

DIVISION OF PUBLIC AND NONPROFIT ADMINISTRATION

M.P.A. Student Handbook

The University of Memphis
School of Urban Affairs and Public Policy
Division of Public and Nonprofit Administration
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The University of Memphis, a Tennessee Board of Regents institution, is an Equal Opportunity/Affirmative Action University. It is committed to education of a non-racially identifiable student body.

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Division Policies and Procedures

This handbook presents student-related policies and procedures to answer questions frequently asked concerning the Master of Public Administration (MPA) Degree Program. This is not intended as a substitute for the Graduate Bulletin of The University of Memphis (<http://academics.memphis.edu/gradcatalog0506/index.html>) or the Policies of the Graduate School (<http://academics.memphis.edu/gradschool/>). MPA graduate students are expected to know and to understand applicable requirements of the Graduate School and the Master of Public Administration Degree Program. Another important resource for students at the University of Memphis is the Code of Student Rights and Responsibilities (<http://www.people.memphis.edu/~jaffairs/csc/CSRR.pdf>). Consequently, a student should consult all of these documents carefully.

Within the policy guidelines established by the University Council for Graduate Studies and Research and the College of Arts and Sciences Council of Graduate Studies and Research*, the faculty of the Division of Public and Nonprofit Administration is the policy-making body for division/program policies and procedures. The Director of the Division of Public and Nonprofit Administration is responsible for the administration of division/program policies and procedures. Requests for an exception to division/program requirements must be approved by the Director of the Division of Public and Nonprofit Administration.

The policy making bodies of The University of Memphis Graduate School are the University Council for Graduate Studies and Research and the individual College-level Councils for Graduate Studies and Research. The policies of these bodies, as well as those of the University and the Tennessee Board of Regents that affect graduate programs are administered by the Vice Provost of Research and the Graduate School. Between scheduled meetings of these bodies, the Vice Provost of Research and the Graduate School, with the approval of the President of the University, may take action on a problem not covered by approved policy.

General Information

School of Urban Affairs and Public Policy

The Division of Public and Nonprofit Administration (DPNA) is organizationally located in the School of Urban Affairs and Public Policy (SUAPP). SUAPP links existing units within the College of Arts and Sciences to create alliances that focus on urban and regional problems and create an interdisciplinary body of knowledge. A major objective of SUAPP is to generate new opportunities in faculty/student learning, scholarship and outreach. The mission of SUAPP is

The School of Urban Affairs and Public Policy contains five academic units:

Department of Criminology and Criminal Justice

Division of City and Regional Planning

Division of Social Work

Division of Public and Nonprofit Administration

Division of Health Administration

Division of Public and Nonprofit Administration Mission

Division Mission: Drawing on opportunities and challenges of the Mid-South, the Division of Public and Nonprofit Administration fosters responsive and responsible public service institutions and leaders.

The Master of Public Administration (MPA) degree program educates students for careers in public service and for employment with government, private, nonprofit, and public-oriented organizations. The Master of Public Administration is a professional degree for the management of public and nonprofit organizations. Public administrators lead all types of public service organizations and programs from government agencies, community-based institutions and charities to museums, hospitals, and foundations. The program combines interdisciplinary academic preparation with governmental and nonprofit internship experience. The MPA program offers three concentrations: Nonprofit Administration, Urban Administration, and Public Policy and Management. The program is fully-accredited by the [National Association of Schools of Public Affairs and Administration \(naspaa.org\)](http://naspaa.org).

Career opportunities abound for students in the MPA program. Our University of Memphis MPA graduates are employed at government, nonprofit, and health agencies around the Memphis/Shelby County area, Tennessee, and the nation. Employers include the City of Memphis, Shelby County Government, the U.S. Postal Service, the Tennessee Department of Human Services, Baptist Memorial Hospital, Methodist Health Systems, U.S. Department of Defense, Y.W.C.A. of Greater Memphis, VA Medical Center, City of Germantown, Memphis/Shelby County Office of Planning and Development, Midtown Mental Health Center, American Hospital Association, United Way of the Mid-South, Youth Villages, American Red Cross, American Cancer Society, Shelby County Juvenile Court, and Memphis Police Department.

DPNA Faculty

The MPA program faculty is dedicated to providing every student with a high-quality educational experience that emphasizes excellence in teaching, advising and mentoring. Our full-time faculty member are skilled instructors who blend theory and practice. We also utilize experienced part-time faculty who provide additional “real-world” perspective and specialty expertise in nonprofit administration, public management, and local government administration to complement our faculty.

Admissions

Application Process

The Division of Public and Nonprofit Administration reviews applications for program admission year-round. The deadlines to apply to the Graduate Program in Public and Nonprofit Administration are available on the internet at <http://academics.memphis.edu/gradschool/>.

Application to the Master of Public Administration degree program at the University of Memphis is a two step process. One, students must apply to the University of Memphis [Graduate School](http://academics.memphis.edu/gradschool/). The Graduate School homepage <http://academics.memphis.edu/gradschool/> contains program addresses, deadlines, forms and additional information. Students submit a completed application, non-refundable application fee and official transcripts to the University of Memphis Graduate School Admissions, 216 Administration Building, The University of Memphis, Memphis, TN 38152.

Second, applicants must send the following supporting documents directly to the University of Memphis, Division of Public and Nonprofit Administration Admissions Committee, 124 McCord Hall, Memphis, TN 38152:

1. Resume demonstrating previous education and/or experience
2. Statement of interest articulating applicant's experience, career goals and education objectives related to the pursuit of the MPA degree. The personal statement must be 500-750 words in length.
3. Two letters of recommendation, preferably one academic and one professional, addressing the applicant's academic background or work experience, specifying in detail the applicant's capabilities for graduate study and for future performance as a public service organization administrator.

