Master of Public Administration

Master of Public Policy

Program Handbook
2024-2025

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Land Acknowledgement

We acknowledge the 22 tribes who are native to the Arizona, whose care and keeping of these lands allow us to be here today. More specifically we honor the Akimel O'odham (PIMA) and Pee Posh (Maricopa) peoples, on whose ancestral homelands ASU's campuses reside.

Program Overview

The **mission of the School of Public Affairs** is to understand and address society's grandest challenges in public management, policy, and governance. We seek to maximize our impact through rigorous transdisciplinary research, project-based education, collaborative and inclusive community engagement, experiential learning, and innovative solutions.

The **Master of Public Administration (MPA)** degree program is a transdisciplinary, professional degree program designed to prepare students for public service, public management, and policy analysis at the local, state, and national levels of government. It is a professional degree, equivalent to an MBA, for people pursuing leadership positions in the public sector. The MPA prepares individuals to serve as managers, executives, and policy analysts in the executive arm of local, state/provincial, and federal/national government, and increasingly in non-governmental organization (NO) and the nonprofit sector. It places a focus on the systematic investigation of executive organization and management. Instruction includes the roles, development, and principles of public administration; public policy management, and implementation. Our MPA is accredited by the National Association of Schools of Public Affairs and Administration and is ranked highly by U.S. News & World Report. It is currently listed as the 12th best MPA program in the country.

ASU's MPA program is fully **accredited by the Network of Schools of Public Policy, Affairs, and Administration (NASPAA).** The NASPAA Standards are the quality benchmark used by graduate public service programs around the world. NASPAA's accreditation process is mission-based and driven by public service values. Accredited programs must contribute to the knowledge, research, and practice of public service, establish observable goals and outcomes, and use information about their performance to guide program improvement.

Students may choose a concentration in one of the four approved Master of Public Administration concentrations: (1) urban management, (2) nonprofit administration, (3) emergency management or (4) public finance. Choosing a concentration is <u>not</u> required. Many students do not choose a concentration so they can have more flexibility when choosing elective courses.

The **urban management concentration** provides knowledge and skills for students seeking careers in local urban government management and enables students to develop the skills and techniques used by city and urban leaders. This includes a focus on the city manager's roles and resources in the multi-faceted forms administrative, legislative, and community sectors. This concentration also emphasizes administrative practices and behavior within the urban political administrative environment. Functional areas such as citizen participation, urban planning, urban infrastructure, transportation, and the conflicts between urban politics and administrative

efficiency.

The **nonprofit administration concentration** is intended for professionals who desire to work in the nonprofit sector and wish to explore research, theory, and management and leadership in the nonprofit sector. It provides grounding in scope, function and philosophical foundations of the nonprofit sector in American society, including civic engagement, service delivery, reproduction of values, and entrepreneurship. This concentration also provides a baseline understanding of key financial management and budgeting issues and practices for nonprofit organizations.

The **emergency management concentration** prepares graduates for a challenging career as a professional emergency manager. An all-hazards and all-threats orientation provides the student with a generalist perspective, which is critically important for the disaster managers of today and tomorrow. In addition, this program examines community resilience from a systems perspective, embracing government, private, nonprofit and civic roles.

The **public finance concentration** provides knowledge and skills for students seeking or advancing careers in areas in which financial management plays an integral role in governance. This concentration emphasizes theories and research concerning urban economics and public finance, managing money in the public sector, public budgeting and finance, and capital budgeting and financing.

The **Master of Public Policy (MPP)** degree program allows students to approach the study of public policy with a focus on public policy in the urban setting. The MPP prepares students for professional careers as policy analysts and leaders in public service involved in the formulation, approval, implementation and evaluation of public policy at all levels of government and in the private and nonprofit sectors. It can also serve as a preparation platform for doctoral studies in public policy, public administration, urban studies, and other related programs. Students learn analytical techniques and conceptual frameworks for understanding policy issues and identifying potential solutions and about applying these skills to real-world issues—especially to the needs of cities and towns in the greater Phoenix area. Students also gain an understanding of policies addressing issues such as poverty, education, the environment, and public safety. ASU's MPP degree prepares people to lead by making positive policy decisions, addressing the difficult questions associated with public policy, and managing the process of policy creation, approval, implementation, and evaluation. At the conclusion of the program, students will be able to identify, analyze and interpret the challenges and dilemmas of public policies, especially those of urban areas. Students will also be able to approach policy analysis with a variety of quantitative and qualitative methods and be prepared to develop innovative processes and tools to deal with changing realities of public policy and address issues on a global, regional and local scale.

Students may choose an MPP concentration in **Environmental Policy.** The concentration in environmental policy prepares students at the master's degree level to apply sustainability principles and approaches to careers in a variety of fields that address environmental and, inevitably, human challenges. Students pursuing the concentration in environmental policy will acquire the knowledge base and skills to bring sustainability solutions to corporate, government and nonprofit sectors. The concentration program begins by building a foundation in

environmental policy and theory through the core coursework, followed by electives that develop and deepen student expertise in specific areas and issues.

