School of Public Affairs & Administration (SPAA)

Rutgers University-Newark

DataBook

RUTGERS
School of Public Affairs
and Administration | Newark

Contents

Overview

School Founded: 2006
Following decades of accomplishments via the Graduate Department of Public Administration at Rutgers University-Newark, the School of Public Affairs and Administration (SPAA) was established in 2006. SPAA is organized as a discrete School, with administrative and policy control over all undergraduate and Master's Program activities. The Ph.D. program is organizationally part of the RU-N Graduate School.

Degree Programs: 7
– Bachelor of Arts in Public and Nonprofit Administration (BA)
– Master of Public Administration (MPA) *[42 credit hours]*
– 100% Online MPA *[42 credit hours]*
– 5-Year Dual Degree (BA/MPA or BS/MPA)
– Juris Doctor / Master of Public Administration (JD/MPA)
– MPA/Master of Accountancy (MACCY)
– Ph.D. in Public Administration

Certificate Programs: 8
– Appreciative Inquiry for Strengths-Based Leadership and Innovation in Public and Nonprofit Sectors
– Budgeting and Financial Management *[graduate credit]*
– Certified Public Manager (with the State of New Jersey) *[potential credit]*
– Healthcare Administration *[graduate credit]*
– Leadership of Public Organizations *[graduate credit]*
– Nonprofit Management *[graduate credit]*
– Public Performance Measurement *[graduate credit]*

Accreditation: Nationally and Internationally
– NASPAA (Network of Schools of Public Policy, Affairs, and Administration) *[accredited 1989]*
– First U.S. school to receive international accreditation in public administration programs:
ICAPA (International Commission on Accreditation of Public Administration Education and Training) *[accredited 2015]*

Rankings: *U.S News & World Report* *[Reported as 2017 rankings; ranked in Fall 2015]*
– 7th in Information and Technology
– 11th in City Management and Urban Policy
– 13th in Public Management / Administration
– 17th in Nonprofit Management
– 18th in Public Finance and Budgeting
– 28th in Public Policy Analysis
– 34th in Public Affairs

Admissions

Tables 1-3 show applications and admission figures, by program, for SPAA's regular MPA, EMPA, and Ph.D. programs. "Admit rate" is the percentage of applicants who are accepted into the program. "Yield" is the percentage of accepted applicants who actually register for classes. Data include degree students only.

Table 1. MPA Applications, Admissions, and Attendance					
Academic Year	Applied	Admitted	Attended	Admit Rate	Yield
2007-08	138	73	44	53%	60%
2008-09	126	94	55	75%	59%
2009-10	138	109	72	79%	66%
2010-11	145	106	68	73%	64%
2011-12	201	158	88	81%	56%
2012-13	185	147	74	79%	50%
2013-14	337	291	176	87%	60%
2014-15	474	418	243	88%	58%
2015-16	441	361	241	82%	62%
2016-17	332	259	174	78%	67%

Last updated 8/12/2017

Table 2. EMPA Applications, Admissions, and Attendance					
Academic Year	Applied	Admitted	Attended	Admit Rate	Attend Rate
2007-08	36	34	29	94%	85%
2008-09	40	34	29	85%	85%
2009-10	31	27	23	87%	85%
2010-11	42	39	29	93%	74%
2011-12	52	47	37	90%	79%
2012-13	46	43	34	93%	79%
2013-14	40	32	28	80%	88%
2014-15	56	51	44	91%	86%

Last updated 9/9/15

Table 3. Ph.D. Applications, Admissions, and Attendance					
Academic Year	Applied	Admitted	Attended	Admit Rate	Attend Rate
2007-08	53	13	7	25%	54%
2008-09	38	13	9	34%	69%
2009-10	45	10	7	22%	70%
2010-11	60	12	7	20%	58%
2011-12	59	14	6	24%	43%
2012-13	49	12	7	24%	58%
2013-14	59	10	6	17%	60%
2014-15	62	10	7	16%	70%
2015-16	45	10	6	22%	60%
2016-17	40	10	6	25%	60%

Last updated 8/12/17

Table 4 shows average GPAs for admitted graduate students in their most recent degree program. For master's students, this is usually their undergraduate degree program. For Ph.D. students, it is usually a prior master's degree. Many of SPAA's master's students (especially EMPA students) are well into their careers, so their GPAs may be from a program many years earlier.

| Table 4. Prior GPAs of Admitted Students			
Academic Year	MPA	EMPA	Ph.D.
2016-17	3.28	-	3.33
2015-16	3.23	2.93	3.35
2014-15	3.22	3.07	3.30
2013-14	3.21	3.02	3.55
2012-13	3.18	3.00	3.31
2011-12	3.18	3.11	3.11
2010-11	3.16	2.49	3.48
2009-10	3.16	3.16	3.41
2008-09	3.14	3.19	2.88
2007-08	3.14	2.76	2.99

Last updated 8/12/17

Enrollment

Table 5 shows enrollments by full- and part-time status, by program. These are "unduplicated" numbers, meaning that each enrolled student is only counted once each academic year, regardless of the number of terms for which they enroll in classes. The distinction between part-time and full-time is based on the current semester when the data are updated. It is only an approximation, because student may (and frequently do) change their status.

Table 5. Degree Enrollment, by Program & Full- / Part-Time Status							
Program	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
BA (Majors Only)							
Full-Time	21	54	64	97	135	157	200
Part-Time	3	8	11	12	23	28	38
Total	24	62	75	109	158	185	238
MPA (Matric Only)							
Full-Time	77	86	40	193	191	236	320
Part-Time	89	113	164	105	274	298	211
Total	166	199	204	298	465	534	531
EMPA							
Full-Time	0	2	1	2	3	0	0
Part-Time	83	93	100	101	113	83	48
Total	83	95	101	103	116	83	48
Total MPA							
Full-Time	77	88	41	195	194	236	368
Part-Time	172	206	264	206	387	381	211
Total	249	294	305	401	581	617	579
Ph.D.							
Full-Time	18	12	12	11	16	16	18
Part-Time	25	23	21	21	16	15	14
Total	43	35	33	32	32	31	32
Total Degree	**316**	**391**	**413**	**542**	**771**	**833**	**849**

Last updated 1/20/2018

Chart 1 shows similar data since academic year 2007-2008 in graphical form.

