



Widener University

Master of Public Administration
2018 Graduate Catalog

Widener University Information

UNIVERSITY POLICY

It is the policy of Widener University not to discriminate on the basis of sex, gender, pregnancy status, age, race, national origin or ethnicity, religion, disability, status as a veteran of the Vietnam era or other covered veteran, sexual orientation, gender identity, marital status, or genetic information in its educational programs, admissions policies, employment practices, financial aid, or other school-administered programs or activities. This policy is enforced under various federal and state laws, including Title VII of the Civil Rights Act of 1964 as amended by the Civil Rights Act of 1991, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination in Employment Act, and the Americans with Disabilities Act. Further, in compliance with state and federal laws, Widener University will provide the following information upon request: (a) copies of documents pertinent to the university's accreditations, approvals, or licensing by external agencies or governmental bodies; (b) reports on crime statistics and information on safety policies and procedures; and (c) information regarding gender equity relative to intercollegiate athletic programs—Contact: Senior Vice President for Administration and Finance, Widener University, One University Place, Chester, PA 19013; tel. 610-499-4151. Comments or requests for information regarding services and resources for disabled students should be directed to: Director of Disability Services, Widener University, One University Place, Chester, PA 19013; tel. 610-499-1266; or Dean of Students, Widener University Delaware Law School, P.O. Box 7474, Wilmington, DE 19803; tel. 302-477-2173.

Title IX of the Education Amendments of 1972 ("Title IX") prohibits discrimination based on sex and gender in educational programs and activities that receive federal financial assistance. Such programs include recruitment, admissions, financial aid and scholarships, athletics, course offerings and access, hiring and retention, and benefits and leave. Title IX also protects students and employees from unlawful sexual harassment (including sexual violence) in university programs and activities. In compliance with Title IX, the university prohibits discrimination and harassment based on sex in employment as well as in all programs and activities.

The university's Title IX coordinator monitors compliance with Title IX and its accompanying regulations. Individuals with questions or concerns about Title IX and/or those who wish to file a complaint of non-compliance may contact the Title IX coordinator or deputy coordinators: The university's Title IX coordinator is Director of Employee Relations Alison Kiss Dougherty, One University Place, Chester, PA 19013; tel. 610-499-1301; e-mail akdougherty@widener.edu. The university has also appointed several deputy Title IX coordinators: For students on the Chester, PA, campus and Extended Learning students: Assistant Dean for Student Development and Engagement Catherine Feminella, One University Place, Chester, PA 19013; tel. 610-499-4392; e-mail cafeminella@widener.edu; or Chief of Campus Safety Kevin Raport, tel. 302-477-2202; e-mail kjrreport@widener.edu. For students and employees on the Wilmington, DE, campus: Dean of Students Susan Goldberg, Widener University Delaware Law School, 4601 Concord Pike, Wilmington, DE 19803; tel. 302-477-2173; e-mail slgoldberg@widener.edu. For students and employees on the Harrisburg, PA, campus: Supervising Attorney and Director, of Student Organizations Mary Catherine Scott, Widener University Commonwealth Law School, 3800 Vartan Way, Harrisburg, PA 17106; tel. 717-541-0320; e-mail mscott9055@widener.edu.

The U.S. Department of Education's Office for Civil Rights (OCR) is the division of the federal government charged with enforcing compliance with Title IX. Information regarding OCR can be found at: www.ed.gov/about/offices/list/ocr/index.html. Questions about Title IX may be directed to OCR as well as to the university's Title IX coordinator or deputy coordinators.

This publication contains information, policies, procedures, regulations, and requirements that were correct at the time of publication. In keeping with the educational mission of the university, the information, policies, procedures, regulations, and requirements contained herein are continually being reviewed, changed, and updated. Consequently, this document cannot be considered binding and must be used solely as an informational guide. Students are responsible for keeping informed of official policies and meeting all relevant requirements.

The university reserves the right and authority at any time to alter any or all of the statements contained herein, to modify the requirements for admission and graduation, to change or discontinue programs of study, to amend any regulation or policy affecting the student body, to increase tuition and fees, to deny admission, to revoke an offer of admission, and to dismiss from the university any student at any time, if it is deemed by the university to be in the best interest of the university, the university community, or the student to do so. The provisions of this publication are subject to change without notice, and nothing in this publication may be considered as setting forth terms of a contract between a student or a prospective student and Widener University.

ACCREDITATIONS & MEMBERSHIPS

Widener University is a member of the Association for Continuing Higher Education and is accredited by the Middle States Commission on Higher Education.

Widener University's graduate programs are additionally accredited by the following: AACSB International—The Association to Advance Collegiate Schools of Business (School of Business Administration), American Association of Sexuality Educators, Counselors, and Therapists (Center for Human Sexuality Studies), American Bar Association (School of Law), American Psychological Association (Doctor of Psychology; Clinical Psychology Internship), Commission on Accreditation for Healthcare Management Education (MBA in Healthcare Management), Commission on Accreditation in Physical Therapy Education (Doctor of Physical Therapy), Commission on Collegiate Nursing Education (School of Nursing), Commission on Continuing Legal Education of the Supreme Court of Delaware (Delaware Law School), Council on Social Work Education (Center for Social Work Education), National Association for Education of Young Children (Child Development Center), National Council for the Accreditation of Teacher Educators (Center for Education), Pennsylvania State Board of Nursing (School of Nursing), Pennsylvania Continuing Legal Education Board of the Supreme Court (Commonwealth Law School), Pennsylvania Department of Education (Center for Education), Pennsylvania Department of Welfare (Child Development Center), Pennsylvania Private School Board (Center for Education).