The Graduate School will forward the completed application package to the MPA program. MPA program applicants should allow a reasonable amount of time for the necessary documents to be processed by the appropriate degree program and the graduate school (approximately three to six weeks from date of receipt of complete application). International applicants should allow at least four months for the application process. Applicants are urged to apply early to ensure full consideration.

Late applicants may be admitted as graduate non-degree students and as such are not guaranteed regular admission or placement in specific classes.

Requirements for Admission

Admission to the Graduate Program in Public Administration is based on several criteria. Applicants for the Master of Public Administration program must satisfy all requirements for admission to the Graduate School and receive a favorable endorsement from the public administration faculty. Admissions decisions are based on an applicant's portfolio including undergraduate GPA, standardized examination scores (GRE, GMAT, or MAT), and additional information provided by a resume, two letters of recommendation and a personal statement of interest.

Applicants must demonstrate their capacity to be successful in graduate school. They can meet this requirement by performing well in an accepted graduate entrance examination, including the

GRE, GMAT or MAT. The MPA admission committee will make admission decisions based on the applicant's entrance examination score in concert with the rest of the portfolio.

Individuals holding masters, professional, doctoral or Ph.D. degrees should contact the MPA Admissions Chair regarding the requirements for submission of a standardized test score or evidence of completion of the doctoral or professional degree.

Selection for admission from among the pool of qualified applicants will be made by the program faculty. An MPA Admissions Committee comprised of the MPA Graduate Coordinator and at least two faculty members from the MPA program will review applicants and make recommendations for admission to the MPA program. If the MPA Admissions Committee cannot reach a consensus, the admission decision will be made by the MPA program faculty.

A student admitted to the University may be denied admission into the program for justifiable cause. The student may be required by the Admissions Committee to take undergraduate course work prior to their admission to the program. Graduate credit is not allowed for courses taken to make up academic deficiencies. Students denied admission to the program may reapply for admission when they have completed the recommended undergraduate courses with satisfactory grades.

Readmission

Once accepted into a degree program, a student is expected to enroll every semester thereafter (excluding summer sessions) and make satisfactory progress toward the degree. A student who does not enroll for one semester must apply for readmission. Submission of an application for readmission does not ensure acceptance. An application for readmission may be rejected or additional requirements may be imposed on the student. A readmitted student must follow the rules, prerequisites, and degree requirements listed in the most current Graduate Catalog.

Admission of International Students

The University of Memphis believes that the presence of international students on campus enriches the educational environment for all. The University is authorized under Federal law to enroll non-immigrant alien students on the "F-1" student visa.

International applicants should review the requirements for admission on the [University of Memphis Graduate School](http://academics.memphis.edu/gradschool/gradpr1.htm) homepage (<http://academics.memphis.edu/gradschool/gradpr1.htm>).

Standardized Exam Waiver Policy

Applicants with an earned professional or graduate degree or with five or more years of progressive, responsible experience at the professional level in the public sector (government, military, or nonprofit) and an undergraduate grade point average of at least a 3.0 may request permission to substitute their exemplary career record for the entrance exam requirement. Top performing graduates with an [American Humanics](#) certificate may also request that their high quality performance substitute for the entrance exam.

All applicants are encouraged to take one of the approved entrance exams (GRE, GMAT or MAT). However, applicants who can demonstrate their capacity for public service graduate work if they satisfy the professional experience criteria explained below may request a Standardized Exam Score Waiver:

American Humanics Nonprofit Management Certification Program

To be eligible for the waiver, top performing American Humanics students must satisfy the following:

- Receive certification from the American Humanics national office
- Exhibit leadership in American Humanics Student Association (AHSA) by serving as an officer, committee chairperson or other position of leadership
- Graduate with an overall undergraduate GPA of 3.0 or better but with a GPA of 3.5 or above in nonprofit management minor courses
- Demonstrate exemplary accomplishment in areas such as volunteering, fundraising and recruitment, documented in letters of recommendation from a nonprofit agency.

Military Experience

To be eligible for the entrance examination waiver, high performing military officers must satisfy the following:

- Graduate with an undergraduate GPA of 3.0 or better
- Successfully completed undergraduate study in basic management and organizational skills, personal management, and ethics training (programs routinely available in ROTC courses or at the military academies)
- Reach the officer O-3 or equivalent rank (generally requires 6-8 years of military experience)
- Receive at least one positive letter of recommendation from a military officer in the applicant's chain of command (current or previous)

Public Service Experience

To be eligible for the entrance examination waiver, high performing public service professionals must satisfy the following:

- Graduate with an undergraduate GPA of 3.0 or better

- Have five or more years of public service experience
- Successfully reach supervisory or managerial positions in public service, which should include independence of authority, responsibility for program design, and/or budgetary authority
- Demonstrate exemplary accomplishment in their public service career or their community volunteer activities documented in letters of recommendation

The Admissions committee will hold personal interviews with applicants requesting the entrance examination waiver in order to assess the quality of the applicant's experience and communication skills. In addition to the standard letter of intent, the applicant must include a letter addressing how the applicant satisfies the requirement for the waiver. Applicants satisfying all but one of the criteria can request special consideration based on an exemplary record on all the other criteria. The admissions committee will assess the entire portfolio, quality of the appeal for an exception, quality of the personal interview, and fit with the program's public service mission and make a recommendation to the Division Director.