Chart 1
Total Unduplicated Enrollment, by Program
by Academic year

Note: 2017-18 is partial data
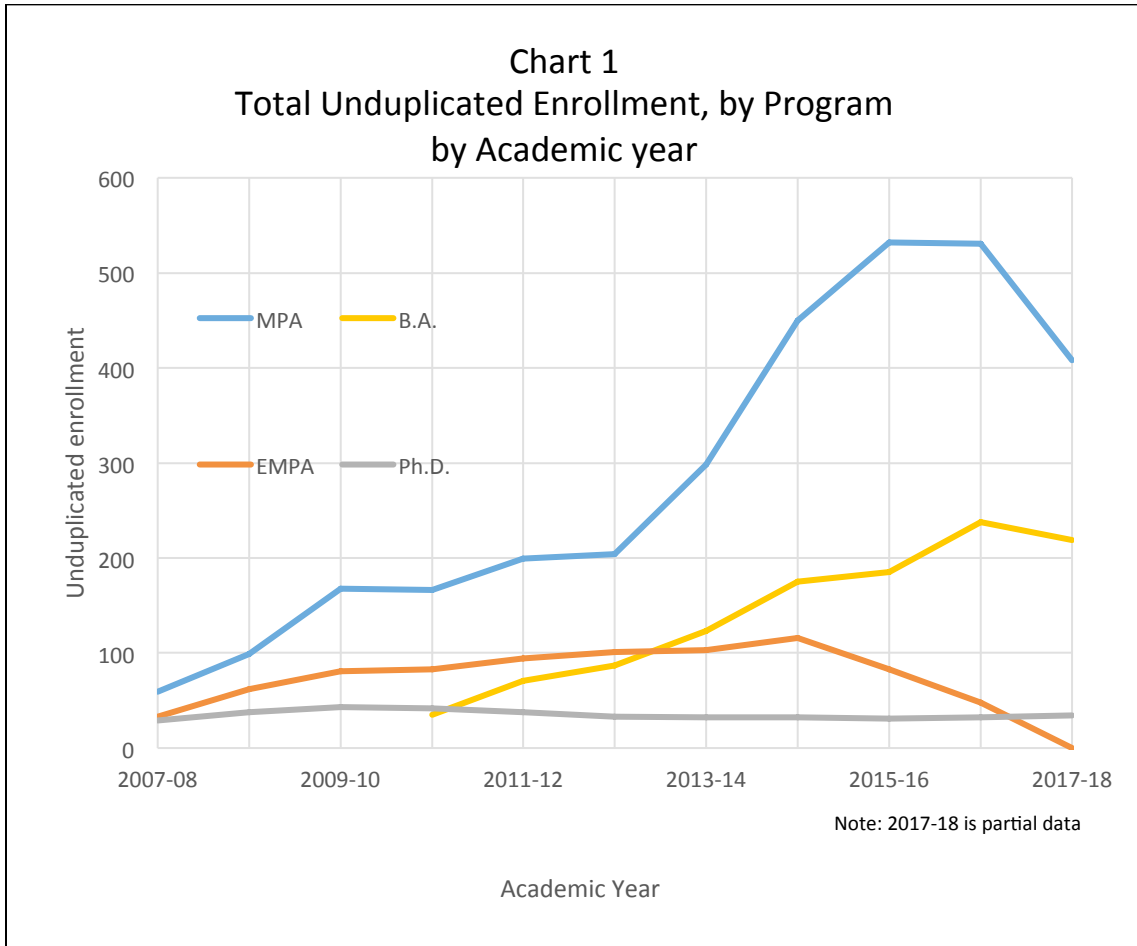
Academic Year
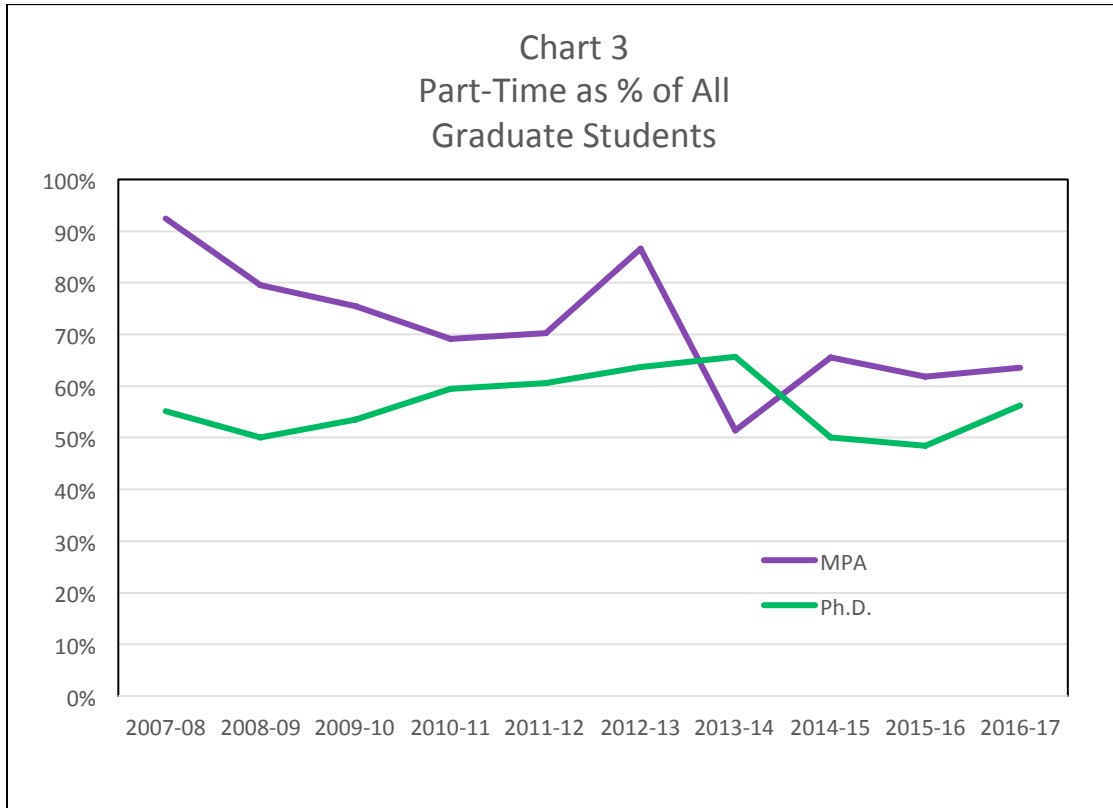
Last updated 1/20/2018

8

Chart 2 shows incoming students by academic year. These are students that actually attend after having been accepted.