Widener University's graduate programs hold membership in the following: Academic Council of the American Physical Therapy Association (Institute for Physical Therapy Education), American Society for Engineering Education (School of Engineering), Association of Engineering Colleges of Pennsylvania (School of Engineering), Association of American Law Schools (Delaware Law School and Commonwealth Law School), Greater Philadelphia Engineering Deans Economic Development Council (School of Engineering), Engineering Deans Institute (School of Engineering), Engineering Research Council of the American Association of Engineering Societies (School of Engineering), Engineering Workforce Commission (School of Engineering), National Association of Schools of Public Affairs and Administration (Master of Public Administration), National Association of State Boards of Accountancy (Delaware Law School and Commonwealth Law School), National Council for Schools and Programs of Professional Psychology (Institute for Graduate Clinical Psychology), National League for Nursing and the American Association of Colleges of Nursing (School of Nursing).

Master of Public Administration 2018 Graduate Catalog

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College of Arts & Sciences Information

MISSION AND PHILOSOPHY OF THE PROGRAMS

The graduate programs in the College of Arts and Sciences are built on strong undergraduate programs. The college offers 25 undergraduate majors and 25 minors in the humanities, social sciences, and sciences. The college has 88 full-time faculty members chosen for their demonstrated skills in teaching.

Faculty who are asked to teach in the college's graduate programs have a commitment to excellent teaching. The college's faculty are also extensively involved in research and scholarship, which are brought to bear in the classroom. Because our graduate classes are small in size and taught in a seminar format, students are able to get to know the faculty and their scholarly interests.

STUDENT STATUS

Students pursuing a course of studies in the College of Arts and Sciences are considered to be full-time graduate students when they are enrolled in 9 or more hours of graduate study. It is recommended that students take no more than 12 semester hours of graduate study. Students in these programs who enroll in at least 5 semester hours of graduate study are considered to be half-time students.

COURSE OFFERINGS

Graduate studies brochures are published for the fall and spring semesters and summer sessions. These fully describe registration policies, course schedules, and tuition and fee obligations. To obtain a graduate studies brochure, contact the appropriate graduate program office listed in the directory.

DROP/ADD POLICY—Students taking a course in the College of Arts and Sciences may withdraw from the course at any time prior to the final examination and receive the grade of W. If a course does not include a final examination, the deadline for withdrawing from the course with a grade of W is the final class meeting for the course. Graduate students begin the withdrawal process by notifying their program director's office of their intent to withdraw, either orally or in writing. The program director's office submits a drop/add form, which includes the student's last date of attendance at an academically related activity, to the Registrar's Office.

Students may add a course without special permission no later than one week after the semester has begun. If a student wishes to add a course after one week, written permission must be obtained from both the instructor and the appropriate department head.

AUDITING—Students will be permitted to audit courses with the approval of both the director and the instructor. No grade or credit is given for auditing a course, and examinations need not be taken; however, the registration procedure and fee structure are the same as those for other students.

GRADING

The following grades (and their associated grade points) are used:

A	(4.0)	I	(Incomplete)
A-	(3.7)	W	(Withdrawn)
B+	(3.3)	P/NP	(Passed/Not Passed)*
B	(3.0)	AU	(Audit: No credit)
B-	(2.7)		
C+	(2.3)		
C	(2.0)		
F	(0.0)		

*Only for courses offered on a Pass/No Pass basis.

Note: Individual instructors may elect, at their discretion, not to use plus/minus grades.

The grade of I is given when a student has not completed course requirements because of excusable reasons. A student who receives a grade of incomplete must arrange to make up all deficiencies with the instructor issuing the grade. If the work is not made up within one calendar year from the end of the semester in which the incomplete is received, the grade will be automatically converted to F, unless the course in question is a thesis research course or a dissertation research course. Upon completion of the requirements, the instructor will institute a change of grade. (Note: a student does not register again for a course in which the grade of incomplete has been received.) A student cannot be awarded a degree when there is an outstanding incomplete grade on the transcript, even if the incomplete is in a course not required in the degree program.

If a course is repeated, both grades will be recorded on the transcript, but only the most recent grade will be used in calculating the grade point average (GPA). When a student is found to have violated Widener's academic fraud policies, that student is prohibited from exercising the repeat-of-course option to remove the F grade (given as a result of fraud) from the GPA calculation.

If a student fails to meet the degree requirements in a timely manner or if repeated failure has occurred, the college may terminate the graduate program for the student.

Conduct inconsistent with the ethical and professional standards of the discipline, whether it occurs before or after matriculation, is also grounds for dismissal from the program. Such conduct includes academic fraud. A student dismissed for academic fraud may no longer enroll in the graduate programs of the university and may not apply for admission into another division of the university. Please see the section entitled "Standards for Academic Integrity."

DISMISSAL AND READMISSION

A student will be dismissed from the program when his or her cumulative GPA falls below 3.0 and/or he or she receives a grade of C+ or below in a second course. Any student who receives a failing grade for any course is also dismissed from the program. After a semester out of the program, the student may petition the program director for readmission. The student will be readmitted only when the director is satisfied that the poor academic performance will not recur.

Conduct inconsistent with the ethical and professional standards of the discipline, whether it occurs before or after matriculation, is also grounds for dismissal from the program.

STANDARDS FOR ACADEMIC INTEGRITY

ACADEMIC INTEGRITY POLICY

The Academic Integrity Policy was approved by the Faculty Council. Additional regulations are excerpted and paraphrased from the “Minutes of the Academic Council.” These regulations explain Widener University’s expectations regarding students’ academic conduct and describe procedures related to those expectations. Exceptions to the regulations may be made only by special action of the school/college academic councils of the Academic Review Board. References in this catalog refer to the Main Campus only.

STATEMENT ON ACADEMIC INTEGRITY

Widener University strongly supports the concept of academic integrity and expects students and all other members of the Widener University community to be honest in all academic endeavors. Cheating, plagiarism, and all other forms of academic fraud are unacceptable; they are serious violations of university policy. In some circumstances, students’ conduct may require review under the research integrity policy, the freedom to learn policy, the judicial review policy, and other university policies. Widener University expects all students to be familiar with university policies on academic integrity, as outlined in this catalog. The university will not accept a claim of ignorance—either of the policy itself or of what constitutes academic fraud—as a valid defense against such a charge.

