

**Colin Powell School**  
for Civic and Global Leadership

The City College  
of New York

# Public Administration: Graduate Student Guide

2017-2018

Shepard Hall, Room One - City College of New York, NY, 10031 (212) 650-5095  
[www.ccnycuny.edu/psm](http://www.ccnycuny.edu/psm)



Master's Program in Public  
Administration: Graduate Student Guide  
2017-2018

The City College of New York's  
Colin Powell School for Civic and Global Leadership

June 2017



# Contents

Welcome .....	1
Mission.....	3
Course Requirements .....	3
Workload and Length of Program.....	5
Changemaker Development Program .....	5
Financial Assistance .....	6
Speakers and Workshops .....	7
Registration and Advising .....	7
Academic Standards.....	8
Contact Us.....	9



# Welcome

On behalf of the faculty and staff of the Master's in Public Administration (MPA) program, welcome to graduate study at the City College of New York. You are part of a program that has connections with two luminaries in public service. We are proud members of the Colin Powell School for Civic and Global Leadership, and we are generously supported by the Charles B. Rangel Center for Public Service.

This handbook is designed to provide you with information you will need as a student in the MPA program. It will also direct you to places where you can find more help and information.

The handbook outlines the policies, procedures, regulations, and requirements of the program, which awards an MPA degree. Detailed information regarding the general policies of the City College of New York can be found at:

<http://www.ccny.cuny.edu>

The website for the MPA Program is:

<http://www.ccny.cuny.edu/psm>

The handbook also provides an overview of the resources available to students such as advisement, internships, stipends and academic support.

The faculty and staff of the MPA program are eager to support you during your graduate school career. Please don't hesitate to let us know how we can help you.

Best wishes on the continuation of your education.

Sincerely,

Mark Musell, Director





# Mission

The master's degree program in public administration prepares students, including many from groups traditionally underrepresented in public service, for management jobs in government agencies and nonprofit organizations. Consistent with the mission of the Colin Powell School and the Charles B. Rangel Center, this program focuses on fostering solutions that further equality, prosperity, stability, and peace for the whole people—in Harlem, in New York, and around the globe. Our program:

- provides a rigorous curriculum that integrates service, leadership training, teamwork, and mentoring, ensuring that students engage with real-world challenges and develop the capacity, drive, and public spirit to serve as responsible leaders and stewards of the common good;
- serves as a forum for experts, policymakers, community leaders, and others dealing with the major challenges of our time in ways that dismantle traditional barriers between the academic world, proximate communities, and the broader public; and
- maintains and supports a faculty dedicated to the highest standards of research and to the university's democratic and public obligations, including the responsibility to disseminate research in usable forms to concerned audiences, particularly to those striving to redress injustice or disparity.

# Course Requirements

Students must complete 45 credits of course work to receive a master's degree in public administration. Students can find course descriptions under “Courses and Degree Requirements” at: <http://www.cuny.cuny.edu/psm>

Course requirements consist of both core and elective courses (each worth 3 credits).

## Core Courses (39 credits)

- Strategic Management
- Public Budgeting and Finance
- American Governance and Public Administration
- Economics for Public Policy
- Quantitative Methods
- Advanced Quantitative Methods
- Public Policy
- Leadership in Public Service
- Communication in Public Service
- Internship
- Capstone
- Human Resources Management
- Program and Policy Evaluation

## **Electives (6 credits)**

Electives help students shape their educational experience to reflect career goals and policy interests. Students may take the electives offered by our program, or they may take electives in other CCNY departments or by e-permit at other CUNY campuses. The program offers an elective in the summer that must be taken by those who waive the internship requirement. The program also offers two additional electives, in the fall and spring, as part of the social entrepreneurship track.

## **MPA Internship Requirement**

The MPA program requires students with limited professional experience to complete a 400-hour summer internship in a government agency or nonprofit organization. Interns receive \$3,000 for their internship service and 3 credits towards their degree after they submit a paper on their internship experience. The stipend, provided by the Charles B. Rangel Center, offsets the cost of credits earned for the internship and applies only to unpaid internships.

Students may serve in New York City or in Washington DC. Interns going to Washington, DC will need to satisfy additional requirements in order to also receive free housing. Students are expected to complete their internship during the summer after their first full academic year.

The program provides a range of support to students seeking to fulfill their internship requirement. Among other things, staff members help students search for internship positions, offer advice on resumes and cover letters, and help students prepare for interviews.

Students with substantial professional experience may request an internship waiver from the MPA program's director. Those granted approval must substitute an elective for the internship requirement. You can download the waiver form from the MPA website or pick it up in the MPA office in Shepard Hall Room 1.