The Master of Public Policy program with a concentration in **science and technology policy** provides knowledge and skills for students seeking or advancing careers in areas in which science and technology are either guided by public policy or play an integral role in the policy process. This concentration emphasizes theories and research concerning the role of science in decision-making, complexity theory, institutional design of knowledge production organizations, national innovation systems, innovation and industrial policy, technology transfer and research evaluation.

The Master of Public Policy program with a concentration in **policy informatics** provides knowledge and skills to students seeking careers in which they can use informatics tools, models and simulations to help individuals and groups deliberate and evaluate policy decisions and explore new governance infrastructures. Emphasis is placed on theories and research concerning decision-making, complexity theory and visualization of quantitative and qualitative information, collective intelligence, behavioral economics and persuasive technologies.

Policies
Pre-Admissions
Review the complete **admission requirements and application procedures** for the **Master of Public Administration (MPA)** and **Master of Public Policy (MPP)** program on the School of Public Affairs' web site. It will provide you with comprehensive information about the admission requirements, application process, including priority deadlines and RE waiver.

Minimum Competencies
Students must demonstrate minimum competency in (1) statistics and (2) American government. These competencies are demonstrated by having taken a basic statistics course and an American government-related course (earning a B or higher) any time in the past. These competencies are not an admissions requirement, but students admitted to the MPA or MPP program who have not satisfied one or both competencies will be required to take related classes by the end of their first semester of study. These classes can be taken at ASU or another college before starting the graduate program or during the first semester after being admitted. Again, both courses could have been taken any time in the past, however, for statistics, use your best judgment. If it's been 10 years since your statistics course, you may want to take a refresher course or engage in self-study to prepare for your first MPA/MPP research course, PAF 501 - Public Service Research I.

Statistics – Competency in statistics is met with a grade of B or higher in one of the approved ASU courses: PAF 301, POS 401, PSY 230, QBA 221, SWU 321, ECN 221, STP 226 or SOC 390. If you plan to take a course at a local Maricopa Community College, the following course is recommended: PSY 230. Other courses taken at ASU or another college/university may be

substituted upon approval of the MPA/MPP Director. Please e-mail a course description to the School of Public Affairs graduate academic advisor, SPA@asu.edu. A non-credit online module and assessment is also available through the School of Public Affairs. For more information, contact the School of Public Affairs graduate academic advisor, SPA@asu.edu. If requesting approval for a course not listed above, please include the course description and syllabus in your correspondence.

American Government – Competency in American government is a demonstrated understanding of major institutions of modern government and processes of individual and group political activity. This competency is met with a grade of B or higher in one of the approved ASU courses: PAF 200, PAF 300, PAF 340, POS 110, or POS 310. Other courses taken at ASU or another college may be substituted upon approval of the MPA/MPP Director. A non-credit online module and assessment is also available through the School of Public Affairs. For more information, contact the School of Public Affairs graduate academic advisor, SPA@asu.edu. If requesting approval for a course not listed above, please include the course description and syllabus in your correspondence.

Tuition, Fees and Financial Support

Students can estimate tuition and fee costs online. In addition to tuition, students are responsible for paying a number of required student fees.

Program Fees: Every ASU graduate degree program has a "program fee" assessed for students in that program. These fees vary for each program. The more competitive/highly ranked a degree program, the higher the fee. These fees cannot be waived.

Financial Aid

Graduate students seeking loans or financial aid counseling should contact the ASU Student Financial Aid Office, the College of Public Service & Community Solutions' Student Financial Resource Coordinator at 602.496.0232. You can also request assistance and service through your MyASU (click on the "Finances" tab).

The School of Public Affairs also offers limited funding opportunities in the form of scholarships, assistantships, and fellowships for MPA/MPP students. Learn more.

Useful Links:
- SPA Scholarships
- ASU Financial Aid
- Types of ASU Financial Aid
- ASU Scholarship Search
- ASU Spirit of Service Scholar Program
- Graduate College Fellowships
- Student Employment
- ASU Cost of Attendance

Interactive Plan of Study (iPOS)

The interactive plan of study (iPOS) is the student's official contract with the department and the university. It lists all the classes the student plans to take to complete the degree and indicates who is on the student's supervisory committee. It lists all the classes the student plans to take to complete the degree. Detailed academic requirements for the MPA and MPP degrees can be found on the School of Public Affairs' web site.

- MPA Program of Study
- MPP Program of Study

In order to graduate, you must submit an **Interactive Program of Study (iPOS)** using an online form, during your first semester. Your academic advisor can assist you in completing the iPOS. Upon approval, students are expected to keep the iPOS up-to-date by checking it at the start of each semester and making changes as needed.

A tutorial for the iPOS can be found on the SPA website under the "Student Resources" tab.