Chart 2
Incoming Students
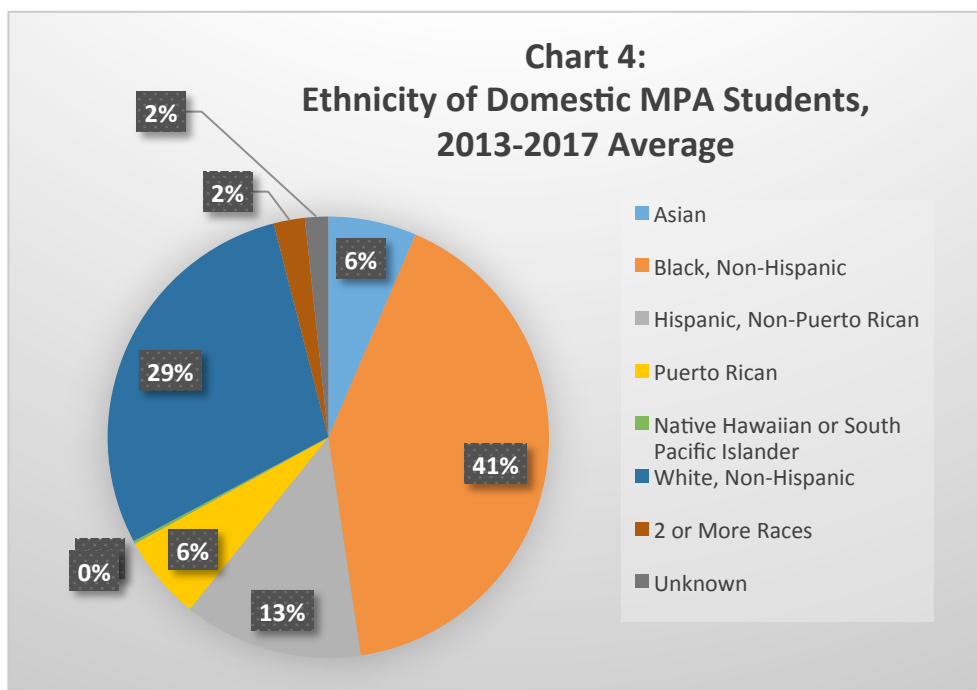**By Academic Program and Year**
(degree students only)
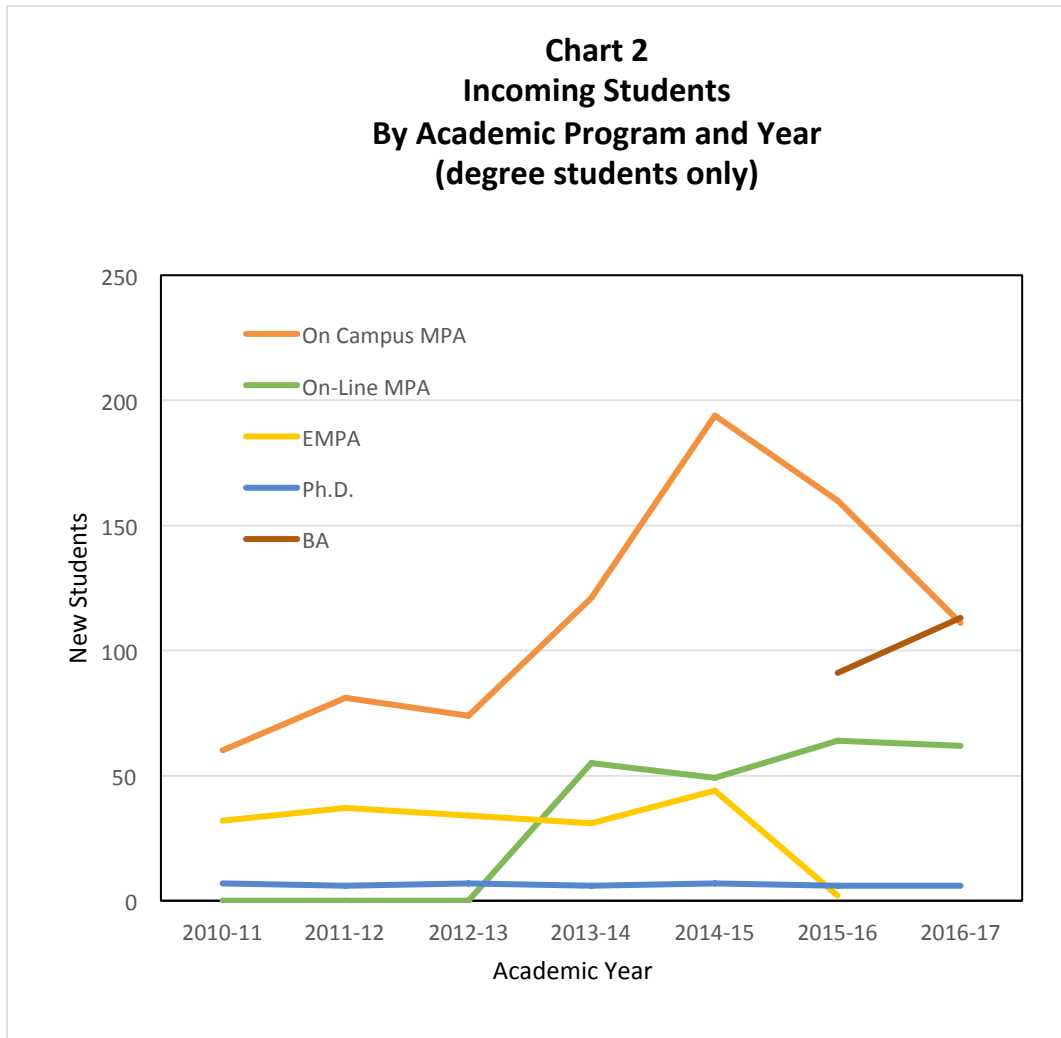
Chart 3 shows part-time status for all master's and Ph.D. students. Master's includes both MPA and EMPA. All EMPA students are part-time.

