aid Information**

206-296-2000

Student Financial Services, University Services Building 1<sup>st</sup> floor

<http://www.seattleu.edu/sfs/default.aspx?id=39476>

Information concerning tuition, course fees, verification for employer tuition reimbursement, student loans, and work-study is available from Student Financial Services. Questions, requests for application forms, and information about deadlines for applications should be directed to this office. Their website provides comprehensive information. Appointment letters, notification of loan checks, and tuition bills are primarily done through your student e-mail account.

### **7. International Student and Scholar Center**

206-296-6260

Student Center Pavilion 106

The International Student and Scholar Center serves nearly 500 students from approximately 50 countries around the world. The center serves as a focal point for cultural, educational, and social activities and programs, and a gathering place for students and their organizations.

### **8. Lemieux Library/Interim Library**

Hours: 206-296-6228

Circulation: 206-296-6233

1313 East Columbia

<https://www.seattleu.edu/library/>

The library offers several resources besides books, journals, and periodicals. These include: computers, copiers, individual study carrels, meeting rooms, and interlibrary loan service. Graduate students are allowed to borrow books for an entire quarter and periodicals for a week. Your student ID is your library card. The library catalog is on their website and they also subscribe to several hundred on-line periodical subscription; which students can access from home on the Internet with valid sign-on and password. Please see the library website for details on its move and temporary location during the 09-10 academic year.

### **9. McGoldrick Collegium Program**

206-296-6291

Hunthausen 140

Hours: M-TH 7am-8pm; Fridays 7am-4pm

The McGoldrick collegium offers a place for commuter students to meet, study, relax, and eat. Students must enroll to become a member of the collegiums. Enrollment is free and ongoing throughout the school year.

### **10. Registrar's Office**

206-296-2000

University Services Building first floor

<https://www.seattleu.edu/registrar/default.aspx?id=31286>

This office administers registration. You also obtain official transcripts, graduation application, and enrollment verification from this office.

### **11. Writing Center**

Interim Library 115

206-296-6239

You can drop into the writing center for assistance on papers. Please bring a copy of your written assignment, a rough draft if you have one, and ideas or questions about your paper.

Monday – Thursday, 10am-5pm

Friday, Saturday, and Sunday: CLOSED

## I. SU-Online Registration Instructions

### **Prior to your appointment time:**

1. Log-on to [suonline.seattleu.edu](http://suonline.seattleu.edu) prior to your appointment time
2. Choose **Search for Classes** to find courses that will fit into your schedule
3. Use the SU-Online worksheet to list your alternative selections, which you will take to your advisor if you have an advisor appointment.

### **Once your appointment time has arrived:**

1. **Once your appointment time has arrived**, Log-on to [suonline.seattleu.edu](http://suonline.seattleu.edu)
2. Choose **'Access Student Menu'** Tab
3. In the box for User Name, type in your Seattle University e-mail alias (without the @seattleu.edu)
4. Enter your password
5. Select the **'Submit'** button
6. **To Register or Add a Course:** Select the **'Register/Add Classes'** tab
  - a. You will now be at a class search engine similar to the search you have been used to using, however **only** open classes are listed.
  - b. Search for the course you want to add. A listing of available courses will appear.
  - c. Choose the course(s) you want by clicking in the white box under the heading **'Select Course(s)'**
  - d. Choose your grading option using the drop down menu under the heading **'Take For'**
  - e. Scroll to the bottom of the page and click the **'Submit'** button
  - f. A confirmation screen will appear, click **'Submit'** to confirm
  - g. You are then registered for those courses. A **'Registration Results'** screen will appear indicating your current courses.
  - h. You should now select the option **'My Schedule'** at the bottom of the page and review your schedule for accuracy.

### **To Drop a Course:** Select the **'Drop Classes'** tab

- a. A menu will appear of the courses you are currently registered for
- b. Select the course(s) you wish to drop by clicking in the white box under the heading **'Drop'** associated with that course
- c. Click on the **'Submit'** button once you have made your choices.
- d. A **'Registration Results'** screen will appear indicating your current courses.
- e. You should now select the option **'My Schedule'** at the bottom of the page and review your schedule for accuracy.

### **Need further help?**

- a. At any menu click on the **'Help'** link (if not available, choose **'FAQ'** then choose **'SU-Online Help Menu'**)
- b. Choose the option- **Registering Online 'Help'**.

Class Closed? Please contact the IPS Office at 206-296-5440.

**Master of Public Administration, 54 credits**  
Course Tracking Worksheet

<b>Required Coursework: General Core 24 credits</b>	<b>Quarter Completed</b>	<b>Remarks</b>
PUBM 501: Foundations of Public Administration		
PUBM 511: Understanding Organizations		
PUBM 512: Policy Formation and Implementation		
PUBM 521: Management and Human Relations Skills		
PUBM 530: Management Analysis & Control		
PUBM 540: Policy & Program Research		
PUBM 570: Economic Analysis		
PUBM 590: Capstone		

Choose One Specialization:

<b>Required Coursework: Government Specialization 9 credits</b>	<b>Quarter Completed</b>	<b>Remarks</b>
PUBM 572: Administrative Law		
PUBM 584 Information Management for Government		
PUBM 541 Policy Analysis		

OR

<b>Required Coursework: Nonprofit Specialization 9 credits</b>	<b>Quarter Completed</b>	<b>Remarks</b>	
PUBM 582: Nonprofit Law			
PUBM 561 Information Management for Nonprofit			
PUBM 588 Nonprofit Governance			
<b>Electives: 21 credits</b>	<b>Credits</b>	<b>Quarter Completed</b>	<b>Remarks</b>
1.			
2.			
3.			
4.			
5.			
6.			
7.			