Modes of Instruction

Classes for the MPA degree are taught in four modes:
- In-person (one day per week)
- iCourses (internet)
- weekend-intensive format
- ASU SYNC (courses are taught via Zoom at an assigned time)

Each semester, MPA courses are taught in one or more of these formats. The MPA degree is not an ASU Online degree, but students seeking an online experience will find most core courses offered online each semester, and all core courses will be offered in an online format at least one semester each year. **Careful class scheduling in consultation with the graduate academic advisor will ensure timely graduation.**

Suggested Course Loads

Each 3-credit class = about 12 hours of homework and class time per week. So:

One class (3 credits) = 12 hours of work per week
Two classes (6 credits) = 24 hours of work per week
Three classes (9 credits) = 36 hours of work per week
Four classes (12 credits) = 48 hours of work per week

Suggested Course Sequences

If you have questions about which courses to take and in what sequence to take them, please consult our graduate advisor. To schedule an appointment click here.

Program Prerequisites
- You must take PAF 501, Public Service Research I, before taking PAF 502.
- *Please Note: PAF 502, Public Service Research II, should be taken the semester after taking PAF 501 or as soon thereafter as possible.*
- You must take all core courses before taking PAF 509, Public Affairs Capstone (MPA and MPP). You will be applying the knowledge you learned in your core courses to your capstone project.

Graduate Certificates are available in:
1. Emergency Management
2. Participatory Governance
3. Public Administration
4. Public Policy

Graduate Certificates consist of only five courses and are a great resume enhancement for current students or previous graduates from any discipline. Certificate coursework may completely overlap with MPA or MPP coursework.

Important: You must apply to certificate programs, much like applying for your MPA/MPP program, but the admissions documentation will consist only of an application and personal statement. If you are considering applying for a graduate certificate, apply early during your program rather than waiting closer to graduation. Per Graduate College policy, only two previously taken classes (classes taken before being admitted to the certificate program) may be counted toward the certificate, unless a petition is submitted. The earlier you are admitted to the certificate, the better. It's always better to apply sooner rather than later.

Concurrent Degrees
The School of Public Affairs offers multiple concurrent degree options for MPA and MPP students. In essence, you can earn two Masters Degrees and share up to 20% of the course work. These include programs with Planning, Sustainability, Criminology, and Criminal Justice, Social Work, and American Indian Studies. A concurrent degree can be arranged with ANY graduate program as long as both programs agree on the shared course work. If you have an idea for a concurrent degree, talk to the graduate academic advisor in the School of Public Affairs.

MPA concurrent degree offerings:
- [American Indian Studies (Tribal Leadership and Governance) MS](#)
- [Criminology and Criminal Justice (MS)](#)
- [Sustainable Solutions (MSUS)](#)
- [Social Work - Standard Program (MSW)](#)
- [Urban and Environmental Planning (MUEP)](#)

MPP concurrent degree offerings:

- [Criminology and Criminal Justice (MS)](#)
- [Sustainable Solutions (MSUS)](#)
- [Urban and Environmental Planning (MUEP)](#)

Internships

Internships are **not** required but highly encouraged for students who have no or little work experience in the public or nonprofit sectors. The School of Public Affairs has a Career Services Manager, Maryjo Douglas-Zunk, who continuously coaches students, builds relationships and networks with local, regional and national employers, and promotes internship, externship and other work-learning opportunities. Should you wish to participate in internship, it is important that you meet with the Career Services Manager before seeking or accepting an offer of internship. Several administrative processes are in place to ensure a quality internship experience for student and our community partners, and the Career Services Manager can assist you in navigating successfully. Visit the School of Public Affairs' [internship](#) page to learn more about identifying, seeking, and securing an internship.

Culminating Experience: PAF 509 Capstone Course

The MPA and MPP degrees require students to demonstrate competency for public service or public policy by synthesizing and applying core knowledge, skills and abilities to public problems. Typically, a capstone class is split into several groups, assigned a research project, expected to conduct research on a simulated or real-world problem, analyze and interpret the results, prepare a research paper, and present it to the class. Students demonstrate competency by earning an A or B in the program capstone course. The capstone is taken after completing all core courses. Permission must be granted by the SPA academic advisor to enroll in this course. Please ensure you have completed all your core courses and iPOS before asking permission to enroll in the capstone course. An exception may be made for you to take ONE core course along with your capstone.

Graduation Requirements

You are required to apply for graduation the semester in which you will complete all required courses, in accordance with your program of study. Apply via your MyASU portal by clicking on the "Graduation" tab near your degree program. You must also have an approved Interactive Program of Study (iPOS) on file, and have satisfied all other university requirements and financial obligations. In addition, your cumulative, graduate, and iPOS GPAs must all be 3.0 or higher. Definitions of these GPAs can be found on your MyASU by clicking on "GPA" near your degree program.

Students' Rights and Responsibilities

It is the responsibility of each student to understand and observe all procedures and requirements specified by the ASU Graduate College and the School of Sustainability. All students are required to read and understand the Graduate Handbook and ASU's [Graduate Policies and Procedures](#) and to adhere to the [Student Code of Conduct](#). Faculty and staff provide academic advice and assistance,

but the ultimate responsibility for meeting degree and other requirements remains with the student. Students should frequently check their MyASU page for notifications about enrollment, billing and financial aid, and other reminders.