Chart 3
Part-Time as % of All
Graduate Students

Last updated 10/17/2017

Demographics

SPAA has an incredibly diverse student body. Ethnic diversity for MPA students in fall 2015 is shown in *Chart 4*. This includes domestic students and permanent residents only.

**Chart 4:
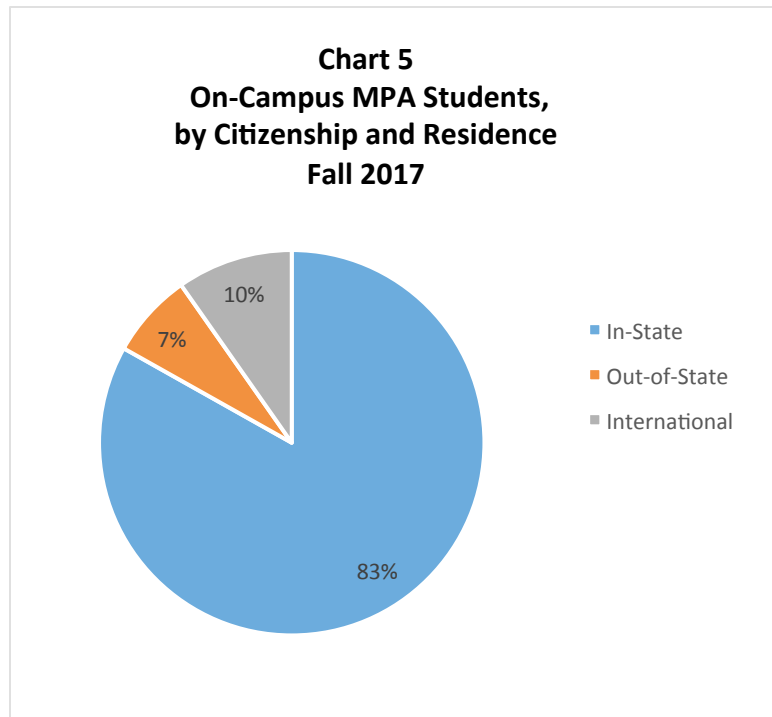Ethnicity of Domestic MPA Students,
2013-2017 Average**

- Asian
- Black, Non-Hispanic
- Hispanic, Non-Puerto Rican
- Puerto Rican
- Native Hawaiian or South Pacific Islander
- White, Non-Hispanic
- 2 or More Races
- Unknown

2%
2%
6%
29%
0%
6%
13%
41%

Last updated 1/20/2018

Table 6 shows the racial and ethnic makeup new students entering in Academic Year 2016-17, for students, by program. It uses a standard federal definition, which only includes domestic, matriculating students. Not shown in *Table 6* is the fact that many of SPAA's graduate students are international in origin. This is especially true for the Ph.D. and on-campus MPA program.

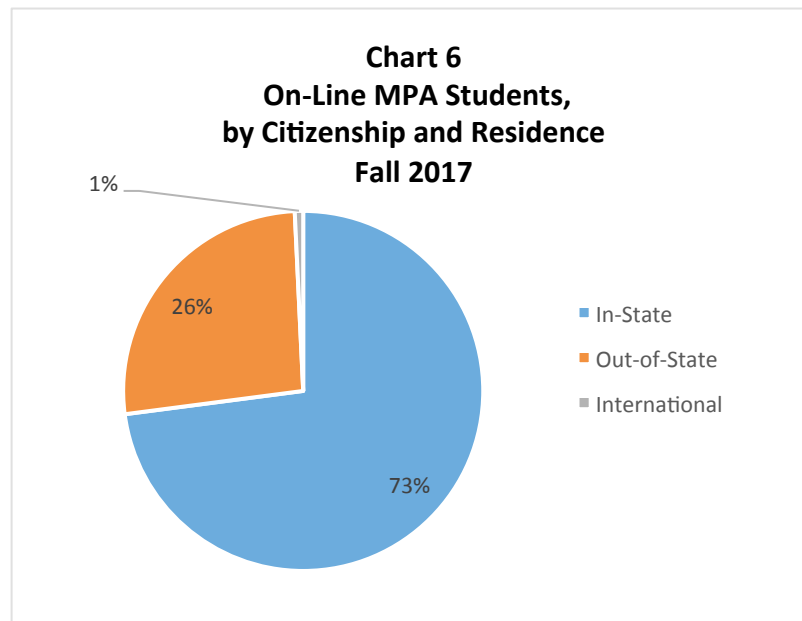| Table 6. Ethnicity of Newly Enrolled Domestic Students: by Program, AY 2016-17				
	On-Campus MPA	On-Line MPA	Ph.D.	BA (Majors Only)
Asian	6%	3%	33%	15%
Black, Non-Hispanic	56%	23%	33%	38%
Hispanic, Non-Puerto Rican	17%	10%	0%	21%
Puerto Rican	6%	10%	0%	8%
Native American or Alaska Native	0%	0%	0%	0%
Native Hawaiian or South Pacific Islander	0%	0%	0%	0%
White, Non-Hispanic	12%	52%	33%	14%
Two or More Races	1%	3%	0%	3%
Unknown	1%	0%	0%	1%