Entrance waiver applicants will only be admitted to the program for Fall Semester and must have all of their materials submitted to the Graduate School and MPA program by stated Graduate School deadlines. (See <http://academic.memphis.edu/gradschool/applicant.html#deadlines>).

Financial Aid

Tuition and Fees

Information on current tuition and fees can be obtained from the University of Memphis [Bursar's Office](http://bf.memphis.edu/finance/bursar/) website (<http://bf.memphis.edu/finance/bursar/>).

Graduate students may be eligible for a variety of financial aid options. Students should complete the Free Application for Federal Student Aid ([FAFSA](http://fafsa.gov)). For general financial aid information for graduate students, including Assistantships, Fellowships, Work Study Programs, Awards and Scholarships, students should inquire at the Student Financial Aid office (www.enrollment.memphis.edu/FinancialAid/). Students are encouraged to investigate opportunities for student aid offered by the University of Memphis, including loans, scholarships and assistantship opportunities.

Graduate Awards and Fellowships

Graduate student fellowship and award information can be obtained on the Graduate School homepage [Graduate School](http://gradschool.memphis.edu). The Tennessee Board of Regents Graduate Minority and Part-time Master's Fellowships are administered by the Graduate School and require maintenance of at least 3.5 GPA (except the TBR Minority Fellowship).

Federal Aid

Limited federal assistance, in the form of Stafford Loans or Perkins Loans, is also available. Contact the [Office of Student Aid](#) at (901) 678-2303 for more information.

VA benefits and Title IV funds for enrollment fees are subject to cancellation and immediate repayment if the recipient stops attending, whether or not he/she has withdrawn or dropped a course. The instructor will report the last known date of attendance as the “unofficial withdrawal date.” Students who stopped attending will be assigned a grade of “F” in courses that do not reflect an official withdrawal.

Graduate Assistantships

Each year the [Division of Public and Nonprofit Administration](#) awards a small number of graduate assistantships to deserving students. Serving as a graduate assistant provides a stipend for the academic year plus a waiver of tuition and fees for up to twelve credit hours per semester.

DPNA graduate assistantships require twenty hours of service per week to the Division. This service normally takes the form of aiding one or more faculty members with their research or teaching responsibilities. Graduate assistants may not be otherwise employed outside the Division. Appointments of graduate assistants are made on an annual basis but may be renewed by the Division for one additional year, depending on performance.

A graduate assistant is expected to make satisfactory progress towards the completion of their degree. To do this, a graduate assistant must enroll for a minimum of twelve hours of course work per semester and must maintain a minimum grade point average of 3.0 at all times. Failure to maintain a grade point average of 3.0 disqualifies a student from holding a future graduate assistantship.

Non-degree students may not be awarded an assistantship.

To be considered for a graduate assistantship, a student must:

- Have received admission to the MPA degree program.
- Submit a completed [Application for Graduate Assistantship \(http://padm.memphis.edu/gaapp.htm\)](http://padm.memphis.edu/gaapp.htm) to the Division of Public and Nonprofit Administration. The applicant's academic background (including GPA) and entrance exam scores from the GRE, GMAT or MAT will be considered.
- Submit all materials and direct inquiries to the University of Memphis, Division of Public and Nonprofit Administration, 124 McCord Hall, Memphis, TN 38152.

Graduate Program Requirements

Students are required to complete a minimum of 42 semester hours to attain the MPA degree. Twenty-seven hours are taken in the core curriculum and 15 hours are required in each concentration. An individual course plan is designed for each student and approved by the Coordinator of Graduate Studies. The concentrations allow students to extend the basic knowledge gained in the core curriculum to more focused public service fields, including nonprofit administration, urban administration and public policy and management.

Students must complete a minimum of 21 semester hours prior to enrollment in PADM 7610, Administration Internship. Candidates for the MPA degree who have administrative experience in the governmental or nonprofit sectors may request a waiver of the internship field experience requirement (PADM 7610) and request substituting one 3-hour course.

Enrollment in PADM 7607 Public Management and Leadership and completion of the comprehensive examination must occur during the spring semester of the calendar year in which the student expects to graduate.

Prerequisites

Students admitted to the MPA Degree Program must satisfy the appropriate prerequisite requirements by the end of the first year following admission. The prerequisite requirements are:

- PADM 6101, Statistics. Students must receive a grade of "B" or better for the course to satisfy the prerequisite.
- PADM 3601, Introduction to Public Administration. Students must receive a grade of "B" or better for the course to satisfy the prerequisite.

Alternative way of satisfying the prerequisites: Students admitted to the MPA program who receive a grade of "B" or better in PADM 7661, Contemporary Perspectives in Public Administration, can request that the PADM 3601 undergraduate prerequisite be waived; similarly admitted MPA students who receive a grade of "B" or better in PADM 7714, Public Policy Statistics can request that the statistics prerequisite be waived.

All students entering the MPA Degree Program must be competent in word processing, spreadsheet, and data analysis software packages. Students who do not demonstrate competence in these computer skills must take the short course on these subjects offered by the University of Memphis Information Technology Division.

Course Sequencing

Each student will complete a Course Plan Worksheet in conjunction with their advisor. This course plan should be updated on a yearly basis. Changes in the course plan must be approved by the Graduate Coordinator or the student's advisor. It is recommended that students consult with

their advisor once per year to discuss their academic progress and career aspirations. A Course Plan Worksheet is available on the [DPNA website](#).

Upon admission, each student will contact the Coordinator of Graduate Studies to begin their course planning. Once a concentration has been identified, the student will be assigned an advisor.