ASU E-mail

All ASU students are required to have an active ASU e-mail address. Students may forward their ASU e-mail to another preferred account. It is important that students check their ASU e-mail frequently, so they do not miss important notices. Arizona State University and the School of Sustainability conduct their business via ASU e-mail only.

Anti-Racism / Diversity, Equity, and Inclusion Statement

The School of Public Affairs in the Watts College of Public Service and Community Solutions at Arizona State University upholds, values, and cherishes student, staff, and faculty diversity, no matter the circumstance. As members of the ASU Community, we are charged with challenging injustices and social inequities of any kind through education. These values are an integral part of our standing as an institution and must be upheld by all members of the ASU community, including but not limited to all School of Public Affairs staff, faculty, and students. The call is clear and present at ASU for every member of our community to do their part in fostering a culture of inclusive excellence that contributes meaningfully to lasting equity for all. For students and faculty alike, this culture of inclusive excellence creates role models, broadens perspectives, combats negative stereotyping, and enables policymakers, public servants, planners, and administrators of the 21st century to think creatively, critically, and above all, compassionately about our impact on the world at large.

Arizona State University welcomes all students regardless of race/ethnicity, gender identities, gender expressions, sexual orientation, socio-economic status, age, disabilities, religion, regional background, Veteran status, citizenship status, nationality, and other diverse identities. Each of us bear intersectional perspectives that are born out of our backgrounds and identities, and each of us has a contribution to make towards our culture of inclusive excellence.

Culture of Respect

ASU is a community and a professional work environment. Graduate students are expected to treat peers, teachers, students, staff, and members of the ASU community with respect and to work with them in a professional manner, both in person and online. Public Affairs graduate students are representatives of the School of Public Affairs and the university. SPA expects its students to be good representatives who recognize that poor behavior by one student impacts others by creating a negative perception of the school.

Sexual Harassment

The university prohibits sexual harassment by employees and students and will not tolerate sexual harassment that interferes with an individual's work or educational performance or creates an intimidating, hostile, or offensive working, learning, or residential environment. Please visit ASU's

Sexual Violence Awareness and Response site to learn more about rights and responsibilities, how to report an incident and how to get immediate assistance and confidential support.

Student Code of Conduct

The Arizona Board of Regents (ABOR) Student Code of Conduct sets forth the standards of conduct expected of students who join the university community. Students who violate such standards will be subject to disciplinary sanctions in order to promote personal development, protect the university community, and maintain order and stability on campus and in associated learning environments.

Academic Integrity

The School of Public Affairs takes academic integrity seriously and requires students to:

1. have a good understanding of what academic integrity is and why it's important;
2. understand what types of activities and behaviors violate the student honor code and ASU's academic integrity policy as well as have an awareness that resources exist to help prevent academic integrity violations; and
3. report all academic integrity violations as soon as they arise.

Each college/school has an academic integrity officer who can address questions related to academic integrity. If there are questions, students should reach out to officers from the college/school that offers the course students have questions about.

Enrollment

You must complete the following before you will be able to enroll at ASU:

1. Activate your ASURITE ID

   MyASU is the University's secure, real-time website that provides you with access to your student records. In order to login to myASU and take advantage of its many uses, including class registration, making payments, and changing your contact information, you must activate your ASURITE ID. You will need your ASURITE ID and activation code, which were provided to you in the first letter sent by ASU Graduate Admissions. If you have discarded or misplaced the letter, please contact computer accounts at 1-855- 278-5080 or help.asu.edu to have a new activation code created for you. With your ASURITE ID and activation code, go to asu.edu/asurite and follow the guided steps.

2. Login to MyASU

   When your account is active, you may login to myASU at my.asu.edu and proceed to the next step of enrollment. When you activate your ASURITE, you will be prompted to set up your ASU e-mail account. We require each student to have an active ASU e-mail account - this is the university's primary means of communication with you. You should check your ASU e-mail regularly, or forward it to an account you check frequently.

3. Pay Enrollment Deposit

Confirm your place in ASU by submitting   your enrollment deposit via My ASU. Then, be sure to check My ASU often for any Priority Tasks needed to complete your steps to enroll.
- Students admitted to fall 2024 can pay their deposit beginning Feb. 29, 2024
- Students admitted to spring 2025 will be able to pay the deposit in the fall.

3. Submit proof of immunization

In order to register for classes, you must have verification of two MMR (measles [rubella] /mumps/rubella) immunizations on record at ASU. The Immunization Records Submission Form can be found online at students.asu.edu/health/immunization. To verify that ASU has received and recorded your immunization documentation, go to myASU (my.asu.edu), log in with your ASURITE ID and password, and look under Priority Tasks. If MMR documentation has not been recorded with the Student Health and Wellness Center, you will see a message requesting that you submit documentation. Should you have a notification called MMR Immunization, click on the notification and follow the steps listed. If there is no message, your documentation has been received and recorded. Please be aware that it takes approximately two days from the time ASU receives your documentation to record it in the system. Therefore, you must send/fax your MMR documentation well in advance of when you plan to register for classes. (Please note: If you were born before 1/1/1957, verification is not required.)

