

School of Public Affairs & Administration (SPAA)

Rutgers University - Newark

PhD in Public Administration Student Handbook

AY 2024 - 25



RUTGERS

UNIVERSITY | NEWARK

School of Public Affairs
and Administration

School of Public Affairs and Administration
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PHD – DOCTOR OF PHILOSOPHY IN PUBLIC ADMINISTRATION

Program Highlights

The Doctor of Philosophy (PhD) in Public Administration at Rutgers SPAA is a research degree. The degree prepares students for careers as scholars, researchers, and teachers in diverse and dynamic fields of public affairs and administration.

The program trains students to contribute to these fields through:

- effective research and teaching in public affairs and administration,
- the production of original, innovative, and high-quality research, and
- the dissemination of their scholarly work.

In doing so, students in the PhD in Public Administration are able to expand the knowledge base and problem-solving capacities of colleges and universities, independent research institutions, government agencies, and nonprofit organizations.

SPAA has a widely-published and internationally recognized faculty, and our doctoral graduates have been teaching and gaining tenure at universities throughout the United States and around the world for nearly three decades. The Newark campus of Rutgers University has consistently been ranked by US News & World Report as one of the most diverse universities in North America and our PhD students contribute substantially to this diversity.

Application Requirements

Before enrolling, applicants must have earned an MPA or other relevant master's degree.*

To apply to the PhD program, applicants are required to submit the following:

- Application
- Resume
- Application Fee – (\$70) payable to Rutgers University
- Official Transcripts – from **all** colleges and universities attended
- Three Letters of Recommendation
- Personal Statement
- Writing Sample
- GRE Scores
- TOEFL Scores – for international students only

Consideration of applications begins on **January 10** for admission to the fall semester. Admissions decisions are **not** made for the spring semester.

PHD STUDENTS' SCHOLARLY PUBLICATIONS

Rutgers SPAA doctoral students publish and present scholarly research in prominent journals and at national and international conferences. They have recently published sole-authored or co-authored work in the following peer-reviewed journals:

- *Governance*
- *Government Information Quarterly*
- *Journal of Public Administration Research and Theory*
- *Nonprofit and Voluntary Sector Quarterly*
- *Nonprofit Management and Leadership*
- *Public Administration Review*
- *Public Management Review*
- *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*

RECENT PHD PLACEMENTS

- Arizona State University
- DePaul University
- Keio University, Japan
- Leiden University, Netherlands
- Nanyang Technological University, Singapore
- New Jersey Department of Health
- New Mexico State University
- Nova Southeastern University, FL
- Seattle University, WA
- Sun Yat-Sen University, China
- Texas Tech University
- The City University of New York (CUNY)
- U.S. Department of State
- University of Colorado Denver
- University of Georgia
- University of Nebraska Omaha
- University of Pittsburgh

FOR MORE INFORMATION

<http://spaa.newark.rutgers.edu/phd>

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Curriculum

The PhD requires 48 credits of course work beyond the attainment of a relevant master's degree and 12 dissertation research credits for a total of 60 credit hours. Up to 9 transfer credits from the master's degree are allowed.

Coursework

CORE COURSES

- Intellectual History of Public Administration (3)
- Public Budgeting and Finance (3)
- Study of Public Organizations (3)
- Governance and Politics (3)
- Leadership, Equity and Diversity (3)

RESEARCH METHODS

- Quantitative Methods I (3)
- Quantitative Methods II (3)
- Qualitative Methods I (3)
- Methodology Elective Course (3)

Research Fields of Specialization

Students are required to complete at least 9 credit hours for a specialization field. Below are some suggested research fields of specialization, although students may propose other specializations in consultation with their adviser and the PhD Program Director:

- Public budgeting and finance
- Comparative public administration
- Human resource management
- Organizational theory and behavior
- Nonprofit management and philanthropy
- Technology and e-government
- Health policy and administration
- Urban affairs and administration
- Ethics, transparency, and accountability
- Historical and legal foundations of public administration

Dissertation Research

Students complete 12 credit hours of dissertation research. The dissertation is a work of original scholarship and the most important and challenging requirement of the PhD degree. Working closely with a faculty advisor, a core member of the SPAA faculty (who chairs the dissertation committee), the student identifies a significant question or problem in public affairs and administration to investigate, develops and defends a dissertation proposal (which includes the relevant theory, literature, and proposed methodology), implements the study (including the collection and analysis of qualitative and/or quantitative data), prepares a comprehensive written research report suitable for publication, and defends their dissertation orally in front of their committee.

Rutgers SPAA: Where Service Meets Leadership

The School of Public Affairs and Administration (SPAA) at Rutgers University–Newark offers a full complement of degrees from undergraduate to PhD as well as graduate and non-credit certificates focused on particular issues of public and nonprofit sector management and policy implementation. Learn more about how SPAA motivates students to choose careers in public service and administration through our innovative and comprehensive degree programs at <http://spaa.newark.rutgers.edu/academics>.

Rutgers SPAA is consistently ranked as a top school for public management and leadership by *U.S. News & World Report* and accredited by NASPAA – the Network of Schools of Public Policy, Affairs, and Administration.



Rutgers, The State University of New Jersey
School of Public Affairs and Administration (SPAA)
111 Washington Street
Newark, NJ 07102

<http://spaa.newark.rutgers.edu>



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Policies and procedures of the Graduate School-Newark override any conflicting SPAA policy. Students are solely responsible for reviewing and familiarizing themselves with policies and procedures included in the Graduate School Newark's Student Handbook, which can be found on SPAA's website: <https://spaa.newark.rutgers.edu/phd>

PREFACE

This Handbook serves as a reference for all PhD students enrolled in the Public Administration program in Rutgers University-Newark's School of Public Affairs and Administration (SPAA). This Handbook provides essential information on a variety of policies and procedures (ranging from admission and matriculation to graduation) relevant to doctoral students in SPAA.

Each student bears individual responsibility for awareness of the policies, procedures, deadlines, and regulations provided in this Handbook as well those provided in the *Graduate School Newark's Student Handbook*, which can be located on SPAA's website. This Handbook will be revised from time to time, so please ensure you are using the most recent version.

If you have a concern or question that is not covered here, please seek advice from the appropriate academic unit.

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Mission Statement:

SPAA's PhD in Public Administration is a research degree that trains students for careers as scholars, researchers, and teachers in diverse and dynamic fields of public affairs and administration. Through rigorous and disciplined research, the PhD in Public Administration produces scholars who are capable of expanding the knowledge base and problem-solving capacities of colleges and universities, independent research institutions, government agencies, and nonprofit organizations.

Rutgers SPAA Rankings:

U.S. News & World Report ranks the Rutgers University-Newark School of Public Affairs and Administration as:

U.S. News & World Report

2024
Best Graduate
Schools Rankings

R RUTGERS-NEWARK
School of Public Affairs
and Administration

- #7** Urban Policy
- #8** Public Management and Leadership
- #10** Nonprofit Management
- #16** Local Government Management
- #21** Public Finance and Budgeting
- #26** Best Public Affairs Programs

PROGRAM GOALS

Goal 1a: To advance students' research and analytical proficiency, empowering them to excel in advanced research methodologies and make significant contributions to public administration and their respective research sub-fields.

Goal 1b: To foster a comprehensive understanding of theoretical frameworks and conceptual insights, equipping students with the knowledge and skills needed to excel in public administration and their respective research sub-fields.

Goal 2: To cultivate effective teaching skills and strategies among students, allowing them to excel as educators, mentors, and communicators in academia and other educational and research settings.

Goal 3: To develop the knowledge, techniques, and critical thinking skills essential for students to excel in their respective research sub-fields through effective professional preparation focusing on research careers in public administration.

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PHD PROGRAM CURRICULUM

Overview: Rutgers SPAA is a top-ranked school of public affairs according to U.S. News & World Report. We maintain a widely-published and internationally recognized faculty. For nearly thirty years, our doctoral graduates have been teaching and gaining tenure at universities throughout the United States and around the world. The Newark campus of Rutgers University consistently ranks as one of the most diverse college campuses in America, and our PhD students contribute substantially to this diversity.

Degree Requirements: The PhD requires 48 credit hours of coursework beyond attainment of a relevant master's degree as well as 12 dissertation research credit hours for a total of 60 credit hours. Up to 9 credit hours from a student's masters degree may be transferred toward the 48 credit hour coursework requirement (as elective credit hours), with prior approval of the PhD Program Director (see **Transferring Credits from Masters Degree** policy in this Handbook). Most core and elective curriculum classes meet Monday through Friday in the afternoons. However, some electives may meet in the evenings. With prior approval of the PhD Program Director, students may take elective offerings in other Rutgers departments.

Required Coursework:

a. Core Courses: (15 credits – All Required)

- Intellectual History of Public Administration (3)
- Public Budgeting and Finance (3)
- Study of Public Organizations (3)
- Governance and Politics (3)
- Leadership, Equity and Diversity (3)

After completion of all core courses, students are required to complete Comprehensive Exam I (Comp I), which covers core course content. (See **Comprehensive Exams** in this Handbook).

b. Research Methods Courses: (12 credits – All Required)

- Quantitative Methods I (3)
- Quantitative Methods II (3)
- Qualitative Methods I (3)
- Methodology Elective Course (3)

The methodology elective course can be taken in a school or department outside of SPAA *with prior written approval* of the PhD Program Director.

c. Specialization Courses: (21 credits – All Required; *students may transfer in 9 credits toward their specialization from a relevant masters program, see **Transferring Credits from Masters Degree** policy in this Handbook*)

Students are required to identify an area of specialization before registering for elective courses. This specialization must be in an area related to public affairs and administration. It must also align with research interests of SPAA faculty. Students should consult with their

advisor on their specialization. Students are required to complete at least 9 credit hours for a specialization. SPAA attempts to offer electives each semester. Students are strongly encouraged to take these courses when offered.

- ***Independent Study***: Independent Study **must** be taken with core SPAA faculty. Preferably, this will be with students' main advisor. Independent Study **cannot** be taken before completion of all core courses, Quantitative Methods I, and Qualitative Methods I.

Students may fulfill their elective courses outside of SPAA. Approval for elective credit **must** be obtained from the PhD Program Director. Elective courses outside of SPAA can be taken in Rutgers School of Business, the Bloustein School, the Division of Global Affairs, the School of Criminal Justice, other units of Rutgers University, or at NJIT.