VIOLATIONS OF ACADEMIC INTEGRITY

Violations of academic integrity constitute academic fraud. Academic fraud consists of any action that serves to undermine the integrity of the academic process or that gives the student an unfair advantage, including:

- inspecting, duplicating or distributing test materials without authorization.
- cheating, attempting to cheat, or assisting others to cheat.
- altering work after it has been submitted for a grade.
- plagiarizing.
- using or attempting to use anything that constitutes unauthorized assistance.
- fabricating, falsifying, distorting, or inventing any information, documentation, or citation.

Each student’s program may have on record additional specific acts particular to a discipline that constitutes academic fraud. These specific acts are specified in relevant handbooks or course syllabi.

STATEMENT ON PLAGIARISM

One of the most common violations of academic integrity is plagiarism. Plagiarism can be intentional or unintentional. However, since each student is responsible for knowing what constitutes plagiarism, unintentional plagiarism is as unacceptable as intentional plagiarism and commission of it will bring the same penalties. In many classes, faculty members will provide their definitions of plagiarism. In classes where a definition is not provided, students will be held to the definition of plagiarism that follows:

Definition of Plagiarism

Plagiarism—submitting the work of others as one’s own—is a serious offense. In the academic world, plagiarism is theft. Information from sources—whether quoted, paraphrased, or summarized—must be given credit through specific citations. When a student paraphrases a work, it is still necessary to cite the original source. Merely rearranging a sentence or changing a few words is not sufficient. The citation style should be appropriate for the discipline and should clearly indicate the beginning and ending of the referenced material. All sources used in the preparation of an academic paper must also be listed with full bibliographic details at the end of the paper, as appropriate in the discipline.

FACULTY AND STUDENT RESPONSIBILITIES

- Every student, faculty member, and administrator is responsible for upholding the highest standards of academic integrity. Every member of the Widener community shall honor the spirit of this policy by refusing to tolerate academic fraud.
- When expectations for a course are not addressed in this policy, it is the responsibility of the instructor to provide students with additional guidelines for what constitutes “authorized” and “unauthorized” assistance.
- It is the responsibility of every student to seek clarification if in doubt about what constitutes “authorized” and “unauthorized” assistance. In cases of collaborative work, all students within the collaborative group may be responsible for “unauthorized” assistance to any individual student within the collaborative group.
- Students are required to obtain permission prior to submitting work, any part of which was previously or will be submitted in another course. The instructor has the option of accepting, rejecting, or requiring modification of the content of previously or simultaneously submitted work.

A student who suspects that a violation of academic integrity has occurred should report that violation to the associate provost or their dean. In this report, the student should describe any action taken, such as talking with the person involved or with a faculty or staff member. Every effort will be made to preserve the anonymity of the student reporting the incident; however, confidentiality cannot be guaranteed.

RESOLUTION AT THE FACULTY/STUDENT LEVEL FOR ACADEMIC FRAUD OCCURRING IN A COURSE

Process and Reporting

A faculty member who becomes aware of possible academic fraud in a course will:

1. Collect and preserve all evidence of the suspected fraud.
2. Inform the suspected student(s) in writing. The faculty member may contact the associate provost for additional support and guidance.
3. Provide the student with the opportunity to respond to the charges within five business days of his/her receipt of, or refusal to accept, notice of the suspected fraud. If the student fails to respond to this opportunity, the student forfeits any right to appeal the decision to the school or college level where the course is taught, and the faculty member will determine the penalty.
4. Discuss the academic fraud with the student and agree to pursue student/faculty resolution. If no such agreement is reached, the faculty member refers the matter to the dean of the school or college level where the course is taught and will be processed at the school/college level.
5. In cases where a faculty member takes action for a case of academic fraud, the faculty member will send a report describing the academic fraud and the penalty being imposed to the student, the dean of the school or college where the course involved is taught, the dean of the school or college where the student is enrolled, and the Office of the Associate Provost for Graduate Studies and Extended Learning as the office of record. Please contact the associate provost for guidelines and templates for constructing the reports.

If the faculty member is not satisfied with the sanctions available, he or she may refer the case to the dean responsible for the course in question.

If the student does not accept responsibility for the academic fraud or disagrees with the sanction imposed by the faculty member, the student may appeal the outcome at the school or college level according to the process stipulated in the bylaws or student handbook of the school or college where the course is taught.

Penalties

The suggested penalty for academic fraud in any course is failure in the course. However, faculty members may take alternative steps. Penalties available to faculty members include:

- Formal warning.
- Reduction in grade for the assignment.
- Reduction in the grade for the course.
- Failing grade for the assignment.
- A failing grade (F) in the course.
- A failing grade (XF) in the course (a grade of XF will appear on the transcript and be defined on the transcript as failure as a result of academic fraud).

Offenses Subject to Expulsion

All reports of academic fraud will be reviewed by the associate provost to verify whether reports have been received indicating that the student has been found responsible for any other act of academic fraud. In cases where the associate provost finds that the case is a repeat offense for which the student has received a failing grade (F or XF) in a course for each offense or a case in which a student has stolen or attempted to steal an examination, the associate provost will expel the student from the university. The student may appeal cases resulting in expulsion to the Academic Review Board.

RESOLUTION AT THE SCHOOL/COLLEGE LEVEL

Process and Reporting

When a faculty member or any other employee of the university becomes aware of possible academic fraud occurring outside a course, the faculty member or employee will:

1. Collect and preserve all evidence of the suspected fraud.
2. Refer the matter to the dean of the school or college where the student is enrolled.