MPA Curriculum

The Master of Public Administration degree program educates students for careers in public service and for employment with government, private, nonprofit, and publicly-oriented organizations. The program is accredited by the National Association of Schools of Public Affairs and Administration.

The 42 hour Master of Public Administration curriculum emphasizes critical thinking and analytical skills while focusing on the competencies required for managing information, money and people. Students must complete 27 semester hours of core courses and 15 semester hours of courses in one of three MPA degree concentrations.

Classes in the MPA program are conveniently scheduled in the evenings, generally held after 5:00 PM to accommodate students who work full-time. Courses are offered during the fall and spring. A limited number of courses are offered during the various summer sessions. Course offerings at the Millington and Jackson campuses are scheduled on an as needed basis.

Independent Studies/Practicum Experiences:

The MPA program strongly encourages students to enroll in regular coursework. In rare circumstances, independent coursework is possible after approval by the student's advisor, the Coordinator of Graduate Studies, or the Division Director. A learning contract must be developed by the student and approved before a permit is issued for course credit.

Non-Degree Seeking Students

If a student has taken graduate courses at The University of Memphis as a non-degree seeking student, the student may apply a maximum of 9 credit hours toward their degree requirements. The grade in each course applied must be at least a 3.00. The Coordinator of Graduate Studies must approve all course work taken as a non-degree seeking student.

Field Experience

The purpose of the Master of Public Administration program is to provide students with a breadth of knowledge of public/nonprofit administration issues and to prepare them for careers in public service. The public service internship is an important component of the MPA degree program and is designed specifically for those students who have minimal or no work experience in the public or nonprofit sectors. An internship placement provides the opportunity for the student to apply concepts and skills learned in the classroom to a real-world work setting and to build a work history of relevant experience that will assist the student to begin their public service career.

Completion of a three semester hour internship for is also appropriate students who are changing careers or believe that their work experience does not adequately support their career goals. A traditional internship can serve as an effective career development/transition vehicle. The internship will require a full-time or nearly full-time commitment.

Internships primarily provide a learning experience for the student. Secondly, internships provide a valuable community service to the agencies where students placed offer assistance on needed and valued projects and bringing new ideas to practitioners.

The public service internship experience enables the student to gain first-hand knowledge about the practice of public/nonprofit administration and the obligations of those in public service. Therefore, the internship experience should be carefully integrated into the student's overall academic program, building both conceptual and practical knowledge but also testing skills and competencies developed in the classroom. The internship is a joint responsibility of the student, the MPA Internship Coordinator, and the agency internship mentor. Agency internship mentors should come from the work world where policies and programs are formulated, developed, and implemented. Although mentors need not have advanced degrees, they should have relevant and substantial experience, be decision-makers, have access to the agency's top level managers, and have the time and desire to work with students. Students must sign an [Individualized Experience Contract](#) which must be reviewed and approved by the Graduate Coordinator or Division Director. Monitoring of the student's progress will be accomplished by interim reports and, when necessary, by meetings of the student, internship coordinator, and agency mentor. When problems or concerns cannot be resolved with the MPA Internship Coordinator, they should be referred to the MPA Coordinator of Graduate Studies.

The student should become familiar with the overall public/nonprofit agency's mission and how the internship assignment or project(s) relates to the mission of the agency. One effective way of familiarizing the intern to the overall organization is to provide Division rotations where students spend an extended period meeting with each manager to learn how that unit fits into the organization as a whole. Additionally, exposure can be gained through assigning a comprehensive project which involves contact with the main areas of the organization. Ideally, a combined rotation-project method allows students to benefit from the advantages of both approaches. Assignment to a major project, however, is a mandatory component of the internship.

Note: Students must complete the Internship Contract and have received approval from the agency mentor and MPA Internship Coordinator before beginning the internship. To assure appropriate approvals are in place, students should make arrangements for the internship during the semester prior to initiating the experience.

Waiver of Field Experience

For those students with at least 600 hours of regularly scheduled government/nonprofit professional work experience, the MPA program offer an Field Experience Wavier Option. Professional experience includes job categories normally categorized as managerial/professional,

technical, etc. This would not include purely clerical or wage-grade labor activities. The student should discuss the various options to be considered as part of the student's advising process. The final decision regarding the Field Experience Waiver is made by the MPA Coordinator of Graduate Studies. Students must submit a waiver request form for consideration. (<http://padm.memphis.edu/PDF%20Documents/internship.pdf>)

The complete [Internship Handbook](http://padm.memphis.edu/) is available on the DPNA website (<http://padm.memphis.edu/>).

Students using the Field Experience Waiver must fulfill the additional three credit hours with an elective course relevant to his or her career path, approved by their advisor.

Comprehensive Examination

Before being recommended for graduation, every candidate for the master's degree is required by The University of Memphis Graduate School to pass a comprehensive examination.

All students seeking the Master of Public Administration Degree must satisfactorily pass a written comprehensive examination. The exam process is incorporated into PADM 7607: Public Management Leadership (Capstone Course). Students must enroll in PADM 7607 in the Spring of the calendar year they intend to graduate.

The comprehensive exam will ask students to write an essay on a question or set of questions related to leadership. Students will receive the same question(s) but are anticipated to develop their own argument building on coursework in their individual programs of study. Students will have two weeks to write the essay using the literature from PADM 7607 course assignments and reading materials from previous courses.

The format for the exam is a written, take-home essay. The exam questions serve as a culminating experience as students are required to reflect on what they have learned in the program, connect this learning to career goals, and place their learning in a theoretical public service context.