Below are suggested research specializations. Students may propose other specializations in consultation with their advisor and/or the PhD Program Director:

- Public management
- Public budgeting and finance
- Comparative public administration
- Human resource management
- Organizational theory and behavior
- Nonprofit management and philanthropy
- Technology and e-government
- Health policy and administration
- Urban affairs and administration
- Ethics, transparency, and accountability
- Historical and legal foundations of public administration

d. Dissertation Research Courses: (12 credits – All Required; *all coursework, including Independent Studies and Incomplete grades, must be completed before enrolling in dissertation research.*)

The dissertation is a work of original scholarship, and it represents the most important and challenging requirement of the PhD. Working closely with a faculty advisor, who should be a core member of the SPAA faculty and chair of the dissertation committee, the student identifies a significant question or problem in public affairs and administration to investigate. The student then develops and defends a dissertation proposal (which includes relevant theory, literature, and proposed methodology), implements the study (including the collection and analysis of data), prepares a comprehensive written document suitable for publication, and defends the research outlined in the document orally in front of their committee.

The dissertation committee **must** consist of **at least** four faculty members. One committee member should be from outside the core faculty of Rutgers SPAA. The committee **must** be approved by the PhD Program Director. (See **Key Stages of the Dissertation** in this Handbook)

COMPREHENSIVE EXAMS

PhD students must complete two comprehensive exams (“comps” for short). Grades for both comprehensive exams as follows: High pass (pass with distinction), Pass, and Fail.

Comp I: Upon *successful completion* of all five core courses (without any outstanding Incompletes), students **must** complete Comp I. Comp I covers content learned in the core courses. Comp I is a closed-book, full-day exam administered on campus by the PhD Program Director. The exam consists of two essays. One essay is administered in the morning. The second essay is administered in the afternoon. Essay questions are not provided in advance and vary each semester. Students are required to choose two questions (out of approximately five provided) that they will answer for Comp I. Comp I is administered only in January and June/July (dates are announced in advance). Essays are graded by faculty who teach in the core. If a student receives a failing grade on one or both essays, an additional faculty member selected by the PhD Program Director will be asked to read the essay(s). The student may then be asked to re-take the exam following the same format with a new question. If the student fails a second time, the student will be dismissed from the program.

Comp II: Upon *successful completion* of all 48 credits of required coursework (without any outstanding Incompletes), students **must** complete Comp II. Comp II represents a demonstration of knowledge learned throughout students' specialization (elective) coursework. This exam takes the form of an essay on a topic in the student's area of specialization. The exam is administered by the student's advisor and proceeds as follows:

- The advisor in consultation with the student schedules the exam and notifies the PhD Program Director.
- The student submits the essay in final form to the advisor. The essay can be any combination of a quantitative empirical study, a qualitative empirical study, or a literature review. The essay should be comparable in length, style, and quality to a journal manuscript. The essay may be an extension of work done as part of an Independent Study or other elective coursework. ***The essay must be sole-authored original work by the student. An essay that has been written in part by a faculty member, another student, or any other co-author cannot be submitted for Comp II.***
- The advisor identifies an appropriate second reader; the second reader should be a core member of the SPAA faculty with expertise in the relevant area of specialization.
- The advisor and the second reader review the essay and prepare written feedback similar in style to a journal's peer-review process.
- The advisor in consultation with the second reader may require revisions to the essay. The student is then permitted to revise the essay, generally within one-month. There is only one opportunity to revise the essay before receiving a final grade.
- Copying the PhD Program Director, the advisor (in consultation with the second reader) notifies the student of their final grade.

If a student receives a failing grade on Comp II an additional faculty member selected by the PhD Program Director may be asked to read the essay. The student is then permitted one final opportunity to revise the essay. Students who still receive a failing grade will be dismissed from the program. ***Academic integrity is essential in all aspects of the PhD program, including Comp II. Any indication that any part of a student's Comp II is not original work will be grounds for a failing grade (with no chance to revise).***

PROGRAM TIMELINE AND PROCEDURES

Typical Program Schedule for Full-Time Students:

- **Year 1 (Academic Year):** Complete 21-24 of course credits
- **Year 1 (Summer):** Comprehensive Exam I
- **Year 2 (Academic Year):** Complete 21-24 of course credits
- **Year 2 (Summer):** Comprehensive Exam II
- **Year 3 (Fall):** Complete and defend dissertation proposal
- **Year 3 (Spring) & Year 4 (Academic Year):** Complete and defend dissertation

In some instances, students may take longer to complete the degree depending on the number of credits taken each semester, progress on their Comprehensive exams, or other circumstances. However, full-time students **must** complete the degree in 7 years. Part-time students **must** complete the degree in 8 years. All requests for leaves of absences must be approved through the Graduate School. For more about leaves of absences please review relevant policies and procedures in the *Graduate School Newark's Student Handbook*.

Registering for Courses: All PhD students must submit a registration form to the PhD Program Director *prior* to registering for courses (see **Registration Form** in this Handbook). Permission codes are not required to register for core courses, Qualitative Methods I, Quantitative Methods I and II, or courses labeled as *Special Topics in PA*. "Permission codes **are** required to register for Independent Study (see **Independent Study** in this Handbook), elective courses from other units at Rutgers, or any courses beyond the 48 credit hours required to obtain the PhD. Please contact the Associate Dean of Student and Academic Services for permission codes.

Key Stages of the Dissertation:

- a. Dissertation Proposal (Prospectus) and Qualifying Exam
- b. Collaborative Institutional Training Initiative (CITI)
- c. IRB Review and Approval
- d. Writing the Dissertation
- e. Applying for Graduation
- f. The Dissertation Defense
- g. Submitting your Dissertation for Publication

a. Dissertation Proposal (Prospectus) and Qualifying Exam

The first stage of the dissertation involves developing and defending a proposal (also called a prospectus). Working closely with an advisor, the student develops a written research proposal of approximately 30-40 pages in length (not including attachments).

With advice from the student's advisor, a committee is formed to review the proposal and participate in a public and open defense, known officially as the qualifying examination. The

committee **must** be composed of three SPAA core tenured or tenure-track faculty members (including the advisor, who serves as chair of the committee) and a fourth member from outside SPAA (either someone from another department at Rutgers or from another university).

Upon successfully passing the qualifying examination, the student is admitted to candidacy (and is then referred to as a PhD candidate). At the defense, it is important for the committee and candidate to complete and sign the **Application for Admission to Candidacy**, which is available in this Handbook and on the forms page of the Graduate School: <https://www.gsn.newark.rutgers.edu/phd>

If the proposal defense is unsuccessful, the **Application for Admission to Candidacy** provides an option for the committee not to recommend admission to candidacy.

Please note: Students can be reimbursed for dissertation research expenses (e.g., mailings). This funding should be used to conduct research toward the dissertation. Reimbursement amounts will be announced each AY.

b. Collaborative Institutional Training Initiative (CITI)

Collaborative Institutional Training Initiative (CITI) All Rutgers University faculty, students, and other individuals involved in human subjects research are required to complete the Collaborative Institutional Training Initiative (CITI) Basic Course and complete the CITI Refresher Course every three (3) years thereafter. Doctoral students should complete their CITI training as soon as possible after entering the program, but certainly must do so in advance of preparing their dissertation proposal. For more information, visit the Office of Research Regulatory Affairs CITI webpage at: <https://orra.rutgers.edu/citi>

c. IRB Review and Approval

All doctoral dissertations involving human subjects must be reviewed and approved by the Rutgers Institutional Review Board (IRB) **before** beginning the dissertation research. The IRB is charged with the protection of the rights and welfare of human research subjects while facilitating ethical research. The IRB is part of the Office of Research and Regulatory Affairs, who provides subject matter expertise and administrative support to the IRB committee itself, which is comprised mostly of Rutgers faculty who are also researchers. In addition, the IRB includes individuals with expertise who are not part of the Rutgers community, as required by the federal regulations governing research with humans. Review by the IRB is required for research involving human subjects regardless of the funding source, and also covers human subjects research without funding. For more information, visit the Office of Research Regulatory Affairs, Arts and Sciences IRB website at: <https://orra.rutgers.edu>

d. Writing the Dissertation

A dissertation is expected to be the original work of the sole author. In order to encourage PhD students to publish work before their dissertation defense, the PhD Program in Public Administration accepts published work (including accepted and conditionally accepted work for publication) to be included in a dissertation **if** it is the student's sole-authored work or co-authored work with SPAA full-time faculty where the student was lead author with a greater than 50 percent contribution.

Unpublished co-authored work (including work under review and with revise-and-resubmit status) is also allowed to be included in a dissertation only if the student co-authors with a SPAA full-time

faculty member and the student leads the project and contributes more than 50 percent. Co-authored work with other doctoral students or individuals outside of SPAA faculty is not accepted. The dissertation committee has the authority to judge the student's contribution in the work, regardless of whether this work it is published.

Only two pieces of co-authored work are allowed to be included in a dissertation. For copyright and citation purposes, students must comply with the guidelines endorsed by RU Library, which can be found here.

e. Applying for Graduation

Diplomas are issued three times per year: October, January, and May; however, there is only one commencement ceremony each year in May. You should have an idea of when you expect to complete your degree requirements. You should review this with your advisor. When you have selected a date, you *must* complete a Graduate Diploma Application by the application deadline (see **Application for Diploma** in this Handbook). The Graduate Diploma Application is available on the forms page of the Graduate School: <https://www.gsn.newark.rutgers.edu/phd>

f. The Dissertation Defense

Your defense is ready to be formally scheduled in SPAA *once your Chair informs the PhD Program Director*. You must verify the date and time with your committee members and book the room in consultation with SPAA staff (See **Room Reservation Process** in this Handbook).

Electronic copies of your dissertation must be submitted for public review to the PD Program Director *at least two weeks in advance* of your scheduled defense. Coordinate public announcement of your defense with the PhD Program Director.

Before your defense schedule an appointment with the Assistant Dean of Graduate Programs in SPAA to ensure that all of your student records and transcripts are complete and in order.