When a case of academic fraud occurring in a course is referred to the dean of the school or college where the course is taught or when a case of academic fraud occurring outside a course is referred to the dean of the school or college where the student is enrolled:

1. The dean will notify the student and the associate provost in writing of the charge of academic fraud, the penalty to be imposed, and all rights of appeal, if any.
2. If a student wishes to contest the charge of academic fraud or disagrees with the sanction imposed, the student may do so according to the process stipulated in the bylaws or student handbook of the school or college where the course is taught. In such a case, the student will also be informed of the process as stipulated by the school or college.
3. In cases where the penalty results in dismissal of the student from the school or college, the student may appeal the decision at the university level in writing to the Academic Review Board via the associate provost.

Penalties

The maximum penalty imposed in school or college resolution for individuals convicted of academic fraud shall be dismissal from the school or college. Lesser penalties may include:

- Formal warning.
- Reduction in grade for the assignment.
- Reduction in the grade for the course.
- Failing grade for the assignment.
- Failing grade (F) in the course.
- A failing grade (XF) in the course (a grade of XF will appear on the transcript and be defined on the transcript as failure as a result of academic fraud).
- Required attendance at an academic integrity workshop or tutorial.

Offenses Subject to Expulsion

All reports of academic fraud will be reviewed by the associate provost to verify whether reports have been received indicating

that the student has been found responsible for any other act of academic fraud. In cases where the associate provost finds that the case is a repeat offense where the student has received a failing grade (F or XF) in a course for each offense or a case where a student has stolen or attempted to steal an examination, the associate provost will expel the student from the university. The student may appeal cases resulting in expulsion to the Academic Review Board.

RESOLUTION AT THE UNIVERSITY LEVEL— REPEAT OFFENSES / THEFT OF EXAMINATION MATERIALS

Process

The associate provost will review all reports of academic fraud.

1. If the associate provost finds the case is a repeat offense where the student has received a failing grade (F or XF) in a course for each offense, the associate provost will expel the student from the university. The student may appeal the case to the Academic Review Board.
2. If the associate provost finds the case is a repeat offense where the student has not received a failing grade for both offenses, the case will be referred to the Academic Review Board.
3. If the student has stolen or attempted to steal an examination, the associate provost will expel the student from the university. The student may appeal the case to the Academic Review Board.

Penalties

The maximum penalty imposed by the Academic Review Board for individuals convicted of academic fraud shall be expulsion from the university. Penalties include:

- An XF grade in the course (a grade of XF will appear on the transcript and be defined on the transcript as failure as a result of academic fraud).
- Removal of the privilege of representing the university in extracurricular activities, including athletics, as well as the privilege of running for or holding office in any student organization that is allowed to use university facilities or receives university funds.
- Suspension from the university for up to one academic year. Students suspended for academic fraud cannot transfer into Widener any credits earned during the suspension.
- Dismissal from the university. Students dismissed for academic fraud must apply for readmission according to the Academic Review Board guidelines. Readmission applications by students suspended for academic fraud must be approved by the Academic Review Board.
- Expulsion from the university without the opportunity for readmission.

Reporting

The associate provost will send a report describing the academic fraud and the penalty being imposed to the student, the affected faculty members, the dean of the school or college where the course involved is taught, and the dean of the school or college where the student is enrolled, as well as maintain a copy as the office of record.

STUDENT APPEALS/DECISIONS— EXPULSION/DISMISSAL

When a student is expelled or dismissed by the associate provost, the student may initiate his or her appeal to the Academic Review Board by notifying the associate provost in writing of the request for an appeal, together with a concise statement of the grounds for the appeal.

Written notice of the student's request for appeal, together with the concise statement of the student's grounds for the appeal, must be received by the associate provost no more than ten business days following the decision of the faculty, school/college, or university.

When a case is referred to the Academic Review Board, the associate provost shall notify the student in writing of the time and location for the Academic Review Board hearing.

The membership of the Academic Review Board consists of the provost, the associate provost, the dean, the chair of the faculty, and the chair of the Faculty Council Academic Affairs Committee; provided, however, that any majority of the foregoing members shall constitute a quorum for purposes of conducting any matters to come before the Academic Review Board pursuant to these standards. Any faculty member on the Academic Review Board involved in the original accusations will not participate in deliberations in that case.

At an appeal before the Academic Review Board, the student shall have the opportunity to be heard and the right to produce witnesses or introduce evidence subject to the reasonable discretion of the Academic Review Board. The student may also be accompanied by a representative of his or her choosing who may not participate in the appeal. The Academic Review Board shall not be subject to any evidentiary rules but shall accept or reject evidence in its sound discretion. All appeals shall be closed to the public and no stenographic record shall be required unless requested at the expense of the requesting party. In the absence of a stenographic record, the Academic Review Board shall provide, in its sole discretion, either a recorded record or notes of the proceedings taken by a member of the Academic Review Board.

The results of all appeals to the Academic Review Board, permitted in the Academic Integrity Policy, shall be final.

Any matter submitted to a faculty member, the school/college, or the university for decision or review under this policy will be decided in a timely manner and the parties will use their best efforts to conclude the proceedings within the semester in which the alleged offense has occurred or the appeal is received, provided, however, that any delay in the proceedings will in no way operate as a waiver of the university's right to assess any or all of the sanctions permitted hereunder. References to the associate provost also includes his/her designee, except with respect to membership on the Academic Review Board.

ACADEMIC REVIEW BOARD

The Academic Review Board consists of the provost, the associate provost, the deans of each school/college, the vice chair of the University Council, and the chair of the University Council Academic Affairs Committee. Duties of the board include (1) hearing petitions for the waiver of academic regulations that transcend a single school or college (e.g., distribution or residency requirements, walk-through policy), and (2) serving as the appeal body in cases of an alleged violation of procedure in school/college Academic Council hearings.

ACADEMIC GRIEVANCE APPEAL PROCEDURE

If a student has a grievance concerning a class in which he or she is enrolled, he/she will first try to resolve the problem with the instructor of the class. If a student has a grievance concerning an academic requirement of the program (e.g., comprehensive examination, final clinical oral examination, clinical placements), he/she will first try to resolve the problem with the director of the program. If it is impossible to resolve the matter at this initial level, the grievance must be placed in writing. Then the student may appeal to the next higher level. The student should inquire in the office of the dean responsible for the course or program in question for the proper appeal procedure if the student's grievance is not resolved to the student's satisfaction after initial appeal to the instructor or the program director.