Exam Procedures

The MPA Coordinator for Graduate Studies coordinates the drafting of the exam question(s) and the scheduling of the comprehensive exam.

Two faculty members blind review of each exam. The exams are assured blind review. Faculty members grade the exam, as "pass" or "fail." In cases of a tie, a third faculty member also reviews and grades the exam. The Coordinator of Graduate Studies calls a special meeting for faculty members to discuss the strengths and weaknesses of each student's work; faculty as a whole then vote on the final grade, "pass" or "fail," after the discussion of each respective exam.

Students failing the exam can retake the exam in the following semester. The grade for the capstone course is separate and distinct from the comprehensive exam. Students must be enrolled in a graduate level course in order to retake the exam. The exam can only be retaken one time.

The final grade, “pass” or “fail,” for each student’s exam is submitted to the Graduate School on the Comprehensive Examination form. All faculty members involved in the review process will sign the form.

Comprehensive examinations results are not grades and therefore grade appeal procedures do not apply. When failure on comprehensive examinations results in termination from the program, then retention appeal procedures apply.

Time Limitation

All requirements for the degree must be completed within eight years. Courses older than these limits will not be allowed as credit toward the master’s degree.

There are no exceptions to program time limits. However, students may request the option of validating old courses as described in the Academic Regulations—Part I of the Graduate School Bulletin.

Grades earned in courses that are older than program time limits will be shown on the transcript but will not be included in the computation of the GPA for graduation purposes.

Graduation Procedure

Before an applicant will be officially admitted for candidacy for a master’s degree, the student must have satisfied the following requirements:

1. The “Application for Admission to Candidacy for the Master’s Degree” and an “Intent to Graduate Card” must be filed by the deadline published in the Graduate Bulletin and in the Schedule of Classes, and posted on academic bulletin boards on campus. This information is also available on the University’s web site. No exceptions will be made if candidacy forms are not submitted by the stated deadlines. Students should submit the Intent to Graduate Form online and a hardcopy of the Application for Admission to Candidacy Form to the MPA Coordinator of Graduate Studies at least one week prior to the stated University deadlines.
2. The student must have at least a 3.0 average on all coursework listed on the candidacy forms as well as any other graduate work undertaken at The University of Memphis within the specified time limit (8 years). Grades of “C-,” “D” or “F” are not accepted for any graduate degree credit, however, these grades will be computed in the GPA. No more than seven (7) hours of 2.0 will be counted toward degree requirements.
3. Grades earned during the final semester may not be used to correct GPA deficiencies. The student must have at least a 3.0 average in all graduate work at the time the Intent to Graduate Card is filed.
4. The program must include a minimum of 70% of the total required hours as 7000 level courses.

5. All requirements of the Graduate School, the College of Arts and Sciences and the Division of Public and Nonprofit Administration must be met.
6. The student's graduate work up to this point must be acceptable in quality and quantity to the major advisor, head of the academic unit, and/or director of graduate studies in the student's college, and the Dean of the Graduate School.
7. It will be the responsibility of each graduate student to notify the Division of any changes in name or address. Students who are graduating will receive a letter explaining graduation ceremony requirements about one month prior to graduation.

American Humanics Nonprofit Management Certificate Program

The [Nonprofit Studies/American Humanics Program](http://padm.memphis.edu/ahumanics) at The University of Memphis is an academic certificate program that complements a major course of study. The program curriculum is designed to prepare undergraduate and graduate students for careers in the exciting world of nonprofits. The program offers hands-on leadership opportunities and extensive exploration of nonprofit organizations through internships, volunteer opportunities, AH Student Association activities, and professional development workshops. For more information, visit <http://padm.memphis.edu/ahumanics>.

Students completing the required course work and co-curricular activities will receive a concentration in Nonprofit Administration at the graduate level. Certification will be awarded by the American Humanics National Alliance. The American Humanics program focuses on building the following competencies

- Program Planning
- Communication Skills
- Nonprofit Accounting
- Nonprofit Marketing
- Human Resource Development
- Youth/Adult Development
- Board/Committee Development
- Fundraising Practices
- Risk Management
- Financial Management

Requirements for American Humanics Certification

American Humanics, Inc. awards certification to students who satisfactorily complete four program components.

1. Undergraduate Matriculation. Students must receive a baccalaureate degree from an accredited institution in any major course of study.
2. Nonprofit Administration Concentration.

The graduate level concentration in Nonprofit Administration, offered by the Division of Public and Nonprofit Administration, is the center of the graduate level American Humanics Program. The concentration consists of completion of 15 hours of course work, guided electives, and an internship with a local nonprofit organization.

3. Co-Curricular Activities

AH Student Association Membership consists of participation in organizing and hosting various student led activities.

- Fall Retreat
- Spring Awards
- Fundraisers – proceeds used for students to attend AH Management Institute (AHMI)
- Recruitment presentations
- Service projects

4. AH Management Institute (AHMI)

- Attendance at the annual national conference that features interactive workshops and seminars on nonprofit issues. AHMI is held every January before classes resume. Past conferences have been held in Las Vegas, Orlando and San Antonio.

Academic Policies and Procedures

Graduate and prospective graduate students are responsible for being thoroughly familiar with the rules, regulations, and degree requirements of the Graduate School and the MPA program.

Academic Misconduct

Graduate students at The University of Memphis are expected to observe the regulations and policies that govern the behavior of students as members of this academic community. In particular, graduate students should become familiar with the University's policies on plagiarism in its various forms.