You *must* bring to your defense:

Two original copies of the first (title) page of your dissertation printed on 100% cotton thesis paper so that all members of your committee can sign them. The Dissertation Defense Report, which can be downloaded from the forms page of the Graduate School: <https://www.gsn.newark.rutgers.edu/phd>

g. Submitting the Dissertation

Rutgers requires doctoral dissertations to be submitted exclusively in electronic form. Dissertations must be converted to a PDF file and then uploaded online to RUetd (Rutgers University Electronic Theses and Dissertations) so that it will be permanently available through RUcore (Rutgers University Community Repository).

Your electronic dissertation will be maintained in the Rutgers University library system. Two original cover pages hand-signed by the student's dissertation committee members are required to be submitted to the Graduate Dean's office for permanent record, even when the dissertation is submitted electronically.

Commencement and PhD Diploma Applications:

Students are responsible for maintaining their own degree requirements/completeness.

In order to be awarded a PhD, students must complete *two applications* (a candidacy application and a diploma application) and they must submit their dissertation electronically by the University's deadline dates. There are three certification/degree periods each year (October, January, and May); however, there is only one joint convocation ceremony each year in May.

Application for Candidacy: All students must complete the candidacy application and submit it to the Graduate School Dean's Office by the deadline date. Candidacy application deadlines are:

- For October graduation, the deadline is October 1
- For January graduation, the deadline is January 4
- For May graduation, the deadline is May 1

Application for Diploma: All students must complete the Online Diploma Application by the University's deadline date. Students with outstanding financial obligations after May 1 will NOT receive their diplomas on commencement day. Diploma application deadlines are:

- For October graduation, the deadline is August 1
- For January graduation, the deadline is November 1
- For May graduation, the deadline is March 1

Visit Rutgers University–Newark Bookstore to order a rental gown or to purchase a custom gown.

NOTE:

The University's **Reduced Credit Load Policy** states that PhD students who have completed all formal coursework and are working on their dissertation/thesis are eligible to register for a reduced credit load (and still maintain full-time status for students on F-1 and J-1 visas), you can register for 6 dissertation credit hours this fall. You will then have 6 remaining dissertation credit hours to complete toward the 12 credit hour requirement.

Find the form here: <https://global.rutgers.edu/academic-status-and-changes/full-course-studyreduced-credit-load>

ACADEMIC POLICIES

Annual Evaluations: Each year PhD students are evaluated on their performance in the program. Student evaluation consists of two stages. In the first stage, students complete the relevant evaluation form each spring (which can be located in this Handbook). Students then submit the form to their advisor for signatory approval. (First year students should submit their form to the PhD Program Director for approval). Upon signatory approval from their advisor, students should submit the form to the PhD Program Director.

In the second stage of the evaluation process, the PhD Committee reviews students' evaluation forms and conducts a holistic assessment of students' performance in the program, including their academic progress and student conduct. During the summer, each student will receive a letter grade (A, B, B-, C, D, and F). These grades may be used for nominations for internal and external awards and opportunities, etc. It is expected for continuing students to receive a letter grade of "B-" or higher on their annual evaluation.

Failing Grades: Students earning a failing grade (below "C") in any core course shall:

- a. immediately be placed on academic probationary status;
- b. be subject to a review by the PhD Program Director.



The PhD Program Director will determine an appropriate course of action for the student, with two options:

- a. dismissal from the program, or
- b. permission to retake the course in which the failing grade was earned.

Students who earn more than one failing grade in any single course will be dismissed from the program with no chance for re-admission.

Assistantships: SPAA provides doctoral students with Assistantships on a selective merit basis to facilitate their success. PhD students are encouraged to apply for internal scholarships, such as Rutgers Presidential Fellowship and the Graduate School Dissertation Fellowship as well as external funding opportunities.

Students with Research or Teaching Assistantships will be assigned 15 hours/week of week as course assistants, research assistants, or teaching assistants. Assigned duties may vary each semester. Students *must* report their working hours weekly to SPAA's Office of Finance and Administration.

FICA Tax Withholding Exemption: All post-qualifying PhD candidates with an Assistantship or student employee position who are working on their dissertations (and registered for either Full-Time Matriculation Continued, Full-Time or Part-Time Study On-Campus, or Full-Time or Part-Time Study Off-Campus), will be exempt from FICA tax withholding. Individuals in this category must submit a FICA Exemption Request Form signed by the PhD Program Director. Contact SPAA's Office of Finance to obtain this form. In order for an employee to be eligible for the student exemption of FICA/Medicare, he or she is required to maintain a minimum amount of credit semester hours throughout the entire semester.

Grade Appeals: SPAA's faculty are among the foremost experts in their fields and they are most familiar with an individual student's performance relative to expectations developed in classes they instruct. For these reasons, at the doctoral level student grade appeals are handled directly with individual instructors. Only in the rarest of circumstances will a grade assigned by an instructor of record be reviewed or amended by the PhD Program Director.

Incomplete Grades: Incomplete grades (IN) may be assigned at the discretion of an instructor who believes that an extension of time is warranted for a student whose work is incomplete at the end of the semester as a result of extraordinary circumstances. Students *must* have satisfactorily completed at least 60% of their coursework to be eligible for a grade of incomplete. An instructor assigning an incomplete grade must submit a **Request for Incomplete Form** (included in this Handbook) to the Registrar's Office. Incomplete grades will automatically convert to the grade indicated on the form (usually an F) if the agreed upon deadline and requirements are not met. All coursework for Incomplete grades must be completed within 12 months after the end of a course. PhD students with 12 or more credit hours of incomplete coursework (IN) are not permitted to register for further courses unless the Graduate School Dean grants a waiver. For more information on Incomplete grades, see the relevant policy in the *Graduate School Newark's Student Handbook*.

Teaching Opportunities and Eligibility: SPAA supports doctoral students in developing pedagogical skills and thus provides teaching opportunities on a selective merit-based basis.

- The PhD program selects third-year doctoral students to be Teaching Assistants (TAs). These students are assigned to teach in SPAA's BA program. Students must receive an annual assessment grade of "B-" or higher to be eligible for Teaching Assistantships.
- Rutgers Office of Academic Labor Relations stipulates that PhD students (except TAs) are eligible for teaching in Fall and Spring semesters *only if* they have completed 5 years in the PhD program *and* they are post-qualifying students. Teaching compensation is at the part-time lecturer (PTL) rate.
- Advanced PhD students, especially those in their fourth-year who do not receive a Graduate School Dissertation Fellowship, are encouraged to apply to teach during summer sessions (see relevant policy memo in this Handbook). Teaching compensation is at the PTL rate.
- Advanced PhD students may be assigned to teach MPA courses if they have taught in SPAA's BA program *and* they have received satisfactory teaching evaluations.

Timeline Extensions: Timeline extensions are granted and approved by the Graduate School. PhD students requesting a timeline extension should review the relevant policy in the *Graduate School Newark's Student Handbook* and complete the required form (included in this Handbook).

Transferring Credits from Masters Program: All students interested in transferring up to 9 credit hours from a relevant masters program must submit the appropriate application to the PhD Director prior to the conclusion of their first semester of study. The form can be located in this Handbook.

Workspace: SPAA PhD students will be assigned a dedicated workspace in CPS each academic year. All assignments are made at the discretion of the PhD Program Director (in coordination with SPAA administration SPAA) and are based on availability.

RU-N ACCOMODATION AND SUPPORT STATEMENT AND RESOURCES

Rutgers University Newark (RU-N) is committed to the creation of an inclusive and safe learning environment for all students and the University as a whole. RU-N has identified the following resources to further the mission of access and support:

For Individuals with Disabilities: The Office of Disability Services (ODS) is responsible for the determination of appropriate accommodations for students who encounter barriers due to disability. Once a student has completed the ODS process (registration, initial appointment, and submitted documentation) and reasonable accommodations are determined to be necessary and appropriate, a Letter of Accommodation (LOA) will be provided. The LOA must be given to each course instructor by the student and followed up with a discussion. This should be done as early in the semester as possible as accommodations are not retroactive. More information can be found at ods.rutgers.edu. Contact ODS at (973)353-5375 or via email at ods@newark.rutgers.edu.

For Individuals who are Pregnant: The Office of Title IX and ADA Compliance is available to assist with any concerns or potential accommodations related to pregnancy. Students may contact the Office of Title IX and ADA Compliance at (973) 353-1906 or via email at TitleIX@newark.rutgers.edu.

For Absence Verification: The Office of the Dean of Students can provide assistance for absences related to religious observance, emergency or unavoidable conflict (e.g., illness, personal or family emergency, etc.). Students should refer to [University Policy 10.2.7](#) for information about expectations and responsibilities. The Office of the Dean of Students can be contacted by calling (973) 353-5063 or emailing deanofstudents@newark.rutgers.edu.

For Individuals with temporary conditions/injuries: The Office of the Dean of Students can assist students who are experiencing a temporary condition or injury (e.g., broken or sprained limbs, concussions, or recovery from surgery). Students experiencing a temporary condition or injury should submit a request using the following link: <https://temporaryconditions.rutgers.edu>.

For English as a Second Language (ESL): The Program in American Language Studies (PALS) can support students experiencing difficulty in courses due to English as a Second Language (ESL) and can be reached by emailing PALS@newark.rutgers.edu to discuss potential supports.

For Gender or Sex-Based Discrimination or Harassment: The Office of Title IX and ADA Compliance can assist students who are experiencing any form of gender or sex-based discrimination or harassment, including sexual assault, sexual harassment, relationship violence, or stalking. Students can report an incident to the Office of Title IX and ADA Compliance by calling (973) 353-1906 or emailing TitleIX@newark.rutgers.edu. Incidents may also be reported by using the following link: tinyurl.com/RUNReportingForm. For more information, students should refer to the University's Student Policy Prohibiting Sexual Harassment, Sexual Violence, Relationship Violence, Stalking and Related Misconduct located at <http://compliance.rutgers.edu/title-ix/about-title-ix/title-ix-policies/>.

For support related to interpersonal violence: The Office for Violence Prevention and Victim Assistance can provide any student with confidential support. The office is a **confidential resource** and does *not* have an obligation to report information to the University's Title IX Coordinator. Students can contact the office by calling (973) 353-1918 or emailing run.vpva@rutgers.edu. There is also a confidential text-based line available to students; students can text (973) 339-0734 for support.