GRADUATION REQUIREMENTS AND AWARDING OF DEGREES

Students are responsible for knowing and meeting curriculum requirements as shown in this bulletin.

Those who expect to receive a graduate degree should make clear their intentions to their advisors. A student who completes requirements for the degree at the conclusion of either summer session will be awarded the degree in August of that year; **the student must submit a graduation petition online via CampusCruiser by March 1.** A student who completes requirements for the degree at the conclusion of the fall semester will be awarded the degree in December of that year; **the student must submit a graduation petition online via CampusCruiser by July 1.** A student who completes requirements for the degree at the conclusion of the spring semester will be awarded the degree in May of that year; **the student must submit a graduation petition online via CampusCruiser by November 1 of the previous year.** The university holds only one formal commencement in the spring to which August, December, and May graduates are invited.

ANNUAL NOTICE TO STUDENTS REGARDING EDUCATION RECORDS

The Family Educational Rights and Privacy Act (FERPA) affords eligible students certain rights with respect to their education records. (An "eligible student" under FERPA is a student who is 18 years of age or older or who attends a postsecondary institution.) These rights include:

- The right to inspect and review the student's education records within 45 days after the day the university receives a request for access. A student should submit to the registrar, dean, head of the academic department, or other appropriate official, a written request that identifies the record(s) the student wishes to inspect. The university official will make arrangements for access and notify the student of the time and place where the records may be inspected. If the records are not maintained by the university official to whom the request was submitted, that official shall advise the student of the correct official to whom the request should be addressed.
- The right to request the amendment of the student's education records that the student believes are inaccurate, misleading, or otherwise in violation of the student's privacy rights under FERPA.

A student who wishes to ask the university to amend a record should write the university official responsible for the record, clearly identify the part of the record the student wants changed, and specify why it should be changed.

If the university decides not to amend the record as requested, the university will notify the student in writing of the decision and the student's right to a hearing regarding the request for amendment. Additional information regarding the hearing procedures will be provided to the student when notified of the right to a hearing.

- The right to provide written consent before the university discloses personally identifiable information (PII) from the student's education records, except to the extent that FERPA authorizes disclosure without consent.

The university discloses education records without a student's prior written consent under the FERPA exception for disclosure to university officials with legitimate educational

interests. A university official is a person employed by the university in an administrative, supervisory, academic, research, or support staff position (including, without limitation, law enforcement unit personnel, health staff, athletic coaches and trainers, and admissions counselors and recruiters); a person serving on the board of trustees; or a student serving on an official committee, such as a disciplinary or grievance committee. A university official also may include a volunteer or contractor outside of the university who performs an institutional service or function for which the university would otherwise use its own employees and who is under the direct control of the university with respect to the use and maintenance of PII from education records, such as an attorney, auditor, contractor, consultant, or collection agent, or a student volunteering to assist another university official in performing his or her tasks. A university official has a legitimate educational interest if the official needs to review an education record in order to fulfill his or her professional responsibilities for the university.

Upon request, the university also discloses education records without consent to officials of another school in which a student seeks or intends to enroll. Such education records may include updated or corrected information, including, without limitation, disciplinary and health records.

- The right to file a complaint with the U.S Department of Education concerning alleged failures by the university to comply with the requirements of FERPA. The name and address of the Office that administers FERPA is:
Family Policy Compliance Office
U.S. Department of Education
400 Maryland Avenue, SW
Washington, DC 20202
- The right to withhold public disclosure of any or all items of “directory information” by written notification to the Registrar’s Office of the university or the School of Law, as applicable, within two weeks after the commencement of the fall or spring semesters of any given academic year. Under current university policy, the term “directory information” includes, without limitation, a student’s name, home and campus address, telephone listing(s), electronic mail address, photographs, major field of study, grade level, enrollment status (e.g., undergraduate or graduate, full-time or part-time), dates of attendance, participation in officially recognized activities and sports, weight and height of members of athletic teams, degrees, honors and awards received, and the most recent educational agency or institution attended.

TRANSCRIPTS

Students in good financial standing may have copies of their transcripts forwarded to employers, agents, or institutions of higher education by contacting the Office of the Registrar.

FINANCIAL AID

Widener University offers a wide range of financial aid programs. Financial information is available on the university’s website at www.widener.edu/admissions/graduate/financial_aid.

CAMPUS SAFETY

CAMPUS SECURITY AND FIRE SAFETY REPORTS

Widener is committed to the safety and security of all members of the Widener University community. The university’s annual Campus Safety and Fire Safety Reports are on the Widener website and contain information on campus security and personal safety, including crime prevention, university law enforcement authority, crime reporting policies, disciplinary procedures, and other campus security matters. The Campus Safety Reports contain statistics for the three previous calendar years on reported crimes that occurred on campus, in certain off-campus buildings and property owned and controlled by the university, and on public property within or immediately adjacent to and accessible from campus.

The Fire Safety Report contains information on fire safety systems in on-campus student housing facilities, the number of fire drills held during the previous year, the university’s policies on portable electrical appliances, smoking, and open flames in student housing facilities, the university’s procedures for student housing evacuation in the case of a fire, policies regarding fire safety education and training programs provided to students and employees, a listing of persons or organizations to which fires should be reported, and plans for future improvements in fire safety. It also contains statistics for the three most recent calendar years concerning the number of fires and cause of each fire in each on-campus student housing facility, the number of persons who received fire-related injuries that resulted in treatment at a medical facility, the number of deaths related to a fire, and the value of property damage caused by a fire.

The annual Campus Safety and Fire Safety Reports are available online at www.widener.edu/campussafety. If you would like a printed copy of these reports, contact the Campus Safety Office at 610-499-4203 to have a copy mailed to you. The information in these reports is required by law and is provided by the Campus Safety Office.