Please note: Although the literature, research, and analysis conducted for each class could build on the student's work from prior or concurrent classes, the work for each class should be original. Students should consult with instructors regarding concerns about academic misconduct.

The Academic Discipline Committee, a University standing committee appointed by the President, addresses allegations of academic misconduct.

Cheating, plagiarism or other academic misconduct will result in severe disciplinary action as outlined in the University's Student Handbook (<http://www.people.memphis.edu/~jaffairs/csc/CSRR.pdf>). A student found responsible for academic misconduct may be awarded a grade of "F" on the assignment or examination and possibly an "F" for the course. Students may be referred to the Academic Integrity Committee by a faculty member who has good cause to believe that a student has engaged in academic misconduct.

Plagiarism is defined as representing another's work, or any part thereof, be it published or unpublished, as one's own work. It shall also include presenting or submitting any academic work in a manner that impairs the instructor's ability to assess the student's academic performance. For example, plagiarism includes failure to use quotation marks or other conventional markings around material quoted from any source. There are numerous types of plagiarism, but among the most frequently used are: (1) copying and pasting sections of published or unpublished materials without citations or, when appropriate, quotations, (2) submitting a paper that was largely written by someone other than yourself, (3) submitting a paper in which you use the ideas or style of another person but you do not cite that source in the text and/or put the source in your list of references, (4) submitting a paper in which you use nearly the exact same words of another person but you do not cite that source, and (5) copying material or answers from another person's exam or homework assignment and turning it in as your own work. In all of these cases, you are representing the ideas of words as your own even though you took them from another source.

Academic misconduct also includes furnishing false information to a University official, faculty member, or office; or the forgery, alteration, or misuse of any University document, record, or instrument of identification.

Adding and Dropping Courses

Courses may be added or dropped after registration for a limited period of time only. Refer to the University Calendar in the schedule of classes for specific dates. Courses may be added late only upon approval of the instructor and the MPA Coordinator of Graduate Studies.

The Coordinator of Graduate Studies processes all late/retroactive drops/withdrawals. The procedure is outlined below:

1. The student must provide a typed letter explaining the circumstances of the request. All requests must be fully documented, i.e., a medical situation must include appropriate documentation from a doctor and/or hospital; job relocation or work schedule change requires a notarized letter from the employer with pertinent details, etc. Requests lacking external verification will not be considered.
2. The instructor(s) should indicate (by signature) that they have read the student's letter.
3. The instructor(s) should also sign the support form and provide any comments they wish to make. Note that the instructor is not asked to approve the request but only to recommend the request.
4. The student should then gain recommendation from their advisor, the graduate coordinator, and the Division chair or unit director.
5. If the request is supported by the individuals listed in item 4, the student should bring the form together with the completed "Schedule Adjustment Form" (available from the Division office or Student Information Services) to the college director of graduate studies.
6. If the request is approved by the college director, the student needs to make arrangements to submit the signed Schedule Adjustment Form to Student Information Services.

Appeals Procedures

Any student has the right to appeal decisions made by University officials in the implementation of University policy. If a student feels that individual circumstances warrant an appeal, the request for appeal must be filed in the University office responsible for the administration of that policy or the office specified in the policy statement.

Audit

MPA students may register to audit a course with the prior approval of the instructor and the Director, Division of Public and Nonprofit Administration. Students enrolling on an audit basis do not receive academic credit for that course. Auditors are not required to take examinations and do not receive a regular letter grade. The student and the instructor should reach a precise agreement as to the extent and nature of the student's participation in the course, including class discussion, projects, and readings. Students auditing a course will receive "audit" on the transcript only if they have attended regularly and participated according to the prior agreement with the instructor. A student may not change from a grade point basis to audit or from audit to a grade point basis after the last day to add classes for that session. Fees for audits will be assessed on the same basis as fees for credit courses.

Class Attendance Policy

Students are expected to attend all classes. Faculty members will record attendance in each class. If students miss classes, they obviously cannot participate and may lose participation quality points as determined by each professor. Early exits and lateness to class also have

negative consequences regarding class participation and learning. Thus, three “tardies” or early exits equal one absence.

On the third absence from class, the student’s grade will be lowered by one letter grade level, e.g., from an “A” to a “B.” According to Division policy, any student missing four or more classes must be given a grade of “F” in the course. Students are encouraged to withdraw from the course if attendance becomes an issue.

The above policy is based on expectations for a traditional 14-15 week semester, one three-hour meeting per week. Web-enhanced classes may have different attendance parameters based on class schedule. Other classes delivered in a non-traditional in-class manner may also adjust the attendance policy to fit with the course design.

Faculty will clearly explain the class attendance policy in the course syllabus.

Course Load Limitations

Part-time Students: The recommended course load for students who are employed full-time is 6 credit hours per semester. Successful graduate study requires a concentrated and sustained effort, and it is in the best interest of the student and the quality of the educational process that workloads remain manageable. Students who are working full time should consult with their advisor if they plan on registering for more than 6 credits during a semester.

Full-time Students: Those who register for 9 or more hours in the academic semester will be considered full-time students. University-funded graduate assistants must register for no fewer than 12 semester hours in each fall and spring term. Fifteen semester hours of graduate coursework shall be the maximum load for students devoting full time to graduate study during regular sessions. The maximum total number of hours of graduate coursework for which a graduate student may enroll during the summer session is 12.

Requests for overloads must be approved by the College of Arts and Sciences Director of Graduate Studies.