For Crisis and Concerns: The Campus Awareness Response and Education (CARE) Team works with students in crisis to develop a support plan to address personal situations that might impact their academic performance. Students, faculty and staff may contact the CARE Team by using the following link: tinyurl.com/RUNCARE or emailing careteam@rutgers.edu.

For Stress, Worry, or Concerns about Well-being: The Counseling Center has confidential therapists available to support students. Students should reach out to the Counseling Center to schedule an appointment: counseling@newark.rutgers.edu or (973) 353-5805. If you are not quite ready to make an appointment with a therapist but are interested in self-help, check out *TAO at Rutgers-Newark* for an easy, web-based approach to self-care and support: <https://tinyurl.com/RUN-TAO>.

For emergencies, call 911 or contact Rutgers University Police Department (RUPD) by calling (973) 353-5111.

RU-N COVID Health and Safety Protocols

Every faculty, student and staff member at Rutgers-Newark is responsible for maintaining the health and safety of the community. The following health and safety information is intended to support our good health and coexistence as we return to the academic environment in Newark.

All students, faculty and staff should complete **My Campus Pass** every day before entering your building on campus. You can access the My Campus Pass at on your dashboard at [myRutgers Portal](#).

Social distancing of six feet can be practiced in office environments (where there are not private offices). It is not required in classrooms, computer labs, libraries, the Paul Robeson Campus Center, and other campus gathering spaces.

Mask Wearing

Masks/Face coverings can be worn in all buildings at RU-N, including in classroom settings. Masks/Face coverings should cover your nose and your mouth securely. Though you may choose to wear your mask outdoors, particularly in crowded settings, masks are not required outdoors.

Please comply with requests from fellow community members to wear your mask in indoor settings. By doing so, you are doing your part to keep everyone safe and healthy, and helping us return to the community we enjoy.

COVID positive or suspected COVID cases: What should you do?

If a student reports to a faculty or staff member that they are COVID positive or that they think they have COVID 19 do the following:

- If the student is in person/in class/in your office, advise the student to go home and to call their health provider and the RU-N Student Health Center. They should follow the advice of their health professional and RU-N Student Health's advice about their presence on campus (return to class, quarantine, isolate, etc.) and contact tracing.
- It is preferable that the student NOT go directly to the Student Health Center to avoid potentially spreading COVID to staff and students. If the student is on campus and needs a COVID test kit, they should leave the building/class and when socially distanced from others, call Student Health to pick up a test before they leave campus.
- If the student is at home, they should be advised not to come to school until they have spoken with their health provider (Student Health or their personal physician).

When a student reports to Student Health that they have been exposed to a COVID case, the following will occur:

- The health professional will initiate contact tracing and close contacts will be contacted with directions for their next steps.
- *Vaccinated* contacts may be advised to mask up and be tested in a specified number of days. Most fully vaccinated people with no COVID-like symptoms do not need to quarantine and may be allowed to continue to attend class. On a few occasions, students may need to quarantine or wait for a negative test result; this will be determined by the health care provider on a case-by-case basis.

Unvaccinated students with approved exemptions will be advised to quarantine for a specific period of time and tested.

A few things to keep in mind:

- Masking is extremely important and should be adhered to for all in accordance with state and university guidelines.
- If you are not feeling well, do not come to campus. If you are staying home due to illness, students: email your professors; staff and faculty: contact your supervisors or department chairs immediately.
- Do not ask anyone their vaccination status. Community members (students, faculty, staff) have a right to keep their personal medical information private and are not required to share it upon demand.
- Good personal hygiene continues to be recommended at all times including frequent handwashing, the use of hand sanitizer when soap and water are not available, and avoiding touching eyes, nose, and mouth at all times.
- The Health Center will provide advice and support for **students**. They will maintain the confidentiality of the student's medical information.
- If a student requires special accommodations or support, they can use the Newark COVID19 Needs Reporting Form which will route to the Newark CARE Team. These requests receive expedited attention.
- If the person reporting COVID positivity or exposure is a **staff or faculty member**, the report should go to Rutgers Occupational Health (848-932-8254). Occupational Health will initiate the contact tracing and provide the advice on next steps.
- Be prepared to offer the student and/or close contacts academic accommodations if they are quarantined or isolated. If they are well enough they will need assignments, recorded lectures, etc.

For further information:

Please keep updated with all university COVID-19 related information at RU-N's Operating Status page located at <https://www.newark.rutgers.edu/covid-19-operating-status>. You can also access the University-wide COVID 19 page at <https://coronavirus.rutgers.edu/>.

Student support related to COVID 19 information can be found at <https://myrun.newark.rutgers.edu/>.

COVID 19 and health related questions can be sent to student-wellness@newark.rutgers.edu.

APPLICATIONS, WORKSHEETS AND FORMS, & POLICY MEMOS

View and print fillable applications and forms on SPAA's
website at: <https://spaa.newark.rutgers.edu/phd>

GRADUATE SCHOOL-NEWARK
*Application for Admission to Candidacy
for the Degree of Doctor of Philosophy*

To the Student: Please complete this page and present the entire/om, to the chairperson of your committee at the time of your qualifying examination. After the members of your committee have signed the second page, return the completed form, to the Graduate School-Newark office (241 Conklin Hall), in person.

On the day of your final examination, download the form entitled "Dissertation Defense Report" via our web site (<http://gsn.newark.rutgers.edu>), and bring it with you to the place of your examination to obtain the signatures of the members of your dissertation committee.

Please read the italicized instructions elsewhere on this application and familiarize yourself with all requirements for graduation.

Name _____
Last First Middle

Current Address _____

Permanent Address (if different from current) _____

Email Address _____ RUID # _____

Graduate program in which you are enrolled _____

I, the undersigned, apply for admission to candidacy for the degree of Doctor of Philosophy.

Date _____ Signature of applicant _____

Qualifying Examination Committee Report

To the faculty: Please sign section A or B below.

A. We recommend that _____ be admitted to candidacy.

Date _____

PRINT NAME BELOW

SIGNATURES BELOW

Chairperson _____

Committee Members _____

B. We recommend that _____ **not** be admitted to candidacy.

The committee chairperson of this committee shall summarize the committee recommendations in a letter to the applicant and shall forward a copy to the Graduate School-Newark office **within three days of the examination.**

Date _____

PRINT NAME BELOW

SIGNATURES BELOW

Committee Chairperson _____

Committee Members _____

C. Graduate Program Director

Date _____

PRINT NAME

SIGNATURE

To the student: Before you return this form to the Graduate School-Newark office, please note the following: you must maintain continuous registration until the date of your defense, and you must file a separate DIPLOMA APPLICATION several weeks or months before your anticipated date of graduation (see Graduate School-Newark web site for graduation deadline dates).

School of Public Affairs and Administration (SPAA)

Dissertation Research Funding Application



RUTGERS-NEWARK

School of Public Affairs
and Administration

Applicant Information:

Name: _____ RU-N ID _____

Graduate Program: _____ Semester of entry: _____

Are you officially ABD? Yes No Semester of admission to ABD: _____

Phone: _____ Email: _____

Address: _____

Project Information:

Project Title: _____

Proposed Start Date _____ Proposed End Date _____

Description:

Please provide a brief statement detailing your reasons for requesting dissertation research funding. Attach a copy of your abstract to this application.

Total Amount Requested (*including budget explanation*):

Limited to \$ 800 *one time during the course of doctoral studies.*

Required Signatures:

Applicant: _____ Date: _____

Dissertation Chair: _____ Date: _____

PhD Director: _____ Date: _____

Submit this signed application along with all required documentation in one .pdf file to
mjperez@newark.rutgers.edu

RECOMMENDED BY

_____ Graduate Program Director _____ Date

The Graduate Director is requested to forward two copies of this form to the Graduate School-Newark Dean's Office for approval. A copy will be returned to you upon final action.

THIS SPACE TO BE USED BY THE GRADUATE DEAN ONLY:

Conditions for this Extension Time:

Approved _____ Not Approved _____ Effective to _____
Month/Year

Signature of Dean

Date



Office of the Dean • Graduate School-Newark
 University Heights • Newark • New Jersey 07102-1801 • USA
 Tel. 973/353-5834 • Fax 973/353-1191

Application for Transfer of Academic Credit/Professional Experience

INSTRUCTIONS: Complete this application form and submit it to your graduate program director, include either an official transcript or statement of professional experience.

PLEASE NOTE REQUIREMENTS OF TRANSFER: 1) unconditional admission; 2) a minimum of 12 credits of "B" or better grades at the Graduate School-Newark; 3) official transcript(s) of courses to be transferred; 4) transfer courses must be graduate level, "B" grade or better, and many not include work for a thesis, independent study, research or non graded course work; 5) transfer courses should have been taken within the past 6 years; 6) a maximum of 40% of your total required course work is transferable.

TO BE COMPLETED BY STUDENT:

Name _____ ID # _____ Date _____

Mailing Address _____ City _____ State _____ Zip _____

Telephone: Home _____ Work _____ Date of Admission _____

Graduate Program _____ Degree Sought _____ No. Credits Completed GS-N _____

TRANSFER OF CREDIT (if additional space is needed, please attach sheet)

UNIVERSITY	COURSE TITLE	COURSE NO.	TERM TAKEN	CREDITS	GRADE
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

PROFESSIONAL EXPERIENCE _____ no. of credits (please attach statement)

TO BE COMPLETED BY PROGRAM DIRECTOR AND FORWARDED TO THE OFFICE OF THE DEAN FOR FINAL APPROVAL.

I have reviewed the request and recommend the transfer of _____ credit (s) of _____ coursework
 _____ professional experience.

 Graduate Program Director Date

TO BE COMPLETED BY DEAN:

I _____ approve _____ do not approve the transfer of _____ credit(s).

 Graduate Dean Date

FOR DEAN'S OFFICE USE ONLY:

_____ matric. _____ comp. rec. _____ GPA _____ no. cr transferable _____ no. cr. prev.trans.

(For MPA & Nursing, please indicate whether under the old or new curriculum)

School of Public Affairs and Administration (SPAA)

Application for Student Travel Support



Applicant Information:

Name: _____ RU-N ID _____

Graduate Program: _____ Semester of entry: _____

For PhD Students:	
Are you officially ABD?	Semester of admission to ABD:
<input type="checkbox"/> Yes	<input type="checkbox"/> No

Phone: _____ Email: _____

Address: _____

Have you received a travel award from SPAA before?