Master of Public Administration

GENERAL INFORMATION

OVERVIEW

Widener University's Master of Public Administration (MPA) program provides graduate education and training for individuals whose careers are in or closely associated with government and public affairs. Open to practicing professionals, as well as those anticipating careers in public service, the program develops and refines the skills that enhance job performance, create new job opportunities, and strengthen prospects for professional advancement. Based in the College of Arts and Sciences and administered by the MPA Faculty Advisory Committee, the program is part time and all courses are offered in the evening. Students seeking to enroll in more than two classes in a semester must submit a petition through the director to the MPA Faculty Advisory Committee for permission.

Widener MPA students are able to establish long-term professional competencies and achieve immediate gains in work effectiveness by completing course work that blends theory with practical applications and experience. The program includes a core curriculum combining course work in basic administrative and leadership skill areas with courses emphasizing the institutional, political, and ethical environments within which public administration takes place. Flexibility in the choice of electives allows students to tailor studies to their own interests and professional needs. In addition, specialized classes are taught by prominent practitioners with substantial knowledge and experience in their respective fields. Many courses periodically feature guest lecturers from the legal, governmental, and nonprofit sectors to add expertise and perspective to a wide variety of topics.

The instructional philosophy of the MPA program is to promote learning through discussion. To this end, we feature small, seminar-style classes and a diverse enrollment representing a variety of age groups, occupations, and educational backgrounds. Most students are employed professionals in the public or nonprofit sectors and bring varied experiences and perspectives to class discussions of policy and management topics.

The program works closely with Widener's Career Advising and Planning Services (CAPS) for information and support relating to internship and job placement opportunities in the Delaware Valley region. Faculty networks and contacts through fellow students also enhance prospects for such opportunities. Graduates of the MPA program have prospered in a range of career fields, while delivering valued public service for nonprofit organizations and at all levels of government.

In recognition for its commitment to promoting excellence in education and training for public service, the program obtained institutional membership status in the National Association of Schools of Public Affairs and Administration (NASPAA) in 2001.

ADMISSIONS

An applicant for admission to the Master of Public Administration program must have earned a baccalaureate degree from an accredited college or university. Applicants with GPAs below 3.0 or limited academic course work in related fields may be admitted on a probationary basis if they provide sufficient evidence to demonstrate competence to perform graduate-level work. Probationary

students must achieve a GPA of 3.0 or better in their first six credit hours of course work to continue in the program. Candidates are considered for admission after submitting:

- A completed application form.
- The nonrefundable application fee (\$25).
- Two letters of recommendation. One of these letters must be from someone who is familiar with the applicant's ability to undertake graduate-level academic work, such as a former professor. If no such person is available to make an evaluation, such as for students who completed their undergraduate work more than four years prior to the application date, the applicant must submit a third letter of recommendation.
- Transcripts from all previously attended institutions.
- A one-page statement describing reasons and expectations for study in the program.

GRE scores will be considered as part of an application but are not required.

All inquiries and submissions should be addressed to:

Director
Master of Public Administration
Widener University
One University Place
Chester, PA 19013

International Students

International students should consult the International Student Services web page at www.widener.edu for international graduate student guidelines or contact the Office of International Student Services at Widener University, One University Place, Chester, PA 19013; phone: 610-499-4499.

TRANSFER CREDITS

Students accepted for admission to the Master of Public Administration program may transfer a maximum of 6 semester hours of previous graduate course work. To be accepted for transfer credit, graduate course work must be recent (within 5 calendar years); indicate a high degree of scholarship (a grade of A or B); and conform to the curricular philosophy established by the MPA Advisory Committee. When petitioning to have transfer credits applied toward the MPA degree, students must file official transcripts and course descriptions from all relevant graduate institutions.

STUDENT STATUS

Matriculating—A student who meets all entrance requirements and is working in a program toward a graduate degree is said to be matriculated.

Auditing—Students are permitted to audit courses with the approval of both the director and the instructor. No grade or credit is given. Full tuition and fees for the course must be paid.

Visiting—Individuals seeking to enhance their knowledge in a distinct topic area may complete up to two core or elective courses (6 credits maximum) without formally matriculating into the program. Interested individuals must provide evidence of a bachelor's degree to the program director prior to registering as a visiting student. All course requirements must be completed and a grade received. A change in status to degree candidate must follow the regular admissions process.

DEGREE REQUIREMENTS

To qualify for the degree of Master of Public Administration, the candidate must:

1. Comply with all general requirements of Widener University relating to the governance of graduate programs.
2. Satisfactorily complete a total of 37 semester hours of approved course work in the MPA program with a minimum GPA of 3.0 as follows:
 - a. Seven core courses (21 semester hours)
 - PA 501, Introduction to Public Administration
 - PA 502, Organizational Theory for Public Administration
 - PA 503, Public Policy Analysis
 - PA 505, Public Personnel Administration
 - PA 506, Public Finance and Budgeting
 - PA 507, American Intergovernmental Processes
 - PA 510, Quantitative Analysis in Public Administration
 - b. Five elective courses (15 semester hours)
 - Three of the five graduate electives must be chosen from public administration courses (prefix PA). Students may take two PA courses rather than three with approval from the MPA Advisory Committee to meet specialization requirements as described below.
 - Students completing a faculty-led independent research thesis project (3 credits for PA 699 or 6 credits for PA 699/700) may count those toward elective credits.
 - c. PA 698, Comprehensive Exam (1 semester hour)
 - Successful completion of a two-day, three-part comprehensive examination consisting of essay questions based on core and elective course work. A maximum of one retest will be permitted.
 - In order to register for the comprehensive examination, students must be able to demonstrate that all course work (including elimination of all incompletes) will be completed prior to the semester in which they take PA 698. The MPA Advisory Committee may grant exceptions, allowing students to take a maximum of two other courses during the comprehensive exam semester.