4. Register for classes

After activating your ASURITE ID and submitting proof of two MMR immunizations, you will be able to register for classes. To register, go to MyASU (my.asu.edu), login using your ASURITE ID and password. On the left side of your myASU page, there is a box labeled "My Classes." Select the tab for the semester and year for which you wish to register. Click the "Registration" link then the "Add" link. You may search for courses or enter the 5-digit class number for each class you want to add. Be sure to click "Finish Enrolling" to complete your course registration.

Adding, Dropping, and Withdrawing from Classes

You are responsible for your own academic schedule. Each semester, you will enroll and adjust your schedule. Your academic calendar is available to assist you. The "My Classes" section of your MyASU allows you to add, drop, and withdraw from classes. You need to be familiar with the academic calendar, which changes every semester. The [academic calendar](#) contains key dates of when you can make course adjustments, withdraw from classes with a tuition refund, etc. If you must withdraw from a class due to circumstances beyond your control, please review procedures for a [Medical/Compassionate Withdrawal](#).

International Student Class Registration: To maintain your visa status and avoid possible enrollment conflicts, follow the guidance of the International Student and Scholar Center (ISSC), located on the Tempe campus. This office should be your first stop regarding any question you have about visas, financial guarantees, I-20s and other required forms, and other International-related topics. Please visit the [ISSC web site to learn abou](#)t (1) maintaining a full course of study, (2) international student enrollment requirements, (3) acceptable enrollment session

combinations, and (4) important information for government-sponsored students.

Contact Information
International Students and Scholars Center
Student Services Bldg., Room 170
480-727-4776 | issc@asu.edu

Residency Verification

Although not a prerequisite for enrollment, you may also be required to provide evidence of U.S. citizenship, permanent resident status or lawful immigration status in order to be eligible for consideration for in-state tuition or financial assistance funded in whole or part by state monies. If your citizenship status cannot be automatically verified, you will see a Finances item on your student center (below the Priority Tasks section referenced above). You will then need to submit a completed Citizenship Verification Form and a legible copy of acceptable documentation to a registrar location at any campus.

Transfer Credits (pre-admission credits)

Graduate credits completed at ASU, from another regionally accredited US institution, or international institution officially recognized by that country, before the semester and year of admission to an ASU graduate degree program, are referred to as pre-admission credits. With the approval of the MPA/MPP Director and the graduate College , students may include a maximum of 12 graduate-level credit hours with grades of "B" or better that were not used towards a previous degree. Pre-admission credits must have been taken within three years of admission to the ASU degree program to be accepted.

Continuous Enrollment

Once admitted to a graduate degree program, students must be registered for a minimum of one credit hour (not audit) of graduate-level course work (500-level courses) during all phases of their graduate education. Courses you enroll in must be taken for a letter grade (no grades of "W" and "X") for continuous enrollment purposes. Students planning to discontinue enrollment for a semester or more must request approval for a leave of absence. Students may petition the Graduate College for a leave of absence for a maximum of two semesters during their entire program. A petition for a leave of absence, endorsed by the academic unit, must be approved by the Graduate College. This request must be filed and approved before the start of classes for the semester in which a leave is requested.

Leave of Absence

An approved leave of absence will enable students to re-enter their program without re-applying to the university. Students who do not enroll for a fall or spring semester without an approved leave of absence by the Graduate College are considered withdrawn from the university under the assumption that they have decided to discontinue their program.
Students removed for this reason may re-apply for admission to resume their degree program. Original application materials may be used.

Academic Standards

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• Dismissal from the MPA/MPP program may be recommended by the MPA/MPP Committee if a student has received three grades of C+ or lower grades in course work taken after admission to the program. No more than two (2) C grades in core courses can be used on the Interactive Program of Study. A grade of B or higher (not B-) is required for the capstone course, PAF 509.

• Per ASU Graduate College policy: grades of D or E cannot be used to meet the requirements for a graduate degree, although they are used to compute the GPAs. A student receiving a D or E must repeat the course in a regularly scheduled class (not an independent study) if it is to be used on the program of study. A higher grade for a repeated class will <u>not</u> raise the PA <u>or</u> remove the lower grade from the transcript per Graduate College policy.

• The grade of "I" (Incomplete) can be given by an instructor when a student, who is doing otherwise acceptable work, is unable to complete a course because of illness or other conditions beyond the student's control. Unfinished work must be completed with the same instructor except under extenuating circumstances. Students have one calendar year to complete the course. After one year, the "I" grade becomes permanent on the student's transcript (does not affect GPA) and the student must re-take the course. Students initiate the Incomplete Process by talking to their instructor.