Yes No

Travel Information:

Travel destination: _____ Dates of travel: _____

Purpose of travel: _____

Description:

Please provide a brief statement detailing your reasons for requesting travel funding. Attach all relevant and appropriate documentation. For conference travel, a copy of the program and a letter accepting your abstract/paper is required, if applicable.

Total Amount Requested:

Limited to \$800 per academic year. If you are applying for **additional travel funding (up to \$500) in recognition of an award**, please provide relevant details below.

Please provide the name and e-mail address of your major advisor, if applicable:

Required Signatures:

Applicant: _____ Date: _____

PhD Director: _____ Date: _____

Rutgers University School of Public Affairs and Administration

Summary Worksheet of Program Requirements for Ph.D. in Public Administration

Student Name:

RUID:

Start Year:

Course name	Course number	Credits	Term/Year (or date)	Grade
Theoretical and Administrative Core (15 credits)				
Intellectual History of Public Admin.	617			
Government Budgeting & Resources	605			
Study of Public Organizations	601			
Governance and Politics	603			
Leadership, Equity and Diversity	618			
Comprehensive Exam Part I				
Specialization Fields (21 credits) <i>Two specializations with at least 9 credits in each specialization</i>				
1st specialization (specify):				
2nd specialization (specify):				
Comprehensive Exam Part II (specify adviser):				
Research Methods (12 credits)				
Quantitative Methods I				
Quantitative Methods II				
Qualitative Methods I				
Methods elective (specify):				
Sub-Total of Course Work		48 Credits		
Dissertation Research Credits		12 Credits		
Total Credits		60 Credits		
Dissertation prospectus defense date (expected):				
Dissertation defense date (expected):				
Dissertation advisor:				



Faculty Checklist for Post-Qualifying Student Registration

Instructions: To determine which form of registration (897- Study on Campus, 898 – Study off campus, 899 FT-Matric Continued) is most suitable for your student please review the items on checklist below.

Your student may register for Matriculation Continued (800) only if:

- they are taking a leave of absence (masters or PhD)
- they are a masters or PhD student that will not be enrolling in any courses because they are planning to take qualifying/comprehensive exams, or they have yet defended their thesis or dissertation proposal but need to remain enrolled.

*****Matriculation Continued is not considered full-time registration*****

Your student may register for FT-Matriculation Continued (899) if:

- they are post-qualifying
- they must have completed all required coursework and research credits
- they are currently working on a dissertation with a faculty committee
- they will not need financial aid or to defer loans

Note:
According to
Graduate School
Newark policy,
students are only
permitted to enroll in
two consecutive
semesters of matric
continued.

Your student may register for Full/Part-Time Study on Campus (897) if:

- they are a post-qualifying candidate
- they are actively working on a dissertation with a faculty committee
- they registered for 1.0 research credit
- they have completed all required coursework and it has been reviewed and approved by Ph.D. Program Director
- they may require financial aid or need to defer loans

Your student may register for Full/Part-Time Study Off Campus (898) if:

- they are no longer residing in the area and coming to campus to work on their dissertation
- they are a post-qualifying candidate
- they are actively working on a dissertation with a faculty committee
- they registered for 1.0 research credit
- they have completed all required coursework and it has been reviewed and approved by Ph.D. Program Director
- they may require financial aid or need to defer loans



Independent Study Form

*Students must complete this form in consultation with the supervising faculty member and submit it to the PhD Program Director for approval in advance of registering for the course. **Please type in the spaces provided. Email to the PhD Program Director, copying the supervising faculty member.***

Date:

Student name:

RUID:

Faculty member supervising independent study:

Semester and year:

Specialization field:

Description of research project of other coursework (be specific with respect to the substantive area and expected work products):

Signature
Faculty member

Date

Signature
PhD Program Director

Date



Registration Form – PhD Coursework

This form must be filled out and signed by the PhD Program Director prior to registering for courses.

Date:

Name:

RUID:

Email Address:

Semester:

Registered for the Following Courses:

List Courses and credits:

Total Number of Credits Approved by PhD Program Director:

Signature
PhD Program Director

Date



PhD Incomplete Form

To be submitted by the instructor; must be signed by both the instructor and the student when an incomplete grade is to be given. To be eligible for an incomplete grade, a student must have satisfactorily completed (C or higher) at least 60% of the course requirements, and be impacted by an extraordinary circumstance.

When giving an incomplete, the instructor and the student have to agree on requirements and a deadline (up to one academic year after the course has ended). **In the case of fall semester courses, work may not extend beyond the end of the following fall semester.**

In any case where these requirements and deadlines are not met, the incomplete grade will automatically convert to the grade indicated below.

Student Name _____ RUID# _____
 Instructor Name _____ Instructor Email _____
 Course Name _____ Course# _____
 Semester/Year course was taken _____

Reason for Incomplete _____

Outstanding Requirements _____

Deadline for student to submit missing work: _____
 Grade to be assigned if deadline is not met: _____

Student Signature _____ **Date:** _____

Instructor Signature _____ **Date:** _____

Office Use Only – SPAA Student and Academic Services *(submit to SPAA's Associate Dean of Student and Academic Services)*

Received by: Full Name _____ Title _____
 Signature _____ Date _____

STUDENT ANNUAL EVALUATION FORM

FIRST-YEAR PH.D. STUDENTS

Submission instruction: The student completes the form and then submits it with the current CV to PhD Program Director.

Name of Student: [Please type your name]

Date: MM/DD/YYYY

Coursework (check the box if complete, and indicate final grade in the box provided, type "IN" if incomplete)

- 26:834:617: Intellectual History of Public Administration [Grade]
- 26:834:605: Public Budgeting and Finance [Grade]
- 26:834:603: Governance and Politics [Grade]
- 26:834:601: Study of Public Organizations [Grade]
- 26:834:618: Leadership, Equity and Diversity [Grade]
- 26:834:607: Quantitative Methods I [Grade]
- 26:834:609: Qualitative Methods I [Grade]
- Other: [Course number, name, instructor] – [Grade] or [In progress]

Other Program Requirements

- Comprehensive Exam I. Please check if you plan to take this summer.
- Total number of times you attended SPAA PhD meetings and colloquiums in the past academic year.
- Please enclose your current CV



Additional Comments [to be completed by student]

Please briefly provide any additional comments about your progress that is not covered above; identify any special circumstances, awards, accolades, accomplishments, or other considerations or concerns. Please also briefly provide your professional goals for the coming year.

STUDENT ANNUAL EVALUATION FORM

SECOND-YEAR PH.D. STUDENTS

Submission instruction: The student completes the form and then sends it with the current CV to dissertation advisor for comments. The advisor sends the form to PhD Program Director. If the student has not yet selected a dissertation advisor, the student should directly send the completed form and CV to PhD Program Director.

Name of Student: [Your name]

Dissertation Chair: [Your dissertation advisor's name]

Date: MM/DD/YYYY

Coursework (check the box if complete, and indicate final grade in the box provided, type "IN" if incomplete)

- 26:834:608: Quantitative Methods II [Grade]
- Elective Methods [Course number, name, instructor] [Grade]
- Elective: [Course number, name, instructor] [Grade]
- [#] Number of course credits completed via transfer credits
- [#] Number of courses remaining "incomplete" grade from previous semesters. Please specify the course, instructor, and the date you plan to complete in the space below.

Other Second-Year Program Requirements

- Successful completion of Comprehensive Exam I
- Comprehensive Exam II: Provide the date you plan to submit the paper for Comp II.
[MM/DD/YYYY]
- Total number of times you attended SPAA PhD meetings and colloquiums in the last academic year.
- Please attach your current CV

Student's Comments [to be completed by student]

Please briefly provide any additional comments about your progress that is not covered above; identify any special circumstances, awards, accolades, accomplishments, conference or workshop presentations, or other considerations or concerns. Please also briefly provide your professional goals for the coming year.

Advisor's Comments on Student's Progress [to be completed by dissertation chair]

Please briefly provide comments on student's progress in the program, including coursework completion, plan for Comp II and dissertation proposal, conference participation, manuscript development, etc.

(Dissertation advisor, please return the completed form with student's current CV to PhD Program Director.)

STUDENT ANNUAL EVALUATION FORM

THIRD-YEAR PH.D. STUDENTS

Submission instruction: The student completes the form and then sends it with the current CV to dissertation advisor for comments. The advisor sends the completed form and student's CV to PhD Program Director.

Name of Student: [Your name]

Dissertation Advisor: [Please type the name]

Date: MM/DD/YYYY

Coursework (list the courses you have taken in the past academic year, and indicate your final grade of each course)

Elective: [Course number, name, instructor] [Grade]

Elective: [Course number, name, instructor] [Grade]

Elective: [Course number, name, instructor] [Grade]

All coursework complete. If no, indicate remaining # of courses required: [#]

[#] Total number of dissertation credits you have registered so far.

[#] Total number of courses remaining "incomplete" grade from previous academic years. Please specify the course, instructor, and date you plan to complete in the space below.

Other Third-Year Program Requirements

Successful completion of Comprehensive Exam II; Date completed: [MM/DD/YYYY]

If not yet completed, describe progress and date you plan to complete:



- Completion of dissertation prospectus; Date completed: [MM/DD/YYYY]
If not yet completed, expected prospectus defense date: [MM/DD/YYYY]
- Progress on dissertation research [Insert description below]

Dissertation committee: [Name of dissertation committee members]

Professional Development

- [#] Number of times you attended SPAA PhD meetings and colloquiums in the past academic year
- [#] Manuscript submissions for publication in the past academic year (including single and co-authored work)
- [#] Articles and book chapters accepted or published in the past academic year [provide full citations below]
- [#] Presentation(s) at professional conferences in the past academic year. [Please list below.]
- Please attach your current CV.

Student's Comments [to be completed by student]

Please briefly provide any additional comments about your progress that is not covered above; please identify any special circumstances, awards, accolades, accomplishments, or other considerations or concerns. Please also briefly provide your professional goals for the coming year.