Course Validation

The University sets time limits on students to ensure that they have reasonably current knowledge in those courses that comprise the graduate program and for which a graduate degree is awarded. When the University coursework is too old to be included in a graduate program (8 years for Masters), the Division may allow the student access to validation procedures subject to the following regulations:

- Only students fully admitted to graduate programs and who are in good standing are eligible.
- Not more than one-third of the total credits in the program may be validated.

- Only courses with fixed content are eligible for validation. (Independent study, research, special topics courses are ineligible.)
- Only those courses still being taught are eligible for validation.
- To receive credit, the student's validation grade should be equivalent to at least a "B" (3.0). Credit is indicated on the student's record as "S" but is not figured in the GPA. Graded exams must be filed in the college in which the course is offered.

For additional information about course validation procedures contact the Graduate Analyst or the Graduate School Office.

Disabilities, Sexual Harassment and Equal Opportunity

Students with disabilities are encouraged to notify [Student Disability Services](#) for reasonable accommodations.

Harassment is reprehensible and will not be tolerated by the University. It subverts the mission of the University and threatens the careers, educational experience and well being of students, faculty and staff. Incidents involving sexual harassment or racial harassment have no place within the University. In both obvious and subtle ways, even a suggestion of sexual or racial harassment is destructive to individual students, faculty, staff and the academic community as a whole. When through fear or reprisal, a student, staff member, or faculty member submits or is pressured to submit to unwanted sexual attention, the University's ability to carry out its mission is undermined.

While sexual harassment most often takes place in situations of a power differential between the persons involved, the University also recognizes that sexual harassment may occur between persons of the same University status. The University will not tolerate such harassment between or among members of the University that creates an unacceptable work or educational environment.

Sexual harassment and racial harassment have been held to constitute forms of discrimination prohibited by Title VI, Title VII of the Civil Rights Act of 1964, as amended and Title IX of the Educational Amendments of 1972. The University may be held liable pursuant to Title VI or Title VII and/or lose federal funds pursuant to Title IX for failure to properly investigate and remedy claims of sexual or racial harassment.

The University of Memphis, a Tennessee Board of Regents institution, offers equal opportunity to all persons without regard to race, religion, sex, creed, color, national origin or disability. The University does not discriminate on these bases in recruitment and admission of students or in the operation of its programs and activities, as specified by federal laws and regulations. Designated coordinators for University compliance with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990 are the Vice President for Student Affairs and the Equal Opportunity Compliance Officer. Information in this document will be provided in

alternate format upon request. The University of Memphis is an Equal Opportunity/Affirmative Action University. It is committed to education of a non-racially identifiable student body.

Grade Appeals

Appeals procedures provide any graduate students at The University of Memphis with a clearly defined avenue for appealing the assignment of a course grade that the student believes was based on prejudice, discrimination, arbitrary or capricious action, or some other reasons not related to academic performance. In all cases the complaining student shall have the burden of proof with respect to the allegations in the complaint and the request for a hearing. Specific guidelines for grade appeals can be found at <http://academics.memphis.edu/gradcatalog0305/appeals.html>. The student must institute the appeal process within thirty (30) class days following the University deadline for posting grades in the system.

Grading System

The grades that may be awarded are as follows: A+, A, A-, B+, B, B-, C+, C, C-, D+, D, D- or F." Grades used to postpone or suspend course completion include "I" (incomplete), "IP" (in progress), and "W" (withdrawn).

Plus/Minus Grading Scale (Effective Fall 2000)

Grade	Quality Points	Grade	Quality Points
A+	4.00	C+	2.33
A	4.00	C	2.00
A-	3.84	C-	1.67
B+	3.33	D+	1.33
B	3.00	D	1.00
B-	2.67	D-	.67
		F	0.00

Grades of IP, S, and U do not carry any quality points and are not included in computing GPA.

Incomplete

The grade "I" (incomplete) may be assigned at the instructor's discretion in any course in which the student is unable to complete the work due to extraordinary events beyond the individual's control. The "I" may not be used to extend the term for students who complete the course with an unsatisfactory grade. The "I" grade indicates that you have not completed the course for some unavoidable reason that is acceptable to the instructor. Undergraduate students must complete the work within forty-five (45) days from the end of the semester or the grade will change to an "F." Graduate students have ninety (90) days from the end of the semester in which to complete the work.

Unless the student completes the requirements for removal of the "I" within the allotted number of days from the end of the semester or summer term in which it was received (see University

Calendar), the “I” will automatically change to an “F,” regardless of whether or not the student is enrolled. The instructor may grant a 45-day extension if sufficient extenuating circumstances exist. At the end of the 45-day extension period, the “I” grade will automatically revert to an “F” if the student has not completed the requirements. The student will be certified for graduation when all requirements are met, including the removal of all “I” grades. For students who have an “I” in the semester in which they expect to graduate, the certification process and graduation will automatically be deferred to the next term.

In Progress

Instructors of Internship (PADM 7610), Reading for Comprehensives (PADM 7503), Thesis (PADM 7996) may record “IP” for “work in progress” to extend the time required for the completion of such research. A final grade of “S” or “U” is filed upon completion of the project.

Privacy Rights of Parents and Students

The University complies fully with the Family Educational Rights and Privacy Act of 1974 (FERPA). This act is designed to protect the privacy of educational records, to establish the right of students to inspect and review their educational records, and to provide guidelines for the correction of inaccurate or misleading data through informal and formal hearings. Students also have the right to file complaints with the FERPA office concerning alleged failures by the institution to comply with the Act.

The provisions for the release of information about students and the rights of students and others to have access to The University of Memphis education records are published each semester in the Schedule of Classes. A copy of the Act and The University of Memphis Procedure may be reviewed in the offices of the Registrar or University Counsel.