SPECIALIZATIONS

Students may tailor their course work to meet unique professional needs and career goals by packaging elective courses to suit a range of program specializations. Students can attain a specialization by completing designated courses from the MPA program and other graduate programs throughout the university. Areas of specialization and specialization requirements are listed below. Enrollment in courses outside the MPA program is contingent upon availability and, when necessary, approval of the MPA Advisory Committee. A specialization is optional and is not required for completion of the general MPA program.

1. Nonprofit Administration
 - a. Choose four of the following:
 - PA 660, Ethics in the Public and Nonprofit Sectors
 - PA 681, Nonprofit Advancement
 - PA 682, Financial Management for Nonprofits
 - PA 684, Marketing for the Nonprofit Sector
 - PA 686, Law and Nonprofit Organizations
 - PA 687, Fundraising for Nonprofits
 - PA 694, Public Administration Internship
 - b. One PA elective

2. Criminal Justice

- a. Required courses:
 - CJ 501, Nature of Crime and Delinquency
 - CJ 504, Seminar in Law and Criminal Justice
 - CJ 505, Organizational Behavior in Criminal Justice (may be substituted for PA 502)
 - b. Choose two of the following:
 - PA 609, Administrative Law
 - PA 625, Local Government Administration
 - PA 630, Urban Management and Politics
 - PA 640, Planning and the Public
 - c. One additional CJ elective
- ## 3. Local Government Administration
- a. Required course:
 - PA 625, Local Government Administration
 - b. Choose three of the following:
 - PA 630, Urban Management
 - PA 640, Planning and the Public
 - PA 645, Economic Development
 - PA 650, Legislative Policy and Process
 - PA 660, Ethics in the Public and Nonprofit Sectors
 - PA 694, Public Administration Internship
 - c. One additional PA elective

INDEPENDENT STUDY

Up to three credits of independent study may be substituted for the PA electives requirement. All independent study proposals must be approved by the MPA Advisory Committee prior to the semester when they are to begin. Students must submit a written proposal describing and justifying the proposed independent study to the MPA Advisory Committee in a timely manner.

INTERNSHIP

Although an internship is not required, it is strongly encouraged for students who have little or no professional experience relevant to public administration. Up to six hours of elective credit will be awarded for approved internships and work experience (not including the required six hours of PA elective credit). To receive credit, students must develop a reading list and complete a written assignment in addition to the work of the internship.

DUAL PsyD/MPA PROGRAM

Offered in Conjunction with the Institute for Graduate Clinical Psychology

For those students who wish to acquire extensive education and training in clinical psychology and public administration studies, Widener offers a unique dual degree option leading to the PsyD/MPA. This dual degree is designed to fit within the five-year time frame of the PsyD curriculum.

Dual degree graduates may gain access to a richer variety of career opportunities based on their capacity to deal with administrative challenges, policy issues, and management dilemmas common to the complex world of public, nonprofit, and private sector mental health services.

Students spend five years in full-time residence at the Institute for Graduate Clinical Psychology. Within that time frame, through the addition of summer courses, field practice experience, and electives during the academic year, the MPA can also be completed. In addition to fulfilling the essential requirements of the separate degrees, students are required to participate in a number of noncredit learning experiences that are specifically designed to help them integrate training and develop unique skills.

Students wishing to pursue the dual PsyD/MPA must apply to and be accepted into each program separately. Applications for the PsyD program can be obtained from the Institute of Graduate Clinical Psychology on Widener's Main Campus.

COURSES

PA 501 INTRODUCTION TO PUBLIC ADMINISTRATION

In this course, students examine the basic concepts and approaches to public administration with an emphasis on the political context. Areas covered include intergovernmental relations, organization theory, public budgeting, personnel administration, and policy analysis. *3 semester hours*

PA 502 ORGANIZATIONAL THEORY FOR PUBLIC ADMINISTRATION

This course covers major schools of organizational theory, including classical, human relations, and organizational humanism. *3 semester hours*

PA 503 PUBLIC POLICY ANALYSIS

Students will examine the political process within which public policies are made and carried out. Emphasis is placed on the roles of various factors in setting the agenda for public discussion, the process of formulating and implementing policies, the constraining role of government structures, and the need for program evaluation. *3 semester hours*

PA 505 PUBLIC PERSONNEL ADMINISTRATION

This course provides an overview of the political processes, problems, and issues as they relate to public personnel administration. Emphasis is placed on merit and patronage, equal opportunity and affirmative action, comparable worth, collective bargaining, human resource management, and organization development interventions. *3 semester hours*

PA 506 PUBLIC FINANCE AND BUDGETING

Students examine the economic and political aspects of finance and budgeting as they relate to the public sector. Focus is on revenue sources and expenditures, deficit and debt, intergovernmental fiscal relations, and budget constraints. Relevant public policy and administrative issues are considered. *3 semester hours*

PA 507 AMERICAN INTERGOVERNMENTAL PROCESSES

The focus of this course is on the interaction among governments in the federal system and the legal, political, economic, and social contexts in which it occurs. Topics include the evolution of federalism, tax and spending practices, state and local administrative practices, federal mandates, deficits, and intergovernmental policy making. *3 semester hours*

PA 510 QUANTITATIVE ANALYSIS IN PUBLIC ADMINISTRATION

The purpose of this course is to help students become sophisticated consumers and producers of quantitative and qualitative research. The principal elements covered are research design, data collection, data analysis, statistical techniques, computer utilization, and program evaluation. *3 semester hours*

PA 609 ADMINISTRATIVE LAW

Students study the law governing administrative agencies, including executive departments; interrelations of legislative, executive, and judicial agencies in development of public policy;

decision-making processes and internal procedures of administrative agencies; and legislative, executive, and judicial controls on them. *3 semester hours*