Advisor's Comments on Student's Progress [to be completed by dissertation chair]

Please provide comments on student's progress in the program, including completion of coursework, Comp II, and dissertation proposal (or plan to complete coursework, Comp II, and dissertation proposal), conference participation, manuscript development, academic awards, etc.

(Dissertation advisor, please return the completed form with student's current CV to PhD Program Director.)

STUDENT ANNUAL EVALUATION FORM

FOURTH-YEAR+ PH.D. STUDENTS

Submission instruction: The student completes the form and then sends it with the current CV to dissertation advisor for comments. The advisor sends the form and student's CV to PhD Program Director.

Name of Student: [Please type your name]

Dissertation Chair [Please type the name of the chair]

Date: MM/DD/YYYY

Number of years you have completed in the program [Insert the number]

Coursework and Dissertation Research

- All coursework completed. If no, indicate remaining # of courses required: [#]
- [#] Total number of courses remaining "incomplete" grade from previous semesters.
- [#] Total number of dissertation credits registered
- Successful completion of Comprehensive Exam II, Date completed: [MM/DD/YYYY]
If not yet completed, describe progress and expected date for completion:
- Successful completion of dissertation prospectus; Date completed: [MM/DD/YYYY]
If not yet completed, expected defense date: [MM/DD/YYYY]
- Progress on dissertation research (provide description below)

Your dissertation committee: [Names of committee members]

Dissertation defense date set: MM/DD/YYYY

Professional Development

- [#] Number of times you attended SPAA PhD meetings and colloquiums in the past academic year.
- [#] Manuscript submissions for publication in the past academic year (including co-authored work)
- [#] Manuscripts accepted or published in the past academic year [Insert full citations below]
- [#] Presentation(s) at professional meetings in the past academic year [List all]

Please attach your current CV.

Student's Comments [to be completed by student]

Please briefly provide any additional comments about your progress that is not covered above; identify any special circumstances, awards, accolades, accomplishments, or other considerations or concerns. Please also briefly provide your professional goals for the coming year.

Advisor's Comments on Student's Progress [to be completed by dissertation chair]

Please briefly provide comments on student's progress in the program, including completion of coursework, Comp II, and dissertation proposal (or plan to complete coursework, Comp II, or dissertation proposal), progress in dissertation research, conference participation, manuscript development, preparation for job search, academic awards, etc.

(Dissertation advisor, please return the completed form with student's current CV to PhD Program Director.)

PhD Program Curriculum Policy

Core Courses

(15 credits – All Required)

Intellectual History of Public Administration (3)

Public Budgeting and Finance (3)

Study of Public Organizations (3)

Governance and Politics (3)

Leadership, Equity and Diversity (3)

Upon completion of the core, students are required to complete a comprehensive exam (Comp I) that covers the content learned in the core. More information on the format and requirements of each comprehensive exam can be found in [Academic Policies, Procedures & Forms](#).

Research Methods

(12 credits / 3 courses plus 1 methodology elective – All Required)

Quantitative Methods I (3)

Quantitative Methods II (3)

Qualitative Methods I (3)

Methodology Elective Course (3)

The methodology elective course can be taken in a school or department outside of SPAA with the approval by the PhD Director.

Specialization Fields

(21 credits – All Required)

Students are required to select two fields of specialization before they take elective courses. These two fields must be in public administration and fit the research interests of SPAA faculty. Students should consult with their adviser on specialization fields and receive approval from the PhD Director. Students are required to complete at least 9 credit hours of study in each field. The three remaining credit hours can be taken in either specialization field, or in another area of the student's choice.

Students may take up to 4 elective courses (12 credits), including the transfer credits, from outside of SPAA upon approval by the PhD Director. Elective courses taken outside of SPAA can be taken in the School of Business, the Bloustein School, the Division of Global Affairs, the School of Criminal Justice, other units of Rutgers University, and also NJIT.

Students are allowed to transfer up to 9 credits from their prior masters programs in public administration or related fields into the PhD program upon PhD Director's approval. The transferred credits are counted as elective courses and fulfill student's fields of specialization.

SPAA attempts to offer electives each semester to fulfill specialization requirements. Students are strongly encouraged to take these courses. Independent studies should be taken with SPAA faculty and preferably with student's main adviser.

The policy above was approved by Executive Committee at the Retreat on August 22, 2019.

Below are some suggested specialization fields, although students may propose other specializations in consultation with their adviser and the PhD Director:

- Public management
- Public budgeting and finance
- Comparative public administration
- Human resource management
- Organizational theory and behavior
- Nonprofit management and philanthropy
- Technology and e-government
- Health policy and administration
- Urban affairs and administration
- Ethics, transparency and accountability
- Behavioral public administration
- Historical and legal foundations of public administration



SPAA POLICY MEMO

RE: Faculty and Ph.D. Student Travel Support

Date: February 25, 2017 *(updated July 13, 2022)*

The School of Public Affairs and Administration (SPAA) provides travel support to full-time faculty and PhD students, as well as MPA students on a limited basis, for purposes of traveling to relevant professional meetings, conferences, or similar events to present a paper, receive an award, or play a major organizing and/or leadership role. Travel support is generally not available for part-time lecturers (PTLs), visiting scholars, or visiting doctoral students.¹ Funding for travel support is allocated each fiscal year, which runs from July 1 to June 30th.

Travel Support Amounts

- Full-time tenure and tenure-track SPAA faculty are eligible to receive travel support in the amount of \$3,500.
- Faculty allocated to SPAA fifty percent (50%) of their time are eligible to receive the same support amount allocated to full-time SPAA faculty, minus any funds they receive from their other budgeted unit(s).
- Full-time non-tenure track (NTT) SPAA faculty are eligible to receive travel support in the amount of \$2,000.
- Faculty travel is only available for purposes of presenting a paper, receiving an award, or playing a major organizing or leadership role in a professional meeting, conference, or similar event.²
- Faculty may use their travel support for other research activities and teaching expenses, with the prior written consent and approval of the Dean.
- PhD students in good standing are eligible to receive travel support in the amount of \$800 for each of their first four years of study.³ MPA students may receive travel support up to \$500 once during their degree program.⁴ Student travel support is only available for purposes of making a presentation, receiving an award, or playing another kind of active role in a professional meeting, conference, or similar event. **Additional Funding for PhD Students:** In addition to this funding, any PhD student in good standing who will be honored with a major award in recognition of their scholarly achievement(s) at an academic conference may apply to receive up to an additional \$500 in travel funding.⁵ Students can apply for these additional funds one time each year that they are eligible to apply for travel funds from SPAA.

¹ Exceptions to this policy are rare and will be granted only with advanced written permission of the Dean.

² An exception to this is for faculty who serve in Directorship or other leadership positions in SPAA where travel may be necessary for professional development purposes.

³ Good standing is defined as currently enrolled SPAA PhD students who have received, at least, a satisfactory annual performance evaluation and who have completed all outstanding Incomplete coursework. Please note, funds do not accumulate; and, funds do not carryover.

⁴ Funding for MPA students is not guaranteed and is available based on budgetary constraints.

⁵ A major award is defined as one where students have been acknowledged for their scholarly and/or research achievements and where they will be publicly recognized for these achievements among their scholarly peers.

- SPAA reserves the right to limit or cancel travel funding from year to year depending on budgetary and financial constraints of the School.

Process for Requesting Travel Support

- Faculty are required to submit a travel pre-authorization form to the Associate Dean for Finance and Administration, who will review funding availability for the requestor. If funding is available, the Associate Dean for Finance and Administration will obtain the required approval signature from the Dean and place a copy of the approved pre-authorization form in the requestor's mailbox. The approved form must be attached and must include the receipts submitted with the reimbursement request.
- PhD and MPA students requesting travel support must provide documentation of their presentation or other role in the conference or event. If awarded, expenses will be reimbursed after the conference or event has occurred. Reimbursements for travel must follow all SPAA and university policies and procedures. Students should send their requests for travel support in advance to the Associate Dean for Finance and Administration. Applications will be reviewed on an ongoing basis.

Effective immediately,



Gregg Van Ryzin
Interim Dean



RUTGERS-NEWARK

School of Public Affairs
and Administration

School of Public Affairs and Administration
Rutgers, The State University of New Jersey
111 Washington Street
Newark, New Jersey 07102

Teaching Evaluation Policy for 3rd Year PhD Student

Goals: To provide SPAA undergraduate students with quality instruction and to support PhD students in developing their pedagogical skills.

Developed for: 3RD year PhD Students

Policy: By the midpoint of fall/spring semester, at least one member of the BA Committee shall observe the classroom teaching practices of 3rd year PhD students teaching in SPAA's undergraduate program as a condition of the school's 3rd year teaching policy. Within two weeks of observation, the PhD Committee shall convene (e.g., face-to-face, virtually, via methods of written communication) to discuss the Committee member's observation. Within a week after convening, the BA Director shall provide either written or verbal performance feedback to the student.

Upon release of teaching evaluations, SPAA's BA Committee shall receive a copy of each 3rd year PhD student's evaluation from SPAA's Associate Dean of Academic and Student Services. The BA Committee shall review the teaching evaluations and evaluate whether the student has exceeded performance expectations, met performance expectations, or underperformed as an instructor (based on student assessments); and, within four weeks of receipt the BA Director shall provide the student with either written or verbal performance feedback.

Students underperforming as an instructor will be required to attend Committee-selected teaching workshops offered by the university's P3 Collaboratory and will also be required obtain the university's [ACUE Effective Teaching Certification](#). Severe underperformance may result in a permanent ban from teaching in SPAA's undergraduate program.

Created/Approved by: Lindsey M. McDougale, BA Program Director, in consultation with the BA Committee (10.15.2020)



SPAA PhD Students Summer Teaching Policy

Goal: Increase summer teaching opportunities for **4th Year PhD students**, particularly those who do not receive a graduate school Dissertation Fellowship.

Eligibility: The PhD student must: a) have completed three years in the program; b) be in good academic standing in the program; c) have no "Incomplete" grades; and d) have undergraduate teaching experience prior to being selected to teach in the graduate program.

Courses taught: Eligible PhD students may teach up to a total of two courses at the BA and/or MPA level, when available, during the summer sessions. The BA and/or MPA program director will decide which courses the PhD student can teach.

Compensation: Students will receive teaching compensation at the current PTL rate.