Repetition of Courses

A graduate student may repeat a course to earn a higher grade only if the earned grade was lower than a “B” (3.0). No course may be taken more than twice to improve the grade. A maximum of two courses may be repeated. Students should always check with their advisors before enrolling in a course a second time.

Retention Appeals Procedure

Any action that results in a student being terminated from the program may be appealed under these procedures. These actions may include second failure on comprehensive examinations, failure on a thesis oral, a second semester on academic probation, or an action of a program retention committee. Appeals are to be presented and hearings on appeals convened only during periods in which the academic units of the University are in session. Specific guidelines for retention appeals are found on the Graduate School website (<http://academics.memphis.edu/gradcatlog0305/appeals.htm>).

Transfer Credit

Credit towards a graduate degree does not transfer automatically. In general, however, graduate work completed at another institution in a program accredited at the graduate level may be accepted in a graduate degree program at the University, with the following provisions:

1. These courses have not been used to earn a previous graduate degree.
2. They relate to the content of the graduate program and/or are comparable to those offered at the University.
3. They do not exceed time limitations set for Master's and Doctoral programs.

Credit previously earned at another institution must be presented for evaluation not later than the end of the student's second semester of enrollment. Forms are available online or from the Graduation Analyst.

Approved transfer credit may be accepted for not more than 9 semester hours of course credit toward the MPA degree. Courses proposed for transfer credit must meet the following two requirements:

1. The Tennessee Board of Regents requires a minimum of 750 contact minutes for each semester credit (2250 for a 3-hour course).
2. The Tennessee Conference of Graduate Schools requires a minimum of 3 hours of class work per week for 3 hours of credit.

Grades earned at another institution will not be computed in the University cumulative grade point average, nor will they be accepted for transfer, unless they are "B" (3.0) or better. No credit will be transferred unless it meets with the approval of the MPA Coordinator of Graduate Studies.

Withdrawal from Graduate School

An MPA student may withdraw from the University or drop a course after the drop date only when circumstances beyond the student's control make it impossible to complete the semester. Late withdrawals and late drops must be approved by the Coordinator of Graduate Studies. Non-degree students require the approval of the Associate Dean of the Graduate School.

Writing Standards

The Division of Public and Nonprofit Administration has established guidelines for written assignments. (research papers, issue papers, literature review, and bibliographic citations, etc.) The American Psychological Association ([APA](#)) style is the proper format for all DPNA courses.

Student Recognition

MPA Student of the Year

Faculty will select a student(s) of the year annually. After review of students by number of hours in the program and grade point average, faculty will nominate a student or students of the year. The purpose of this award is to recognize outstanding academic achievement and community service.

Pi Alpha Alpha

Pi Alpha Alpha (PAA) is the national honor society for the field of public affairs and public administration. National Association of Schools of Public Affairs and Administration (NASPAA) member universities and colleges are eligible to establish a PAA chapter. PAA is a member of the Association of College Honor Societies, a national organization dedicated to encouraging fraternal and specialized honor societies in establishing and maintaining high standards, scholarship, and achievement of their members.

The purpose of PAA is to encourage and recognize outstanding scholarship and accomplishment in public affairs and administration. The society seeks to promote the advancement of quality in the education and practice of the art and science of public affairs and administration. PAA objectives foster integrity, professionalism and effective performance in the conduct of government and related public service activities. PAA membership identifies those with the highest performance levels in the educational programs preparing them for public service careers. At the national level, PAA sponsors an annual "Pi Alpha Alpha Student Manuscript Award in Public Administration" competition for the best paper written by a student at a NASPAA member institution in public affairs and administration during the previous year.

The University of Memphis PAA chapter membership is open to graduate students in DPNA, faculty members, alumni, and public officials and scholars who have made significant contributions to the field.

To be selected for membership, graduate students must have completed 50% of their M.P.A. (minimum of 21 hours) coursework and achieved a grade point average of 3.7 or higher. The U of M Pi Alpha Alpha chapter lifetime membership fee is \$50. Each inductee receives a certificate and lapel pin. The U of M chapter hosts a graduate student honors dinner each fall. An M.P.A. alumnus is invited to speak, and PAA inductees receive their certificates and pins.

Professional Organizations

ASPA

The Division strongly encourages students to join the American Society for Public Administration (ASPA) for professional development and the local Memphis Mid South Chapter. ASPA represents all forums in the public service arena. The Memphis Chapter of ASPA cosponsors the annual FEA/ASPA Public Service Awards Luncheon. Numerous national

and regional sections exist to support the needs and specialized interests of students. Faculty members will assist students in joining ASPA and other professional organizations. (aspanet.org)

Other Professional Organizations

International City/County Management Association (icma.org)

American Planning Association (planning.org)

Association for Research on Nonprofit Organizations and Voluntary Action (arnova.org)

Association for Budgeting and Financial Management

Conference of Minorities in Public Administration

Government Finance Officers Association (gfoa.org)

Division Communication

E-mail Account

An email account is available free of charge to University of Memphis students. This UM account will be the official contact used for all DPNA correspondence. If you elect to use another email service, you must obtain an account through the university and forward your mail to your personal account. Much correspondence is conveyed to students via email so the account should be checked frequently.

Other Communication

Students are asked to ensure that the Division office has a current e-mail address, mailing address and telephone number. The success of our degree program depends partly on our ability to foster ties to its students, alumni and the larger community. Students can update their contact information by informing the DPNA administrative assistant of any changes.