Last updated 8/12/17

Chart 5 shows the composition of students in the on-campus MPA program for fall 2017. Since 2015, the share of international students has declined from 37% to just 10% in 2017.
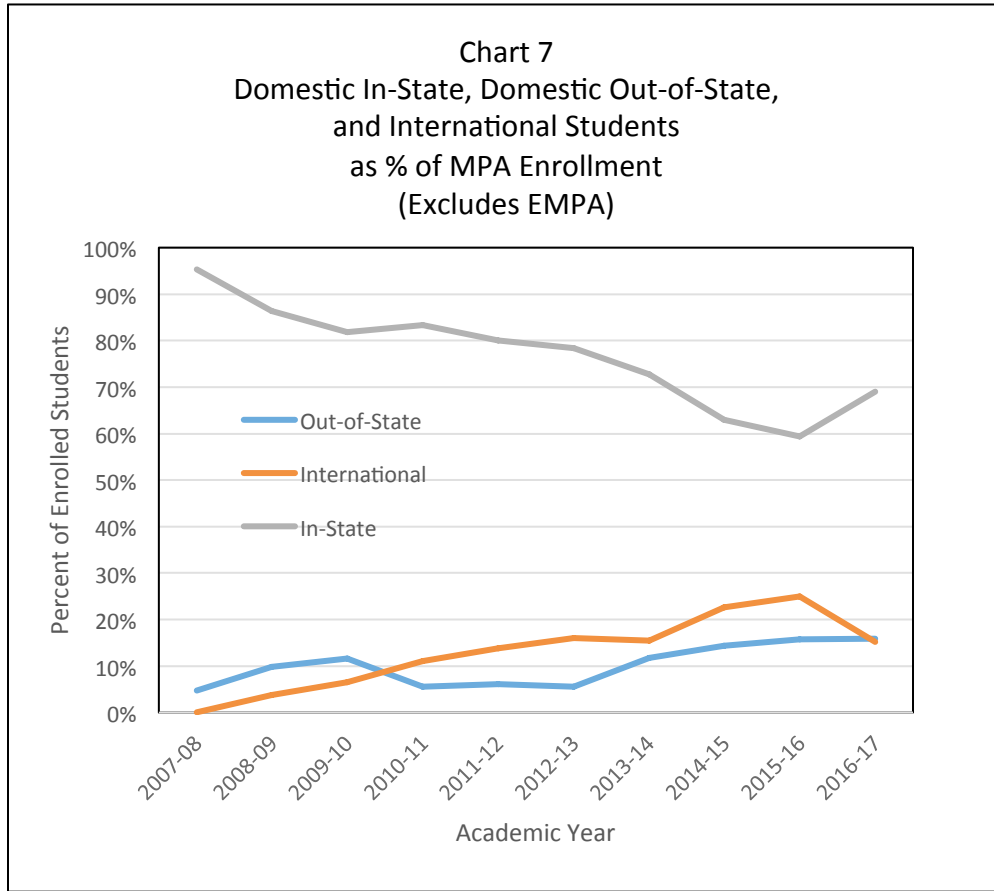
Chart 5
On-Campus MPA Students,
by Citizenship and Residence
Fall 2017

10%

7%

In-State

Out-of-State

International

83%

As *Chart 6* shows, the online MPA program has domestic, out-of-state students, but essentially no international students. The share of on-line students that are from New Jersey has increased significantly, from 52% in 2015 to 73% in 2017.
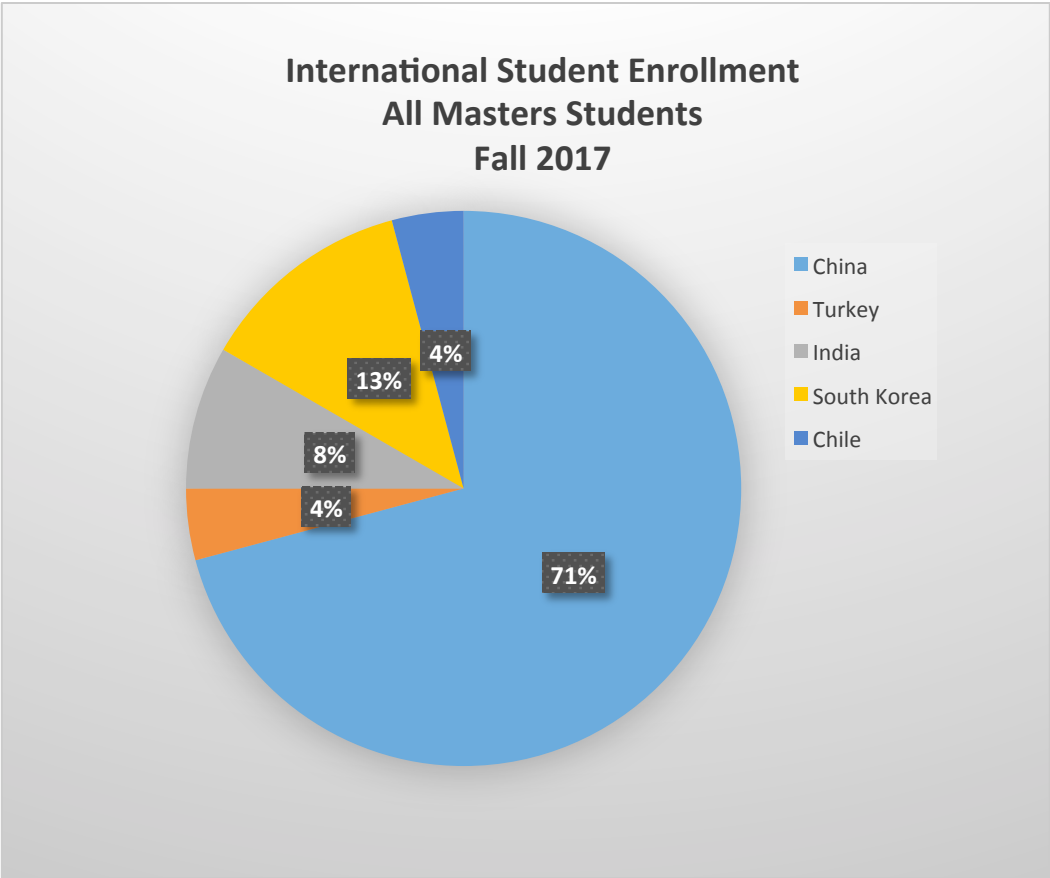
Chart 6
On-Line MPA Students,
by Citizenship and Residence
Fall 2017

1%

26%

In-State

Out-of-State

International

73%

The increasing enrollment of out-of-state and international students is clearly shown in *Chart 7*.