Note: Appointments of PhD students as PTLs for Fall and Spring semesters will comply with the Academic Labor Relations policy.

Created/**Approved by**: Lindsey M. McDougle, BA Program Director, in consultation with the BA Committee (Fall 2020)

SPAA POLICY MEMO

RE: Doctoral Program Funding

Date: March 8, 2017

Updated on January 4, 2020

This memo outlines the current policy on SPAA funding of doctoral students in our PhD program in public administration. The aim is to attract top doctoral students to our program, provide sufficient and equitable financial support during their time at SPAA, and encourage their professional development. This funding also provides important benefits to SPAA by supporting research and classroom teaching. Funding decisions are recommended by the PhD Program Director and approved by the Dean, contingent on the availability of resources within SPAA.

SPAA Doctoral Fellowship

On selective basis, outstanding full-time doctoral students are eligible for a SPAA doctoral fellowship, which includes a stipend of \$25,000 (for the academic year), full tuition remission, and student health insurance (for the student only, not dependents). Students are expected to work 15 hours per week, during the academic year, on research-related activities with faculty. This fellowship is renewable for up to four years, provided the student is in good standing.

Tuition Grants

Tuition grants may be provided to doctoral student, on a selective basis, to help reduce the cost of their tuition in the program. For example, there are certain highly qualified doctoral students, particularly in-state students, who may prefer to study part-time because they have professional jobs or other income. SPAA may offer these students a grant to be applied to all or part of their tuition. In addition, there may be students with outside fellowships (such as a Fulbright) that SPAA can attract with a tuition grant.

Dissertation Fellowships

The Graduate School—Newark (GS-N) provides Dissertation Fellowships, on a competitive basis, which provide a stipend with no work requirement, for the dissertation (generally fourth) year in the program. SPAA will generally provide students who are awarded these fellowships with student health insurance (for the student only, not dependents). It is expected that the student will cover any remaining tuition and fees (including the matriculation continued fees).

Pre- and Post-Doc Teaching Package

SPAA may provide doctoral candidates with a package of support consisting of on a 1-1, 1-2, or 2-2 PTL teaching load, with the addition of student health insurance paid by SPAA. At prevailing PTL rates, this would provide financial support about equivalent to the Dissertation Fellowship. It is expected that the student will cover any remaining tuition and fees (including the matriculation continued fees). Students may be assigned to teach in SPAA's BA or MPA program, either on campus or online. This teaching package may be offered to doctoral students in their fourth year who have been admitted to candidacy but do not receive a Dissertation Fellowship, and to selected doctoral graduates as a one-year teaching post-doc at SPAA. Doctoral students should not expect to receive this teaching package or other support

beyond their fifth year at SPAA. The offer of a pre- or post-doc teaching package is dependent on the teaching needs at SPAA and the qualifications of the doctoral student (including prior teaching experience, English language proficiency, and other evidence of teaching ability).

Summer and Hourly Work

Through grants, centers, and faculty research funding, doctoral students may receive financial support in the form of hourly work during the summer, intersession, or the regular academic year. Doctoral students are generally paid at the prevailing rate for doctoral students working at SPAA (currently \$20 per hour). Announcements of part-time work opportunities will be announced as they become available, generally at the beginning of each semester and before the summer and intersession. During the summer and intersession, doctoral students can work up to 20 hours per week. During the academic year, doctoral students are similarly limited to a total of 20 hours per week, including any work hours required separately as part of the standard funding package or other work requirements.

Travel Support

Doctoral students in good standing are eligible for travel support to present their work at conferences and to participate in other professional activities. Refer to the separate policy memo on travel support for the current process and amounts.

Dissertation Research Costs

Doctoral students with approved dissertation proposals are eligible for up to \$800 in support for data collection and other costs directly related to the student's dissertation research. This funding should not be used for general living expenses, travel to conferences, books, or other costs not directly related to the dissertation research. Requests for this funding must be approved by the student's dissertation chair and the PhD Program Director and must follow SPAA standard procedures for expense requests and reimbursements.

Effective immediately,



Gregg Van Ryzin
Interim Dean

Note:

SPAA's policy on the renewal of teaching assistantships is no longer valid given the Union imposed changes in 2023. In any part of this handbook where policies/statements diverge with what is union required, union rules take precedence.



Conducting Doctoral Dissertation Defenses During COVID-19 January 2022

Even though instruction at Rutgers-Newark is primarily in-person as of August 2021, the Graduate School-Newark authorizes that final examination defenses for doctoral dissertations may still occur virtually, using synchronous, electronic access technology. **In other words, “fully virtual” defenses for all committee members and the student are permissible.** This is an extension of our authorization for virtual defenses, first issued in March 2021.

This guidance does not change the requirement that all committee members, and the student, must participate in the defense synchronously – the student and all committee members must be able to hear each other (or utilize TTY or TDD relay for accessibility). The student must also ensure that each committee member has appropriate access to the thesis or dissertation well in advance of the defense.

The Graduate School recommends that defense committees use Zoom (zoom.rutgers.edu). The committee chair should be responsible for setting up and hosting the Zoom meeting at the appointed time, and for enabling a waiting room or breakout room, if deemed appropriate. For the purposes of ensuring connectivity for all participants, the Chair (as Host) may wish to conduct a short dry run prior to the defense (i.e., a brief check-in of all participants’ audio capabilities). Note that Zoom provides a “record” feature, if the student desires a recording of the event. Committee deliberations should not be recorded.

As a reminder, in order for a defense to be valid, all committee members must be present and participate. A representative from the Office of the Dean is also available to join the teleconference in order to monitor connectivity and assist with tech troubleshooting.

Dissertation Defense Report: Within 72 hours of the defense, each committee member (including the Chair) **must** electronically sign the Graduate School’s Dissertation Defense Report, using **DocuSign**.

The DocuSign site we have developed requires that defending students complete the portions of the Report identifying (i) their committee members, and (ii) the courses that count towards the degree. Students should use their unofficial transcript to accurately record the courses counting towards the degree. Reports lacking this information will be returned, and may delay conferral of the degree. Detailed instructions for completing the Report will be provided for defending students.

After completing the required portions of the Dissertation Defense Report in DocuSign, the platform will route the Report for signature to each committee member (including the Chair) and the Graduate Program Director. The fully-executed form will then be automatically submitted to the Graduate School.

Signed Dissertation Title Page: After the defense, student should request that each committee member also affix an electronic signature (using either Preview, for Mac users, or Adobe, for other devices) to the dissertation's title page. Once collected, student should send these individually-signed .pdf file(s) in a single email to the Graduate School at gsnsch26@newark.rutgers.edu.

We deeply appreciate your flexibility and understanding as we work together to maintain continuity in our academic work.

Please visit <https://www.gsn.newark.rutgers.edu/phd> for additional information regarding dissertation submission guidelines and requirements.

Please visit <https://coronavirus.rutgers.edu/> and the **Return to Rutgers** guide for current university operating status and guidance regarding the COVID-19 virus.



Conducting Doctoral Dissertation Defenses During COVID-19 (March 2022)

While in-person instruction at Rutgers-Newark is suspended due to the COVID-19 pandemic, the Graduate School-Newark authorizes that final examination defenses for doctoral dissertations may occur virtually, using synchronous, electronic access technology. **In other words, “fully virtual” defenses for all committee members and the student are permissible.**

This guidance does not change the requirement that all committee members, and the student, must participate in the defense synchronously – the student and all committee members must be able to hear each other (or utilize TTY or TDD relay for accessibility). The student must also ensure that each committee member has appropriate access to the thesis or dissertation well in advance of the defense.

The Graduate School recommends that defense committees use the Cisco Webex platform, at <https://webex.rutgers.edu/>. The committee chair should be responsible for setting up and hosting the Webex meeting at the appointed time. For the purposes of ensuring connectivity for all participants, the Chair (as Host) may wish to conduct a short dry run prior to the defense (i.e., a brief check-in of all participants’ audio capabilities). Note that Webex provides a “record” feature, if the student desires a recording of the event.

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gsnsch26@newark.rutgers.edu. If there are four committee members, student should submit four signed title pages – one for each committee member.

We deeply appreciate your flexibility and understanding as we work together to maintain continuity in our academic work.

Please visit <https://www.gsn.newark.rutgers.edu/phd> for additional information regarding dissertation submission guidelines and requirements.

Please visit <https://coronavirus.rutgers.edu/> for current university operating status and guidance regarding the COVID-19 virus.

OTHER DOCUMENTS

ROOM RESERVATION PROCESS

Date: July 15, 2022

Room Reservation Process:

To make a booking in REMS, follow the steps outlined below.

1. Navigate to <https://reserve.newark.rutgers.edu> and enter your netID and password
2. Click "book now" next to SPAA Room Reservation Request under Reservation Templates
3. Enter the time and date of your event, then click "Search" under the Center for Urban and Public Service location
4. Use the room schedule to pick a room for the event, then click the add button next to the room name
5. Select the number of attendees, then click "Add room". Once you've added your room(s), click "Next Step" in the upper right corner
6. Enter your event information and read and agree to the terms and conditions, then click "Create Reservation"

To view the status of your reservations, click the "MY EVENTS" tab. An email will also be sent to you when your reservation is confirmed, or if the reservation needs to be adjusted or cancelled. Please bear in mind that reservations must be made at least three days in advance of an event. For more information regarding the REMS system and reservations, please refer to the RU-N REMS User Guide in the "LINKS" section of reserve.newark.rutgers.edu.

Beginning AY 2023-24 update:
For all room reservations, please reach out to Shonda Levine.

Certification of Eligibility for Comprehensive Examination I

Please sign and submit to the PhD Program Director prior to the exam.

I hereby certify that I have completed all work for the following courses, and that grades have been submitted by the appropriate professors. I understand that completion of these courses is a prerequisite for sitting for the examination:

- PAD 617 Intellectual History of Public Administration
- PAD 605 Public Budgeting And Finances
- PAD 601 Study of Public Organizations
- PAD 603 Governance and Politics
- PAD 618 Leadership, Equity and Diversity

I further certify that I understand that this is an **open-book exam** and that the use of notes, the Internet, electronic devices, or other sources during the exam period is permitted; I am aware of [Rutgers University Academic Integrity Policy](#) and of the serious sanctions and consequences for my academic career of violating that policy.