• No student may have more than two (2) incompletes at any one time. A student is barred from taking further course work until one or more of the incompletes is removed.

• 400-level (undergraduate) credits may <u>not</u> be used toward graduation.

Academic Grievance and Appeal

The grade grievance must be started within the regular semester immediately following the course at issue, whether you are enrolled in the university or not. Student academic grievance procedures in the School of Public Affairs normally consider matters where the relief sought impacts the student's final grade. The following steps must be followed by any student seeking to appeal a grade. This process does not address academic integrity allegations, faculty misconduct or discrimination.

Step 1: An aggrieved student must first confer with the instructor, state the evidence, if any, and reasons for questioning that the grade received was not given in good faith. The instructor must review the matter, explain the grading procedure used and show how the grade in question was determined.

Step 2: If the grading dispute is not resolved in Step 1, the student may appeal to the School of Public Affair's director or assigned designee. The student should provide a written statement, including:

A heading including
- Your name and ASU ID number
- The course number, title, 5-digit class number, the year and term, and the session in

which the course was taught (A, B, or C)
- The instructor's name

Communication with instructor
- Date of discussion with the instructor
- Summary of discussion with the instructor

Your statement should address
- Your reason for questioning the grade
- The remedy you are requesting

The complete grade appeal and any supporting evidence should be e-mailed to the School of Public Affairs Assistant Director of Academic Services, Joe Kaufman, at Joe.Kaufman@asu.edu. The director or assigned designee may confer with the instructor.

Step 3: If the matter is not resolved after completing Steps 1 and 2, the student may request the Dean to refer the matter to the College Academic and Student Affairs Committee. The Committee will convene for the specific purpose of hearing a student academic grievance as needed. Any students who believe they have a grievance should first utilize the informal process outlined in steps 1 and 2 as listed above.

You can review the complete Watts College of Public Service and Community Solutions [Academic Grievance Process](#) that outlines the steps students must follow in seeking a grade appeal.

Resources
On-Campus
State-of-the-art living and learning facilities are found in the heart of Arizona's capital city. Woven into the downtown business and professional community, ASU's downtown Phoenix campus creates strong learning and career connections for more than 14,000 students with media, health care, corporate and government organizations. The School of Public Affairs (SPA) administrative and faculty offices are on the 4th floor of the University Center (UCENT) building. Each PAF course you take will be either taught at the downtown campus or online.

School of Public Affairs' Office of Career Services
The SPA Office of Career Services was established to cultivate employer relations, engage alumni, and provide specific career and professional development programming and opportunities for students and graduates seeking entry and advancement in public service administration. Our career services manager works with local, state, national, and international employers, promoting active partnerships and support in identifying and developing internships, fellowships, and employment opportunities for career transitions from student to professional. The SPA Career Services manager offers individual consultation and coaching in all aspects of career development, management and advancement.

The SPA Office of Career Services leverages the school's alumni, professional and community relations to develop specific career and professional development opportunities for students and graduates through campus and virtual workshops and webinars, network building and mentor activities, and leadership opportunities with professional organizations and community partners. The School of Public Affairs hosts a chapter of the International City/County Managers Association (ASU-ICMA) and encourages leadership and professional development of members through interactions with local, state and federal government, nonprofit organizations, community partners, alumni and faculty. The ASU-ICMA Student Chapter provides an additional opportunity for the School to work with ICMA and the Arizona City/County Management Association (ACMA). SPA students and alumni benefit from professional development programming and services offered through these partnerships, and a connection with University Career and Professional Development (UCPD).

Professional Development and Alumni Engagement

The SPA Office of Career Services offers a variety of informational and participatory formats for the professional development of MPA and MPP students. By participating, students learn proactive strategies for developing leads and creating a resume, correspondence and social presence, and network-building opportunities for career success pre-and post-graduation. School of Public Affairs alumni, public management professionals, and community leaders collaborate with the office to provide insight and best practices.

The SPA Career Services Manager has developed additional opportunities to enhance classroom learning with professional development and mentoring activities supported by administration and faculty, and in coordination with professional associations. The SPA website lists the current ASU-ICMA student leadership, along with the mission and goals of the chapter. Social-professional activities and annual coaching events are featured on the SPA website, social media, and sent directly to students via the periodic SPA Career E- Bulletin. Joining the ASU-ICMA Student Chapter connects candidates to professional organizations, specifically ICMA and ACMA, and community partners, mentors, and emerging career opportunities.

Employer Relations/Recruiting

Several resources for building professional networks and learning about pre-and post- graduation internships, fellowships, and other work-learning opportunities are offered to students online and discussed in career coaching sessions. Online resources include occupation indexes, announcements of recruiter information sessions and campus visits, professional development webinars, workshops and recordings, internship and employment listings, and tips for navigating the public and nonprofit application and hiring processes.
Make sure your academic advisor has your preferred e-mail, check it, and visit the SPA webpages for the latest information.