**Chart 7
Domestic In-State, Domestic Out-of-State,
and International Students
as % of MPA Enrollment
(Excludes EMPA)**

Last updated 10/17/2017

Chart 8 shows SPAA's international students in 2017, by country of origin. There is a strong dominance of China as a source of students.

**International Student Enrollment
All Masters Students
Fall 2017**

Legend:
- China
- Turkey
- India
- South Korea
- Chile

- China: 71%
- Turkey: 4%
- India: 8%
- South Korea: 13%
- Chile: 4%

Last Updated 1/20/2018

Chart 9 shows the percentage of female students by degree. Note that the volatility in the percentage of females in the Ph.D. program is due in part to the small number of Ph.D. students.

Chart 9
Fall Enrollments
Percent Female, by Degree
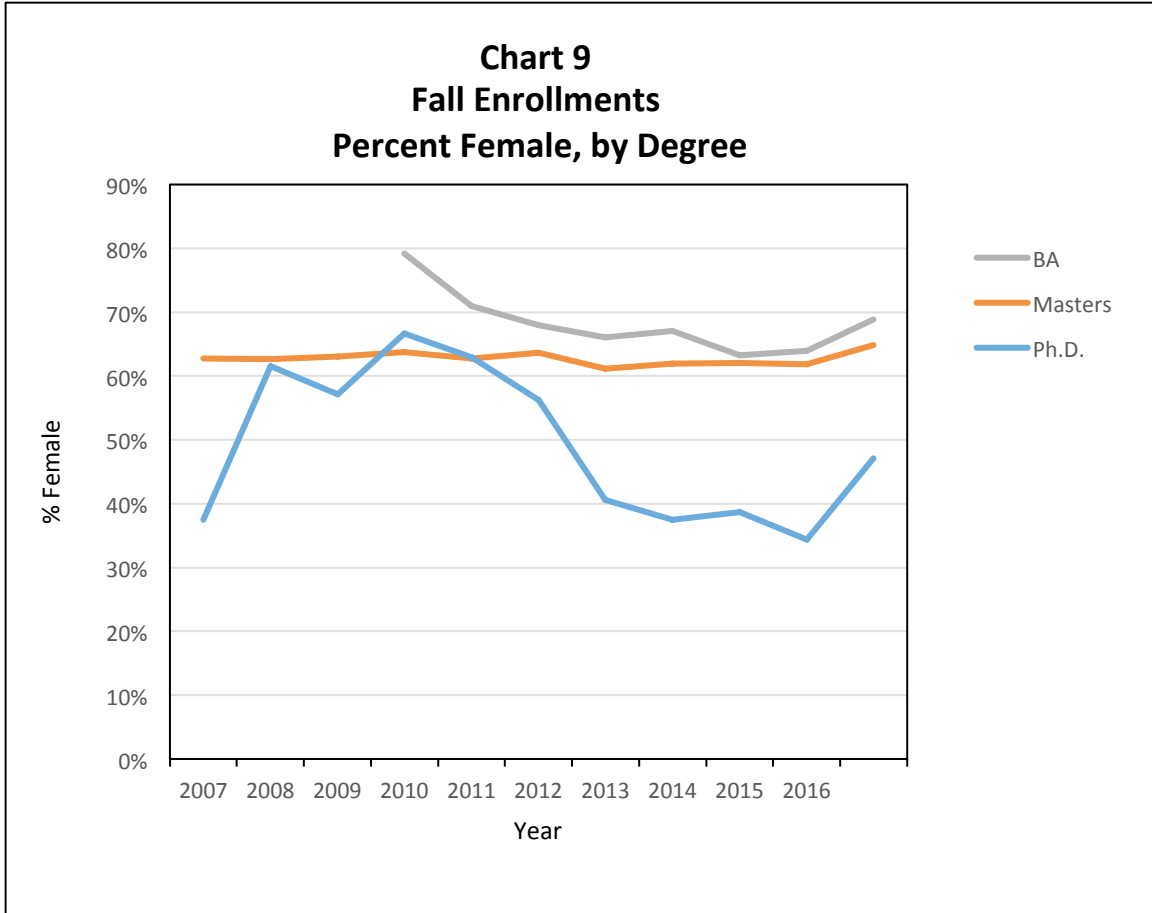
Last Updated 1/20/2018

Outcomes

Table 7 shows the number of MPA students entering in AY 2011-12, and the percentage of each class graduating within one, two, or three years. The numbers are cumulative so that, for instance, the number of students graduating in three years includes those graduating in two years. SPAA's MPA is designed to be completed in 5 semesters based on full-time attendance, carrying a course load of nine credits per semester:

Table 7. Completion Times and Persistence-MPA Program					
Academic Year of Entry	Students Entering	Graduated within 2 years	Graduated within 3 years	Graduated within 4 years	Total Students Graduated and Persisting to Graduation
2011-2012	118	66%	81%	85%	85%
2010-2011	91	62%	70%	74%	80%
2009-2010	93	63%	77%	83%	83%
2008-2009	71	42%	80%	83%	85%

Last Updated 1/20/2018

Because many of SPAA's master's students attend part-time, the percentage of students finishing in two years is relatively low.

There is no standard completion time for the Ph.D. program. However, many full-time students finish in about four years, and very few students finish sooner than that. *Table 8* shows the number of students completing their degree in four years or less, and five years or more. In the years included, there were no students who required more than six years to complete their Ph.D. degree. The table also shows the percentage of students who have not completed their degree, but who are still enrolled and actively working toward their degree. The withdrawn students shown are those who are no longer enrolled. In some cases, these students do indeed finish.