Tong Chen

Printed Name

RUID

Signature

6/16/2022

Date

COMPREHENSIVE EXAMINATION I

EXAMINATION RESULTS

Student Name: _____

Comprehensive Examination I Date: _____

Examination Results Date: _____

Examination Results:

QUESTION [insert]

HIGH PASS (PASS WITH DISTINCTION)

PASS

FAIL

QUESTION [insert]

HIGH PASS (PASS WITH DISTINCTION)

PASS

FAIL

Comments: _____

PhD Program Director: _____

Date: _____



*School of Affairs and Administration Ph.D. Club (SPAA Ph.D. Club)
Constitution*

*Rutgers, The State University of New Jersey, Newark Campus
School of Public Affairs and Administration (SPAA)*

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RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY, NEWARK CAMPUS
SCHOOL OF PUBLIC AFFAIRS AND ADMINISTRATION (SPAA)
SPAA Ph.D. CLUB (SPC)
CONSTITUTION

Article I. NAME: This organization shall be known as the **SPAA Ph.D. Club (hereafter SPC)** in the School of Public Affairs and Administration (SPAA) at Rutgers University Newark (RUN).

Article II. PURPOSE: The objectives of this organization shall be to:

- a. Promote better communication among graduate students, faculty, and the administration.
- b. Develop programs of cultural, social, recreational, professional, and intellectual enrichment for doctoral students.
- c. Provide activities and services which will assist students in their graduate and post-graduate work.
- d. Strengthen the SPAA community and bridge the relationships between academic programs through diverse programming.

Article III. MEMBERSHIP:

- a. All doctoral students and doctoral candidates enrolled in SPAA are members of the SPC.
- b. Membership shall be open to all the School's Doctoral students and Doctoral candidates and must comply with federal laws prohibiting discrimination on the basis of race, religion, color, national origin, ancestry, age, sex, sexual orientation, gender identity and expression, disability, atypical hereditary cellular or blood trait, marital status, civil union status, domestic partnership status, military service, and veteran status, and any other category protected by law.

Article IV. STRUCTURE: The government of the association shall be composed of the SPC Board.

a. THE SPC Executive Board

i. Functions:

1. To direct the policies and operations of the Club in all matters relating to the purpose for which the SPC has been formed.

2. To present a statement of goals for the academic year at the first executive board meeting which shall be considered for adoption at the second executive board meeting.
3. To prepare a budget for the academic year which shall include program allocations, general operations, and list of school-wide activities. The outgoing treasurer from the school year prior to the current school year shall develop a projected budget. At the beginning of the new fiscal school year, the current treasurer shall review the projected budget, modify where needed, and then present for ratification to the current executive board by the second executive board meeting of the year. The approved projected budget shall then be presented at the next general meeting. The final budget shall be developed and submitted to the executive board for approval no later than two weeks after the final budget allocation is received from the Dean's Office and/or the Graduate School Governing Association (GSGA). The final approved budget shall then be presented at the next general meeting.
4. To direct the outgoing elected executive board officers to meet with the newly elected executive board officers to address the duties of said office.

ii. Composition: The elected SPC Executive Board will consist of: President, Vice President, Treasurer, Secretary, Event Coordinator, and other positions as deemed necessary by the Board. The Board may also create committees, such as events' planning, fundraising, Social Media, etc. as needed. The Faculty Advisor is also included in Board activities.

iii. Duties of the Board Members:

1. The President shall:
 - a. Preside at the Board and general SPC meetings.
 - b. The President shall attend GSGA meetings or appoint an alternate to attend.
 - c. Review reports of Board members.
 - d. Actively participate in planning and implementing SPC activities.
 - e. Oversee external relations including, but not limited to, alumni affairs, community engagement and other Schools' events.
 - f. Delegate additional responsibilities to Board members as necessary.

2. The Vice-President shall:

- a. Attend all SPC Board Meetings.
- b. In the absence of the President, preside at Board meetings.
- c. Actively participate in planning and implementing SPC activities.
- d. Oversee professional development programs and activities.
- e. Coordinate the annual executive board election process in the spring semester, and will also oversee the appointment process of any missing executive board members in the fall semester.
- f. Serves as liaison with the School including maintaining membership database and sending notices.
- g. Carry out all other responsibilities as delegated by the President.

3. The Secretary shall:

- a. Attend all the SPC Board meetings.
- b. Keep the minutes of the Board meetings.
- c. Maintain and distribute minutes, committee reports, and correspondence for the Board. SPC minutes, committee reports, and correspondence shall be maintained on file and electronically by the Secretary.
- d. Take the official tally of votes during Board meeting.
- e. Assemble and send notices of meetings, agendas, and other materials to Board members.
- f. Draft communication at the request and approval of the Board.
- g. Respond to general inquiries via Email.
- h. Carry out all other responsibilities as delegated by the President.

4. The Treasurer shall:

- a. Implement the budget plans as outlined by the Board. This includes following School and GSGA procedures for deposits to, and payments from, the accounts of the SPC.
- b. Submit at the beginning of his or her term a request to the Faculty Advisor for enrollment figures of the previous school year, which will form a basis for SPC's allocation from the

School. Upon leaving office, the outgoing treasurer from the school year prior to the current school year shall develop a projected budget.

- c. Report at each meeting of the Board about the financial standing of the SPC.
- d. Meet with members of the Board to decide upon requests for additional club funding.
- e. Notify members if funds are in jeopardy, have been frozen, or discontinued.
- f. Prepare written guidelines for club functions, as well as special events, in accordance with the budget.
- g. Carry out all other responsibilities as delegated by the President.

5. The Event Coordinator shall:

- a. Preside at the Events Planning Committee meeting.
- b. Elicit ideas for events from SPC members (i.e. via student surveys).
- c. Organize, promote, advertise and execute all events sponsored by the SPC.
- d. Work with the events planning committee to oversee all Social Media, including Facebook, Twitter, etc.
- e. Work with the other club members and executive board to oversee publications of SPC that include, but are not limited to, advertisements and initiatives.
- f. Ensure consistency in branding (logos, colors, etc.) for SPC, according to the official SPAA Identity standards.
- g. Carry out all other responsibilities as delegated by the President.

iv. The Faculty Advisor (ex-officio member): The Advisor attends Board meetings and is the liaison between the Dean and SPC. The Advisor confers with the Board on such issues as development of the SPC budget, Executive Board elections, and other matters of administration and programming.

v. Voting Members: The only Board members with voting privileges are the President, Vice-President, Secretary, Treasurer, and Events Coordinator.

vi. Meetings

- a. Meetings of the Executive Board shall be held at least once a month during the academic year, with time and date to be determined by the Board members.
- b. Meetings will not be held during Winter and Spring Breaks.
- c. Business can be conducted at a meeting only when a quorum is present. A quorum shall consist of one more than one half of the voting membership.
- d. Between meetings, motions for the Board must be submitted to the Secretary in writing and will be presented in the order received. With the consent of the Board, the President may establish other priorities of order.
- e. During meetings, board members shall provide updates and reports on old and new business since the previous meeting.

vii. Matters presented to the Board:

- a. Request of a Board member.
- b. A committee ready to report.
- c. Written requests to the Board.
- d. Any matter brought before the Board should be addressed to the Secretary. This should be done at least two business days prior to the Board meetings.
- e. The agenda for the Board meetings is prepared by the President and duplicated and disseminated by the Secretary.

Article IV. ELECTION AND SUCCESSION OF BOARD MEMBERS:

A. General Elections

- a. All candidates for Board positions shall be doctoral students or doctoral candidates enrolled in the School for the academic year in which they will be elected to serve.
- b. Each academic year, by the March meeting of the general meeting, the Vice President shall present a set of election procedures. These procedures shall specify the manner in which the elections will be held for the executive board positions and the procedure for solicitation of nominees from all SPC members.

B. Term of Office

- a. The term of office for all elected members of the Board begin on the first day after Spring commencement, and ends on the day of Spring commencement the following year.
- b. The same person shall occupy each elected board position for a period of not greater than two academic years.

C. Succession

- a. If any elected member is unable to complete his/her term of office, the Executive Board will decide in what manner to fill the vacant position.
- b. Any Board member seeking resignation shall submit this in writing to the Executive Board as soon as possible, prior to subsequent resignation.

D. Censure and Removal from Office

- a. Such procedure shall be initiated for failing to faithfully execute the responsibilities of the office or position occupied (this includes committee work). Any member may initiate this procedure.
- b. Individuals against whom censure or removal proceedings have been initiated have the right to a hearing before a Special Committee.
- c. If a hearing is requested, proceedings for censure or removal shall be as follows:
 1. Submit in writing to a member of the Executive Board the individual's name, position, and reasons for initiating the proceeding.
 2. Upon receipt of such material, the Executive Board shall:
 - i. Contact the individual so named to advise his/her of the accusations.
 - ii. Contact SPC members to create a special committee which shall have sole jurisdiction and final authority in the matter.
 - iii. This committee will be composed of two Board members and the Faculty Advisor (excluding any members involved in the proceedings).
 - iv. The positions for the committee shall be chosen by lot.

v. The chair of the committee shall be chosen from within and by its membership.

Article VI. AMENDMENTS TO THE CONSTITUTION:

- a. Proposed amendments to this Constitution must be submitted, in writing, by a member to the Secretary. The amendment shall be placed on the agenda at the next meeting for discussion and shall be voted upon at the following meeting.
- b. An amendment shall be accepted if it is passed by a majority vote of SPC membership.

Article VII. BYLAWS: The SPC shall have the power to pass rules known as Bylaws to implement the articles of this Constitution. Bylaws proposals must be submitted in writing to the Secretary at least thirty calendar days prior to a general meeting. A Bylaw shall be accepted if it is passed by a 2/3 majority vote of the SPC membership.

Article VIII. RULES OF ORDER: The authority for all rules of procedure shall be *Robert's Rules of Order, Revised Edition*, except as superseded by this Constitution and its Bylaws.

Article IX. APPLICABLE LAWS

- a. This student organization shall abide by all applicable laws of the State of New Jersey and the United States.
- b. This organization shall abide by all applicable rules and regulations of the University and under the privileges as granted by the Division of Student Affairs and by the rules and regulations of GSGA.

Adopted November 5, 2019

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