We recommend students "register" or create an account for access and learn to use the following valuable resources before meeting with a career coach:

● HANDSHAKE: https://career.asu.edu/handshake - Features an employer directory - a valuable resource to identify local, state, federal government, quasi-government and nonprofit organizations and employers, as well as job listings for college students and graduates, announcements for recruiting events and professional development workshops.

● LINKEDIN: linkedin.com – A valuable resource for researching organizations, people and jobs in the public, nonprofit and private sectors, and gathering information that can be used to position candidates for job search and career success. Students and alumni also benefit by using this tool for professional marketing and network building, with alumni professionals and others affiliated with the School of Public Affairs, Arizona State University and the Watts College of Public Service and Community Solutions, and other professional groups, government agencies and nonprofit organizations.

● USAJOBS: usajobs.gov – The starting point for identifying and qualifying for great internships, fellowships, and jobs in the federal government, and preparing a "government resume" and application materials (recognized by local and state agencies as well) for seeking work in the U.S. and internationally.

● NEOGOV: neogov.com– Over 6,000 public sector organizations and educational institutions use NEOGOV HR software to recruit and hire top talent, including local and state government agencies and affiliated organizations.

● International City/County Management Association: icma.org - International City/County Management Association is the leading organization of local government professionals dedicated to creating and sustaining thriving communities throughout the world. As a member of the ASU-ICMA Student Chapter, students can apply for membership in ICMA, FREE, and benefit from the research and publications, professionals, leadership and career development of many local government professionals across the country and the world.

To learn strategic uses of these tools for professional development and career management, check out SPA Office of Career Services' workshops, webinars and recordings for students.

Individual Consultation and Coaching

The Career Services Manager, Maryjo Douglas Zunk, [mjdzunk@asu.edu,](mailto:mjdzunk@asu.edu) works with individual students and School of Public Affairs alumni to determine career goals at various stages of professional development and strategies for their achievement.
Appointments are available to discuss career exploration, development, and implementation of best practices for managing internship and post-graduation employment search, tailored to students' talents, experiences, and professional work experience in the public and nonprofit sectors.

The SPA Office of Career Services also offers professional development and recruitment events, activities and workshops in conjunction with professional and student organizations,

local, state and federal government, nonprofit affiliates and community partners, and University and School of Public Affairs alumni. Programming may be conducted on campus, at conferences, in-person and through virtual formats.

The SPA Office of Career Services is located in the University Center Building: 411 N. Central Avenue, Suite 400.

>   Phone: (602) 496-1035
>   Email: spa_careerservices@asu.edu
>   For Graduate Coaching Appointments, contact the Career Services Manager via phone or email.

University Career and Professional Development (UCPD)

The University Career and Professional Development Center partners with the School of Public Affairs Office of Career Services to assist undergraduate candidates with career exploration, development and implementation of internship and post-graduation job search best practices. This partnership provides additional opportunities for undergraduate students and alumni to consult with career professionals and peer advisors for guidance and resources on self-assessment, career planning, and developing job search strategies and self-marketing tools such as resume building and interviewing skills.

Graduate students are encouraged to meet with the SPA Career Services Manager to identify career and professional development challenges for those entering the varied interest areas of public service and local government management, or engaging in mid-career or re- careering transitions as a public service professional.

The ASU Downtown campus' branch of University Career and Professional Development is located in the historic post office, on the southwest corner of Fillmore Street and Central Avenue.

>   Web: asu.edu/career
>   Phone: (480) 965-2350
>   Email: careerservices@asu.edu

UCPD provides a liaison to the four Schools in the Watts College of Public Service and Community Solutions. The liaison assists public service candidates pursuing studies and ultimately entry to careers in government administration and nonprofit management. The UCPD liaison works with the SPA Career Manager to offer career-related programming appropriate to the career exploration and preparation needs of public service students in their first through senior years of study, including transfer, online and veteran students. Programming may include virtual workshops, employer informational panels and recruitment events, offered to all Watts College students throughout the academic year.

The UCPD liaison may also be available for individual appointments through the Watts College academic services advising center on the downtown Phoenix campus. CASA is located in the University Center (UCENT) 1st Floor, suite 164.

Phone**:** (602) 496-1658
Email: spaadvising@asu.edu

ASU Bookstore

It is recommended that you purchase all textbooks for your SPA classes through the ASU bookstore. Four good reasons to buy all your books through ASU are:

1) All the money made from book sales goes back into the University,
2) The ASU Bookstore offers a low-price guarantee,
3) Books purchased through the ASU bookstore are guaranteed to be correct for your class, and
4) It's a one-stop shop for all your ASU textbooks.

Textbooks for SPA courses can easily be purchased at the Downtown Phoenix campus bookstores.

Did you know? After enrolling in a class, look under the "My Classes" section of MyASU. You'll see a "Books" link. Click on that link to view textbook information for all your classes.