* *

Table 8. Ph.D. Completion and Withdrawal				
Fall Semester Entered	Students Entering	Completion within 5 yeas	Completed Total	Withdrawn
2014*	7	14%	14%	0%
2013*	6	33%	33%	0%
2012	7	14%	14%	0%
2011	6	17%	17%	50%
2010	7	57%	57%	17%
2009	7	86%	86%	14%

*Enrolled less than 5 years.   Last Updated 9/1/2015

These numbers are not adjusted for the number of part-time students in any way. In fall semester, 2017, 65% of doctoral students attended part-time.

MPA Employment Outcomes: *Table 9* shows employment status for members of the 2015-16 graduating class, based on 55 responses to a survey sent to 157 individuals.

Table 9. MPA Employment	
Employment Status	**2016-2017 Graduating Class**
Total Responses	55
Employed Full-Time	45
Employed Part-Time or Temporary	3
Unemployed and seeking work	7
Military service, furthering education, or otherwise not in labor force	0
Did not respond or chose not to answer the question	102

Last Updated 8/12/2017

Table 10 shows the sectors in which SPAA MPA graduates from the class of 2015-16 were employed, based on the same survey.

Table 10. MPA Employment: by Sector	
Sector	**2015-2016 Graduating Class**
Government Sector	18
Federal/National	5
State/Provincial	9
Local	2
International	2
Nonprofit Sector	19
Domestic	17
International	2
Private Sector	6
Research/Consulting	0
Non-Research	6
Unemployed	6
In school, military service, or otherwise not in labor force	0
Unaccounted for	108
Total Graduating Class	157

Last Updated 8/12/2017

Table 11 shows a list of representative employers of recent SPAA MPA graduates.

Table 11. Representative Employers of SPAA MPA Graduates (Partial List)		
Government/Public Sector	**Nonprofit Sector**	**Private For-Profit Sector**

• Port Authority of NY/NJ
• The Audit Board of the Republic of Indonesia
• Township of Weehawken
• County of Middlesex
• US Air Force
• State of NJ,
   ○ Office of Management & Budget
   ○ Human Services
   ○ Division of Taxation
   ○ Judiciary
   ○ Division of Aging
   ○ Division of Family Assistance & Benefits
   ○ Office of Management & Budget
• US General Services Administration
	• New Jersey Performing Arts Center
	• Boys & Girls Club of Paterson
	• University of Delaware
	• Rutgers University
	• Kessler Foundation
	• Harlem Children's Zone
	• Englewood Hospital & Medical Center
	• American Cancer Society
	• New York University
	• Mental Health Association of NY City
		• Medtronic
		• Gyeonggi Research Institute
		• Toyota Financial Services
		• Rising Tide Capital
		• Fresenius Medical Care North America
		• Citibank
		• Mosaic Strategies

Last Updated 1/20/2018

Table 12 shows representative job titles for those graduates.

Table 12. Representative Job Titles of SPAA MPA Graduates (Partial List)		
Government/Public Sector	**Nonprofit Sector**	**Private For-Profit Sector**
• Manager, Local Programs and Project Development • Supervisor • Assistant Director • Lt. of Police, Training Bureau Commander • Program Support Analyst • Investigator • Auditor	• Senior EEO Specialist • EOF Counselor • Program Manager • Associate Director • Director • Program Director • Associate Planner • Health Systems Account Manager	• Sr. Information Security Analyst • Corporate Consultant • Manager • Lobbyist • Senior Data Analyst

Last Updated 1/20/2018

Table 13 shows representative capstone projects for SPAA MPA students in academic year 2014-2015.

Table 13. MPA Capstone Projects: Academic Year 2016-2017 (Partial List)
Impact of Intervention Programs on Oregon State Prison Recidivism
Mandatory Statewide Quality Reporting and Measurement System: Does it Improve Patient Outcomes?
Price of Freedom under the Justice System: An Analysis of the Bail System in America
Study of Factors Affecting Digital Division Between North Korean Refugees and the General Public in South Korea
Into the Wild: Nonprofit Zoos in the Great Recession
Social Benefits for Employees Who Telecommute and Their Effect on Employee Productivity
An Analysis of Law Enforcement Use of Tourniquets in South Texas
Existing racial Disparities in Police Stops in the United States and the United Kingdom
Millennials Serving Locally in Public Service, and the Governmental Push toward Retaining, Recruiting, and Connecting with Them
Campaign Finance in the 2012 and 2016 Presidential Elections
Characteristics Influencing the Success of Digital Activism Campaigns
Public Employee Attendance by Gender in the Staffing Bureau of the Ministry of Homes Affairs iof Indonesia
Weatherization Program Impacts on Fire Safety and Carbon Monoxide Poisoning
State of New Jersey Reactionary Spending: A Look at Unemployment and Intergovernmental Aid
Public Awareness of Climate Change and the Role of Environmental Non-Profit Organizations
Measuring the Effect of Student Services Spending on Degree Completion in Public Post-Secondary Institutions
The Impact of Access to Arts Education on Student Achievement in Newark: Assessment of Traditional and Examination Schools in 2014-5

Last Updated 8/12/2017

Table 14 shows a representative list of internship sponsors for SPAA undergraduate students in academic year 2015-2016.

Table 14.   Undergraduate Internship Sponsors: Academic Year 2015-2016 (Partial List)
All Stars Project, Inc.
Greater Newark Conservancy
Leonard M. Luciano, Freeholder
Youth Build Newark, Inc.
Jersey Cares
New Jersey Office of the Attorney General, Division of Consumer Affairs
Peninsula City Soccer Club
New Jersey State Parole Board
Newark Debate Academy
Essex County Board of Chosen Freeholders
Social Security Administration
Alaris Health of New Jersey
Rutgers University-Newark Jumpstart
Job Corps
My Sister's Lighthouse
The Safe House
New Jersey Office of Emergency Management
New Community Corporation
The Future Project
Rutgers University Office of Student Life
Rutgers TRIO Talent Search East
City of Englewood, Department of Parks and Recreation
Newark City Hall
Town Clock Community Development Corporation
New Jersey Performing Arts Center (NJPAC)
Blanche and Irwin Lerner Center for the Study of Pharmaceutical Management Issues
New Jersey Public Interest Research Group (NJPIRG)
United Way of Essex and West Hudson
Donald Payne, Jr., Congressman, NJ 10th District
FOCUS Hispanic Center for Community Development
Liberty Science Center
Advocates for Children of New Jersey