PA 625 LOCAL GOVERNMENT ADMINISTRATION

In this course, students will examine the multiple functions, processes, and challenges of local government management. Students will review the theories and strategies of local government administration and focus on developing the skills and competencies required of successful government management professionals. *3 semester hours*

PA 630 URBAN MANAGEMENT AND POLITICS

In this course, students will examine major urban problems and the administrative approach to solving them. *3 semester hours*

PA 640 PLANNING AND THE PUBLIC

Students will learn the basic concepts, theories, and practices used in contemporary public sector planning. The course offers an overview of the role of planning in municipal and regional organizations and focuses on both the planning process and various implementation devices (i.e., zoning and subdivision ordinances and comprehensive plans). Basic planning models are introduced and the roles of local governmental policy makers, administrators, and citizens are examined. *3 semester hours*

PA 645 ECONOMIC DEVELOPMENT

This course introduces students to the theoretical and practical aspects of community and economic development. The primary focus will be on economic development efforts at the subnational level. Topics include the tools, institutions, financing instruments, and policy issues relating to economic development. *3 semester hours*

PA 650 LEGISLATIVE POLICY AND PROCESS

This course provides an analysis of the legislative process as it relates to policy making on the federal, state, and local levels. Focus is on legislative decision making, executive-legislative relations, legislative organization, and characteristics of legislatures and legislators. External and internal factors that effect the process are examined. *3 semester hours*

PA 660 ETHICS IN THE PUBLIC AND NONPROFIT SECTORS

Students examine the ethical issues confronting practitioners in the public and nonprofit sectors and the different strategies for responding to them. Attention is given both to the ethical features of differing types of policy as well as to the behaviors of individual practitioners and organizations. Prerequisites: PA 501 and at least one-half of the core requirements. *3 semester hours*

PA 681 NONPROFIT ADVANCEMENT

This course covers the fundamentals of advancement for nonprofit organizations. The key focus is on helping managers build high performance nonprofit organizations. Topics include improving management skills, board development, volunteer management, and coordinating organizational effort across functions, such as fundraising, grants, marketing, public relations, and special events. Advancement activities are examined in the context of strategic planning and consistency with organizational mission. *3 semester hours*

PA 682 FINANCIAL MANAGEMENT FOR NONPROFITS

This course focuses on budgeting, finance, and investment decision-making. Topics covered are budget formulation, analysis, and planning; present value analysis; cost effectiveness; cash-flow

analysis; portfolio management; and venture planning. Special emphasis is placed on capital formation; generating earned income; managing endowments, gifts, and grants; and tax planning. *3 semester hours*

PA 684 MARKETING FOR THE NONPROFIT SECTOR

This course includes marketing, public relations, publicity, communications, and entrepreneurship. *3 semester hours*

PA 686 LAW AND NONPROFIT ORGANIZATIONS

This course provides basic grounding in laws and regulations regarding nonprofit organizations. It includes procedures for incorporating, reporting, and maintaining tax-exempt status as a nonprofit organization, as well as an overview of current legal, regulatory, and policy issues facing nonprofits. *3 semester hours*

PA 687 FUNDRAISING FOR NONPROFITS

Students examine various fundraising procedures and programs, types of campaigns and strategies, and constituency analysis. Topics are annual and capital campaigns, endowment campaigns, planned giving, stewardship, and volunteerism. *3 semester hours*

PA 694 PUBLIC ADMINISTRATION INTERNSHIP

Public administration practice in an approved professional setting supplemented by an academic component. Supervised by PA faculty. Prerequisite: PA 501. *3–6 semester hours*

PA 695 INDEPENDENT STUDY

This course gives students the opportunity to focus on a topic in public administration not covered in existing course offerings. Must be approved by the MPA Advisory Committee and supervised by PA faculty. Prerequisite: PA 501. *3–6 semester hours*

PA 698 CAPSTONE—COMPREHENSIVE EXAMINATION
1 semester hour

PA 699 INDEPENDENT RESEARCH THESIS I

Faculty-directed thesis research. A research proposal must be approved by the supervising faculty member prior to the start of the semester. *3 semester hours*

PA 700 INDEPENDENT RESEARCH THESIS II

Continuation of faculty-directed thesis research. A research proposal must be approved by the supervising faculty member prior to the start of the semester. *3 semester hours*

PUBLIC ADMINISTRATION FACULTY

Gordon P. Henderson

Professor and Chair, Political Science
Director, Master of Public Administration
BA, Eisenhower College; MA, PhD, Purdue Univ.
(*intergovernmental relations, public policy*)

Rebecca Jones

Assistant Professor, Government & Politics
BA, Pomona College; MA, California State at Long Beach;
PhD, Claremont Graduate Univ.
(*quantitative analysis*)

J. Wesley Leckrone

Associate Professor, Government & Politics
BA, American Univ.; MA, PhD, Temple Univ.
(*public policy*)

James Vike

Associate Professor, Government and Politics
BA, Willamette Univ.; MA, PhD, Syracuse Univ.
(*public administration, organizations, bureaucratic politics*)

ADJUNCT FACULTY

Cathy D. Cessna

Adjunct Instructor
BS, Univ. of Maryland; MPA, Widener Univ.
(*nonprofit organizations*)

Linda Durant

Adjunct Instructor
BA, SUNY Plattsburgh; MEd, SUNY Cortland
(*nonprofit advancement and fundraising*)

Patricia Fitzgerald

Adjunct Instructor
BA, MPA, Widener Univ.
(*public personnel administration*)

W. Paul Fritz, AICP, ASLA

Adjunct Instructor
(*public planning*)

Marianne Grace

Adjunct Instructor
BA, Temple Univ.; MA, St. Joseph's Univ.; MPA, Widener Univ.
(*local government administration*)

Mark J. Rupsis

Adjunct Instructor
BA, St. Bonaventure Univ.; MPA, Pennsylvania State Univ.
(*administration, public finance*)

David N. Sciocchetti

Adjunct Instructor
BA, Univ. of Delaware; MURP, Virginia Tech
(*economic development*)