Information Commons

The Information Commons is located on the lower level of the University Center Building, and serves as the central site for multiple academic and student support services at the Downtown Phoenix campus. The Information Commons houses the Downtown Phoenix Campus (DPC) library, a computing site with over 45 laptops, and several types of study spaces, including common, quiet and silent study zones and private and group study rooms. The DPC Library provides access to books and other research resources focusing on materials of particular interest to majors in the degree programs taught at the Downtown campus.

More details about the Information Commons can be found on the downtown Phoenix campus library web site.

Sports & Recreation

At ASU, you can participate in sports and recreational activities by cheering on the Sun Devils to another victory or playing toward victory on your own team through intramurals or sport clubs. For the fitness minded, ASU offers recreation centers at each campus.
● ASU Athletics
● ASU Fitness

Student Organizations

Get involved in your community and your university through a variety of student organizations and clubs.
● ASU-ICMA: Student Chapter of the International City/County Managers Association
● Student Involvement

- [Downtown Devil](#)
- [Graduate & Professional Student Association](#)

Professional Development

The [International City/County Management Association](#) (ICMA) is *the* professional organization for local government professionals. Arizona State University's ICMA (ASU-ICMA) Student Chapter was founded in 2012, and has organized several events each year, including tours of facilities in the Phoenix Metro Area, discussions with active and retired managers, regional conferences, socials, career-related events, internship seminars, and other learning opportunities. The chapter continues to grow in undergraduate and graduate student members, and seeks opportunities to connect student members with School of Public Affairs (SPA) alumni and local government representatives for career guidance, mentoring, and networking opportunities throughout the academic year.

Student Accessibility and Inclusive Learning Services

ASU Student Accessibility and Inclusive Learning Services provide support and access to students with disabilities for programs and services, consultation and guidance for faculty and staff, and training and engagement opportunities to increase awareness and ensure accessibility. Student Accessibility facilitates access for qualified students with disabilities through the provision of reasonable and effective accommodations. Students are encouraged to visit the Student Accessibility and Inclusive Learning Services office and make it an integral part of their educational pursuits.

[Student Accessibility and Inclusive Learning Services](#) Information:
> Post Office (POST), Suite 201
> Phone: 480-965-1234
> E-mail: Student.Accessibility@asu.edu

Parking and Transit Services

You can purchase a decal to park in any of ASU's parking lots. There are several parking lots to choose from at the Downtown campus, lots vary in price. Decal purchases can be made online or in-person at the [Parking office](#) in the Downtown campus' University Center, suite 116, between 8:00am – 4:30pm.

If you elect to buy a Downtown Phoenix Campus parking permit, you may also park on the Tempe Campus in the Reciprocal Parking Lots north of Rio Salado and Packard Drive (Lot 59 North) and on Rural Road between Rio Salado and University Drive (Lot 59 East). If you already have an ASU Tempe parking permit, you may use it to park in the Reciprocal Parking Lot for the Downtown Phoenix Campus, located at 320 N. 4th Ave. Rates, lot locations, and much more information can be found on the [Parking and Transit Services web site](#).

Pay Lots - Hourly parking is available in the lot north of the Cronkite Building.

Metered Parking - Visitors to ASU who need short-term parking can use one of the many-metered parking areas.

Intercampus options - For travel between the Tempe and Downtown Phoenix campuses, ASU students and employees are encouraged to take the METRO light rail. Students and employees can ride the light rail for deeply discounted rates by obtaining an ASU U-Pass. Additionally, the West-Tempe intercampus shuttle makes a stop at the Downtown Phoenix Campus. See schedule.

U-Pass - The ASU U-Pass offers unlimited access on Valley Metro bus routes and the METRO light rail.

Money Matters and Sun Card

View your tuition receipts, charge history, payments, refunds, and more by clicking on the "Finances" tab of your MyASU. Semester-specific payment options and deadlines are described in the University Academic Calendar at: students.asu.edu/academic-calendar. If tuition is not paid or financial aid is not awarded by the deadline, you will automatically be enrolled in the Tuition Installment Plan and charged a nonrefundable fee of $100 for resident students ($200 for non-residents). You can pay for your tuition a number of ways. Learn more.

Sun Card

The Sun Card is the official photo ID of all Arizona State University students, faculty and staff. Please make sure to obtain an ID Card prior to classes starting. Entrance to university buildings is by card access only.

School of Public Affairs Contact Information

Faculty Directory

Contact information for the School of Public Affairs faculty, along with faculty curriculum vitas, research interests, and profiles, can be found on our faculty page.

Program Faculty and Staff

Justin Stritch
Associate Professor & MPA/MPP Director
Jstritch@asu.edu
602-496-0450

Margaretha Bentley
Associate Director & Clinical Assistant Professor
Margaretha.Bentley@asu.edu
602-496-0539

Joe Kaufman
Assistant Director, Academic Services
Joe.Kaufman@asu.edu
602-496-0465

Katie Bonnesen
Academic Success Advisor
Katherine.Bonnesen@asu.edu
602-496-0450

Maryjo Douglas Zunk
Program Manager, Career Development & Placement
maryjo.zunk@asu.edu
602-496-0450