Last Updated 8/10/2016
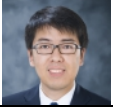
Table 15. MPA Internship Sponsors: Academic Year 2016-2017
Office of State Representative Donald Payne, Jr.
Port Authority of New York and New Jersey
New City Kids, Jersey City, NJ
San Francisco Board of Supervisors
Public Technology Institute
National Academy of Public Administration
Congressional Hispanic Caucus Institute
American Society for Public Administration
City of Alexandria, VA
Office of the Honorable Cory Booker, U.S. Senator
Rutgers University Foundation
American Red Cross
American Friends Service Committee
Trinitas Medical Center
New Jersey Performing Arts Center
Newark YMCA
Newark City Hall
U.S. Equal Opportunity Commission
Citizen's Budget Commission
Parkinson's Foundation
Nielson, A.C. (China)
Education Pioneers, California Charter School Commission

Last Updated 8/12/2017

Faculty

Table 16. Faculty, Fields, and Areas of Research				
Faculty Member	Rank / Title	Degree	Field	Research Interests
Jeffrey Backstrand	Associate Teaching Professor	Ph.D.	Anthropology	Urban public health; Nutrition policy; Educational policy
Cleopatra Charles (Grizzle)	Associate Professor	Ph.D.	Public Administration	Public finance and nonprofit organizations; Financial preparedness
Ariane Chebel d'Appollonia	Professor	Ph.D.	Political Science	Immigrant rights; Immigration and security policy; Race and ethnicity
James Davy	Distinguished Practitioner in Residence	MPA	Public Administration	Strategic planning; Leadership development; Organizational design
Rachel Emas	Assistant Teaching Professor	Ph.D.	Public Affairs	Community engagement; Program assessment; High-quality policy implementation research
Kyle Farmbry	Professor	Ph.D.	Philosophy	Intersectoral dynamics; Private and independent sector entrepreneurial development
Lawrence Goldman	Distinguished Practitioner in Residence	Ph.D.	Public Affairs	Public and nonprofit management and administration
Madinah Hamidullah	Associate Research Professor	Ph.D.	Public Administration	Public workforce development; Organizational performance; Leadership development
Sebastian Jilke	Assistant Professor	Ph.D.	Public Administration	Citizen-state interaction; Public sector reform
Reginald Lewis	Assistant Professor of Professional Practice	AM	Public Administration	Education policy and advocacy

Name	Title	Degree	Field	Research Interests
Weiwei Lin	Assistant Teaching Professor	Ph.D.	Public Administration	Public and nonprofit management; Performance measurement of public and nonprofit organizations
Jiahuan Lu	Assistant Professor	Ph.D.	Policy Studies	Public and nonprofit management; Government contracting
Lindsey McDougle	Assistant Professor	Ph.D.	Nonprofit Leadership and Management	Nonprofit management; Civic engagement; Voluntarism
Charles Menifield	Dean	Ph.D.	Public Administration	Budgeting and financial management, Public health and welfare, Minority politics
Stephanie Newbold	Associate Professor	Ph.D.	Public Administration	Intellectual history of public administration; Interaction of the democratic state and constitutionalism
Suzanne Piotrowski	Associate Professor	Ph.D.	Political Science	Transparency in government; Ethics
Gregory Porumbescu	Assistant Professor	Ph.D.	Public Administration	Information and communications technology
Norma Riccucci	Board of Governors Distinguished Professor	Ph.D.	Public Administration	Public sector personnel management
Kelly Robinson	Director of Public Data and Institutional Research	Ph.D.	Urban and Regional Studies	Technology and public administration; Program evaluation
Alan Sadovnik	Board of Governors Distinguished Service Professor	Ph.D.	Sociology	Educational reform; Sociology of education
Jongmin Shon	Assistant Professor	Ph.D.	Public Administration	Public finance and budgeting; State and local finance; Performance measurement and management

Frank Thompson	Distinguished Professor	Ph.D.	Political Science	Health policy and administration; Public management and implementation
Gregg Van Ryzin	Professor	Ph.D.	Psychology	Research methods for public administrators; Public performance; Public attitudes toward government
Clayton Walton	Assistant Professor of Practice	MA	Public Administration	Globally Engaged Experiential Learning; Sociology
James Ward	Visiting Associate Professor	Ph.D.	Political Science	Local government reform; Collaborative governance
Lois Warner	Assistant Teaching Professor	Ph.D.	Public Administration	Public service motivation
Pengju Zhang	Assistant Professor	Ph.D.	Public Administration and International Affairs	State and local finance; Local government studies
Yahong Zhang	Associate Professor	Ph.D.	Public Administration	Governmental performance; Transparency in government; Citizen participation

Last Updated 1/25/18

Teaching Inputs

Table 16. Core Faculty and Faculty/Student Ratios: 2011-2017					
Core Faculty	**2011-2012**	**2012-2013**	**2013-2014**	**2014-2015**	**2016-2017**
Full-Time Faculty	27	29	26	26	23
Part-Time Faculty	0	1	2	2	1
Total Core Faculty	27	30	28	25	24
Faculty per Graduate Student	.08	.08	.06	.05	.04

Last Updated 9/1/2015

Table 17. Student Financial Aid: 2010-2015					
	Scholarships		**SPAA Support**		
Academic Year	**Students Funded**	**Total Funding**	**Teaching and Graduate Assistantships**	**Tuition Remission**	**Other SPAA Support**
2010-2011	9	$ 13,935	$ 272,753	$253,582	$121,864
2011-2012	10	$ 13,600	$ 244,526	$222,354	$54,234
2012-2013	20	$ 38,636	$ 229,140	$192,235	$46,488
2013-2014	30	$ 46,092	$ 231,512	$203,873	$5,952
2014-2015	27	$ 48,0 34	$ 160,635	$262,740	$82,072

Last Updated 9/1/2015