## **Capstone**

Capstone is the culminating experience of the MPA program. The course involves working with fellow students, faculty, and public officials to develop solutions to real-world problems. Students consult directly with the managers of a public or nonprofit organization to complete a complex, semester-long project that is of direct practical use to that organization. Students collaborate closely with their classmates over several months to design, plan, and execute the project and learn to manage the inevitable missteps and unexpected obstacles along the way. The experience synthesizes the theoretical knowledge, hard skills, and soft skills such as leadership and teamwork that the students master in the program.

# Workload and Length of Program

Full-time status in the program requires a minimum of three courses for the first two or three semesters (not including summer). Four courses is the standard course load in most semesters. Any deviation from the standard schedule requires approval of the Director.

Typically, a student will complete the program in two full academic years, with the summer of the first year spent completing the internship requirement. Students must give priority to completing core courses early in the program. A student’s schedule for the two-year program may look like the sample below:

Semester 1 Fall	Semester 2 Spring	Semester 3 Summer	Semester 4 Fall	Semester 5 Spring
<ul style="list-style-type: none"> <li>• Communication in Public Service</li> <li>• Public Policy</li> <li>• Governance and Public Admin.</li> <li>• Quantitative Methods</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Management</li> <li>• Advanced Quantitative Methods</li> <li>• Public Budget, Finance</li> <li>• Human Resources Management</li> </ul>	<ul style="list-style-type: none"> <li>• Internship</li> </ul>	<ul style="list-style-type: none"> <li>• Economics for Public Policy</li> <li>• Leadership in Public Service</li> <li>• Program and Policy Evaluation</li> <li>• Elective</li> </ul>	<ul style="list-style-type: none"> <li>• Capstone</li> <li>• Elective</li> </ul>

# Changemaker Development Program

The Changemaker Development Program guides and supports students as they discover their path to successful careers in public service that are personally fulfilling and of service to society. The innovative program is carefully structured and includes trainings and activities that build on each other to enable students to identify and achieve their personal mission, while learning the “the science of making the world a better place”.

Incoming graduate students are automatically enrolled in the program, and participation is mandatory for those receiving any source of internal financial assistance. It runs parallel to the MPA classroom education and should be treated as a non-credit core course. The program is sequenced with a set of activities and assignments that build on each other over four semesters, so that students make career-conscious decisions when approaching courses, internships, and capstone projects. This sequence employs varied modalities, including online platforms, wiki-blog, in-class workshops, presentations, one-on-one advising, and at-home reading and writing assignments. Mid-career students or

those with substantial professional experience in public service may request a participation waiver.

## Financial Assistance

Through the generosity of the Charles B. Rangel Center, MPA students may qualify for financial aid in the form of tuition assistance and scholarships. The MPA program also makes available a small number of paid semester internships (not to be confused with the for-credit summer internships). The continuation of assistance is based on academic performance, professional conduct, budget and economic conditions, and donor funding. All awards of financial assistance are subject to change.

### Criteria for Providing Assistance

Decisions about the amount and nature of financial aid are based on five criteria: academic performance, achievements outside academia, commitment to public service, enrollment status (full-time or part-time), and financial need.

### Maintaining Scholarships and Stipends

Every recipient must follow CUNY's policy on Academic Integrity (Appendix B.3 of the Graduate Bulletin) in qualifying for and maintaining financial assistance. Eligibility will be subject to review for students who receive grades below a B, withdraw from courses, take repeated incompletes or fail to maintain full-time status. Students who fail to maintain professional standards of conduct in and out of the classroom may also lose financial support. In extreme cases, students will be expelled from the program.

### Contracts

Each recipient must sign a contract obligating them to complete paid courses. Students unable to complete courses will be responsible for reimbursing the program tuition assistance and stipends. Students experiencing any hardship will be required to submit documentation and each case will be individually reviewed.

### Tuition Assistance

Students may receive tuition assistance up to half the cost of in-state tuition. In the case of students with extraordinary accomplishments or career prominence, the program may provide full tuition.

### Changemaker Scholarships

Changemaker Scholarships support MPA students who are committed to public service and dedicated to taking creative action to resolve social and environmental challenges. The program offers three kinds of scholarships. Depending on the student's interest and approach to making a difference in the world, participants have the option to take action by joining a public or social impact organization, by supporting research to advance solutions to social issues, or by exploring the world of social innovation and entrepreneurship to create lasting social change. Completion of the Changemaker Development Program is a required. Participants earn a \$3,000 scholarship per semester upon successful completion of the scholarship programming.

## Disbursement of Financial Assistance

The program disburses every kind of financial assistance after the withdraw period has passed. Therefore, students must pay their full tuition each semester by the deadline stated on the CCNY Academic Calendar. The Bursar's Office will disburse any financial aid or scholarships as reimbursements after tuition is paid.

## Speakers and Workshops

Each year, the program offers a series of speakers, workshops, and lectures designed to offer students first-hand insight from leading figures in public policy and affairs. The program also offers workshops in project management, team building, research methods and other skills students need for success in the program and their careers. Students will receive schedules of key events at the start of each semester.

## Registration and Advising

Staff and faculty are available at any time to advise students on course selection, career goals, and other matters. Page 5 has a list of each semester's courses. Students register for most courses through the CUNY First system, which you can access through the CCNY homepage (under "login").

## Transferring Credits

Students entering the program may transfer credits of coursework from another school, pending approval from the MPA program's director. Students entering from another CCNY graduate program may transfer no more than 12 credits with approval. Students already in the MPA program may take courses at other CUNY schools. Those courses, however, may not replace or be equivalent to core courses within the program. Students wishing to take electives outside CCNY must get prior approval from the director.

## Elective Courses

Students may take electives from the MPA program or from any program in the CUNY system. ***STUDENTS MUST GET APPROVAL FROM THE MPA PROGRAM DIRECTOR OR DEPUTY DIRECTOR FOR ELECTIVE COURSES TAKEN OUTSIDE THE MPA PROGRAM.*** Students may request approval in an email that includes descriptions of the courses, course titles and numbers, student ID numbers (EMPLID ID), meeting times, and justification for taking the courses.

### MPA Electives

Students need no special permission to register for electives offered directly by the MPA program. These electives have course numbers beginning with PSM. Students register through CUNY First.

### Taking Electives in Other CCNY Programs

Students who wish to take courses in other City College programs must also get approval from the MPA program in advance. Students can ask for approval via email. They must

send a course description and seek the approval of the home program director. (For example, you need the permission of the Director of International Relations to take a course in that program.)

### Taking Electives at Other CUNY Colleges

Students must send a description and get approval from MPA staff in advance. Once they get permission, they go to CUNY First and request an e-permit in order to register.

Please note: ***WE DO NOT GIVE CREDIT FOR ONLINE OR HYBRID COURSES.***

When e-registering for a course at another school, students will be asked for the equivalent MPA course. ***INSTEAD, choose “I do not need an equivalent” and in the note box at the bottom of the page indicate that the course is an elective approved by the director and coded 99902.***

When in doubt, visit the Registrar’ Office website, which provides specific information and a PDF guide to e-permits for graduate students.

## Academic Standards

Academic dishonesty in any form is prohibited at The City University of New York and is punishable by penalties, including failure and expulsion.

### Grading System

To stay in good academic standing, students must maintain a GPA of 3.0 or better every semester. Students with a GPA below 3.0 will be placed on academic probation. Additionally, they risk losing financial assistance. Students on probation or who have GPAs below 3.0 for two semesters are dismissed from the program.

In addition, students who earn any grade below B on any core course are subject to review. Two C grades or more or an F grade are subject to immediate dismissal regardless of overall GPA.

Students admitted on a conditional basis are required to adhere to all the requirements described here, in addition to the stipulations in their admissions letter. Such students are subject to dismissal at the sole discretion of the MPA program directors.

### Plagiarism

Plagiarism is the act of presenting another person’s ideas, research or writing as your own and is taken very seriously. Paraphrasing or copying information from any source and in any form including the internet without acknowledging authorship and including a complete citation in accordance with a standard citation style (MLA, APA, CMS) constitutes plagiarism. Students who plagiarize, even unintentionally, place their academic standing in jeopardy.

## **University Regulations**

Please refer to Appendix B of the Graduate Bulletin for Student's Rights, Rules, and Regulations: <https://www.ccny.cuny.edu/file/2016-2017-graduate-bulletin>

## **Professional Standards of Conduct**

The program places great emphasis on the behaviors that constitute exemplary professional conduct and characterize successful public servants. Those include being on time, meeting deadlines, handling disagreements professionally, respecting diversity, treating others with dignity and courtesy, and pulling your weight on team projects.

## **Contact Us**

Faculty and staff are available to help make your graduate career a success.

### **R. Mark Musell**

Director of Public Management Programs  
Shepard Hall Room 1  
Telephone: 212 650-6809  
[rmusell@ccny.cuny.edu](mailto:rmusell@ccny.cuny.edu)

### **Natalia Trujillo**

Deputy Director, and Director of Social Innovation  
Shepard Hall Room 1  
Telephone: 212 650-5826  
[Ntrujillo@ccny.cuny.edu](mailto:Ntrujillo@ccny.cuny.edu)

### **James Suggett**

Career Service Advisor and Program Manager  
Shepard Hall Room 1  
Telephone: 212 650-7000 Ext. 13246  
[jsuggett@ccny.cuny.edu](mailto:jsuggett@ccny.cuny.edu)

### **Salome Gvinianidze**

Student Programs and Financial Aid Manager  
Shepard Hall Room 1  
Telephone: 212 650-7357  
[sgvinianidze@ccny.cuny.edu](mailto:sgvinianidze@ccny.cuny.edu)